

PAS 3001:2016

Travelling for work – Responsibilities of an organization for health, safety and security – Code of practice



WORLDWIDE REACH. HUMAN TOUCH.



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Foreword

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of the UK input into the development of a European or International Standard.

Use of this document

As a code of practice, this PAS takes the form of guidance and recommendations. It should not be quoted as if it were a specification and particular care should be taken to ensure that claims of compliance are not misleading.

Any user claiming compliance with this PAS is expected to be able to justify any course of action that deviates from its recommendations.

It has been assumed in the preparation of this PAS that the execution of its provisions will be entrusted to appropriately qualified and experienced people, for whose use it has been produced.

Presentational conventions

The provisions of this PAS are presented in roman (i.e. upright) type. Its recommendations are expressed in sentences in which the principal auxiliary verb is "should".

Commentary, explanation and general informative material is presented in italic type, and does not constitute a normative element.

The word "may" is used in the text to express permissibility, e.g. as an alternative to the primary recommendation of the clause. The word "can" is used to express possibility, e.g. a consequence of an action or an event.

Notes are provided throughout the text of this standard. Notes give references and additional information that are important but do not form part of the recommendations.

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a PAS cannot confer immunity from legal obligations.

Introduction

A great number of people travel every day as part of their work. Historically, concerns for travel safety, health and security focused on ‘white-collar’ workers such as sales executives, consultants, engineers or diplomatic officials, travelling to and from their home country. Today, there is also a focus on ensuring travel safety, health and security for a larger segment of travellers, including but not limited to construction workers, miners, technicians, teachers, missionaries, airline crew and seafarers. They may be coming from their home country or travelling from one project or site to another. Whether an enterprise or an organization is domestic or international, large or small, they most probably have people travelling for work at any given time.

In a White Paper by Price Waterhouse and Cooper, *Talent Mobility 2020 and beyond* [1], the following statement from the Executive Summary gives a perspective of global mobility:

“Assignee levels have increased by 25% over the past decade; we predict a further 50% growth in mobile employees by 2020. But the era where assignments meant a three or four-year relocation followed by a return home is coming to an end. New forms of global mobility have developed in response to business demands and employee preferences, many of which don’t involve relocation at all.”

The best travel safety, health and security strategies are agile, adaptable and constantly evolving to meet the specific requirements of the business and different groups of workers.



Although organizations such as the International Labour Organization state that:

“Governments should ensure that both multinational and national enterprises provide adequate safety and health standards for their employees.”[2]

there is limited guidance for employers and workers to address the health, safety and security risks associated with travel both domestically and internationally. Workers may be travelling to locations ranging from those that are relatively safe to those that are high-risk. However, even a relatively safe destination can rapidly degenerate into a high-risk destination due to health, safety, security, political or social reasons, or natural disasters, even if only on a short-term basis, in a specific location.

Although the main risks to travelling workers remain everyday incidents such as petty crime, road accidents and falling ill, organizations and travellers need to understand the risks and their exposure to them. Additionally, there may be a significant difference between an assessed medical risk and an assessed security risk for a given location. These differences highlight the complexities organizations face when preparing workers for travel.

The International SOS Foundation suggests that with increased mobility due to globalization, new markets, and the need for services, there is ample reason for employers to ensure their responsibility for the health, safety, security and legal protection for their travelling workers. Having travel insurance, while essential, is not enough. There are several reasons why employers need to engage further:

- strengthening business resilience by prevention, response to, and mitigation of, incidents reduces costly interruptions to business activities, improves morale and increases productivity;
- adequately managing risk during an incident may allow for the continuation of activities or the development of new opportunities, which could have otherwise been lost;
- meeting these responsibilities can mean a positive return on investment;
- diminishing the potential for criminal liability and reputational damage can enhance corporate image and strengthen the perception of corporate social responsibility;
- strengthening the worker's perception of a safe and healthy working environment improves worker motivation.

In the introduction to a document published by the International Organisation of Employers, *Travel Risk Management, 2015: European Trends* [3], Dr Christa Sedlatschek, Director, European Agency for Safety and Health at Work, states that:

“...harm occurs to people working out of their normal work environment, working in different countries as well as to those doing their job in their normal place of employment, and these workers should not be excluded from prevention and protection.”

Globally, there are limited health and safety regulations for cross-border workers. However, there is more convergence on case law that require organizations to be responsible for health, safety and security issues.

Currently, two countries (Canada and Australia) have made it clear that their domestic Health and Safety Executive (HSE) laws will apply overseas.

In this context, there is a need for organizations to better understand how to mitigate travel risks for their workers.

This PAS provides a set of recommendations for the protection of the travel safety, health and security of workers, contractors, volunteers and students (associated with work such as apprentices or interns) and their families while travelling for work.

1 Scope

This PAS gives recommendations for the responsibility of an organization with regards to the health, safety and security of individuals travelling for work. It covers a good practice approach to the development, implementation and evaluation of:

- policy;
- threat and hazard identification;
- risk assessment;
- prevention strategies;
- incident management, including:
 - arrangements for mitigation and response;
 - communications and accountability arrangements.

The PAS can be used by any organization of any size and sector that designates travellers for work-related travel or assignment (including workers, volunteers or contractors, sub-contractors and students).

NOTE *This PAS can act as a stand-alone document or be integrated into an existing health and safety management system.*



2 Terms and definitions

For the purposes of this PAS, the following terms and definitions apply:

2.1 assignment

transferring and placement of a traveller from one location to another, either on a temporary or permanent basis, as defined by the organization (2.13)

2.2 competence

ability to apply knowledge and skills to achieve intended results

NOTE 1 Continuing application of competence can be affected by the work environment with all its variations, pressures, relationships and conflicts that can affect, for example, attitude and commitment to apply the relevant knowledge and skills.

NOTE 2 Competence requirements are more than academic qualifications, training and experience. They define the results or outcomes to be achieved for a particular job, the performance criteria or standards to be achieved, the evidence required and the method of obtaining it.

NOTE 3 Competences referenced in this PAS apply both to people within an organization and those outsourced.

[BS ISO 10018:2012, 3.1]

2.3 competent person

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

[BS 9999:2008, 3.23]

2.4 contractor

external organization (2.13) providing services to the organization in accordance with agreed specifications, terms and conditions

2.5 dependent

individual who accompanies the traveller (2.21) and depends on them for support

2.6 down time

time when travellers (2.21) are not engaged in work activities but travellers remain under the general supervisory responsibility of the organization (2.13)

2.7 hazard

source or situation with a potential to cause injury and/or ill health

2.8 health, safety and security

protection of health, safety and security of travellers (2.21)

2.9 incident

situation that might be, or could lead to, a disruption, loss, emergency or crisis causing a negative impact on the travellers' health, safety and/or security

2.10 incident management team

organizational structure (both corporate and local) created to plan for and manage an incident (2.9) and provide liaison with external organizations (2.13) and/or stakeholders and families

NOTE Examples of external organizations include assistance providers or emergency services.

2.11 mitigation

process to reduce negative consequences of risk (2.15)

2.12 operations manager

individual directly responsible for travel safety, health and security

2.13 organization

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

[BS EN ISO 14001:2015, 3.1.4]

2.14 personal leave time

period of time, occurring before, after or within the overall duration of the work activity or project and outside the supervisory responsibility of the organization

2.15 risk

effect of uncertainty

NOTE An effect is a deviation from the expected – positive or negative.

2.16 risk assessment

continuous process of identifying threats (2.19) and hazards (2.7), assessing risk (2.15) and taking action to eliminate or reduce risk, prior to, during and after travel or assignment, as well as monitoring and reviewing

2.17 SMART objective

result to be achieved that is specific, measurable, attainable, relevant and time-bound

NOTE 1 An objective can be strategic, tactical, or operational.

NOTE 2 Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process).

2.18 student

individual under placement, on internship, apprenticeship or otherwise under the control of an employing organization (2.13) as part of a training programme or educational requirement

NOTE As students might be underage, they might not be able to make legal decisions as it pertains to themselves.

2.19 threat

intent and capability to cause harm

2.20 travel

movement of a traveller (2.21) or group of travellers from one destination to another (either international, domestic or both), either on a work-related trip or on assignments (2.1)

2.21 traveller

person on travel (2.20) or assignment (2.1) who might be a long- or short-term deployed worker (2.22), contractor (2.4), and any work-related individual (such as a family member, dependent (2.5), volunteer or student (2.18))

2.22 worker

person performing work or work-related activities, regularly or temporarily, under the direct or indirect control of the organization (2.13)

NOTE 1 This applies to workers both when they are in a workplace and when they are performing work or work-related activities outside of a workplace.

NOTE 2 Workers include top management, managerial and non-managerial persons.

NOTE 3 Workers under indirect control may 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 4 The work or work-related activities performed under the direct or indirect control of the organization may be performed by workers employed by the organization, or other persons, including workers from external providers, contractors, individuals, and situations where the organization has some degree of control over the workers such as agency workers (see ILO Convention 155 Article 3 (b) [4]).

3 Declaration of adherence

In making a declaration of adherence to this PAS, the organization should consider, address and evidence adherence to all of the recommendations of PAS 3001:2016.

NOTE An example of such a declaration of adherence is: 'Work-related travel safety, health and security arrangements by Company X are in accordance with PAS 3001:2016, Travelling for work – Responsibilities of an organization for health, safety and security – Code of practice'.



4 Leadership and policy

4.1 Leadership and commitment

Top management should demonstrate leadership and commitment with respect to the management of travel safety, health and security by establishing, maintaining and evaluating:

- a) accountability for the ownership and effectiveness of the management of travel safety, health and security;
- b) the travel safety, health and security policy and objectives compatibility with the strategic objectives and within the internal and external context of the organization;
- c) integration of the management of travel safety, health and security into the organization's business processes;
- d) the resources needed for the management of travel safety, health and security;
- e) the importance of effective management of travel safety, health and security and conforming to the requirements of a system to manage the same;
- f) that the management of travel safety, health and security achieves its intended outcomes;
- g) that travellers contribute to the effectiveness of the management of travel safety, health and security;
- h) continual review for the purpose of improvement;
- i) that the role description of other relevant managers necessitate analogous leadership of travel safety, health and security as it applies to their areas of responsibility.

4.2 Policy

4.2.1 Top management should establish, implement and maintain a travel safety, health and security policy that:

- a) is appropriate to the purpose and context of the organization, including the nature, scale and impact of its activities, products and services;
- b) provides a framework for setting travel safety, health and security objectives;
- c) includes a commitment to protect the health safety and security of travellers while travelling or on assignment and other specific commitment(s) relevant to the context of the organization;
- d) includes a statement of intention outlining what the organization will do to keep travellers and assignees safe, healthy and secure;
- e) includes a statement that workers will not be required to put themselves into a situation that represents serious or imminent danger to life or health;
- f) provides for a system to identify and manage threats and hazards through a risk management mechanism including risk assessment;
- g) makes a commitment to prevention, protection, mitigation, and response to incidents before, during and after travel;
- h) includes a commitment to fulfill its compliance obligations;
- i) includes a commitment to continual improvement of the management of travel safety, health and security to enhance performance;
- j) provides for a means of consulting with workers and their representatives (see 4.2.3);
- k) defines its organizational policy and procedures addressing travellers' personal leave time and down time, including any potential impacts or variations applying to:
 - insurance cover;
 - incident response planning;
 - the traveller's status.
- l) provides for consultation with workers over both the development and application of the policy.

***NOTE** For example ex-patriot, worker, contractor, assignee, dependent, etc.*

***NOTE** The workforce can be engaged either individually or through safety representatives, as appropriate to the organization. Where a trade union is recognized, workers are consulted through that. Where the organization is involved in sending volunteers, students or other people who are not employees abroad, it might consider setting up consultation and feedback arrangements for them.*

4.2.2 The travel safety, health and security policy should be:

- a) documented and maintained;
- b) communicated within the organization through information and training;
- c) made available to stakeholders where appropriate;
- d) signed by the individual ultimately responsible for travel safety, health and security in the organization;
- e) updated at a frequency defined by the organization or when circumstances change.

4.2.3 In development of policy, top management should consult with all relevant stakeholders, including:

- a) occupational safety and health;
- b) travel and occupational medicine;
- c) security;
- d) risk management;
- e) insurance;
- f) travel management;
- g) legal;
- h) corporate communications;
- i) human resources and international mobility;
- j) regional management, particularly where significant regional cultural and compliance variances occur;
- k) business continuity, crisis management and resilience;
- l) suppliers of relevant outsourced service;
- m) workers and/or their representatives.

***NOTE** The organization might wish to consider consulting with other individuals whose responsibilities could impact on travel safety, health and security issues. This list includes, but is not limited to:*

- a) compliance;
- b) finance;
- c) operations;
- d) corporate social responsibility;
- e) workers' compensation;
- f) training and education;
- g) travel health;
- h) facility manager;
- i) information technology and cyber security;
- j) ethics;
- k) environment.

4.3 Organizational roles, responsibilities and authorities

4.3.1 Top management should ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization.

4.3.2 Top management should assign the responsibility and authority for:

- a) ensuring that the management of travel safety, health and security system conforms to the recommendations of this PAS;
- b) providing the means to develop the competencies (knowledge, skills and experience) required of individuals designated as competent persons for specific tasks (see Clause 8);
- c) developing and maintaining systems and arrangements to inform, protect and assist the traveller;
- d) assessing the need for, and providing training and information (see Clause 8);
- e) defining the role of insurers and external assistance providers in helping the organization manage travel safety, health and security;
- f) maintaining a system to report on the performance of travel safety, health and security to top management.

4.4 Policy review

The travel safety, health and security policy should be reviewed at a frequency defined by the organization, or if:

- a) situations identified in the risk assessment dictate that a review is necessary;
- b) there has been a change in legislation or directives;
- c) following the post-operation analysis of any significant incident, the policy is found to be inadequate;
- d) there are changes in the organization's travel risk profile.



5 Organization

5.1 General

5.1.1 The organization should define an appropriate organizational structure to address travel safety, health and security.

NOTE Depending on the size of the organization, the roles described in this clause may be combined. For example, in a small/medium-sized enterprise, the top management, who might typically delegate to the operations manager, could take on their responsibilities.

5.1.2 The organizational structure should include functional responsibility and accountability at all levels.

5.2 Role of top management

5.2.1 Top management of the organization should carry out leadership and policy-related tasks as defined in Clause 4.

5.2.2 Top management should have the overall responsibility for the development, review and annual evaluation of a system to manage travel safety, health and security, including, but not limited to:

- a) defining and communicating responsibilities to all relevant parties including line management;

NOTE This could be achieved through an organizational chart being made available.
- b) identifying threats and hazards and evaluating, eliminating, mitigating and controlling associated risks;
- c) providing adequate resources so that the persons responsible for travel safety, health and security can perform their respective functions;
- d) safeguarding against travel from proceeding without appropriate authorization;
- e) consulting with, and involving workers in both the development and application of arrangements including risk assessment and the management process;
- f) carrying out a review of the system at least annually.

5.3 Role of the operations manager

COMMENTARY ON 5.3

Specific measures in relation to the implementation of the role of the operations manager can be found in 12.3.

The operations manager should be accountable to top management for implementing the system (see 5.2.2), including, but not limited to:

- a) implementing the policy with the establishment and review of SMART objectives and compulsory procedures;
- b) checking that line management responsibility is known and understood at all levels;
- c) providing communications for all travellers within the context of the organization's travel risk profile and the traveller's specific needs;
- d) communicating to all relevant parties travel safety, health and security arrangements;
- e) implementing and maintaining arrangements to identify threats and hazards and evaluating, eliminating, mitigating and controlling associated risks;
- f) providing individuals with the necessary competencies and resources to carry out the travel safety, health and security aspects of their work;
- g) assessing the competencies of individuals with the responsibility for organizing travel, and providing relevant training (see Clause 8);
- h) assessing the competencies of travellers and providing relevant training (see Clause 8).



6 Travel risk management

6.1 Travel risk management strategy

6.1.1 A documented travel risk management strategy should be initiated and maintained as part of the overall risk management system.

6.1.2 The organization should establish criteria for scoring risk.

NOTE Depending on the level of assessed risk, the organization could establish and maintain one or more risk registers in accordance with 6.4.

6.1.3 The operations manager should identify, mitigate and control travel risks as far as reasonably practicable.

6.2 Travel risk assessment

COMMENTARY ON 6.2

Threat and hazard identification can be carried out by any traveller with appropriate training, hence the determination of risk has to be accomplished by a competent person. Whereas threat and hazard assessment identifies the danger (which is the first step of risk assessment), risk assessment qualifies or quantifies the possible likelihood and severity of harm to the individual or the organization.

6.2.4 Measures should be put in place to ensure that risk assessment is carried out by the organization and the traveller(s) as appropriate.

6.2.5 The individual traveller should be provided with the appropriate training (see Clause 8) to establish competencies for risk assessment.

6.2.6 Travel risk assessments, by their nature, should be dynamic (carried out on a regular basis), using a multidisciplinary approach by:

- a) identifying the scope of the threat and hazard and assessing the risk;

NOTE Risks could be geographic, related to a process, traveller profile, or an activity such as commuting.

- b) identifying the threats and hazards associated with tasks to be carried out;

NOTE 1 These could be related to travel, assignment and work. If the extent of threats are not correctly identified and understood then the entire process could be flawed. Therefore the way in which the threat is understood, analyzed and assessed is vital.



NOTE 2 This is essential for dealing with fast-changing situations, such as civil unrest, terrorist activities, natural disasters, etc.

- c) determining which individual(s) could be harmed;

NOTE From a geographic perspective, an organization could consider putting in place a capacity to identify the location of travellers at any given time and determine their possible exposure to potential risks.
- d) evaluating the risks and deciding precautions to take – including prevention, protection and risk mitigation measures;
- e) implementing risk prevention and control measures (see 6.3);
- f) determining the residual risk (the risk that remains after control measures are in place);
- g) reviewing the assessment regularly, prior to, during and after travel, and updating it as necessary, when there are significant changes impacting the risk, such as political change, natural disasters, or changes in legal requirements, processes, and working conditions.

6.3 Risk prevention and control measures

6.3.1 If identified during travel, robust, properly resourced and well-rehearsed processes should be put in place to alert and advise the traveller.

6.3.2 Preventive and protective measures should be implemented in the following order of priority:

- a) eliminating the risk;
- b) minimizing the risk;
- c) controlling the risk.

6.3.3 The risk assessment should take into account existing control measures as well as identify additional control measures that might be needed to prevent this risk from being realized, or mitigate against its consequences.

NOTE 1 *The impact of a risk could be experienced by the traveller, the organization or others involved in the travel process including a client or end user. For example if a team of miners, technicians or security consultants fail to arrive on a project a client will potentially suffer the consequences.*

NOTE 2 *Table 1 gives an example approach to determining a risk score. The severity/impact and likelihood takes into account mitigation and contingency plans that are in place, and mitigation actions that have been undertaken.*

6.3.4 Measures to reduce risk should be continually monitored and reviewed after any significant changes to the:

- management of travel safety, health and security;
- travel destination or circumstances/risks at the travel destination;
- travel route;
- travel itinerary;
- traveller profile.

6.4 Risk register

6.4.1 Depending on the level of assessed risk, the organization should establish and maintain a risk register including the following details:

- a) name of risk (short name);
- b) description (which may include the source of the risk and other potential causes);
- c) the likelihood of the risk materializing (expected frequency);
- d) the severity/impact (expected negative outcome);
- e) risk score (this is derived from the likelihood and severity/impact – see Table 1);
- f) impact (a description of the consequence of the risk materializing);
- g) indication (how to tell that the risk has materialized and moves from being a risk to a reality; this also includes early indicators and warnings to avoid and pre-empt negative events before they happen);
- h) mitigation (actions planned and done to avoid the risk materializing);
- i) contingency/incident response plans (properly resourced and rehearsed actions to be undertaken if, and when, the risk materializes and becomes a reality).

6.4.2 Risk controls measures should be kept proportionate to the level of risk.

6.5 Mechanisms should be put in place to capture lessons learned as a result of the risk assessment.

Table 1 – Example risk score

Severity/ impact	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Likelihood: Almost certain (5)	Risk: Low (5)	Risk: Medium (10)	Risk: High (15)	Risk: High (20)	Risk: High (25)
Likelihood: Likely (4)	Risk: Low (4)	Risk: Medium (8)	Risk: Medium (12)	Risk: High (16)	Risk: High (20)
Likelihood: Possible (3)	Risk: Low (3)	Risk: Medium (6)	Risk: Medium (9)	Risk: Medium (12)	Risk: High (15)
Likelihood: Unlikely (2)	Risk: Low (2)	Risk: Low (4)	Risk: Medium (6)	Risk: Medium (8)	Risk: Medium (10)
Likelihood: Rare/remote (1)	Risk: Low (1)	Risk: Low (2)	Risk: Low (3)	Risk: Low (4)	Risk: Low (5)

NOTE *Table 1 is sourced from the HSE Ireland document, Risk Assessment Tool and Guidance (Including guidance on application) [5].*

7 Incident management

7.1 Incident management measures should be based on risk assessment.

7.2 The organization should have a proportionate approach addressing global as well as local incident response plans and appropriate measures.

7.3 These measures should address:

- a) preparedness;
- b) mitigation;
- c) response;
- d) recovery.

7.4 The organization should have a written incident response plan that is regularly drilled, which describes the authorities and responsibilities of key personnel including the incident management team.

NOTE *The organization might consider encouraging families accompanying workers to develop specific family-oriented incident action plans.*

7.5 An incident management team should be constituted and regularly drilled to manage situations that need coordination internationally and/or locally that might put any resources or reputation of the organization at risk.

7.6 The incident management team should be multidisciplinary, led by the top management and supported by a designated crisis coordinator and a communications professional (or their designates).

NOTE *Depending on the situation, the incident management team could address other areas such as:*

- a) occupational health and safety;
- b) occupational medicine;
- c) security;
- d) risk management;
- e) human resources;
- f) legal;
- g) financial;
- h) operations;
- i) business continuity;
- j) other technical expertise;
- k) travel and facility management;
- l) reputational risk;
- m) link to external resources;
- n) insurance.

7.7 Incident response

7.7.1 Organizations should assess their capacity to respond to a critical incident (activate their incident response and evacuation/repatriation plans) including training, regular drills and rehearsing scenarios (see **8.5.2** and **8.5.3**), access to information and adequate medical and security support on location, including, but not limited to:

- a) an organization's dedicated resources (local or deployable);
- b) local medical, security and emergency services;
- c) external providers.

7.7.2 Information and communication protocols are critical to responding to any incident (or several simultaneous incidents) and should factor in these response components.

7.7.3 Reports derived from the investigation of incidents requiring intervention or assistance, as well as near misses, should be a source of information on the prevention, or reduction in severity of future occurrences.



8 Competency

8.1 Assessment of education and training needs

8.1.1 The organization should:

- a) determine the necessary competence of travellers and the person(s) working under its control that affects the organization's travel safety, health and security performance and its ability to fulfill its compliance obligations;

NOTE The organization might wish to consider mechanisms to assess and periodically reassess competencies based on inputs such as risk assessments, good practices and suggestions from external sources (such as assistance providers, insurance providers, government offices, and other institutions).

- b) periodically undertake an assessment of competence (for example annually at a minimum, or more frequently if conditions, situations, or circumstances that could benefit from a review of competencies dictate);
- c) assess competency, based on the competencies needed by the traveller but also all other individuals within the organization responsible for managing travel or managing an incident;
- d) in assessing competency, take into account appropriate education, training and experience;
- e) determine training needs associated with travel safety, health and security;
- f) where applicable, take actions to acquire the necessary competency, and evaluate the effectiveness of the actions taken.

NOTE Applicable actions can include, for example, the provision of training to, the mentoring of, or the re-assignment of currently employed persons; or the hiring or contracting of competent persons.

8.1.2 The organization should retain appropriate documented information as evidence of competence.

8.2 Awareness

The organization should make travellers aware of the following travel safety, health and security issues:

- a) policy;
 - b) the actual or potential impact of their work on travel safety, health and security;
 - c) how they can contribute to effective management of travel safety, health and security;
- NOTE Aide-memoires describing the process and procedures which can be activated in an emergency can be provided to travellers.*
- d) implications of not conforming with requirements (impact of the organization not meeting compliance obligations).

8.3 Training

8.3.1 Organizations should provide training to travellers and other relevant individuals including families where appropriate.

NOTE 1 This might be done internally or through engaging with external providers.

NOTE 2 Based on the assessed risks, the organization may specify the content and the frequency of training or refresher training.

8.3.2 Specifically, based on the level and nature of assessed risk, training should be provided to the following individuals:

- a) all travellers;
- b) all travel organizers;
- c) other stakeholders (see 4.2.3);
- d) persons responsible for managing travel-related incidents.

NOTE Including exercise and testing (for example through table-top-exercises).

8.3.3 Training should be designed and implemented with a view to ensuring that travellers and the individuals with the responsibility for organizing travel, travel risk management and travel assistance are able to deliver their responsibilities.

8.4 Training and information for travellers

8.4.1 Based on assessed risks and gaps identified in the assessment of training needs, travellers should be trained and have the necessary information to rectify any deficiencies.

NOTE Training and information are particularly important when people are new to an assignment and when there is potential exposure to new or increased risks.

8.4.2 Appropriate training and information should be provided giving travellers the knowledge and skills to handle the situations they could potentially face.

8.4.3 The organization should provide the traveller with sufficient knowledge and skills to identify threats and hazards (while on route as well as at the destination and intermediate stops) and take the necessary steps to protect themselves from harm.

NOTE Electronic messages to the traveller or advice cards carried by the traveller can assist with this process.

8.4.4 The organization should also provide the traveller with the necessary knowledge and skills, if an incident occurs, to take protective measures, seek appropriate advice and assistance and address the situation until further assistance is secured.

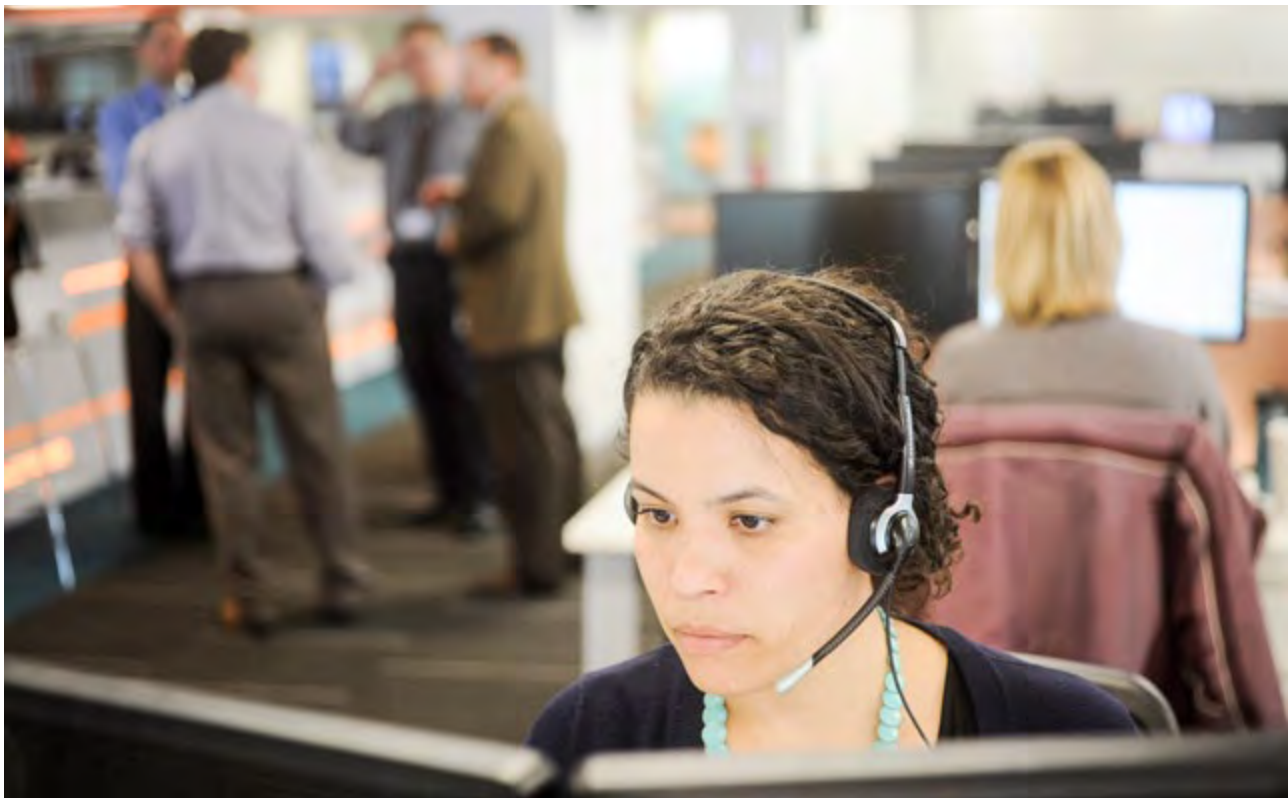
8.4.5 Where the results of an assessment (see 6.2) find it necessary to provide equipment and supplies (or other resources), such as medical kits (See 12.3.8) or communications equipment, travellers should be trained in their use.

8.5 Training for the individuals with the responsibility for organizing travel, travel risk management and travel assistance

8.5.1 The operations manager, as well as others with the responsibility for organizing travel, travel risk management and travel assistance, should have the necessary competencies to carry out their tasks with specific training programmes in place to address any gaps identified.

8.5.2 The organization should carry out internal incident management exercises and drills at all levels.

8.5.3 The organization should carry out an annual incident exercise that tests the process, procedure, communication channels (up and down) both internally and externally.



8.6 Managers responsible for training

8.6.1 Managers responsible for training should:

- a) arrange for all travellers to have the necessary training, knowledge and experience to carry out their assignment safely and without risk to their health;
- b) assess whether travellers understand the information, and the instruction and training provided, taking account of any language difficulties or disabilities;

NOTE Information might have to be provided in a language other than English.

- c) set out arrangements to capture ideas and suggestions;
- d) put in place arrangements for retaining and sharing corporate knowledge.

NOTE In planning for training, managers may wish to consider the following:

- a) ensure there is a system in place to identify training needs during recruitment and when there are changes of staff, processes, or technology;
- b) prioritize training needs;
- c) decide the format that training will take, for example:
 - formal course coaching;
 - informal, "on the job" training;
 - written instructions;
 - e-Learning and/or webinars;
 - online information;
 - simply telling someone what to do.

8.6.2 Additionally, the organization should have mechanisms in place to:

- a) review travellers' capabilities and ensure refresher training is provided when needed;
- b) maintain training records;
- c) review training materials regularly to ensure that they remain current;
- d) gather feedback on training;
- e) decide whether the training delivered its objectives;
- f) assess whether there have been any improvements following the training and if not, initiate changes.

8.7 Trainers

Only competent persons should conduct training programmes.

8.8 Content

8.8.1 Training programmes should cover travel safety, health and security prior to, during and after travel.

8.8.2 Training programmes should take into account cultural and ethical considerations of travel destinations as well as intermediate stops.

NOTE 1 It is advisable that all training material or information used is obtained from a reliable source.

NOTE 2 If training is outsourced, it is advisable that the organization checks that the trainer has a good understanding of the organization and its requirements.

8.9 Evaluation

Training programmes should include a means to evaluate and assess whether the participant has developed the necessary knowledge and skills for travel safety, health and security.



9 Documentation

9.1 Travel safety, health and security should be documented in a systematic way.

NOTE This is with a view to protecting the organization and provide quick access during a critical incident.

9.2 A system should be put in place to ensure that all documents are up-to-date.

9.3 Travellers should be aware of, and have easy access to, documents relevant to them including the use of electronic means where appropriate.

NOTE 1 Including pre-travel, travel and post travel.

NOTE 2 It is important that, during an incident, all travellers have easy access to relevant documentation.

NOTE 3 Attention is drawn to BS ISO/IEC 27001:2013, 7.5.3 in consideration of the confidentiality of personal information.



10 Communications

10.1 All stakeholders should be informed of issues related to travel safety, health and security as soon as issues are identified.

10.2 Resilient arrangements for two-way communications between the organization and travellers (as well as other appropriate stakeholders) should be established, maintained and evaluated.

NOTE This could include the issue of alternative communications and IT equipment if travelling in areas known to be outside of conventional GSM coverage, for example the use of satellite phones.

10.3 Resilient arrangements should address:

- a) mechanisms to keep travellers up-to-date of potential increased risk levels where they are travelling;
- b) mechanisms to keep dependents up-to-date of potential increased risk levels where they are travelling;
- c) access to a reliable 24/7 information and advice contact point;
- d) communications access to assistance providers in the event of an incident;
- e) communications access to people empowered to provide assistance within the organization (i.e. make decisions, authorize emergency travel, release funds etc.);
- f) mechanisms to share ideas, concerns and good practices.

11 Planning

COMMENTARY ON CLAUSE 11

The purpose of planning, at an organizational level, is to address not only the legal and regulatory framework but also all of the elements necessary to manage travel safety, health and security. Planning is particularly important for preparation to educate and train incident management teams for the issues/events they might have to respond to. See Clause 6 on the types of issues an organization might have to address, and how to identify steps to defining appropriate means of action.

11.1 Initial review

An initial review should be undertaken to identify the following:

- a) relevant legislation;

***NOTE** This could include issues or items such as developing a comprehensive understanding of local visa or permit requirements.*
- b) relevant administrative rules;
- c) relevant codes of practice;
- d) other requirements the organization has an obligation to comply with;
- e) a process for subcontracting or outsourcing assistance providers, private security, local transportation services as well as other travel safety, health and security arrangements as appropriate.

11.2 Travel safety, health and security system planning

COMMENTARY ON 11.2

System planning is a cyclical approach consisting of conducting an initial review, defining and designing an organizational architecture (establishing a baseline), building objectives and once the planning is implemented, re-evaluating when and where appropriate.

11.2.1 A plan based on levels of risk, competencies and objectives should be created and implemented.

11.2.2 The plan should describe the organization's travel safety, health and security system and include business continuity eventualities.

11.2.3 SMART objectives should be established in line with the organization's safety, health and/or security policy and based on risk assessment, identified competencies and initial or subsequent reviews.



12 Implementation

12.1 General

12.1.1 Based on risk assessment, measures should be put in place by the organization to assist travellers prior to travel, during travel, during and after incidents, and once travel is completed.

NOTE These include the measures necessary to prevent incidents during travel, protect travellers while travelling, contingency (incident response/evacuation) planning, mitigation against any incident that cannot be prevented whilst travelling or on assignment, assisting travellers whilst recovering from incidents and providing in-country support and evacuation/repatriation as and when necessary.

12.1.2 These measures should be tailored to the destination and the individuals travelling and be based on the risk assessment listed in 6.2.

12.2 Top management should be responsible and accountable for the overall implementation of travel safety, health and security.

12.3 Implementation at the level of the operations manager

12.3.1 In addition to the measures set out in 5.3, the operations manager should put in to place measures addressing the following:

- a) travel planning for work is carried out by a competent person taking into account assessed risks;
- b) new employees receive an induction on travel safety, health and security;
- c) current employees continually receive refresher training, when and where relevant, and up-to-date guidance documents on travel safety, health and security;
- d) line managers communicate the roles and responsibilities of the traveller to provide emergency contact details, informing relatives etc. and ensure that travellers furnish themselves with the right documentation and are knowledgeable about visa and immigration rules before entering a country and during their stay.

NOTE An attempted illegal entry into a country or an overstay can lead to serious repercussions.

12.3.2 The operations manager should implement a robust risk assessment system that includes:

- a) up-to-date threat and hazard identification and risk assessment;

NOTE A compulsory booking and pre-trip authorization procedure may be put into place to ensure that all upcoming travel is assessed.

- b) a system to establish types and categories of risk levels and protocols that require specific actions including measures to address high-risk locations and escalating risk.

12.3.3 Based on assessed risk, the operations manager should implement a robust travel approval process which includes:

- a) a documented recognition that the relevant traveller has confirmed that they are aware of associated risks, and measures to avoid or mitigate these;
- b) a process that ensures that all relevant travellers are medically fit to travel, having completed a pre-travel medical evaluation where appropriate, and that all necessary medications are prescribed and vaccinations up-to-date as well as personal emergency contact details current, with behavioural advice provided;

NOTE Such examinations are an opportunity:

- to educate the traveller about the prevention of injuries and illnesses during travel;





- for the traveller to inform the person conducting the examination of any pre-existing medical problems;
 - to promote early detection of conditions that might impair the travellers' future ability to perform their tasks;
 - to help travellers recognize and modify habits that have an adverse impact on their health so that they may achieve a better quality of life;
 - to discuss in-country medical assistance at the destination, where necessary;
 - to address medications that are prohibited at the destination and transit countries and suggest alternatives that could be used.
- c) a process that ensures that a pre-travel security assessment is carried out for particularly vulnerable groups.

12.3.4 Once travel is approved, the operations manager should check that, based on assessed risk:

- a) a briefing is provided for travellers on safety, health and security arrangements;
- b) adequate information and training is provided for travellers based on location-specific and traveller-profile information;
- c) a system is in place to monitor the location of travellers, to be used when indicated by the risk level protocol.

12.3.5 The operations manager should check that the organizational policy and arrangements are integrated with local arrangements, such as notification and approval of incoming travellers, safe systems of work, and emergency protocols and procedures.

12.3.6 Prior to travel, where identified as necessary on risk assessment at the destination, the operations manager should check that the following measures are established and maintained:

- a) a set of emergency arrangements;
- b) a set of guidelines determining the suitability of an individual to travel;
- c) an approved list of hotels and other accommodation;
- d) an approved list of transportation companies and other third party service providers;
- e) a competent person to contact locally in case of a medical, security or political incident;
- f) a list of approved healthcare providers and healthcare facilities;
- g) a system by which the traveller can communicate and contact the organization 24/7 in case of an incident.

12.3.7 During travel, based on risk assessment, the operations manager should check that the following measures are established and maintained:

- a) 24/7 access to medical information, security advice and incident assistance;
- b) access to referrals for security and support outside of the home country;
- c) medical examination when and where appropriate;
- d) health surveillance where appropriate;
- e) a wellness/health promotion programme;
- f) a system to track the location of travellers, where appropriate;

NOTE This can be accomplished by three methods: reservation, ticketing transaction or technological monitoring.

- g) a system for communications;
- h) mechanisms to report incidents such as accidents, exposures, injuries, illness, near misses and security considerations.

NOTE It is important that such data is collated and assessed so that lessons can be learned from it.

12.3.8 Based on risk assessment at the individual traveller level, the operations manager should check that:

- a) training and information is provided including:
 - 1) pre-travel access to medical and security information;
 - 2) destination/culturally-specific information;
 - 3) destination-specific medical information;
- b) travel health and security kits and supplies are provided when identified in the risk assessment.

NOTE For example, risk of disease or specific diseases, access to medical care, etc.

- 4) briefing, based on assessed risks, on local safety, health and security arrangements including the implementation of the destination incident plan and incident management;
- 5) relevant risk, induction and refresher training;
- 6) first-aid training.

NOTE 1 Travel health and security kits and supplies could include, but are not limited to:

- 1) travel medical kits with necessary supplies and first aid equipment with clear directions for use and means of contact for immediate medical advice;
- 2) travel security kit;
- 3) a stock of necessary medication with verification that medicine is permitted at the destination.

NOTE 2 Security kits could contain such items as doorstops, flashlights, whistles and emergency contact numbers.

12.3.9 Where identified in the risk assessment or travel planning process, the operations manager should check that measures are taken at the destination to ensure that workers:

- a) have the competencies and resources to function in a safe, healthy and secure manner;
- b) possess the means to communicate effectively between all parties – including on work practices as well as prevention, control and emergency arrangements;
- c) implement prevention measures, control measures and safe work arrangements;
- d) are continually trained on emergency arrangements;
- e) have induction and refresher training on relevant risk;
- f) carry out performance reporting, including reports on incidents such as accidents, exposures, injuries, illness, near misses and security considerations.

13 Evaluation

13.1 The organization should put into place evaluation monitoring and review arrangements to see how effectively it is at carrying out travel safety, health and security policies, and arrangements.

NOTE 1 This can be carried out in a range of different ways, such as:

- a) reporting on (with a clear iterated methodology), and evaluating safety performance indicators;
- b) incident investigation (possibly including an independent mechanism for incident reporting);
- c) internal as well as external auditing;
- d) management review.

NOTE 2 These arrangements could typically evaluate planning, training, procedural and countermeasure effectiveness.

13.2 Based on the information resulting from these evaluations, corrective actions should be implemented.



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