SLOVENSKI STANDARD
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Obvladovanje tveganja na potovanjih - Napotki za organizacije

Travel risk management - Guidance for organizations

Gestion des risques liés aux voyages - Recommandations pour les organismes

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Travel risk management — Guidance for organizations

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 262, *Risk management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

This document is intended to assist those managing and participating in organizational travel. The management of travel risk is a component of any organization's travel-related activities and should include interaction with stakeholders.

There are many reasons why people travel for their organization. Travelling has increasingly become a common feature of people's jobs or functions. Consequently, organizations need to meet their duty of care across multiple jurisdictions in different parts of the world.

Travellers, whether international or domestic, can be faced with unfamiliar situations and environments that have different risk profiles to those of their normal location. Road accidents, disease outbreaks, epidemics and natural disasters, as well as conflict, crime (including cyber and information), cyber threats, terrorism and political and socially motivated instability, can threaten the safety, security (including information security) and health (including mental health) of travellers, and can adversely affect the outcome of their travel objectives.

NOTE   Unless otherwise indicated, any reference to security also includes information security.

Managing risks for travel to a country where the organization has no local base requires more comprehensive controls than for locations where risk profiles are well known and treatments have already been established. Timeliness and accuracy of intelligence, analysis and advice, including travel warnings, are increasingly important in influencing travel decisions.

Travel risk management (TRM) requires that organizations anticipate and assess the potential for events, develop treatments and communicate anticipated risk exposures to their travellers. Advising and providing travellers with adequate medical and emergency response guidance, security and information security precautions, including challenges to travel logistics, can significantly impact the outcome of disruptive events.

This document provides a means for organizations to demonstrate that travel decisions are based on the organization's capacity to treat risk using internal resources or with external assistance. Not all travel requires the same level of rigour for risk assessment and management. Although this document provides a comprehensive set of risk treatment options that an organization can consider, application should be reasoned and proportionate to the risk exposure. This will help the organization and individual travellers realize the opportunities and benefits for which travel is required.

This document proposes that the organization's overall appetite and acceptance of risk should not take precedence, or be used exclusively, in deciding whether travel is appropriate for security, safety or health reasons.

This document is based on the principles, framework and process of ISO 31000, as illustrated in Figure 1. Travel-related risk presents a specific context and an organization's existing risk management process can be adapted to reflect this. It is also aligned with the core occupational health and safety management system set out in ISO 45001. As such, elements of this document can assist or inform organizations developing such management systems, but it is not a management system standard.

This document can be used on a standalone basis or integrated within other risk management programmes.
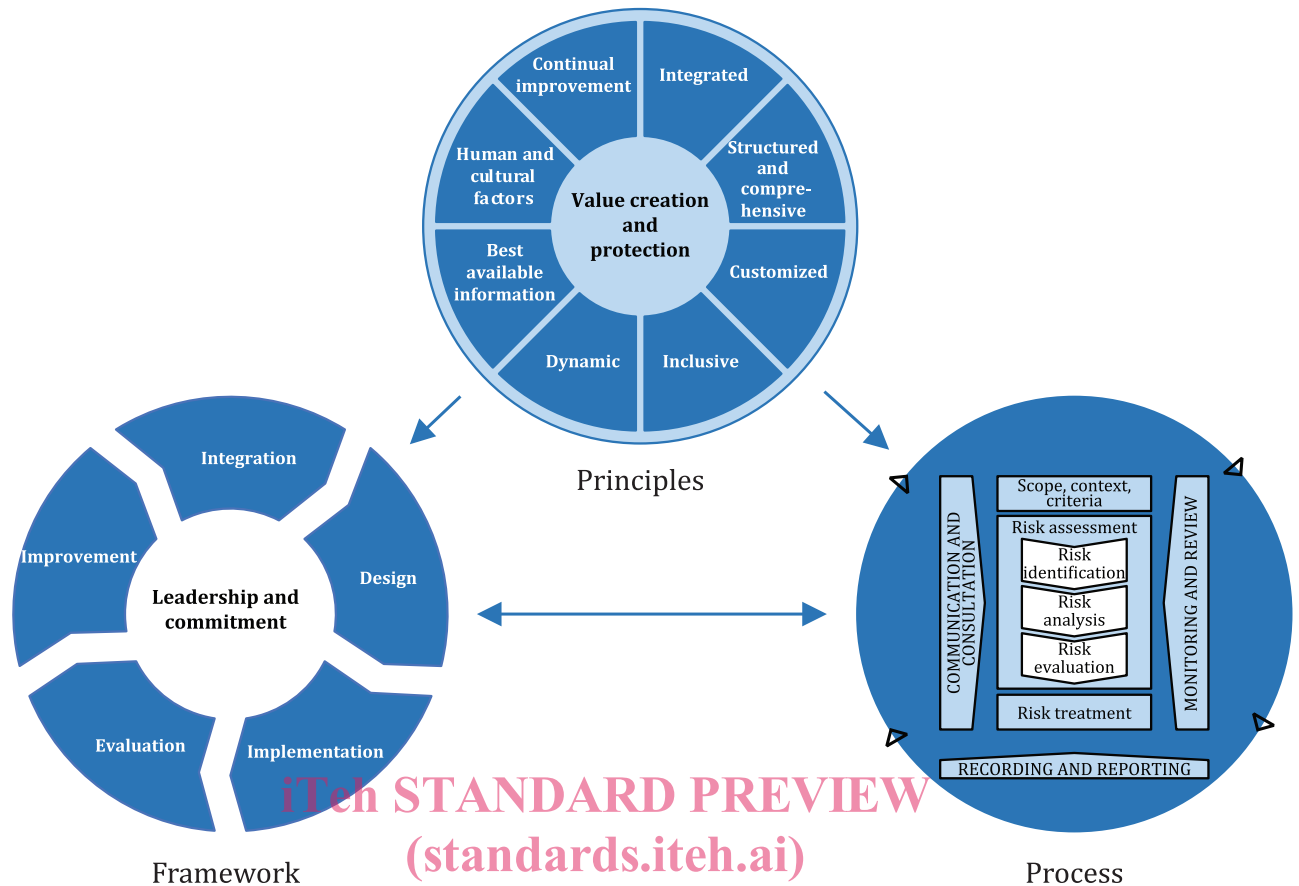
Figure 1 — Principles, framework and process

One of the aims of this document is to promote a culture where travel-related risk is taken seriously, resourced adequately, and managed effectively. And where the benefits to the organization and relevant stakeholders are recognized. Such benefits include:

— protecting personnel, data, intellectual property and assets;

— reducing legal and financial exposure;

— enabling business in high-risk locations;

— enhancing an organization's reputation and credibility, which in turn can have a positive effect on competitiveness, staff turnover and talent acquisition;

— improving worker confidence in health, safety and security arrangements with regard to travel;

— contributing to business continuity capability and organizational resilience;

— demonstrating the organization's ability to control its travel-related risks effectively and efficiently, which can also help in lowering its insurance premiums;

— providing assurance to business partners, thus banks and investors will be more willing to finance its business;

— enabling the organization to meet customers' expectations in terms of the security and stability of their supply chain;

— increasing general productivity;

— contributing to meeting the sustainable development goals by strengthening the social dimension of sustainability.

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In this document, the following verbal forms are used:

a) "should" indicates a recommendation;

b) "may" indicates a permission;

c) "can" indicates a possibility or a capability.

Information marked as "NOTE" is intended to assist the understanding or use of the document.

"Notes to entry" used in Clause 3 provide additional information that supplements the terminological data and can contain provisions relating to the use of a term.

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Travel risk management — Guidance for organizations

1 Scope

This document gives guidance to organizations on how to manage the risk(s), to the organization and its travellers, as a result of undertaking travel.

This document provides a structured approach to the development, implementation, evaluation and review of:

— policy;

— programme development;

— threat and hazard identification;

— opportunities and strengths;

— risk assessment;

— prevention and mitigation strategies.

This document is applicable to any type of organization, irrespective of sector or size, including but not limited to:

— commercial organizations;

— charitable and not-for-profit organizations;

— governmental organizations;

— non-governmental organizations;

— educational organizations.

This document does not apply to tourism and leisure-related travel, except in relation to travellers travelling on behalf of the organization.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 31000, *Risk management — Guidelines*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 31000 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

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3.1
competence
ability to apply knowledge and skills to achieve intended results

Note 1 to entry: This constitutes one of the common terms and core definitions of the harmonized structure for ISO management system standards.

[SOURCE: ISO 22300:2021, 3.1.42]

3.2
crisis
abnormal or extraordinary event or situation that threatens an *organization* (3.9) and requires a strategic, adaptive and timely response in order to preserve its viability and integrity

Note 1 to entry: The event can include a high degree of uncertainty.

Note 2 to entry: The event can exceed the response capacity or capability of the organization.

Note 3 to entry: Given the nature of a crisis, it is possible that there will not be an adequate or appropriate plan to deal with the event, such that a flexible and dynamic approach is needed.

3.3
crisis management team
group of individuals functionally responsible for the direction and implementation of the *organization's* (3.9) *crisis* (3.2) management capabilities

3.4
duty of care
moral responsibility or legal requirement of an *organization* (3.9) to protect the *traveller* (3.21) from *hazards* (3.5) and *threats* (3.17)

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Note 1 to entry: The legal aspect of duty of care can arise from, among others, negligence, contract and statute.

Note 2 to entry: Legal requirements and how they arise, including insurance coverage, can differ between jurisdictions.

Note 3 to entry: Legal requirements can be qualified in scope (e.g. it is possible they will not be absolute).

Note 4 to entry: Organizations should seek advice from a competent legal adviser to ascertain the scope and nature of their duty of care relating to the context of this document.

3.5
hazard
source of potential harm

[SOURCE: ISO 31073:—[1]), 3.7.5, modified — Note 1 to entry has been deleted.]

3.6
incident
adverse event that can be, or can lead to, a disruption, loss, emergency or *crisis* (3.2)

Note 1 to entry: An incident can negatively impact a *traveller's* (3.21) health, safety and security.

Note 2 to entry: An incident can negatively impact the *organization* (3.9), e.g. by reputational damage, financial loss.

Note 3 to entry: An incident can negatively impact organizational resilience.

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1) Under preparation. Stage at the time of publication: ISO/DIS 31073:2021.

3.7
incident management team
group of individuals functionally responsible for planning for the likelihood and management of an *incident* ([3.6](#))

Note 1 to entry: Responsibilities of the incident management team can include liaison with external *organizations* ([3.9](#)), *stakeholders* ([3.15](#)) and families.

3.8
off-duty time
time when *travellers* ([3.21](#)) are not engaged in work activities but remain under the general supervisory responsibility of the *organization* ([3.9](#))

Note 1 to entry: This can include a weekend depending on the trip duration.

3.9
organization
person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

Note 1 to entry: The concept of organization includes, but is not limited to, sole-trader, company, corporation, firm, enterprise, authority, partnership, association, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

[SOURCE: ISO 31022:2020, 3.4, modified — Note 1 to entry has been modified.]

3.10
personal leave time
period of time, occurring before, after or within the scheduled duration of the work activity or project, that falls outside the supervisory responsibility of the *organization* ([3.9](#))

3.11
provider
organization ([3.9](#)) providing services or products, or both, to the organization in accordance with agreed specifications, terms and conditions

3.12
risk
effect of uncertainty on objectives

Note 1 to entry: An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and *threats* ([3.17](#)).

Note 2 to entry: Objectives can have different aspects and categories and can be applied at different levels.

Note 3 to entry: Risk is usually expressed in terms of risk sources, potential events, their consequences and their likelihood.

[SOURCE: ISO 31000:2018, 3.1]

3.13
risk assessment
overall process of risk identification, risk analysis and risk evaluation

[SOURCE: ISO 31073:—, 3.6.1]

3.14
risk treatment
process to modify *risk* ([3.12](#))

Note 1 to entry: Risk treatment can involve:

— avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk;

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— taking or increasing risk in order to pursue an opportunity;

— removing the risk source;

— changing the likelihood;

— changing the consequences;

— sharing the risk with another party or parties (including contracts and risk financing);

— retaining the risk by informed decision.

Note 2 to entry: Risk treatments that deal with negative consequences are sometimes referred to as "risk mitigation", "risk elimination", "risk prevention" and "risk reduction".

Note 3 to entry: Risk treatment can create new risks or modify existing risks.

[SOURCE: ISO 31073:—, 3.10.1]

3.15
stakeholder
person or *organization* (3.9) that can affect, be affected by, or perceive themselves to be affected by a decision or activity

Note 1 to entry: The term "interested party" can be used as an alternative to "stakeholder".

[SOURCE: ISO 31000:2018, 3.3]

3.16
student
individual on placement, internship, apprenticeship or otherwise, under the control of an employing *organization* (3.9) as part of a training programme, or enrolled in a school or other educational institution

Note 1 to entry: As students can be under the age of legal responsibility, it is possible they will not be able to make legal decisions themselves.

3.17
threat
potential source of danger, harm or other undesirable outcome

[SOURCE: ISO 31073:—, 3.7.7, modified —Notes 1 and 2 to entry have been deleted.]

3.18
travel
movement of a person(s), on behalf of an *organization* (3.9), which comes within the scope of the organization's *duty of care* (3.4)

Note 1 to entry: The movement can be either domestic or international.

3.19
travel risk
effect of uncertainty on objectives due to *travel* (3.18)

3.20
travel risk management
TRM
coordinated activities to direct and control an *organization* (3.9) with regard to *travel risk* (3.19)

3.21
traveller
person(s) undertaking *travel* (3.18)

3.22
worker
person performing work or work-related activities that are under the direct or indirect control of the *organization* (3.9)

Note 1 to entry: Persons perform work or work-related activities under various arrangements, paid or unpaid, such as regularly or temporarily, intermittently or seasonally, casually or on a part-time basis.

Note 2 to entry: Workers include top management, managerial and non-managerial persons.

Note 3 to entry: The work or work-related activities performed under the control of the organization may be performed by workers employed by the organization, workers of external *providers* (3.11) (contractors, sub-providers), individuals, agency workers, and by other persons to the extent the organization shares control over their work or work-related activities, according to the context of the organization.

[SOURCE: ISO 45001:2018, 3.3, modified — "direct or indirect" has been added to the definition and "sub-providers" has been added to Note 3 to entry.]

4   Understanding the organization and its context

4.1   Operating context

4.1.1   General

It is important that an organization has a clear understanding of the factors that can affect or influence its TRM programme objectives, including the external and internal context in which it operates.

The external context can include, but is not limited to:

a)   political, socio-economic, cultural, religious/ethical, legal or regulatory factors, whether international, national, regional or local;

b)   political violence (including terrorism, insurgency, politically motivated unrest and war);

c)   social unrest (including sectarian, communal and ethnic violence);

d)   violent and petty crime;

e)   the quality, availability and reliability of the modes of transport;

f)   the quality, availability and reliability of telecommunications;

g)   the state of industrial relations;

h)   the effectiveness of public and private security and emergency services;

i)   the responsibilities of other parties (e.g. clients) for the organization's travellers;

j)   natural or geological factors;

k)   susceptibility to natural disasters;

l)   potential health hazards, including epidemics and pandemics;

m)   the quality of local health infrastructure and medical care;

n)   information/cyber security;

o)   the quality of hotel/accommodation;

p)   ground/road conditions.