Workshop

ISO 31030 & BEYOND: PRACTICAL TRAVEL RISK MANAGEMENT

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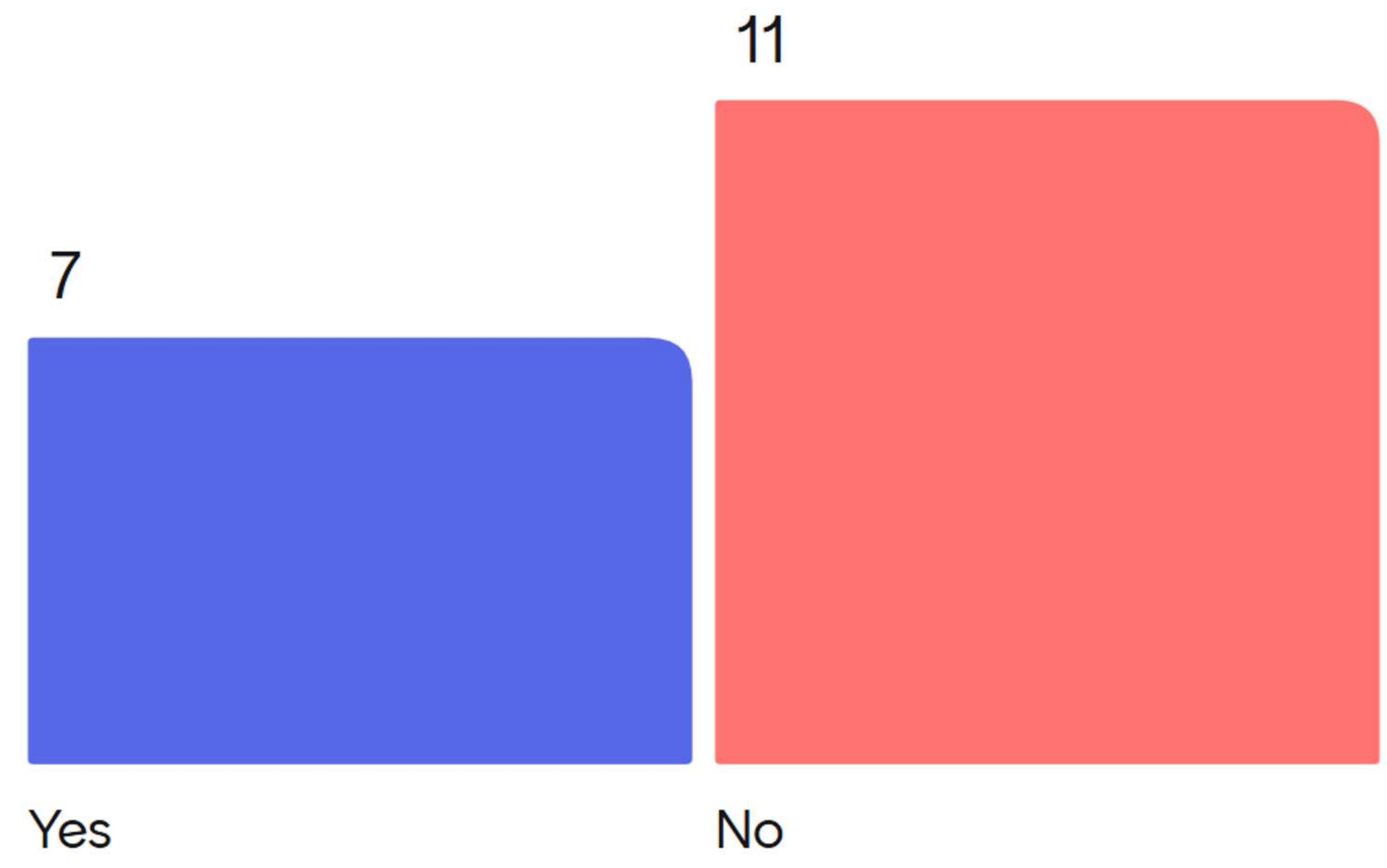
Is ISO 31030:2021 Travel Risk Management a certifiable standard?



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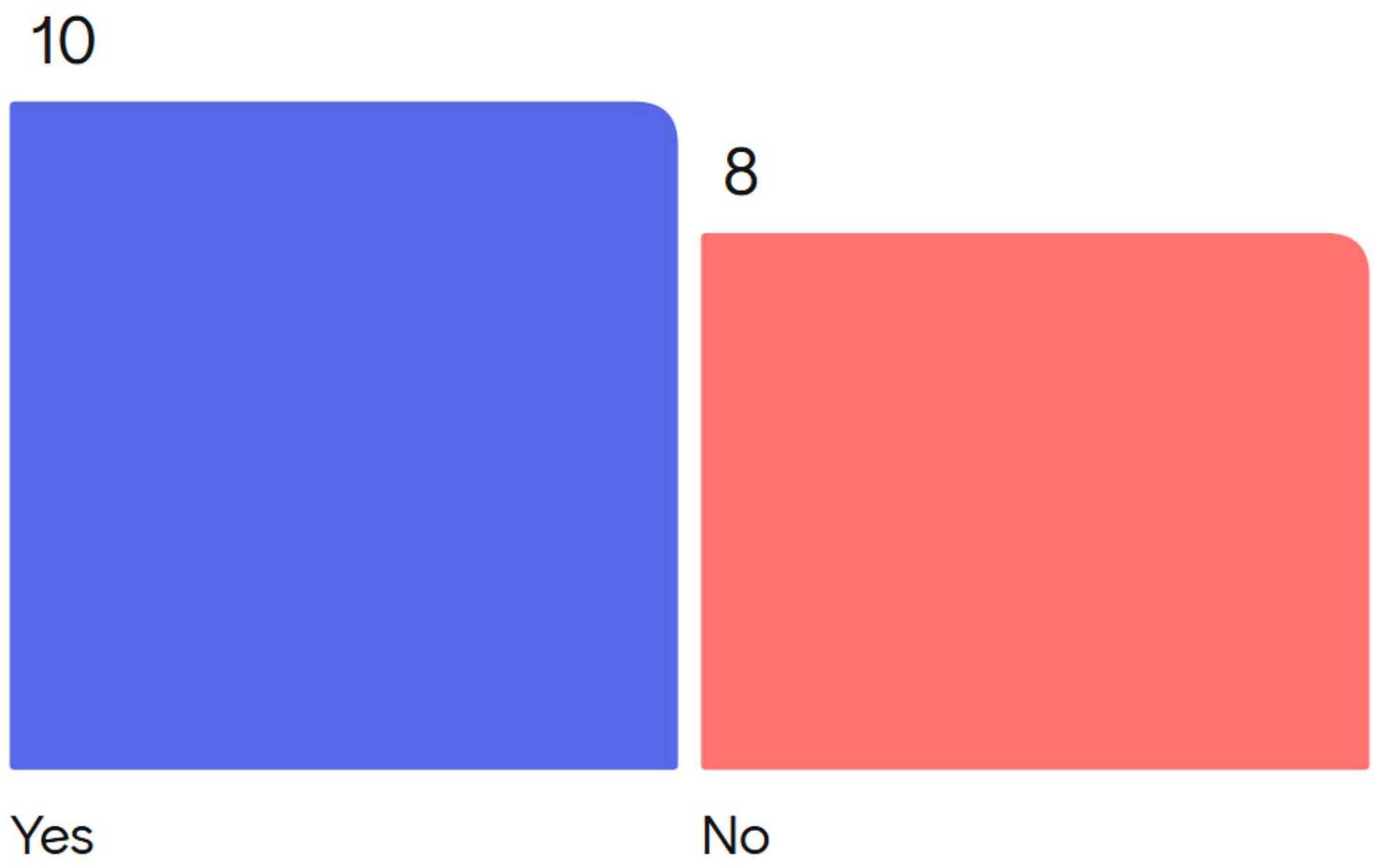
Is ISO 31000:2018 Risk Management a certifiable standard?



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WHAT ISO 31030 IS, AND WHAT IT ISN'T

IT IS

- Guidance that gives a structured approach to policy, programme, risk assessment, and treatment.
- Aligned with ISO 31000 principles, framework and process; adaptable into your existing RM approach.
- Outcome-focused: enables safer travel and business benefits when proportionately applied.

IT ISN'T

- A certifiable management-system standard.
- Alerts and platforms. The standard expects defined roles, risk assessments, risk treatments, and records.
- A membership/subscription. Application should be reasoned and proportionate to exposure.

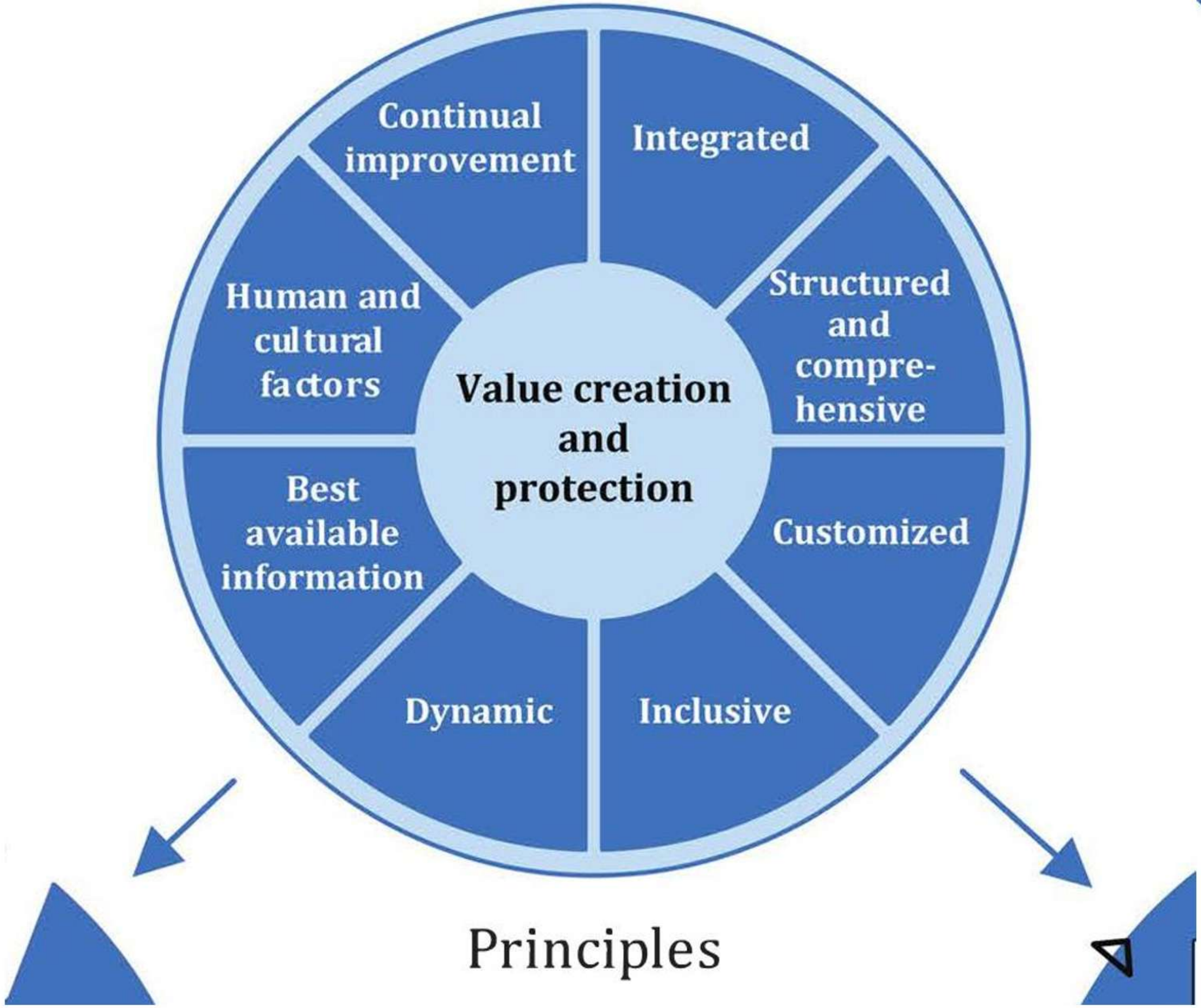
HOW ISO 31030 FITS WITH ISO 31000

PRINCIPLES (31000)	FRAMEWORK (31000)	PROCESS (31000)
Value creation and protection, integration into decisions, tailored and proportionate, inclusive, multi-disciplinary, dynamic.	Leadership, integration, design, implementation, evaluation and improvement - across the organisation.	Scope and context → risk assessment → treatment → monitoring → communication/consultation.

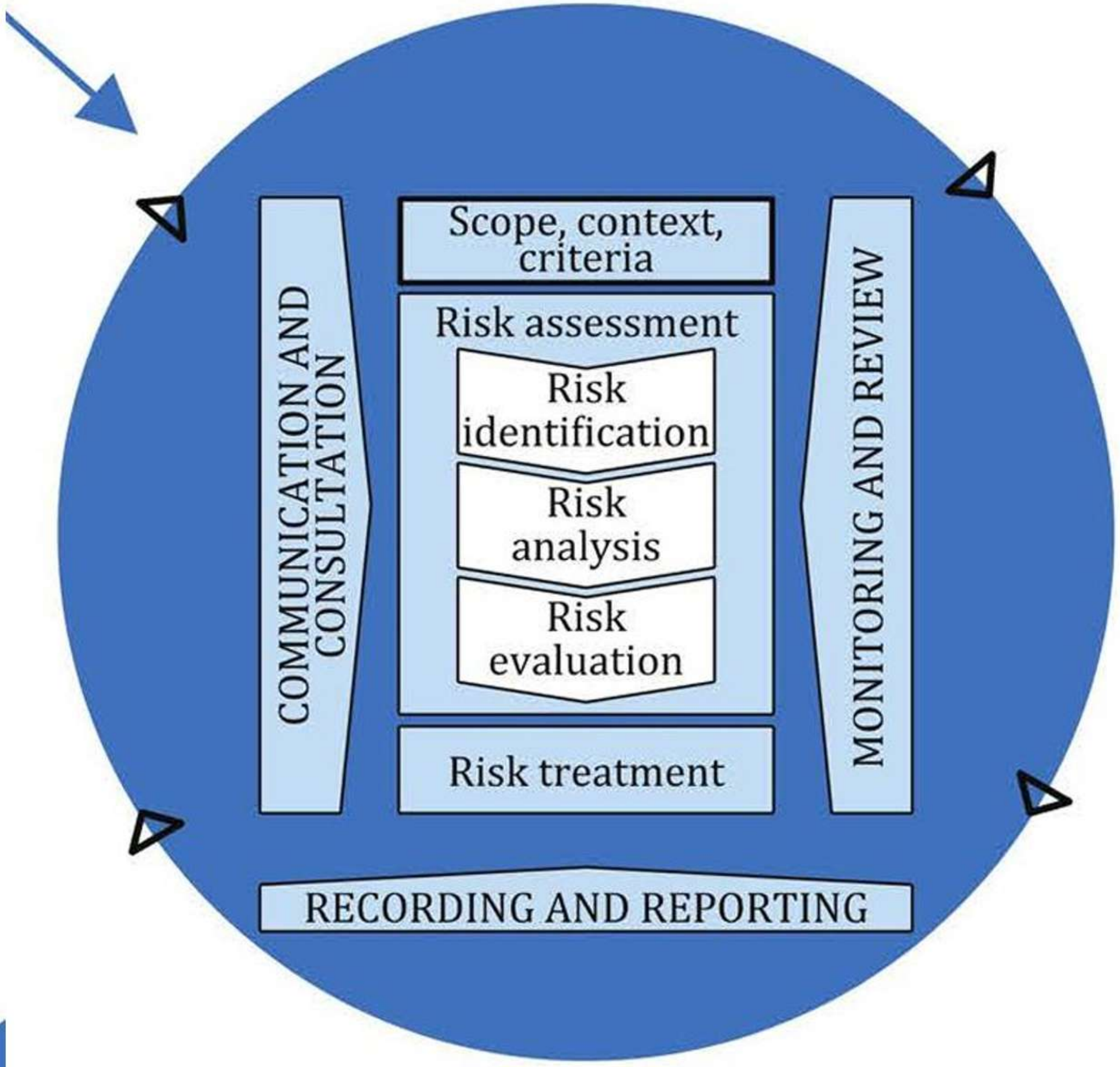
ISO 31030 applies that scaffolding to travel: understand context & stakeholders (Clause 4); set leadership, policy, roles (Clause 5); assess travel risk (Clause 6); choose treatments - avoid, share (insurance), reduce (Clause 7); communicate (Clause 8); monitor & review (Clause 9); record & report (Clause 10).

ISO 31030 explicitly references ISO 31000 as its normative guide.

PRINCIPLES AND PROCESS



Principles



Process

DEFINITIONS

RISK (3.12)
effect of uncertainty on objectives

It can be **positive, negative** or both, and can address, create or result in opportunities and threats

TRAVEL RISK (3.19)
effect of uncertainty on objectives due to travel

THREAT (3.17)
potential source of danger, harm or other undesirable outcome

TRAVEL (3.18)
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.

DEFINITIONS

TRAVEL RISK MANAGEMENT (3.20)

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

RISK TREATMENT (3.14)

process to modify risk (3.12)

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

DUTY OF CARE (3.4)

potential source of danger, harm or other undesirable outcome

CRISIS (3.2)

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

TRM PROGRAMME – DEVELOPMENT AND IMPLEMENTATION

- TRM Programme has 4 stages
- Stages should be integrated with existing risk management (ISO 31000)
- Could also be used on a standalone basis (if no risk management framework exists)

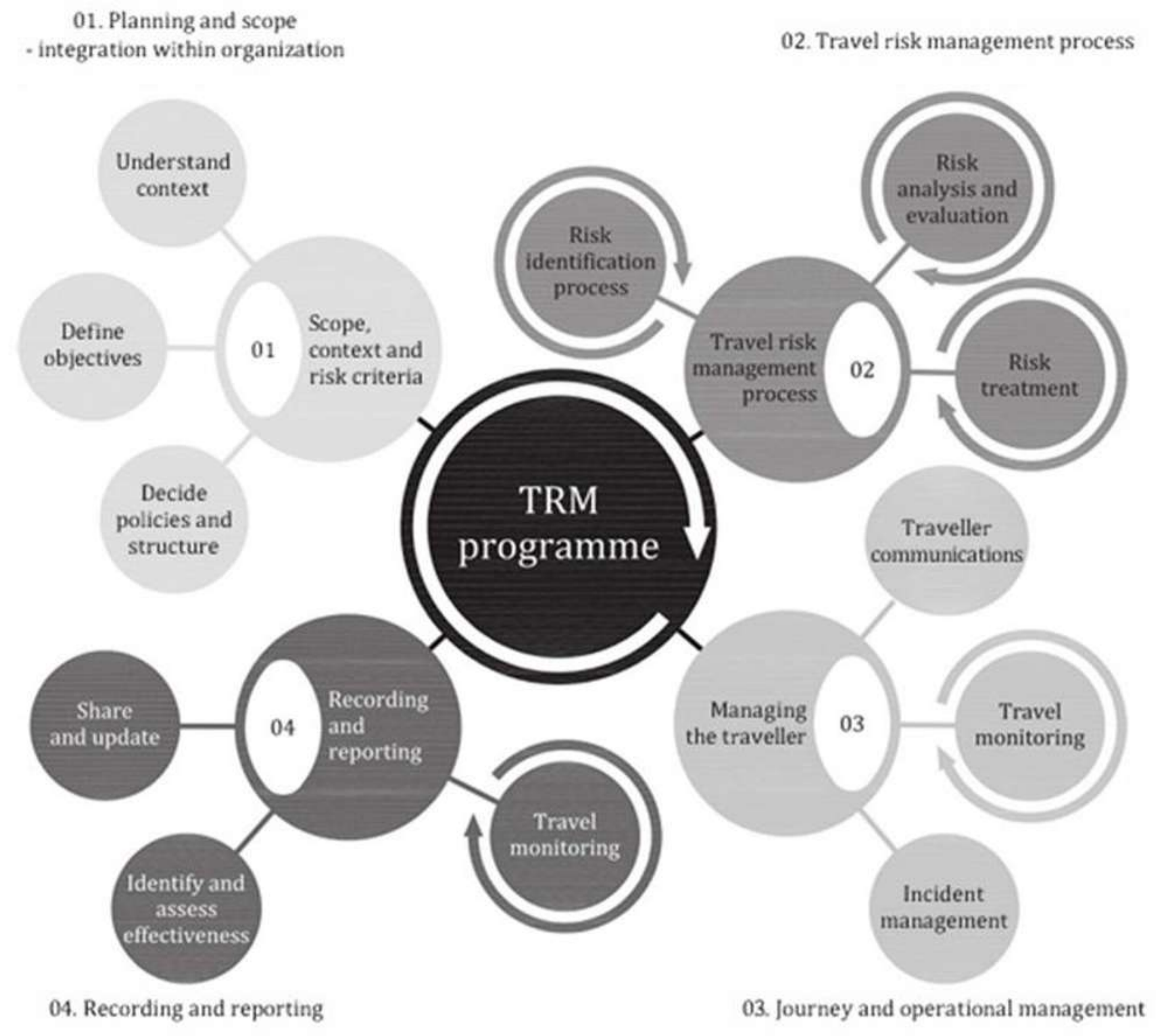


Figure A.1 — Overview of travel risk management programme

THE 4 STAGES OF THE TRM PROGRAMME:

1. Positioning TRM within strategic business context – why are we doing it? (Clauses 4, 5)

2. Risk management process: identification, analysis, evaluation, (quantification), treatment (Clauses 6, 7)

3. Operational resources and support – internal and third-party (Clauses 7.4, 8)

4. Recording, reporting, feedback, improvement – PDCA cycle (Clauses 8, 9)

STAGE 1. SCOPE, CONTEXT AND RISK CRITERIA (CLAUSES 4, 5)

No one-size-fits-all solution - risk profile and risk appetite matter

- Risk management should be balanced with business objectives and opportunities. ISO 31030 positions TRM as a business enabler. (4.4)
- Operating context determines the risk profile.
- Operating context (4.1, 4.2, 4.3): external, internal, industry/sector specific, stakeholders, travelling population.
- Proportionate and appropriate risk treatment requires understanding of risks.
- Risk appetite at the strategic level influences the TRM programme design.

The balance between relying on internal resources and third parties is the outcome of the risk profile (Clause 4) and cost-benefit analysis (IEC 31010).

> Every organisation has a **unique risk profile** - there can be no one-size-fits-all TRM solution.

STAGE 2. TRAVEL RISK MANAGEMENT PROCESS

Travel risk management process includes:

1. Travel risk assessment (Clause 6)
2. Travel risk treatment (Clause 7)

This is the foundation of the implementation in Stage 3.

TRAVEL RISK ASSESSMENT (CLAUSE 6) – KEEP IT PROPORTIONATE

1. Travel risk assessment process includes:

- Risk identification - “find, recognise and describe risks that can impact an organisation’s ability to achieve its objectives” (Clause 6.2)
- Risk analysis - deep understanding of the risks (quantitative and qualitative) (Clause 6.3)
- Risk evaluation - deciding what to do with the risks (whether travel should proceed; controls) (Clause 6.4)

Risk analysis and evaluation are specific to your organization - most likely not provided by a “risk intelligence” subscription service.

Low-risk travel: Organisations can use technology to automate risk assessments

High-risk travel: Individual detailed risk assessments (Clause 6.1)

Risk = event’s likelihood x event’s impact

Tools: IEC 31010:2019 – Risk assessment techniques

What’s the top risk affecting business travel today?

volatility of the region

lack of accountabilities

property loss

cyber security

motor vehicle accident

street crime

corporate espionage

cost

cybersecurity

connectivity

road safety

traffic

poor jm framework

ground transport

foreign tate interference

crime

espionage

road accidents

airspace closure

geopolitical uncertainy

TRAVEL RISK TREATMENT (CLAUSE 7) – AVOID, SHARE, REDUCE AND PROVE IT

- The outcome of the risk assessment
- Purpose: modify risk to an acceptable level
- Tailored to the destinations and the individuals travelling, their activities and information they bring with them
- Should consider interrelations between multiple risks (not in isolation)
- The context and nature of risks are dynamic and so is the treatment
- Costs of treatment < benefits of taking the risks

Risk treatment options

AVOID (7.2)

- Pre-travel authorisation (7.2.1)
- Travel restrictions (7.2.2)

NOTE: Avoiding one risk can introduce a new risk and restrict opportunities.

It changes the likelihood to zero, preventing positive or negative impact.

SHARE (7.3)

- Transfer of financial loss, not operational and reputational impact
- Does not change the likelihood
- Methods: Contractual transfer, indemnification, commercial insurance
- Insurance cover - the outcome of risk assessments and regulatory/legal/contractual requirements
- General and specialist insurance
- Clear handoffs between insured and uninsured risks

NOTE: Risk sharing is complementary to TRM, not an alternative

REDUCE (7.4)

- Competence (7.4.2)
- Briefings (information, advice and updates) (7.4.3)
- Comms protocols/platforms (7.4.4)
- Accommodation (7.4.5)
- Information security (7.4.6)
- Transport (7.4.7)
- Journey management (7.4.8)
- Incident planning (7.4.11)
- Contact points (7.4.12)
- Tracking (7.4.13)
- Evacuation planning (7.4.15)

STOP CALLING IT "TRAVEL" RISK: USE RISK TREATMENT TO ENABLE BUSINESS

Companies take risk to capture reward. Treat "TRM" as risk management for global operations: choose to accept, reduce, avoid, or transfer - then record why. When risk is understood, you don't default to avoidance; you deploy proportionate controls and keep options open in markets with asymmetric upside.

Why leadership funds TRM:

- Entry enablement: Controls reduce the risk premium so high-return markets become viable.
- Continuity: Fewer lost revenue days from avoidable disruption.
- Efficiency: Remove duplicate vendors; invest in operators and local capability.

Treat TRM as decision support for growth, not compliance theatre. The standard expects reasoned, proportionate application so you can safely enable travel - not avoid it by default.

STAGE 3. JOURNEY AND OPERATIONAL MANAGEMENT

Stage 3 is the operational implementation of risk treatments.

OPERATIONAL DESIGN

Keep it simple when it’s hard

Design for execution

One number to call. A team opens the case and carries it through to resolution. No parallel hotlines or vendor guessing during stress.

Single point of contact | Named ownership | Time-to-assist KPI

Decisions from local reality

Make calls on verified local intelligence, push comms through the channels your people already use.

Local operators | Minimal viable protection | Proportionate moves

CLEAN HANDOFFS

Financing ≠ Operations: Insured vs. Uninsured events

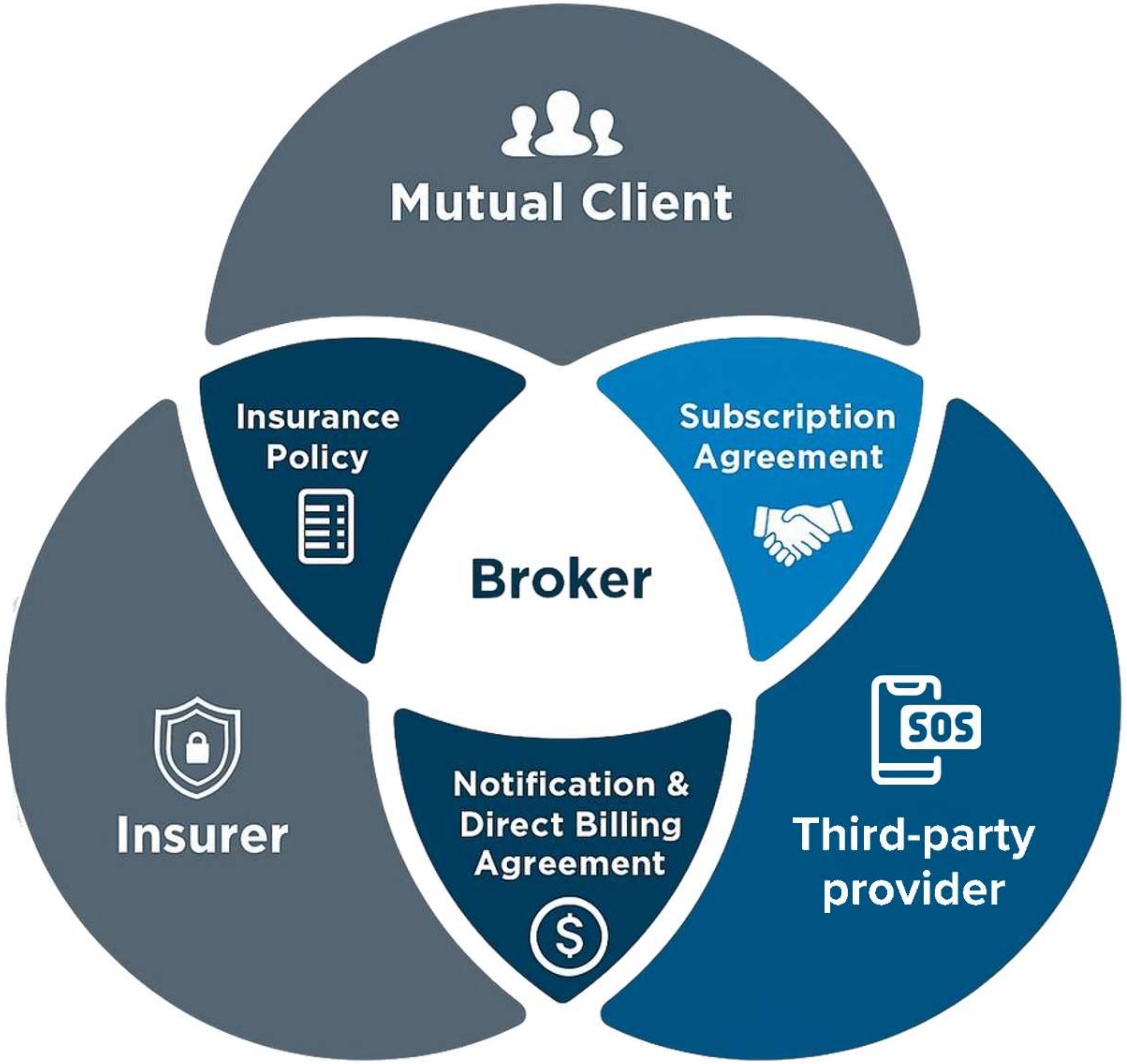
Why it fails

Coverage debates during incidents cause delay. Direct-billing doesn’t remove friction; uncovered items still become your problem.

How to fix

- Pre-decide pathways: insured via insurer; uninsured via operations.
- One number opens all cases; the owner routes and stays accountable.
- Document the switch when coverage changes mid-trip.

WHAT A DIRECT BILLING AGREEMENT (DBA) DOES - AND WHAT YOUR PROGRAMME STILL MUST DO



The relationship between the client, insurer, broker and third-party providers

Make it work and align with ISO 31030:

- Insurance policies and membership agreements are complementary to, and not an alternative, TRM.
- These contracts alone do not make an organisation compliant with ISO 31030.
- Membership agreements are not a prerequisite to access assistance in insured cases.
- In uninsured cases - work with providers that are the right fit for your risk profile.
- Proceeding with risk treatment and operations before concluding preliminary foundational stages might result in an inefficient or insufficient TRM programme.
- Keep one number, one playbook, one record regardless of who pays.

STAGE 4. MONITORING AND IMPROVEMENT (CLAUSES 9, 10)

“Evidence by design” - how you prove conformance

As you work, your system should naturally capture who did what, when, and why: roles and approvals, journey risk assessments, traveller communications, incident timelines and outcomes - in one case record. That’s what allows you to demonstrate conformance after the fact.

Outcome:

Audit-ready evidence chain that aligns with ISO 31030’s Plan → Operate → Record expectations and supports duty-of-care claims.

BENCHMARKING (CLAUSE 9.3)

An organization ***should regularly engage in benchmarking exercises with organizations of similar size, industry and geographical exposure to share knowledge and compare third-party service provider performance.***

This can be done through a formal process, but also less formally through participation in seminars, etc. to share knowledge and best practice.

Benchmarking can also be internal where there is a process in which an organization will determine best practice for TRM and use it for comparison and continuous improvement.

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The one change you want to make in your TRM programme?

traveler compliance
it should be mandatory
individualised
end user engagement
automate risk assessments
bespoke
legal risk assessment
ownership
pick and pay
microchip our people
leadership awareness
ease of use
automated front door
increase awareness
traveler awareness
automated journey managem
optimize
better awareness and use
multiple layers of approv
align process