SICURO GROUP

ISO 31030:2021 Travel Risk Management Audit Checklist

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ISO 31030 Travel Risk Management Audit Checklist

This comprehensive checklist is designed to help organizations audit their travel risk management program against ISO 31030:2021 (Travel Risk Management – Guidance for Organizations). It covers all major elements of the standard with practical examples and links to specific ISO 31030 clauses. The checklist can serve as a standalone resource for companies to self-audit and improve their travel risk management in line with the Plan-Do-Check-Act (PDCA) cycle:

- **Plan:** Establish policies, objectives, risk assessment processes, and resources (covered in Sections 1–4 below).
- **Do:** Implement the travel risk management program (Sections 4–6).
- **Check:** Monitor, audit, and review performance (Sections 5–8).
- **Act:** Take corrective actions on findings and continuously improve (the "Actions" column provides guidance for this stage).

Use the Criteria and Clause references to verify compliance, the Example Evidence to guide what good looks like, and the Recommended Actions to address any gaps or nonconformities identified.

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1. Governance & Policy

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
1.1 Travel Risk Management Policy & Objectives ISO 31030 Cl. 5.2, 5.4	• Approved **travel risk management** policy document signed by top management, defining scope (who/what is covered), objectives aligned with business goals, and commitment to traveler safety. • Policy references duty of care and is consistent with the organization's risk appetite (e.g. not tolerating unmitigated high risk travel). • Evidence that the policy is **reviewed annually** or after	If missing or outdated: **Update or create a policy** with leadership input. Align it with ISO 31030 guidance and business objectives. Communicate the updated policy to all stakeholders. Set a review schedule (e.g. annual) as part of the **PDCA Plan/Act** cycle.

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Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
	major incidents (e.g. revision history or meeting minutes).	
1.2 Roles, Responsibilities & Accountability ISO 31030 Cl. 5.3	• Documented roles (e.g. Travel Risk Manager, Security, HR, Travel Department) with specific **responsibilities for travel risk** (policy implementation, risk assessments, approvals, emergency response). • Organization chart or RACI matrix indicating who is Responsible, Accountable, Consulted, Informed for key TRM tasks. • Job descriptions and training records showing personnel are aware of and competent in their TRM roles.	If unclear or incomplete: **Define and document roles** in the travel risk program. Assign accountability at senior level (per ISO 31030 leadership commitment). Communicate roles via job descriptions or internal memos. Provide training where gaps in competence are identified (link to **PDCA Plan/Do**).
1.3 Legal and Regulatory Compliance *ISO 31030 Cl. 4.4, 5.5*	• **Compliance register** listing applicable laws/regulations (e.g. occupational health & safety, labor laws on travel, data protection, insurance requirements for travelers). • Evidence of periodic legal reviews or consultations ensuring travel policies meet **duty of care** obligations in jurisdictions traveled. • Insurance policies (travel health, evacuation, liability) are up-to-date and cover identified risks.	If non-compliant or unknown obligations: **Conduct a legal gap analysis** against ISO 31030 and local regulations. Update policies and procedures to address gaps (e.g. add data privacy measures, ensure insurance covers pandemic risks). Seek legal counsel if needed to align with all requirements.
1.4 Integration with Enterprise Risk Management *ISO 31030 Cl. 4.3, 4.5*	• Travel risks are included in the enterprise **Risk Register** or risk management system (aligned with ISO 31000). • Evidence that travel risk is discussed in risk committee meetings or management reviews alongside other business risks. • The travel risk policy references the organization's overall **risk appetite** and links to business continuity plans.	If isolated from ERM: **Link travel risk management with corporate risk management.** Include travel risk in enterprise risk assessments. Engage risk owners (e.g. CRO, risk committee) to ensure travel risks are evaluated and controlled within the same framework. Update risk appetite statements to cover travel scenarios.

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Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
1.5 Resources and Competence *ISO 31030 Cl. 5.1, 7.4.2*	• Budget allocated for travel security, health precautions, training, and emergency response (e.g. contracts with security or medical assistance providers). • Dedicated personnel or team managing the travel risk program; their CVs or certifications show relevant expertise (security management, risk assessment, etc.). • Training programs for those managing travel (and travelers themselves) to ensure **competence** in TRM.	If resources are lacking: **Advocate for management support** by presenting risk exposure and potential impacts (as per ISO 31030's emphasis on leadership commitment). Develop a business case to obtain necessary budget or personnel. Enhance training programs to build internal capability (PDCA "Plan/Do" improvement).

2. Travel Planning & Authorization

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
2.1 Pre-Travel Risk Assessment & Authorization *ISO 31030 Cl. 7.2.1, 6.4*	• A defined **travel approval workflow**: e.g. travel request forms that include a risk assessment summary and require management sign-off before booking • Criteria for **elevated approval**: high-risk destinations (war zones, pandemic regions) require senior leadership or security approval (documented in a policy or SOP). • Records of recent trip approvals showing that the process is followed (e.g. an approval log or emails with sign-off).	If ad-hoc or bypassed: **Implement a formal pre-travel authorization process.** Develop a checklist or system prompt that no travel is booked without risk review and approval. Include decision thresholds (e.g. "no travel to Level 4 risk areas without CEO approval") per ISO 31030 guidance on **risk avoidance**. Conduct training for managers on their approval responsibilities.
2.2 Destination Risk Rating System *ISO 31030 Cl. 6.2*	• A documented system for classifying **destination risk levels** (e.g. Low/Moderate/High/Extreme). Criteria may include crime rates, health risks, political stability, terrorism, etc., aligned with ISO 31030's risk identification guidance.	If no formal ratings: **Adopt or develop a destination risk matrix.** Use reputable sources (government advisories, ISO 31030 Annex guidance) to assign risk levels. Integrate these ratings into travel approval (e.g. system automatically flags high-risk trips). Regularly update the

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	• Source data for ratings: subscriptions to government travel advisories (e.g. foreign ministry alerts) or professional intelligence services; internal country risk briefs on file. • Destination **travel advisories** are accessible to staff (via intranet or travel agency) and used during trip planning.	ratings and communicate changes to relevant teams.
2.3 Traveller Eligibility & Health Assessment *ISO 31030 Cl. 6.2, 7.4.9*	• Pre-travel **health and fitness checks**: e.g. self-declaration forms or medical assessments for travelers, especially to high-risk locations (checking immunizations, underlying conditions, etc.). • Process for evaluating if a traveler is **suited for a trip**: considering experience, language skills, or vulnerabilities (e.g. a less experienced traveler paired with a mentor on first trip, or additional precautions for a traveler with a medical condition). • Records of any travel restrictions or accommodations for individuals (e.g. someone not cleared to travel to high altitude due to health issues).	If not considered: **Introduce a traveller risk assessment step.** Update travel request forms to include a basic health and experience questionnaire. For higher risk trips, require sign-off from HR or occupational health for fitness to travel. Maintain confidentiality of health data (align with privacy laws, ISO 31030 Cl. 7.4.6). Provide alternative arrangements or additional support for those who need it (e.g. allow a less critical staff member to travel instead, or ensure medical clearance).
2.4 Travel Purpose & Necessity *ISO 31030 Cl. 7.2*	• Evidence that trips are authorized only when business rationale is sound and **alternatives were considered**: e.g. meeting notes show virtual meetings were evaluated for a high-risk destination but deemed insufficient, hence travel approved. • Policy statements on avoiding unnecessary travel (especially to high-risk areas or to reduce cost/environmental impact) reflecting ISO 31030's **risk avoidance** principle.	If travel is taken for granted: **Enhance the approval process to challenge necessity.** Require a field in the travel request form for business justification. Train approvers to question if objectives can be met without travel. Particularly for high-risk or expensive trips, enforce a step to explore remote alternatives (this ties into the **Plan** phase, improving risk avoidance strategy).

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Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
	• Trends of travel volume vs. use of virtual collaboration (to show a culture of challenging whether travel is needed).	

3. Risk Assessment & Risk Treatment Planning

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
3.1 Destination Risk Assessment *ISO 31030 Cl. 6.2, 6.3*	• **Risk assessment reports** or checklists for each trip or location, identifying threats in categories: e.g. security (crime, terrorism), health (disease, medical facilities), environment (weather, natural disasters), political (civil unrest), cultural/legal (local laws, customs). • Use of a standardized **risk assessment template** covering likelihood and impact of identified risks, and an overall risk level for the destination/trip. • Involvement of relevant experts: e.g. security manager or travel security provider signs off on high-risk destination assessments.	If informal or one-dimensional: **Standardize the risk assessment process.** Develop a template aligned with ISO 31030 Clause 6 guidance (cover all risk categories). Train travel planners to use it for every trip. Incorporate intelligence updates (e.g. from a risk portal) into assessments. If gaps exist (e.g. health risks not assessed), update the template and retrain staff (PDCA **Act** to refine the planning process).
3.2 Individual Traveller Risk Assessment *ISO 31030 Cl. 6.1, 6.2*	• Assessments that consider the **traveller's profile** against the trip risk: e.g. noting if a traveler is inexperienced in international travel, doesn't speak the local language, or has personal risk factors (gender, disability, etc.) that could heighten risk in the destination • Adjusted risk mitigations based on the individual: e.g. additional briefing or a security driver arranged for a novice traveller, or cultural awareness training for a traveler unfamiliar with local customs.	If one-size-fits-all approach: **Integrate traveller-specific factors** into risk assessments. Expand procedures to include an interview or questionnaire for the traveller to surface any concerns or needs. As per ISO 31030, ensure **consultation and communication** (Clause 8) with the traveler when planning. Document any special measures (PDCA Plan step for individual risk treatment). Review outcomes post-trip to see if additional adjustments are needed in future (PDCA Check/Act).

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	• Confidential records or conversations with travellers about their concerns or needs prior to travel.	
3.3 Transportation Risk Assessment *ISO 31030 Cl. 7.4.7*	• List of **approved carriers and transport providers** vetted for safety and reliability (airlines with good safety records, licensed taxi or car services, reputable local drivers). • Criteria or audits for selecting transportation: e.g. land travel at night avoided in certain areas; only using vehicles with seatbelts; prohibition of certain airlines if they are banned by EU or others for safety. • Traveler guidance on transport: e.g. policy or briefing tells travelers to use only pre-approved taxis or ride-share, wear seatbelts, avoid public transport in high risk locales, etc.	If not managed: **Develop transport safety guidelines.** Based on ISO 31030's recommendations, audit current transport arrangements (flights, ground transport). Create an **approved vendor list** and circulate to employees. If gaps (e.g. employees taking unsafe local taxis), engage a travel management company or local partners for secure transport. Update travel policy to include transport rules. Monitor traveler feedback on transportation for issues (PDCA Check).
3.4 Accommodation Risk Assessment *ISO 31030 Cl. 7.4.5*	• An **accommodation selection policy**: e.g. only booking hotels that meet certain security criteria (X-ray baggage scans, 24/7 front desk, fire safety measures) or have a minimum star rating or recognized safety certification. • Pre-trip check or approval for hotels in high-risk locations (security team reviews the hotel choice for adequate safeguards). • Traveler feedback or incident reports related to hotels are documented and considered in future selection (e.g. if a hotel had a break-in incident, it's flagged or removed from preferred list).	If "any hotel will do": **Implement accommodation vetting.** Use ISO 31030 Annex F guidance for high-risk location accommodations. Create a hotel safety checklist or leverage services that rate hotel security. Require travel bookers to use preferred hotels list or get approval for exceptions. Negotiate with hotels frequently used to ensure safety expectations are met. Review and update the list regularly (PDCA cycle).

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3.5 Risk Treatment and Mitigation Plans *ISO 31030 Cl. 6.4, 7.4.1*	• Each travel risk assessment leads to a **risk treatment plan**: documented measures like "avoid," "reduce," "transfer," or "accept" the risks identified. For example: avoid by postponing/cancelling travel, reduce by adding safeguards (security escort, modified itinerary), transfer by insurance or outsourcing, accept with sign-off if low enough. • Clear **risk acceptance process**: high residual risks (after mitigation) are approved by management explicitly, showing understanding of potential consequences (aligned with risk appetite from 1.4). • Communication of risk treatments to travelers: e.g. traveler receives a summary of precautions and contingency plans (what to do if an emergency occurs, who to call, etc.).	If ad hoc or missing: **Formalize risk treatment planning.** Extend the risk assessment template to include a "Treatment/Controls" section. Ensure options follow ISO 31030 Clause 7 guidance (avoid, reduce, share, retain). If a trip is high risk, document why it's proceeding and what extra measures are taken. Establish a sign-off for residual risk acceptance by appropriate level (ties to governance). Verify that travelers are informed of the plan (PDCA Do). Post-trip, evaluate if the measures were sufficient or need adjusting (PDCA Act).

4. Pre-Travel Preparation & Awareness

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
4.1 Traveller Training and Briefings *ISO 31030 Cl. 7.4.2, 7.4.3*	• **Pre-trip briefings** provided to travelers covering destination-specific risks and precautions (could be in-person, via webinar, or written travel advisories). Content includes safety/security tips, cultural dos and don'ts, emergency contacts, and what to do in common scenarios (lost passport, medical issue). • Records of **training or e-learning** on travel safety: e.g. all travelers required to complete an online Travel Risk	If no formal preparation: **Establish a traveler education program.** Leverage ISO 31030's guidance on information and training (Annex E). Create general travel safety training (online or workshop). Implement mandatory briefings for trips to Medium/High risk locations. Provide travelers with a handy **travel risk guide or app** for quick reference. Track who has completed

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	Awareness module annually (with tracking of completion rates). • Specialized training for higher-risk travel: e.g. hostile environment training certificates for travel to conflict zones, or first-aid training for remote area travel.	training (PDCA Check) and follow up with those who haven't (Act). Update training content based on incident lessons learned (Act).
4.2 Medical Preparation and Health Precautions *ISO 31030 Cl. 7.4.9*	• **Pre-travel medical review** for relevant trips: e.g. ensuring required vaccinations (yellow fever, COVID-19, etc.) are done; access to preventive medication (malaria pills); advice on food/water safety and health kit to carry. • Information provided about health facilities at destination, and health insurance coverage details (what to do if hospitalization is needed, which hospitals are recommended). • Mental health considerations: e.g. resources for managing stress while traveling, info on employee assistance helplines available from abroad.	If overlooked: **Integrate health screening and advice into travel prep.** Create a checklist for travel coordinators: verify vaccinations, provide destination-specific health advice (CDC or WHO guidance). Require travelers to consult occupational health for high-risk health environments. Ensure travel insurance or assistance membership info is given to traveler. Encourage travelers to address anxiety or stress by sharing mental health support contacts. Periodically review if travelers faced health issues and update advice accordingly (PDCA Act).
4.3 Travel Documents and Insurance *ISO 31030 Cl. 7.2.1, 7.3.2*	• **Document checks**: confirmation that passports have ≥6 months validity, visas are obtained for destination, and any special permits (e.g. work permits, travel authorizations) are in place. • Copies of important documents are kept (securely) by the travel office or electronically, to assist if originals are lost. • **Travel insurance** is verified: coverage for medical expenses, evacuation, trip cancellation, personal property, and any specialized coverage (kidnap &	If inconsistent: **Implement a pre-travel document/insurance checklist.** Make visa/passport verification a required step before final approval. Use a travel management system or agent to double-check entry requirements. Ensure every traveler is enrolled in the company's travel insurance program; maintain a centralized list of coverage details. Communicate to travelers what the insurance

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	ransom if needed for high risk, as per Cl. 7.3.3). Insurance policy numbers and emergency contact are given to traveler.	covers and how to use it. If any incidents uncovered gaps (e.g. someone traveled without proper visa), update procedures to prevent recurrence (PDCA Act).
4.4 Communication & Tracking Tools *ISO 31030 Cl. 7.4.4, 7.4.13*	• **Traveler tracking system** in use: e.g. an app or service that shows where travelers are based on itinerary or real-time check-in. Demonstrated ability to quickly locate all travelers in a crisis by querying the system. • Emergency communication tools: e.g. international SOS helpline cards carried by travelers, a designated 24/7 phone line or WhatsApp group for crisis messaging. Communication protocols (Clause 7.4.4) are documented, specifying how alerts are sent and escalated. • Regular tests of emergency communications: e.g. quarterly test messages to traveling staff to confirm they can be reached (with records of test results).	If lacking: **Invest in traveler tracking and communication.** Options include subscribing to a travel tracking software or using your travel agency's tool. Set up a **24/7 duty manager** roster to respond to calls. Develop a protocol for mass messaging (email/SMS/app push) when an incident occurs (align with ISO 31030 Clause 8.2 on operational comms). Train travelers on how to use the emergency contacts or SOS button in the app. Conduct periodic drills or test messages to ensure the system and contact data work (PDCA Check/Act).
4.5 Third-Party Support & Agreements *ISO 31030 Cl. 7.4.10*	• Contracts or service agreements with **travel risk assistance providers**: e.g. medical assistance company for emergency evacuation, security consultants for crisis response, travel management company (TMC) for alerts and support. • Service Level Agreements (SLAs) defining response times (e.g. call answered within 60 seconds, evacuation arranged within 24 hours) and scope of services (medical advice, security evacuations, repatriation of remains, etc.). • Evidence of coordination: e.g. joint exercises or introductions between the organization's	If no external support: **Evaluate and engage reliable partners.** Based on risk assessment (PDCA Plan), determine which services are needed (medical, security, logistics) and find providers for those. Put contracts in place and share details internally so everyone knows how to activate services. If already have providers but not tested, schedule a **drill or tabletop exercise** with them to ensure a smooth interface (PDCA Check). Update agreements as needed based on drill

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
	team and the provider's crisis response team; inclusion of provider contact info in the travel policy and traveler briefing.	findings or after any real incident (Act).

5. En Route (Travel) Monitoring & Support

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
5.1 Real-Time Risk Monitoring *ISO 31030 Cl. 7.4.3, 7.4.13*	• A process to **monitor global events** in real time and assess if they affect any current travelers: e.g. dedicated staff or an alert service that flags incidents (natural disasters, terror attacks, outbreaks) in locations where employees are traveling. • Log or record of **travel advisories and alerts** sent to travelers: e.g. an email or SMS was sent to all travelers in Country X when protests broke out, advising them to avoid certain areas. • Adjustments made during travel: e.g. itinerary changed or travel paused due to emerging risk (with documentation of decision and communication to traveler).	If reactive or absent: **Implement 24/7 travel risk monitoring.** Assign responsibility (internal or via a security partner) to watch for incidents. Use subscription alert services or news feeds. Create an internal protocol: when an alert is received, immediately check if any traveler is impacted (use itinerary data or tracking system) and then **communicate guidance** (Clause 8.2) to those travelers. Keep a record of these decisions to review later (PDCA Check). After an event, debrief to improve monitoring or communication gaps (Act).
5.2 Traveller Check-ins and Communications *ISO 31030 Cl. 7.4.4, 8.2*	• Policy requiring travelers to **check in regularly** (e.g. daily email or app check-in, or upon reaching destination and departure) – and evidence that this is happening (check-in logs, or email acknowledgments). • Clearly defined **no-contact escalation**: e.g. if a traveler doesn't check in within 24 hours of a scheduled time, the protocol describes who will attempt contact, and at what	If informal: **Enforce a structured check-in process.** Possibly use an app that automates check-in reminders. Communicate to travelers the expectation and methods to check in. Establish an escalation matrix (who calls first, second, etc.) if someone fails to check in. Test this process occasionally (e.g. simulate a missed check-in to see if staff follow the escalation properly). Revise the frequency or

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	point local authorities or embassies might be alerted. • Records of communication: e.g. copies of a "welcome message" sent on arrival with local emergency numbers, or chat groups for traveling teams to confirm safety each day.	method based on traveler feedback (e.g. some may prefer WhatsApp over email) – continuous improvement (PDCA).
5.3 24/7 Emergency Assistance Availability *ISO 31030 Cl. 7.4.10*	• A clearly advertised **24/7 emergency contact number** (or multiple regional numbers) that travelers can call for urgent help. Travelers report they have this info readily (check if it's on a card or app). • Internal roster or an external call center ensures calls are answered at any time. E.g. an on-call duty manager list, or contract with an assistance company that provides hotline services. • **Incident logs** showing timely assistance: e.g. a traveler called at 2 AM with a lost passport or a medical issue, and the log notes the guidance or help provided (hospital referral, embassy contact, etc.).	If unclear or unreliable: **Set up robust 24/7 support.** This could mean training an internal rotation of responders or contracting a dedicated travel assistance hotline. Provide travelers with an **emergency card** (wallet card or phone contact list) listing these numbers and any policy number for insurance. Ensure the support center has access to traveler info (itineraries, medical info if needed) to assist efficiently. Regularly test the numbers (call after hours to see if answered). If issues are found (e.g. long wait, unhelpful response), work with providers or retrain staff to improve (Act).
5.4 Information Security & Cyber Risk *ISO 31030 Cl. 7.4.6*	• Travelers are given **guidelines on IT security** while traveling: e.g. using VPN, avoiding public Wi-Fi for sensitive work, being cautious of public computers or USB charging ports. Could be part of the travel briefing or an IT policy document. • Measures for data protection: e.g. company laptops have full-disk encryption, mandatory use of VPN for remote access, two-factor authentication for email. Loaner or "clean" devices provided for travel to high cyber-risk countries (to prevent data theft or malware).	If not addressed: **Integrate cybersecurity into travel risk management.** Collaborate with IT security to create a travel cybersecurity checklist (from ISO 31030 Cl. 7.4.6). Educate travelers on basic practices (no sensitive discussion in public, beware of social engineering). For high-risk destinations, consider a **policy of using burner phones/laptops**. Ensure the incident response plan covers data breaches or device loss during travel. Update training and IT measures as new threats

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	• Incident records: e.g. any known cases of laptop theft, malware infection abroad, or sensitive data exposure and how they were handled (with follow-up actions to prevent recurrence).	emerge (PDCA Act on evolving cyber risks).
5.5 Traveller Well-Being & Fatigue Management *ISO 31030 Cl. 7.4.9*	• Policies or guidance on **work hours and rest** while traveling: e.g. maximum flight hours per day, mandatory rest day after long-haul flights, limits on back-to-back trips to manage fatigue. • Access to **mental health support**: travelers are informed about counseling or employee assistance program (EAP) lines that they can call from abroad. Managers check in on traveler stress during long assignments. • Any **incidents of traveler burnout or stress** are treated seriously: e.g. HR follow-ups, trip schedules adjusted, additional person sent to assist if one person is overwhelmed, etc.	If ignored: **Address traveler well-being proactively.** Develop guidelines for scheduling travel with adequate rest (align with HR and H&S policies). Include well-being tips in travel briefings (hydration, sleep, maintaining routine). Encourage a culture where travelers can speak up if they feel unsafe or too fatigued to continue a trip. After intensive trips, ensure managers conduct a quick check-in on how the traveler is doing (this feeds into PDCA Check and Act for continuous care). Consider formalizing a post-travel health/well-being survey to catch any issues (see 7.2).

6. Incident & Crisis Management

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
6.1 Crisis Management Plan for Travel *ISO 31030 Cl. 7.4.11*	• **Travel-specific crisis management plan** or annex to the company crisis plan that covers scenarios like: natural disaster, terrorist attack, serious injury/illness of traveler, kidnapping, sudden border closures, etc. • Defined **crisis team roles**: e.g. who in HQ is the coordinator, who liaises with families, who handles media, who contacts	If lacking or generic: **Develop a dedicated travel crisis management plan.** Use ISO 31030 and ISO 31000 principles to identify likely scenarios. Assign a team and roles (in writing). Create checklists for response actions for each scenario type. Conduct training or workshops for the crisis team. If some incidents have happened without a plan, use

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	insurers/embassies. Contact lists are up-to-date. • Periodic **exercises or drills** conducted: e.g. a simulation of an earthquake impacting travelers, with post-drill reports and improvement actions.	those as case studies to improve planning (PDCA Act). Keep the plan updated (e.g. incorporate lessons from global events like pandemics).
6.2 Emergency Communication Protocols *ISO 31030 Cl. 7.4.12*	• **Emergency contact lists** for all travelers and key stakeholders (family/next-of-kin, embassy contacts, local office contacts) readily available to the crisis team. • Pre-defined templates for emergency communications: e.g. a template message for "Mark yourself safe" or instructions in case of natural disaster, ready to send via email/SMS to affected travelers. • Log of communication tests or actual emergency communications: showing speed and effectiveness of reaching out (e.g. "accounted for all travelers within 2 hours of incident").	If untested: **Strengthen and test emergency comms.** Compile up-to-date contact info for travelers (from HR or travel system) accessible during crises. Develop **standard message templates** for quick use under stress. Practice using the emergency notification system (or manual call tree) to ensure the team can reach travelers globally. Post-incident or post-drill, gather feedback from recipients: did messages reach them? Were instructions clear? Adjust protocols as needed (PDCA Act).
6.3 Medical and Psychological Support *ISO 31030 Cl. 7.4.10*	• Arrangements in place for **medical evacuation** and care: e.g. membership with an air ambulance service or agreements with insurance that cover emergency medical transport. The crisis plan references how to activate these. • **Psychological support** for trauma: procedures to provide counseling or debrief for travelers who experienced a crisis (assault, disaster, etc.). May involve HR and EAP providers in the response team. • Evidence of use: e.g. a case where a traveler was hospitalized and the plan was	If gaps: **Include robust medical/trauma support in planning.** Ensure your emergency assistance provider can handle not just logistics but also advice on local medical facilities or mental health support. Update the crisis plan to include contacting mental health professionals for post-incident care. Train the team on compassionate response and how to facilitate medical help (like guaranteeing payment to hospitals via insurance). Following any serious incident, do a **debrief with the traveler** (when appropriate) and adjust the

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	activated, with after-action report; or a post-incident counseling session was arranged and noted in HR records.	support offerings if anything was insufficient (PDCA Act).
6.4 Evacuation and Repatriation Plans *ISO 31030 Cl. 7.4.15*	• **Evacuation plan** outlines how to evacuate travelers from a region in different scenarios (civil unrest, natural disaster, outbreak): triggers for evacuation, who authorizes it, logistics (commercial flight vs charter vs overland), assembly points, etc. • Access to resources for evacuation: e.g. contract with security firms for evacuations, or a list of trusted providers who can facilitate emergency transport. This could include contacts of charter plane companies or regional security transport companies. • Records of drills or actual evacuations: e.g. correspondence during a political crisis where travelers were pulled out, or a COVID repatriation in 2020–21, including what went well or needed improvement.	If none: **Develop evacuation protocols.** Work with your security/assistance providers to detail how an evacuation would run. Include multi-tier plans (shelter in place vs evacuate, depending on severity). Communicate the existence of such plans to leadership and travelers so they trust the process. If you've never done a drill, consider a tabletop exercise for a chosen scenario (e.g. embassy closure and need to evacuate 5 staff from a country). Use the outcomes to refine timing, communication, and roles (PDCA Act).
6.5 Incident Recording and Analysis *ISO 31030 Cl. 10.3*	• **Incident log/database** for travel-related incidents and near-misses: entries with date, location, traveler(s) involved, description, severity, and outcome/actions taken. This includes security incidents, illnesses, injuries, lost documents, etc. • Post-incident review reports for significant cases: analyzing root causes (e.g. "What led to the incident? Could it have been prevented by better planning?") and identifying lessons or	If ad hoc or secretive: **Institute systematic incident reporting.** Create a simple reporting template or online form for travelers or coordinators to report incidents. Encourage a no-blame culture so that even near-misses (e.g. "almost had an accident") are reported and learned from. Set criteria for which incidents get a formal investigation or management notification. Periodically review the log for patterns (PDCA Check) – e.g.

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Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
	necessary changes in procedures. • Regular reporting to management: e.g. quarterly or annual travel risk reports summarizing incidents, trends (increase in incidents in certain region or type), and recommendations.	multiple petty thefts in a city might spark adding it to high-risk list or updating briefing for that locale. Update your risk assessments and training based on these insights (Act).

7. Post-Travel and Continuous Improvement

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
7.1 Post-Travel Debrief and Feedback *ISO 31030 Cl. 9.2*	• **Debrief process** in place: travelers (especially from high-risk or long trips) complete a debrief form or interview. The debrief captures what went well, any incidents or close calls, and suggestions for improvement (e.g. "hotel neighborhood felt unsafe" or "need better phone backup battery"). • Records of changes made due to traveler feedback: e.g. if a traveler reported a near-miss crossing a dangerous border, later trips implemented a different route or added security escort; documented in revised procedure or communicated to others. • Sharing of lessons: e.g. internal travel newsletter or database where travelers can read anonymized experiences/tips submitted from debriefs.	If not done: **Implement a formal debrief.** Even a short online survey or structured email questionnaire can be used. Emphasize its purpose is to improve safety (not to critique the traveler). Act on the feedback: create a process to review responses and decide on actions (PDCA Act). For example, if multiple people note a hotel's poor security, move it off the preferred list (as part of risk treatment update). Show employees that their feedback leads to changes – this will encourage more useful feedback and engagement.
7.2 Post-Travel Health Check and Support *ISO 31030 Cl. 7.4.9*	• **Follow-up health screenings** for travelers back from high-risk areas: e.g. a quick medical check for tropical diseases if they were in an outbreak region, or a COVID test/self-monitoring after travel as relevant.	If ignored: **Add a post-travel health protocol.** Particularly for challenging trips, have a standard check-in by HR or a health professional on return. Inform travelers before they depart that this will happen (so they know support is available). Integrate this

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
	• HR or managers checking on traveler's **well-being**: notes or emails thanking them and asking if any issues (physical or emotional) arose after return. If issues are reported (difficulty readjusting, signs of PTSD from an incident), referrals are made to appropriate support. • Adjustments for future: e.g. if a traveler came back ill or exhausted, their next trips are spaced out more, or they get additional health support before next assignment; documented in their file or travel profile.	step into the travel process (e.g. travel department prompts HR when someone returns from Category X risk trip). Use insights from these checks to update health advice (if someone fell sick despite precautions, analyze why and improve guidance). This is part of the **Act** phase to refine risk controls.
7.3 Program Review and Updates *ISO 31030 Cl. 9.1*	• **Annual review meeting** (or at a defined interval) of the entire travel risk management program by relevant stakeholders (security, HR, operations, senior management). Agenda covers policy effectiveness, incident stats, traveler feedback, changes in the risk environment (e.g. new geopolitical issues, new health concerns), and resource needs. • Resulting action plans from reviews: e.g. decision to invest in a new tracking system next year, or to update the travel policy to include bleisure (leisure combined with business travel) risk guidance, etc. These decisions and responsibilities are minuted. • Version history of TRM documents (policy, procedures) showing updates were made in line with review outcomes or standard updates (e.g. alignment with any new revisions of ISO 31030 or related standards).	If stagnant: **Establish a regular management review.** Tie it into existing organizational review cycles if possible (e.g. part of annual HSE or risk management review). Present data and findings (incidents, feedback, audit results from this checklist). Keep minutes and track that assigned actions are completed by the next review (PDCA ensures continuous loop). Update documents and tools as decided, and communicate changes out to all employees so the improvements are realized in practice.

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Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
7.4 Performance Measurement (KPIs) *ISO 31030 Cl. 9.4*	• Defined **Key Performance Indicators (KPIs)** or metrics for travel risk management: e.g. number of incidents per 100 trips, percentage of trips with risk assessments completed, training completion rate for travelers, average response time to incidents, traveler satisfaction scores from surveys. • Regular KPI reports/dashboards are produced (monthly/quarterly) and reviewed by management, showing trends (e.g. "95% of trips in last quarter had a completed risk assessment, up from 80% last year"). • Targets set for improvement: e.g. aim to reduce incident rate by X%, or achieve 100% training compliance; and initiatives in place to achieve these targets.	If none or too basic: **Develop meaningful TRM metrics.** Consider what success looks like for your program (use ISO 31030 guidance to ensure metrics cover both proactive and reactive aspects). For instance, measure **proactive** (percent trips assessed, number of briefings done) and **reactive** (incident outcomes, near-misses). Set up a simple tracking mechanism (even a spreadsheet or part of travel approval system) to gather data. Review these metrics in management meetings (tie to 7.3 above). Use them to pinpoint where to act: e.g. if training completion is low, focus efforts there (PDCA Plan/Act). Update the KPIs over time if you find better indicators of performance.
7.5 Top Management Oversight *ISO 31030 Cl. 5.1, 9.1*	• Evidence of **leadership involvement**: e.g. a board or executive meeting where travel risk management is discussed as an agenda item; senior management messages endorsing the travel safety program. • Management sign-off on critical decisions: e.g. approving high-risk travel (as noted in 2.1 and 3.5), allocating budget for improvements, or pausing travel to certain destinations when risks spike. • Integration with overall company strategy: e.g. travel risk considerations included when opening a new office abroad or planning major projects/events, showing that top management	If low engagement: **Increase management oversight** by reporting and education. Provide regular briefings to top management on travel risk status (maybe quarterly reports with KPIs and notable incidents). Align TRM objectives with business goals (e.g. safe expansion into new markets). Solicit leadership feedback on risk appetite for travel and ensure that's reflected in policy. Possibly assign a specific executive as the "Travel Risk Champion" at top level. This commitment will reinforce resources and compliance throughout the organization (strengthening the **Plan** and **Do** phases via leadership).

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Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
	ensures TRM is part of strategic decisions.	

8. Auditing, Documentation, and Continuous Improvement

Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
8.1 Internal Audits and Self-Assessments *ISO 31030 Cl. 9.1, 9.3*	• A schedule of **internal audits or self-checks** against the travel risk program (e.g. using this checklist or similar) – at planned intervals (at least annually, or more frequently if risk level is high). • Completed audit reports or checklists from previous audits, with documented findings and corrective actions. E.g. an audit found "briefings were not given for 30% of trips" and a corrective action was assigned to HR to fix this. • If applicable, external audits or benchmarks (maybe against peers or using third-party services) to gauge the program's maturity, with results analyzed by management.	If no audits: **Integrate TRM into your audit plan.** Treat the travel risk program like other critical processes that need regular review. Assign trained internal auditors (or use cross-department teams for a fresh perspective). After each audit, use a **corrective action plan** (see below) to address gaps. If resources allow, consider external assessment for an unbiased view. Ensure audit findings feed into management review (closing the PDCA loop by informing planning and resourcing decisions).
8.2 Document Control *ISO 31030 Cl. 10.2*	• All key documents (policy, procedures, emergency plans, contact lists, risk assessment templates) are **version-controlled**: they have issue dates, version numbers, and approval signatures where appropriate. • Documents are accessible to those who need them (e.g. the travel policy is on the intranet for all employees; emergency procedures are with the crisis team and on a secure cloud accessible remotely). Sensitive information (like personal traveler data, or detailed	If chaotic documentation: **Establish document control practices.** This can be simple: maintain a master list of documents with current versions and responsible owners. Mark documents with revision dates. Use a shared drive or intranet with read-only files for official docs. Train the team that only those sources should be used. When updates occur (because of an audit finding or new risk), promptly replace old versions and communicate changes (PDCA Act –

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Audit Criteria (Clause)	Example Evidence	Recommended Actions (PDCA – Act)
	security plans) is access-controlled for confidentiality. • Old/outdated documents are archived or disposed of so they are not accidentally used. Team members know where to find the latest versions.	ensuring improvements are standardized).
8.3 Records and Data Management *ISO 31030 Cl. 10.3*	• **Records of activities** are kept as evidence of compliance and due diligence: e.g. completed risk assessment forms, traveler briefing attendance (emails or sign-offs), incident reports, training certificates, medical clearance forms, etc. • Records are kept for a defined retention period (e.g. incident reports retained 5 years) as per company policy or legal requirements, and then disposed of securely. Travel data (itineraries, personal info) is handled per privacy regulations. • In case of an incident, these records can demonstrate the organization met its duty of care (for legal/insurance defense): e.g. showing that a traveler was informed of risks and provided support.	If records are missing or disorganized: **Improve record-keeping as part of compliance.** Create a checklist of what records should be kept for each trip (could mirror this audit list). Implement a simple filing system (digital folders per trip or per year, etc.) or use a module in a travel management system to upload documents. Educate staff on the importance of documentation (if it's not written, it didn't happen in the eyes of the law). Periodically audit the records to ensure completeness and correct any shortfalls (PDCA Check/Act).

Using the Checklist & PDCA for Continuous Improvement

Performing this audit (the **"Check"** step) will likely uncover areas for improvement. For each finding, apply the **"Act"** step by conducting a root cause analysis and implementing corrective actions as suggested above. Key steps to address nonconformities include:

- **Record the issue:** Document exactly what is nonconforming (e.g. "No formal travel risk policy exists" or "Travelers to high-risk areas were not briefed").
- **Analyze the cause:** Determine why this occurred (e.g. lack of awareness, no assigned responsibility, resource constraints, etc.).
- **Plan corrective action:** Develop a clear action plan with an owner and deadline (e.g. draft a travel risk policy by next quarter; or conduct make-up training sessions for all high-risk travelers within 1 month).

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- **Implement (Do):** Execute the corrective action, providing necessary resources and support.
- **Follow-up (Check/Act):** Verify the action addressed the issue (e.g. the new policy is being followed, training completion is now 100%). Monitor over time and adjust if the fix isn't fully effective.

Finally, incorporate these improvements into the regular planning and operational processes (Plan/Do) of your travel risk management program. By cycling through PDCA – planning updates, executing them, re-auditing, and refining – your organization will strengthen its alignment with ISO 31030 and enhance the safety and success of business travel continuously.