



ISO 31000:2018

Risk management

A PRACTICAL GUIDE



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Contents

Foreword	5
Preface	7
Introduction	9
ISO 31000 Guidance Handbook	11
1. Using the ISO 31000 risk management principles	11
2. Leadership, commitment and responsibilities	13
3. Risk management framework	25
4. Risk management process	39
5. Effectiveness of the risk management program	57
6. Continual improvement	61
Annex A	66
Example of gap analysis	66
Annex B	68
Example of risk categories	68
Bibliography	71
ISO documents	71