

DRAFT INTERNATIONAL STANDARD

ISO/DIS 31030

ISO/TC 262

Secretariat: BSI

Voting begins on:
2020-11-03

Voting terminates on:
2021-01-26

Travel risk management – Guidance for organizations

ICS: 03.100.01

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Reference number
ISO/DIS 31030:2020(E)

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Published in Switzerland

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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.

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 on 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 the following URL: www.iso.org/iso/foreword.html.

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

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Introduction

This standard is intended to assist those managing and participating in organizational travel. Managing travel risk is part of travel-related activities of an organization including 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" responsibilities and any relevant legal obligations related to travel and across multiple jurisdictions.

Travellers, whether international or national, can be faced with unfamiliar situations and environments that have different risk profiles to those of their normal location. Road accidents, disease outbreaks, epidemics, natural disasters, as well as conflict, crime (including cyber and information), terrorism and political and socially motivated instability can threaten the safety, security, (including information security¹⁾) health (including mental health) of travellers, and adversely affect the outcome of their travel purposes.

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

Travel risk management requires that organizations anticipate and assess the potential for events, develop mitigations and communicate anticipated risk exposures to their travellers. Advising and providing travellers with adequate medical, emergency response guidance, security and information security precautions, can significantly impact the outcome of disruptive event.

This standard 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 warrants the same level of rigour for risk assessment and management. Although this standard 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 realise the opportunities and benefits for which travel is required.

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

This standard is based on the principles, framework and process of ISO 31000 Risk Management: 2018 as illustrated in Figure 1. Travel-related risk presents a different context and an organisation's existing risk management process, may need to 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 may assist or inform organizations developing such management systems, but it is not intended as a management system standard itself.

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

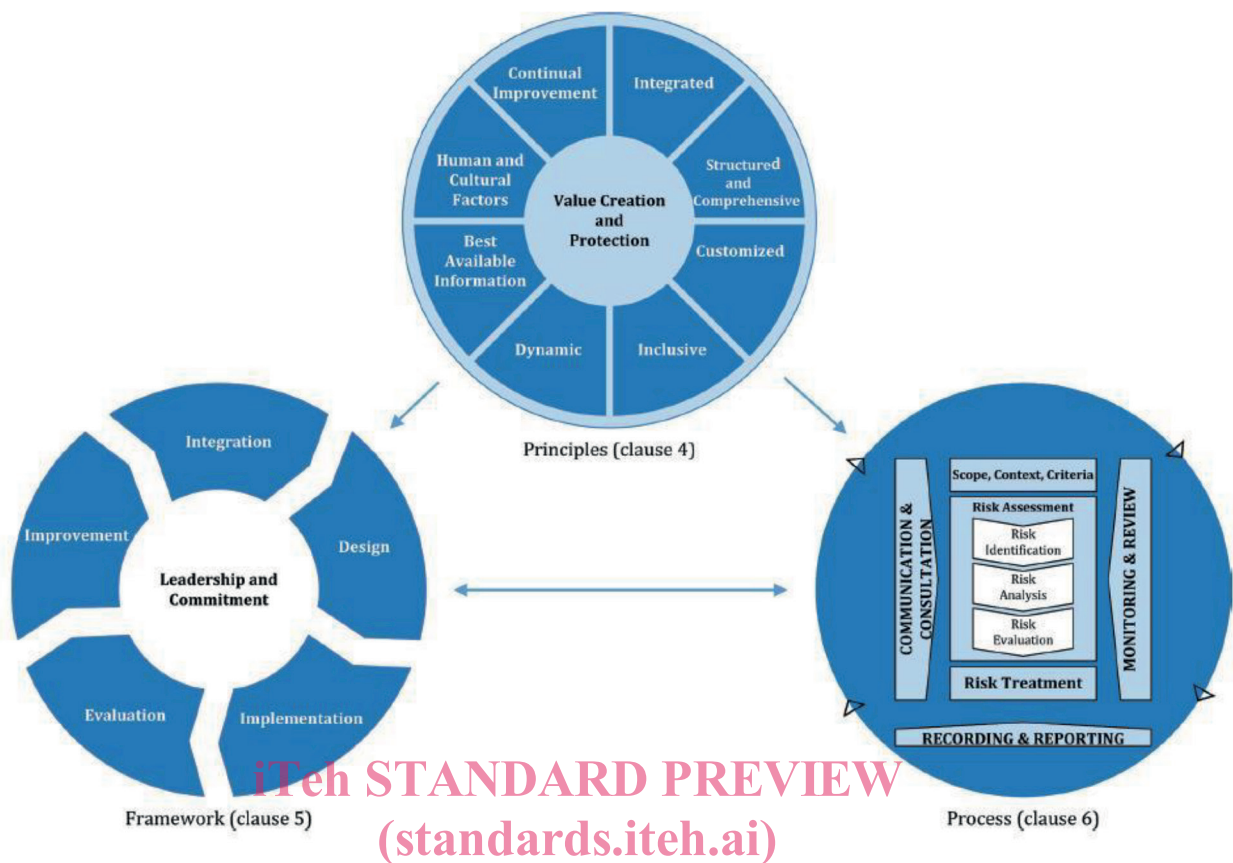


Figure 1 — Principles, framework and process

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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 recognised. 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 aide talent acquisition;
- contributing to business continuity capability and organizational resilience;
- demonstrating the organization's ability to control its travel-related risks effectively and efficiently – it may also help in lowering its insurance premiums;
- providing assurance to business partners - 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; and
- contributing to meeting sustainability goals.

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

NOTE “shall” indicates a requirement – and is not used in this document.

Information marked as “NOTE” is for guidance in understanding or clarifying the associated requirement.

“Notes to entry” used in [Clause 3](#) provide additional information that supplements the terms and definitions 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 provides guidance to organizations, on how to manage the risk(s), faced by travellers as a result of undertaking travel on behalf of the organization they represent. It can be used by 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; and
- educational organizations.

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

- policy;
- programme development;
- threat and hazard identification;
- opportunities and strengths;
- risk assessment, and
- prevention and mitigation strategies.

The guidance provided can be used to create a bespoke Travel Risk Management system and/or incorporated into existing management systems, as decided upon by the organization.

Tourism and leisure-related travel is not in scope of this standard except in respect of travellers travelling on behalf of the organization.

2 Normative references

There are no normative references in this document.

3 Terms and definition

For the purposes of this document, the following 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/>

3.1 competence

ability to apply knowledge and skills to achieve intended result

Note 1 to entry: Demonstrated competence is sometimes referred to as “qualification”.

Note 2 to entry: This constitutes one of the common terms and core definitions for ISO management system standards given in Annex SL of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1. The original definition has been modified by adding Note 1 to entry.

[SOURCE: ISO 9000:2015, 3.10.4]

3.2 competent person

person, suitably trained and qualified with knowledge and practical experience, and provided with the necessary instructions, to enable the required task(s) to be carried out correctly

[SOURCE: BS 9999:2008]

3.4 crisis

abnormal or extraordinary event or situation that threatens an organization (3.11) and requires a strategic, adaptive, and timely response in order to preserve its viability and integrity

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

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

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

[SOURCE: ISO 22361]

3.5 crisis management team

group of individuals functionally responsible for the direction and implementation of the organization's crisis management capabilities

[SOURCE: ISO 22361]

3.6 duty of care

moral responsibility or legal obligation of an organization to protect the traveller from hazards (3.8) and threats (3.19)

Note 1 to entry: The legal aspect of Duty of Care can arise from, amongst others (a non-exhaustive list): Negligence, Contract and Statute.

Note 2 to entry: Legal obligations and how they arise, including insurance coverage, may differ between Jurisdictions.

Note 3 to entry: Legal obligations may be qualified in scope (e.g. may not be absolute).

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

3.7 hazard

SOURCE: of potential harm

[SOURCE: ISO Guide 73]

3.8**incident**

adverse event that might be, or could lead to, a disruption, loss, emergency or crisis

Note 1 to entry: May negatively impact a traveller's health, safety, and security.

Note 2 to entry: May negatively impact the organization; for example, reputational or financial loss.

3.9**incident management team**

group of individuals functionally responsible for planning for the likelihood, and management of, an incident

Note 1 to entry: Responsibilities of the IMT may include liaison with external organizations, and/or stakeholders and families.

[SOURCE: ISO 22361 - modified]

3.10**off-duty time**

time when travellers (see 3.23) are not engaged in work activities but remain under the general supervisory responsibility of the organization (see 3.11), this may include a weekend depending on the trip duration

3.11**organization**

person or group of people that have their own functions with responsibilities, authorities and relationships to achieve their objectives

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

[SOURCE: ISO Annex SL]

3.12**personal leave time**

period of time, occurring before or after or within the scheduled duration of the work activity or project and falls outside the supervisory responsibility of the organization (3.11)

3.13**provider**

organization providing services and/or products to the organization in accordance with agreed specifications, terms and conditions

3.14**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.

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]

3.15

risk assessment

overall process of risk identification, risk analysis and risk evaluation

[SOURCE: ISO Guide 73]

3.16

risk treatment

process to modify risk (3.14)

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;
- 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]; and
- 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 Guide 73]

3.17

stakeholder (admitted)

interested party (preferred)

person or organization (3.11) that can affect, be affected by, or perceive themselves to be affected by a decision or activity

[SOURCE: ISO Annex SL - check]

3.18

student

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

Note 1 to entry: As students might be underage, they might not be able to make legal decisions as it pertains to themselves.

3.19

threat

potential SOURCE: of danger, harm or other undesirable outcome[SOURCE: IEC 31000 – modified] .

3.20

travel

movement, on behalf of an organization (3.11), of a person(s), who come within the scope of the organization's Duty of Care (3.6)

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

3.21

travel risk

effect of uncertainty on objectives due to travel (3.20)

3.22**travel risk management (TRM)**

coordinated activities to direct and control an organization (3.11) with regard to travel risk (3.21)

3.23**traveller**

person(s) undertaking travel (3.20)

3.24**worker**

person performing work or work-related activities that are under the direct or indirect control of the organization (3.11)

Note 1 to entry: 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, [contractors, sub-providers,] individuals, agency workers and by other persons to the extent that the organization shares control over their work or work-related activities, according to the context of the organization.

[SOURCE: ISO 45001]

4 Understanding the organization and its context**4.1 Operating context****4.1.1 General**

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It is important that an organization has a clear understanding of the factors that may affect or influence its travel risk management (TRM) programme objectives. An organization should consider the external and internal context in which it operates in order to direct and achieve its travel objectives.

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

- a) political, socio-economic, cultural, legal, 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 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;