



# ISO 31000:2018

## Risk management

A PRACTICAL GUIDE



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

# Contents

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