

A practical and advisory guide

# Spotlight on Business Travel

The inside view from risk managers –  
business travel risk and ISO 31030

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# Introduction



## Janene Blizzard

Chubb's Vice President Accident & Health, EMEA

Welcome to our second report on business travel risk management and the ISO 31030 which focuses on risk managers' perspectives on business travel risk and ISO 31030. The first report, published in June 2023, was a practical and advisory guide which set out the changing business travel landscape and the resulting impact on duty-of-care. It also detailed how the ISO 31030 standard is a key tool to help any size of organisation put a realistic and comprehensive plan in place to cover all aspects of their travel risk management needs and provided a summary checklist for businesses looking to develop or evolve their plans.

This second report is based on a survey of risk managers across Europe in which we asked about their knowledge and usage of ISO 31030 and the level of boardroom support for both the standard and business travel risk management generally.

The awareness and adoption of the standard has room for improvement. However, it's important to be mindful that this is a newly introduced standard in a rapidly developing area of risk management. While the pandemic did not create new risks, it did raise awareness of issues that have always been there but have not always received sufficient attention.

# 25

Risk managers across Europe surveyed

A close-up photograph of a person's hands packing a black suitcase. The person is wearing a dark blue shirt. The suitcase is open, and white clothing items are visible inside. The background is slightly blurred, showing more of the person and the suitcase.

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The pandemic also reminded companies of their duty-of-care to their employees – something that is not just a legal and moral requirement but a competitive advantage in the battle to recruit and retain the best talent.

The report illustrates how companies are implementing business travel risk management frameworks, the role of the ISO standard within this process and the benefits they are gaining from both the standard and the framework.

You will learn about the challenges involved in these efforts and the best way to overcome them – from securing buy-in from the board to embedding a risk management culture across the organisation.

Finally, the report shows what help can be provided by insurers and other critical service providers. Like so many other commercial risks, the role of the insurer goes beyond simply providing coverage. There is important intellectual capital, links to assistance companies, access to apps and online tools, embedded services and more that can be provided by an insurer.

Now is the time for companies, risk managers, insurers and other service providers to collaborate on what will be an increasingly important and rapidly developing area within commercial risk management.

**“The ISO31030 standard is a key tool to help any size of organisation put a realistic and comprehensive plan in place to cover all aspects of their travel risk management needs.”**



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## Chapter 1

# The survey of risk managers

To get a clear picture of how the ISO standard is being used to support business travel risk management, *Commercial Risk* surveyed 25 risk managers across Europe between June and July 2023 on four issues:

- the level of awareness and adoption of the standard
- the roles and responsibilities around business travel risk management
- the support of senior management
- what should be expected of the insurance industry.

## Awareness and adoption

The survey results indicate that awareness of the standard amongst risk managers is fairly balanced between those that are aware and those that are not (figure 1). However, only 16% of respondents said that their company is currently using ISO 31030 to manage business travel (figure 2).

One explanation for this could be timing. The standard was launched in 2021 during the global pandemic. And, as risk managers will testify, it can take several months to devise, develop and implement a new business travel risk management plan based on the standard.

Guy Gisborne, Head of Risk for Honda Europe, says that while there is greater awareness of the risks of business travel among senior management, as yet there is not the same level of recognition for the ISO 31030 standard. The preceding ISO 31000 standard for risk management, launched in 2008, is well used by Gisborne to benchmark risk management plans, to update terminology, and to tie various

Figure 1. Are you aware of ISO 31030?

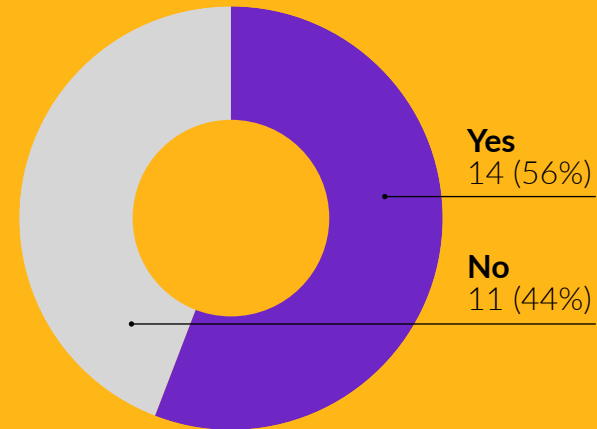
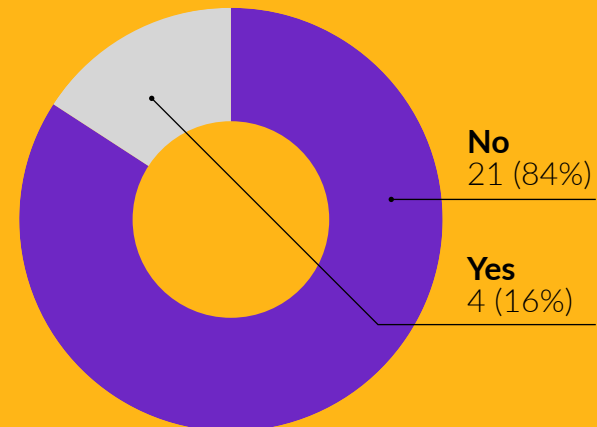


Figure 2. Does your company use ISO 31030 to manage business travel?



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fragmented risk management processes and practices together. It also serves as a useful tool for the C-suite to raise awareness of risk issues.

Gisborne's hope is that the 31030 standard will have the same impact on standardisation and help risk managers to answer the two most important questions they face: what is our legal responsibility and what is industry best practice?

He also hopes it will help senior management to consider the risk implications of any business travel decisions. "Regulatory requirements and cost have been the primary factors in business travel decisions. They have seldom been linked to risk factors," says Gisborne.

As yet, ISO 31030 is not a certifiable standard. Should it achieve that status, it would raise awareness of the standard and adoption, suggests Gisborne. "By citing the use of ISO 31030, companies may find it easier to attract new employees, reduce insurance costs and fulfil their suppliers' compliance requirements because the language and the systems would all be on the same level."

## Roles and responsibilities

Business travel risk management is not always under the sole remit of the risk manager. As the survey shows (figure 3), in most companies, the responsibility is shared between HR and risk managers (58%) while one in 10 have the responsibility with HR.

For some firms it is the responsibility of security or health and safety functions, and others will have their own in-house travel department. Greater communication, cooperation and collaboration between departments is a feature of enterprise risk management. Nothing should be managed in silos.

**"By citing the use of ISO 31030, companies may find it easier to attract new employees, reduce insurance costs and fulfil their supplier' compliance requirements because the language and the systems would all be on the same level."**

**Guy Gisborne, Honda Europe**

**Figure 3. Who is responsible for travel risk management at your firm?**

**HR** – 2 (9.5%)



**Risk management** – 7 (33.3%)



**Both** – 12 (58.2%)



Did not answer – 4

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The variation around business travel risk management is further highlighted by figure 4 which shows the different roles played by respondents in their respective companies' business travel risk management processes.

For some respondents, their role is to buy insurance, while others have security and business continuity roles. Some are charged with authorising travel for their subordinates while at least two are responsible for overseeing the company's travel risk policy. This suggests that business travel is one area where there are not always clear-cut roles and responsibilities for the risk management function.

## Boardroom support

It helps if there is significant support from senior management, but, the survey shows that it's not possible to draw a conclusion that this has increased following COVID-19 (figure 5). Like many other business risks, business travel rose rapidly up the risk register during the pandemic when worldwide restrictions were placed on travel. However, the danger is that this awareness reduces as the risk recedes. For example, pandemic risk is no longer in most organisations' top ten risks in their risk registers.

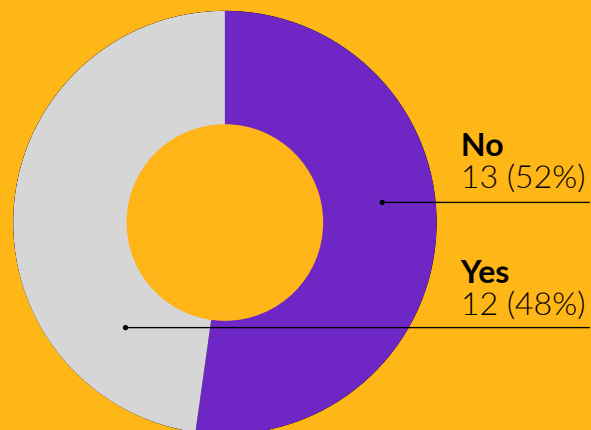
As Julia Graham, Chief Executive Officer of the UK's risk management association, Airmic, says: "Things can be boardroom issues when they are in front of your face demanding attention but the minute it is out of sight, it can go out of mind. So, the message needs to be regularly re-communicated."

"Like Directors & Officers' insurance, there is personal involvement given that many boardroom executives will travel as part of their role. They were affected by the travel restrictions in the same way as everyone else. Furthermore, recent events such as the wildfires in Greece and southern Europe as well as social disruption in Paris will have all helped to reinforce the risks associated with travel", says Graham.

**Figure 4. What is your role when it comes to business travel?**



**Figure 5. Is business travel risk higher on your/board agenda since COVID-19?**



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There is also greater awareness of the breadth of risks involved. “The pandemic has focused minds,” says Penny Rogusz, Head of Insurance at PwC. “Previously, business travel risk was primarily security-focused but now there are many more considerations such as mental health and LGBTQ and diversity issues.”

The pandemic also led to travellers asking for more advice and assistance during their travel, says Rogusz. This trend is also attributable to the number of employer-provided apps available now to business travellers. However, there is a balance to be struck when it comes to the use of various monitoring and tracking tools between meeting your duty-of-care requirements and respecting staff’s right to privacy.

“We take a pragmatic approach,” states Rogusz. “We encourage staff to have downtime and we make sure they are protected at all times and are comfortable with that protection. Our people can request a daily check-in, it’s up to them.”

## Role of insurance

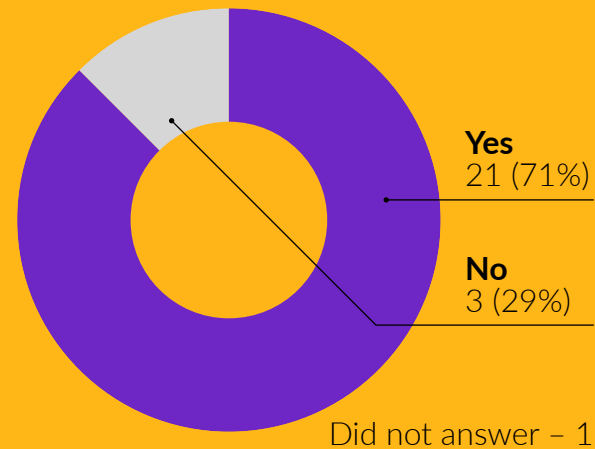
Insurers have a critical role in business travel risk management and the survey showed a very high level (71%) of support in the boardroom when it comes to using insurance as protection for business travel (figure 6).

While the extent of board-level buy-in is reassuring, business travel risk should involve more than insurance – it is a complex risk that requires a range of measures for it to be adequately managed. That said, perhaps insurers could do more. When asked, risk managers outlined a number of additional services they would like their insurers to provide (figure 7).

**“Previously, business travel risk was primarily security-focused but now there are many more considerations such as mental health and LGBTQ and diversity issues.”**

**Penny Rogusz, PwC**

**Figure 6. Is your board aware of insurance options and do you have their buy-in for protection?**



**Figure 7. In what area(s) of business travel risk would you like more help from insurers?**

Insurance that combines risk management with health and security

Help with prevention of travel risks

Access to risk consulting services

Coverage that can be integrated with international programmes

The provision of response plays, research and briefing papers

Tools to understand threats as they happen

Regular reporting on travel trends, political risk updates and claims data analysis

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## Chapter 2

# How risk managers are developing their own business travel risk action plans

“Every organisation needs a travel risk management policy, and this standard gives them a framework to benchmark that policy in a systematic way and to develop a consistent approach,” says Airmic’s Graham. She is a keen advocate for business standards and was involved in the development of ISO 31000, the first standard devoted specifically to risk management, and is the UK Head of Delegation for the ISO Risk Management Standard Technical Committee.

However, while Graham is well versed in the standard’s origins and its formation, she is also very clear about what the standard is not. “It is a set of guidelines providing a framework, not a template or prescription for managing travel risk. It has been developed by experts and you are getting the benefit of that intellectual capital. But like any ISO standard, it is not there to tell you how to do things,” she says.

Nor is the standard written specifically for certain types of organisations. It is a generic set of guidelines and should suit all organisations regardless of size or sector. However, Graham

argues that it is critically important that organisations do not take a vanilla approach or treat the implementation of the standard as a box-ticking exercise.

“They must put their own spin on it to reflect the personality of the organisation. This means using the language of the organisation and adopting the same approach the organisation uses for other aspects of management and risk management.”

The first step in developing a travel risk management plan is to agree on the scope of your business travel policy and to communicate it to all your employees, including anyone travelling

**“Every organisation needs a travel risk management policy, and this standard gives them a framework to benchmark that policy in a systematic way and to develop a consistent approach.”**

**Julia Graham, Airmic**

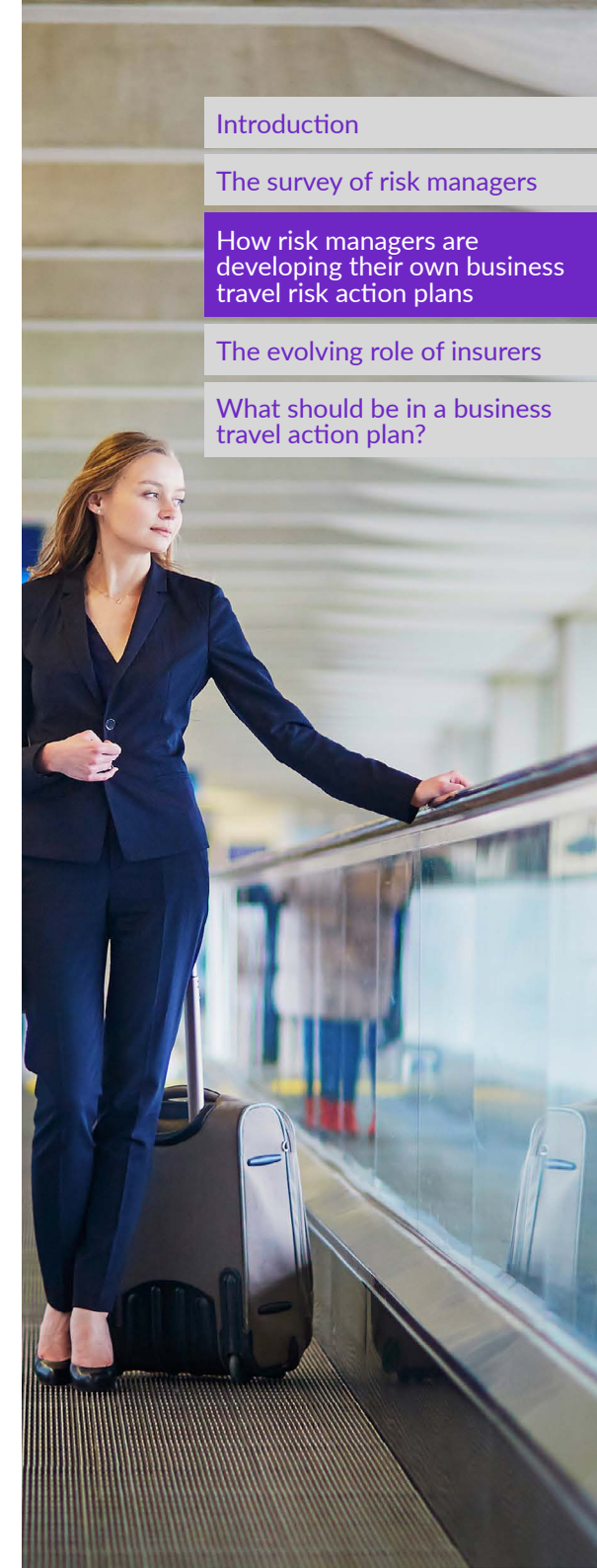
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that you are responsible for, before they travel, Graham suggests. “There should be a big pre-travel focus. For example, it could be a high-risk destination with low-risk activity or vice-versa. This would influence the proportionality of the risk management response. You don’t want ambivalence, apathy or someone telling you they need a safe-house or armed protection as they board the steps of the plane.”

Graham recommends developing a matrix of locations, activities and the respective level of risk which should then inform the level of proportionality. “Travellers need to be contacted well before they travel so that they are well prepared and know what tools and services are available to them. It is all about good communication. But don’t try to keep this up to date yourself – consider one of the excellent online systems available and the services offered by your country’s Foreign Office.”

## Close collaboration

Graham also advises that risk managers work closely with their procurement department or business travel department if there is one, as they are often the team that knows what kind of assistance services are available in the market or from existing suppliers. “Nothing works in silos and travel risk is no different. It is not just a matter for HR, security, or procurement. Travel risk management is a team activity where everyone has different expertise to contribute as they look at the subject through a different lens.”

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**Julia Graham, Airmic**

During travel, everyone needs to know what to do if something goes wrong. This should be part of the pre-briefing, and preferably before any travel bookings have been made, says Graham. “If you are somewhere rated by your organisation as ‘high risk’, I recommend using double-knock procedures where people must check in when agreed and if they have not, then they will be contacted to check that all is OK. Also consider one of the traveller tracking systems. This is not acting as ‘Big Brother’ – I can assure you that when something goes wrong in a location, often the first question asked by an organisation’s leaders is: “Do we have anyone there and are they OK?”.

“A post-travel debriefing is also helpful – what went right and wrong and are there things that you can implement to ensure continuous improvement.”

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It is important too that organisations know how far their responsibility extends both in terms of the travellers and the duration of their trip, says Graham. For example, if there are contractors travelling who you are responsible for, they should also be following the same procedures. Even if you are not responsible for them, you should still investigate what their procedures are to ensure synergy with your own. Additionally, it must be clear to all involved parties how you have defined business and leisure.

Inevitably, there will be grey areas, admits Graham. “For example, does the duty-of-care extend to family members that may accompany a business traveller? In some countries this might be a compulsory requirement. What if a worker stays longer than they originally intended? Does their travel insurance still cover them? If a worker is on a long-term secondment abroad, are they still a traveller or are they an expat?” This is where constant collaboration and communication is critical, says Graham.

## Using ISO 31030 as a benchmark

For Paris-based Alain Ronot, Group Risk & Insurance Director at Capgemini, the ISO 31030 standard has been used as a way to benchmark and enhance what is already an extensive travel risk management plan covering pre-travel authorisation, restrictions where people can travel, training and information, global assistance services and specialist insurance, ways to keep in touch with travellers, and recording/reporting to gather key travel risk data.

“Our business travel plan provides clear guidelines and helps us understand more about the exposures of who is travelling and where they are travelling to. For any travel risk management plans to be effective, we need the employees to take ownership of the risk and for the travel plan to be communicated throughout the organisation,” says Ronot.

The plan is routinely reviewed by a global group with intelligence from key stakeholders and risk owners from across the group – security, mobility, risk and insurance, HR – says Ronot. “The ISO 31030 was a confirmation of the things we were already doing, largely thanks to the help of third parties including external consultants and insurers.”

The standard has also enabled Capgemini to improve its plan in some areas, says Ronot. “Greater use of post-travel debriefings is one feature we have to improve, and we have added more training for staff and greater use of data,” he says. “It is a question of process and making it more efficient and systematic. Feedback is used when there is an incident, to understand what went wrong.”

One other step the company has taken is to create a group security team, which has improved the structure. “Our employees are our key asset so historically we have always reviewed our processes and risk appetite around business travel. COVID-19 reinforced much of this, not least the idea that guidelines must be followed,” says Ronot.

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**Alain Ronot, Capgemini**

## A balanced approach to travel risk management

Michael Jahn-Kozma is the Corporate Risk Manager for the Germany-based robotics and automation company KUKA and he has worldwide responsibility for the risk management process throughout the group. The company has based its risk management guidelines on ISO 31000 and has an Enterprise Risk Management (ERM) framework.

However, prior to the issuance of ISO 31030, business travel risk had not featured too prominently within this ERM framework. Instead, travel-related insurances were in place to cover possible risks.

The company has more than 15,000 employees and more than 3,000 of them are regular travellers. COVID-19 and the travel restrictions made business travel a much more prominent risk and something to be included within an ERM

**“You want to give everyone a clear framework that is not too bureaucratic but is still effective. It helps if it is embedded in daily processes rather than being seen as something that has to be done from scratch.”**

**Michael Jahn-Kozma, KUKA**

programme, so Jahn-Kozma looked in detail at the ISO 31030 standard.

The HR department had traditionally held the responsibility and the framework for travel approval while there was a reliance on third party providers like International SOS for security and political risk updates. “ISO 31030 presented a good opportunity to bring all of these processes together and develop a more formalised approach,” says Jahn-Kozma.

The company is currently in the middle of developing its framework which it hopes to implement by next year. The process has involved not just the risk management department but senior management, HR, operations, sales and IT (who manage the online booking system for travel).

For KUKA’s Jahn-Kozma, it is about “finding a balanced approach to enforcing the risk management process. You want to give everyone a clear framework that is not too bureaucratic but is still effective. It helps if it is embedded in daily processes rather than being seen as something that has to be done from scratch. So, support from senior management is critical in getting adoption from the rest of the company.”

Jahn-Kozma believes that the senior management is empathetic and well aware of its duty-of-care requirements. The challenge for many companies is getting buy-in from middle management who may be under more cost and time pressure than their senior counterparts and will fear disruption from new risk management

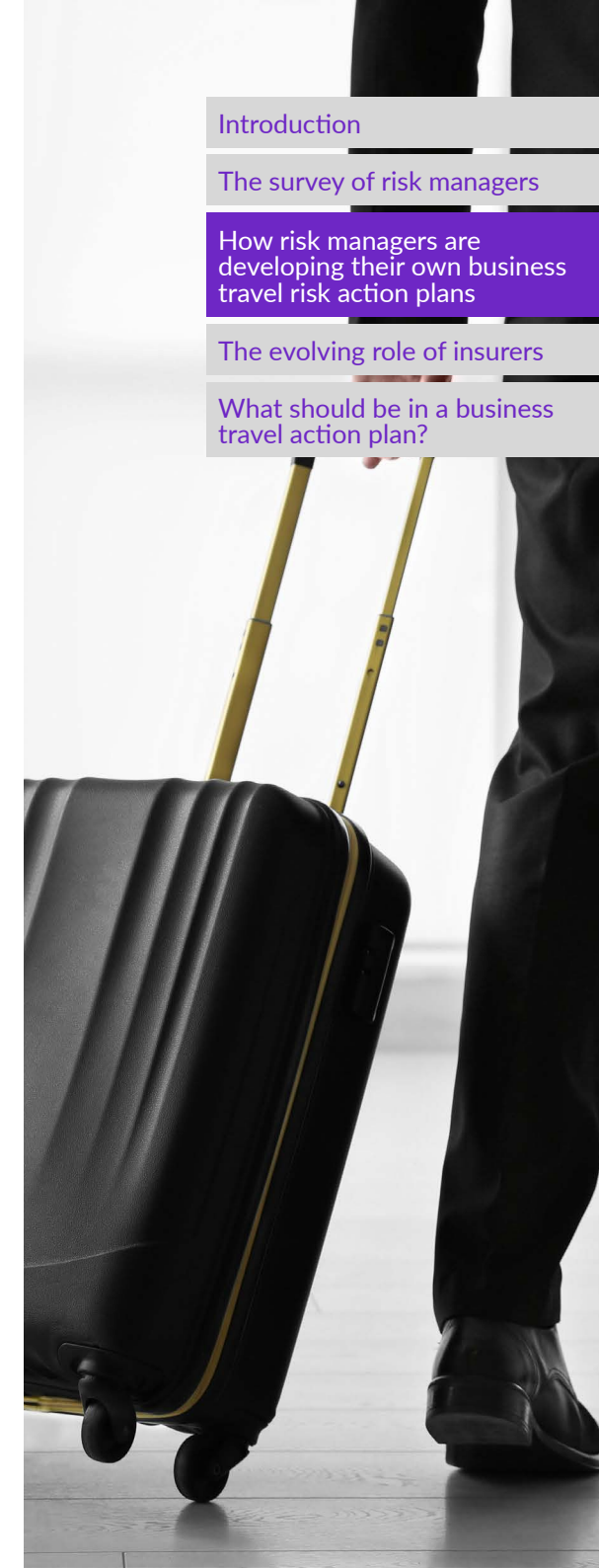
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protocols. “It is always a concern that we might over-regulate. Risk management has the job to inform and educate rather than try to control everything,” he says.

Any business travel risk action plan cannot be too specific or bureaucratic, Jahn-Kozma argues. “It should include who to contact in a crisis or an emergency and who is responsible for what. Try and be as agile as possible. Determine the risk tolerance for each possible destination and if there is a country with a very high-risk profile, involve the ERM function and put in the need for extra approvals. The first rule of risk management is to avoid a crisis in the first place.

“It can still happen that people don’t follow the rules and to audit it all in detail is a huge effort. There should not be any dramatically bad surprises, but it must be proportional. Knowledge and awareness of the travel risk management process is critical given that it can take up to two or three years.”

## Identifying gaps in coverage

PwC has fully implemented the standard as part of its business travel risk management framework. One of the biggest benefits of implementing the standard was the involvement of multiple departments, Rogusz explains. “It was a collaborative process led by the travel risk management team that took in the business travel team, security, insurance, and the immigration team. The 31030 standard has helped to bring all of these departments together in a standardised way.”

## “Working with our insurer has helped to identify gaps in business travel risk and insurance coverage such as the need for mental health assistance and access to specialist equipment for travellers with disabilities.”

**Penny Rogusz, PwC**

Implementation began in 2021 and took six months. The framework has been in place for 18 months now. “Working with our insurer has helped to identify gaps in business travel risk and insurance coverage such as the need for mental health assistance and access to specialist equipment for travellers with disabilities”, says Rogusz.

She continues: “It has also encouraged a formal feedback loop, which we didn’t have in place beforehand. Generally, feedback was provided when something went wrong, rather than being a proactive process. This feedback has been massively important. The travellers are the people on the ground, and they have better information than anyone else. Now it’s in place, it seems so obvious.”

Rogusz believes that the information gathering exercise has provided some important insights for the firm. “For example, it has enabled us to work more closely with teams using non-commercial aircrafts – something which has both cost and risk implications.”

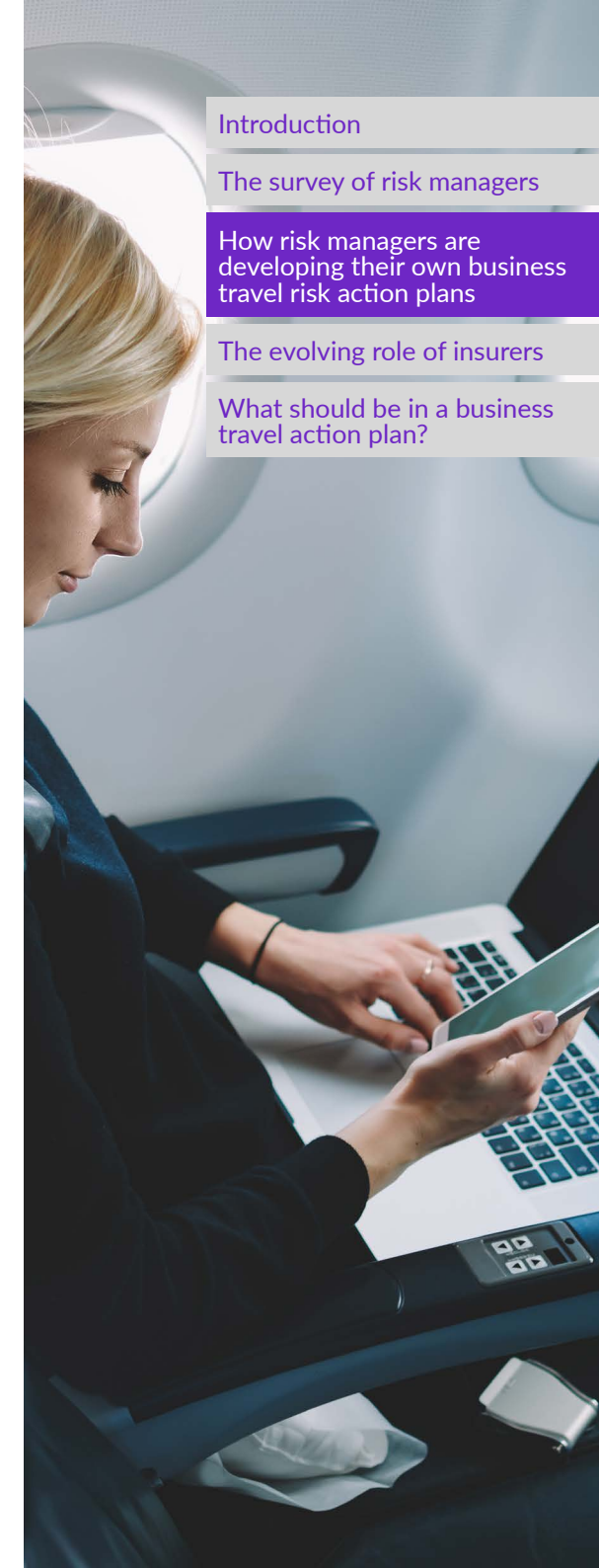
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## Chapter 3

# The evolving role of insurers

When it comes to insurers, Jahn-Kozma says that the processes are relatively well developed in terms of paying claims. “Assistance services are also generally included as part of business travel policies, which is not always the case for other insurance lines. However, more could be done in terms of helping with risk assessments and providing relevant information on geopolitical risks or any other risks particular to certain locations.”

Rogusz suggests that she would also like to see more flexibility and pragmatism from insurers and, crucially, more recognition for those firms that have implemented the standard when it comes to coverage.

“When we have non-standard business trips, it can take a long time to get insurance coverage – sometimes not until after the trip has taken place. This has become particularly challenging post-COVID-19, despite our implementation of a travel risk management programme and use of the ISO standard – something that we have shared with insurers as part of our renewal submission.”

**“There will always be new challenges associated with business travel, but insurers need to start from a place of supporting businesses that demonstrate a strong risk management approach.”**

**Penny Rogusz, PwC**

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This does not help the business, and nor does it help with board-level buy-in to travel risk management, says Rogusz. “There will always be new challenges associated with business travel, but insurers need to start from a place of supporting businesses that demonstrate a strong risk management approach.”

Ronot would like to see broader insurance coverage, especially for destinations where there is geopolitical risk, such as Ukraine. “I understand the challenges for insurers but we want them to come along with us. The other area where insurers could help is in sharing the portfolio data around claims so that we can use that data to benchmark ourselves against our peers and to get a better insight into travel risk trends.”

Gisborne’s hope is that as the standard and companies’ business travel risk management plans evolve, there will be greater involvement from insurers. “There are travel insurance policies and various crisis management companies such as Crisis 24 and International SOS, that can provide apps and set up alerts for travellers,” he says. “However, I am not aware of an insurer who provides a service that alerts the company of threats to their travellers and locations. Additionally, I think insurers could do more to promote duty-of-care and the standard.”

Graham agrees that insurers have a role to play in both promoting the standard and helping risk managers to develop their own business travel plan. “Insurers have huge knowledge and expertise, and organisations are missing a trick if they are just buying coverage from their insurers. There is so much free, value-added information available from insurers and other service providers.”

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**Julia Graham, Airmic**

According to Chubb’s Janene Blizzard, Vice President Accident & Health, EMEA, the risk managers’ comments, plus the survey responses outlined in figure 7 on p. 9, underline the importance of developing a multi-party-relationship between the insured, the insurer, the broker and specialist assistance companies.

“Insurance does offer some of these additional services but not all,” she states. “The company, as part of their travel risk management review, needs to know what can be supported in-house and what else is needed to be sourced externally. What can an insurer and their broker support on? What specialisms can they benefit from with a direct contract with an assistance provider who is able to link directly into their travel risk management procedures and systems?”

This is where Blizzard believes a multi-layered relationship with an insurer, broker and assistance

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company, all working together to support the client, is the best solution. Furthermore, says Blizzard, we are likely to see such arrangements more commonly in business travel risk management. This is not just to help companies to meet their legal and moral responsibility for duty-of-care but also to make any business travel risk framework more effective and practical.

“As insurers we typically cover different types of travel inconvenience risks as well as medical emergencies,” says Blizzard. “But we also need to provide support and access to services and not just pay claims and transfer risk.”

Ultimately Blizzard hopes that ISO 31030 will be used in three key ways by risk managers:

- **To raise the profile of the importance of travel risk management and aid in enhancing a positive risk culture towards business travel**
- **To break down silos within a company to work together on a joined-up approach**
- **To enhance existing processes and procedures currently in place to develop a more robust risk management strategy.**

She also hopes the standard will be widely used and embraced by not just risk managers but their colleagues in HR or security as well as senior management. “It is important for companies to have various key stakeholders involved in supporting travel risk management because the expertise they bring makes it easier to identify the different risks they need to mitigate,” she says. “This is important not only for the travel-related incidents but also the compliance and reputational risks.”

The benefits of the standard go beyond reducing the frequency and severity of incidents in business travel, says Blizzard. “Yes, an effective travel risk management framework based on ISO 31030 will help to protect your most valuable asset, the staff, and reduce the costs associated with travel. But it can also provide so many more benefits, such as promoting an inclusive culture that will help attract and retain talent and enhance the company’s reputation.”



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**Janene Blizzard, Chubb**

# What should be in a business travel action plan?

- Start with a **travel risk audit** so that you understand your travel risk profile – where are your people travelling to? How long do they stay? What do they do and where will they be while they're there? What are the potential risks that they might face and what risks are particular to different travel destinations?
- Ensure there are **adequate tools and support** in place for travellers – what risk controls do you have in place at the moment? Where can travellers find out about the risks associated with their destination and do they know how to access assistance if they need it?
- **Identify and connect with relevant stakeholders** and be clear about roles and responsibilities.
- **Gather feedback**, speak to travellers about their experience and ask if they have feedback or could identify areas for improvement and **create a forum for communication and sharing information**.
- **Take a proactive approach** to travel management that includes awareness of upcoming travel destinations, while recognising that not all travel can be planned for. Make sure you know your emergency assistance providers in all destinations and the associated facilities and communication channels.
- **Ensure you are managing expectations and prepare as much as possible**.

## Useful resources

<https://www.commercialriskonline.com/publications/risk-frontiers-survey/>

<https://www.iso.org/standard/54204.html>

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How risk managers are developing their own business travel risk action plans

The evolving role of insurers

What should be in a business travel action plan?



# How can Chubb help?

Chubb provides a range of comprehensive market leading corporate travel products providing medical and security assistance abroad to support travellers.

Clients can expect superior products and services for the most unexpected situations, 24 hours a day, all year around, worldwide.

- Extensive global experience and expert underwriters
- An expert claims handling service from our dedicated A&H technical specialists
- Market leading, value added services and innovative digital solutions
- Breadth of cover for diverse needs and the biggest and most complex risks
- Ability to offer truly global solutions due to geographical presence

**To find out more about Chubb's travel risk management expertise and our business travel services and products [click here](#).**

## Aligning with the ISO standards

A Chubb policy will help your protocols align with some of the key requirements from the ISO standard:

| ISO standard  | Chubb response  |
|---|---|
| Competence (7.4.2)  | Pre-travel risk training via e-learning modules   |
| Information, advice and updates (7.4.3)   | Location specific health, cultural and security information provided before and during trips, including live location based alerts for traveller and risk manager |
| Communication Platforms (7.4.4)   | Able to communicate direct to travellers individually or en masse via our app   |
| Journey Management (7.4.8)  | Detailed route and location assessment for high and extreme risk destinations   |
| Medical Treatment (7.4.9.3); Medical and Security Support Services (7.4.10); Incident and Emergency Contact Points (7.4.12) | 24/7 access to professional medical and security advice   |
| Traveller Tracking (7.4.13)   | Real-time traveller and risk tracking via Chubb Travel Smart App  |

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