

---

---

## Travel risk management — Guidance for organizations

*Gestion des risques liés aux voyages — Recommandations pour les  
organismes*



This document is a preview generated by EKO



# **COPYRIGHT PROTECTED DOCUMENT**

© ISO 2021

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office  
CP 401 • Ch. de Blandonnet 8  
CH-1214 Vernier, Geneva  
Phone: +41 22 749 01 11  
Email: [copyright@iso.org](mailto:copyright@iso.org)  
Website: [www.iso.org](http://www.iso.org)

Published in Switzerland

# Contents

	Page
<b>Foreword</b>	<b>v</b>
<b>Introduction</b>	<b>vi</b>
<b>1 Scope</b>	<b>1</b>
<b>2 Normative references</b>	<b>1</b>
<b>3 Terms and definitions</b>	<b>1</b>
<b>4 Understanding the organization and its context</b>	<b>5</b>
4.1 Operating context	5
4.1.1 General	5
4.1.2 Industry/sector specific	6
4.1.3 Risk profile	6
4.2 Stakeholders	6
4.3 Travelling population	7
4.4 Business objectives, risk appetite and criteria	8
4.5 Travel risk management and delivery	8
<b>5 Managing travel risk</b>	<b>8</b>
5.1 Leadership and commitment	8
5.2 Policy	9
5.3 Roles, responsibilities and accountability	10
5.4 Objectives	10
5.5 Planning/establishing the programme	10
5.6 Implementation	11
<b>6 Travel risk assessment</b>	<b>12</b>
6.1 General	12
6.2 Risk identification	14
6.3 Risk analysis	14
6.4 Risk evaluation	15
<b>7 Travel risk treatment</b>	<b>16</b>
7.1 General	16
7.2 Risk avoidance	16
7.2.1 Pre-travel authorizations	16
7.2.2 Restrictions	17
7.3 Risk sharing	17
7.3.1 General	17
7.3.2 General insurance	17
7.3.3 Specialist insurance	18
7.4 Risk reduction	18
7.4.1 Selecting treatment options	18
7.4.2 Competence	19
7.4.3 Information, advice and updates	19
7.4.4 Communication protocols/platforms	19
7.4.5 Accommodation selection	20
7.4.6 Information security and privacy protection	20
7.4.7 Transportation	21
7.4.8 Journey management	22
7.4.9 Medical and health risk reduction	22
7.4.10 Medical and security support services	24
7.4.11 Incident management planning	24
7.4.12 Incident and emergency contact points	25
7.4.13 Traveller tracking	26
7.4.14 Kidnap and ransom planning	27
7.4.15 Evacuation planning	27

<b>8</b>	<b>Communication and consultation</b>	<b>27</b>
8.1	Programme/strategic communications	27
8.2	Operational/technical communications	28
<b>9</b>	<b>Programme monitoring and review</b>	<b>29</b>
9.1	General	29
9.2	Surveys	30
9.3	Benchmarking	30
9.4	Metrics	30
<b>10</b>	<b>Programme recording and reporting</b>	<b>31</b>
10.1	General	31
10.2	Documentation	31
10.3	Recording and reporting	32
	<b>Annex A (informative) Development and implementation of a TRM programme</b>	<b>34</b>
	<b>Annex B (informative) Minors travelling without legal guardians</b>	<b>37</b>
	<b>Annex C (informative) Travel considerations during global disruption</b>	<b>40</b>
	<b>Annex D (informative) Risk treatment restrictions</b>	<b>42</b>
	<b>Annex E (informative) Training</b>	<b>43</b>
	<b>Annex F (informative) Considerations for accommodation in higher-risk locations</b>	<b>45</b>
	<b>Bibliography</b>	<b>48</b>

## 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](http://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](http://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](http://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](http://www.iso.org/members.html).

## 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.

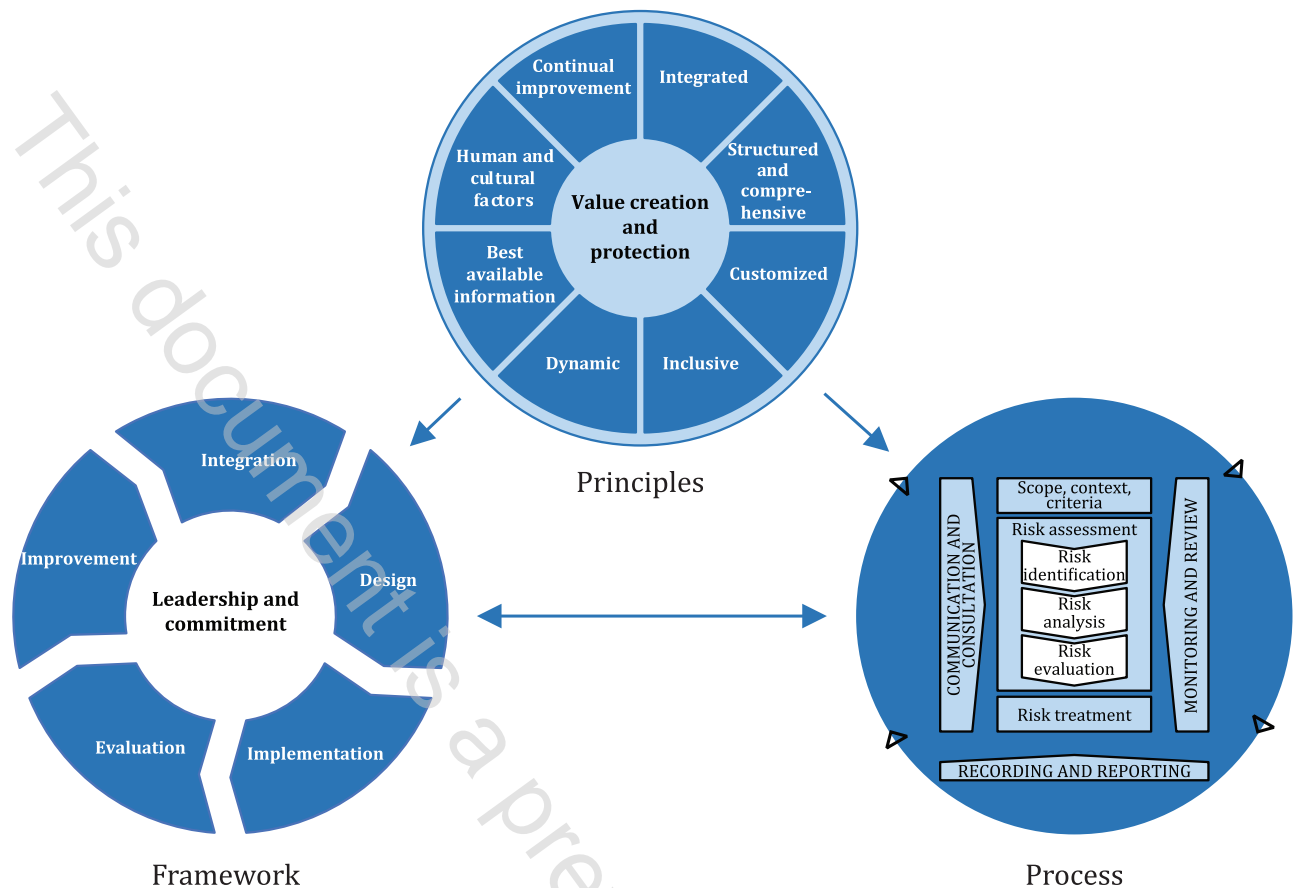
Travel risk management (TRM) requires that organizations anticipate and assess the potential for events, develop treatments and communicate anticipated risk exposures to their travellers. Advising and providing travellers with adequate medical and emergency response guidance, security and information 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.

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.



# 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/>