ISO 22301 Business continuity management

Understanding the requirements of
ISO 22301:2012 and ISO 22301:2019

Mapping guide

bsi.

...making excellence a habit.™

Build a robust and resilient organization with **ISO 22301**

"ISO 22301 gives us a really good framework in terms of disaster recovery and making sure that we have the right processes and procedures to restore our critical customer data from a known, good copy back into production."

Exponential-e, Leading IT Service Provider

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Introduction

Globally, the nature and type of incidents causing business disruptions continue to evolve, influenced by external factors such as technology developments and climate change. So organizations have to adapt, and so does internationally recognized best practice to ensure it remains relevant to current and emerging business challenges. That's why ISO 22301, the international standard for a business continuity management system (BCMS), has been updated.

The anticipated benefits of ISO 22301:2019 include:

- Build confidence in your ability to continue operations throughout a disruption

- Protect your reputation

- Reduce the cost of disruption

- Support strategic objectives and build resilience

- Provide clarity on BCM strategy implementation

Top three business disruptions:

1

Unplanned IT and telecoms outage

2

Health and safety incident

3

Lack of talent/ key skills

*Source: Horizon Scan Report 2019 - Business Continuity Institute (BCI), in association with BSI.

About this guide

This document presents a mapping between the requirements of ISO 22301:2012 Business Continuity Management System (BCMS) and ISO 22301:2019. It has been designed for guidance purposes only and provides the following:

1. An overview of the key changes and additions to the ISO 22301:2019 requirements

2. A mapping between requirements in ISO 22301:2012 and ISO 22301:2019

3. The reverse mapping

The mapping tables are designed to help you further investigate the degree of correspondence between the two versions of the standard and the different ways they express the requirements.

Comparing ISO 22301:2012 with ISO 22301:2019

Overview of new and updated concepts in ISO 22301:2019

As the first ISO standard based on the High Level Structure (HLS), ISO 22301 is already a robust framework that integrates well with other established management systems.

The updated standard therefore focuses on areas of improvement highlighted by users, particularly around less prescriptive procedures and updated terms and definitions.

The key changes are listed below:

New/updated concept	Comment
Benefits of a BCMS	BCMS benefits are now included as a sub-clause 1.2 so it is easy for users to identify these up front.
Clause 8 - Operations	Content has been reordered, duplication removed and terminology is simplified and more consistent.
Business continuity strategy	Clause 8.3 now more explicitly highlights consideration of both business continuity strategy and solutions.
Less prescriptive documentation and procedures	Some of the documented information requirements, and named procedures, are removed. This gives more freedom and flexibility to organizations when establishing a BCMS i.e. organizations must implement and maintain a process for business impact analysis and risk assessment, but this no longer specifically needs to be documented.
Terminology changes	New terms have been included such as disruption and impact. A large amount of terms are removed. Plus some definitions have been adjusted and refined, for example business continuity plan now includes the addition of words: '...the delivery of products and services consistent with its business continuity objectives.'
Planning	An important note has been added to Clause 6.1 actions to address risk and opportunities: **NOTE** risks and opportunities in this sub-clause relate to the effectiveness of the management system. Risks related to disruption of the business are addressed in 8.2. Clause 6.2 now focuses on planning to achieve objectives to ensure it's a continual activity. Planning of changes to BCMS is now included as a new clause 6.3 to ensure changes are accounted for. Plans and procedures are now included in clause 8.4. Specifically, plans now clearly link to supporting the teams and people that will respond to a disruption (clause 8.4.4).
Protection and mitigation removed	Sub-clause 8.3.3 has been removed as very similar requirements on 'risk treatment' are now included in 8.3.2 Identification of strategies and solutions.
Management review	More explicit management review input and output requirements are now included.
Internal audit	9.2 internal audit now has more sub-clauses outlining requirements for what organizations must do.

Making the transition

Table 1: Clause cross reference from ISO 22301:2012 to ISO 22301:2019

This is useful if you are considering a transition project from ISO 22301:2012 to the new version.

ISO 22301:2012				ISO 22301:2019	
4	**Context of Organization**	4.1	Understanding of the organization and its context	4.1	Understanding of the organization and its context
		4.2	Understanding the needs and expectations of interested parties	4.2	Understanding the needs and expectations of interested parties
		4.2.1	General	4.2.1	General
		4.2.2	Legal and regulatory requirements	4.2.2	Legal and regulatory requirements
		4.3	Determining the scope of the business continuity management system	4.3	Determining the scope of the business continuity management system
		4.3.1	General	4.3.1	General
		4.3.2	Scope of the BCMS	4.3.2	Scope of the BCMS
		4.4	Business continuity management system	4.4	Business continuity management system
5	**Leadership**	5.1	Leadership and commitment	5.1	Leadership and commitment
		5.2	Management commitment	5.1	Leadership and commitment
		5.3	Policy	5.2	Policy
		5.4	Organizational roles, responsibilities and authorities	5.3	Organizational roles, responsibilities and authorities
6	**Planning**	6.1	Actions to address risks and opportunities	6.1	Actions to address risks and opportunities
		6.2	Business continuity objectives and plans to achieve them	6.2	Business continuity objectives and planning to achieve them
				NEW 6.3	Planning changes to the BCMS
7	**Support**	7.1	Resources	7.1	Resources
		7.2	Competence	7.2	Competence
		7.3	Awareness	7.3	Awareness
		7.4	Communication	7.4	Communication
		7.5	Documented information	7.5	Documented information
		7.5.1	General	7.5.1	General
		7.5.2	Creating and updating	7.5.2	Creating and updating
		7.5.3	Control of documented information	7.5.3	Control of documented information

Table 1 – Continued

ISO 22301:2012				ISO 22301:2019	
8	**Operations**	8.1	Operational planning and control	8.1	Operational planning and control
		8.2	Business impact analysis and risk assessment	8.2	Business impact analysis and risk assessment
		8.2.1	General	8.2.1	General
		8.2.2	Business impact analysis	8.2.2	Business impact analysis
		8.2.3	Risk assessment	8.2.3	Risk assessment
		8.3	Business continuity strategy	8.3	Business continuity strategy and solutions
				8.3.1	General
		8.3.1	Determination and selection	8.3.2	Identification of strategies and solutions
				8.3.3	Selection of strategies and solutions
		8.3.2	Establishing resource requirements	8.3.4	Resource requirements
		8.3.3	Protection and mitigation	8.3.2	Identification of strategies and solutions
				NEW 8.3.5	Implementation of solution
		8.4	Establish and implement business continuity procedures	8.4	Business continuity plans and procedures
		8.4.1	General	8.4.1	General
		8.4.2	Incident response structure	8.4.2	Response structure
		8.4.3	Warning and communication	8.4.3	Warning and communication
		8.4.4	Business continuity plans	8.4.4	Business continuity plans
		8.4.5	Recovery	8.4.5	Recovery
		8.5	Exercising and testing	8.5	Exercise programme
9	**Performance evaluation**	9.1	Monitoring, measurement, analysis and evaluation	9.1	Monitoring, measurement, analysis and evaluation
		9.1.1	General	9.1.1	General
		9.1.2	Evaluation of business continuity procedures	8.6	Evaluation of business continuity documentation and capabilities
		9.2	Internal audit	9.2	Internal audit
				9.2.1	General
				9.2.2	Audit programme
		9.3	Management review	9.3	Management review
				9.3.1	General
				9.3.2	Management review input
				9.3.3	Management review outputs
10	**Improvement**	10.1	Nonconformity and corrective action	10.1	Nonconformity and corrective action
		10.2	Continual improvement	10.2	Continual improvement

Backwards compatibility

Table 2: Clause cross reference from ISO 22301:2019 to ISO 22301:2012

For checking 'backwards compatibility', between new and old systems; if you are designing your business continuity management system from new, but need to understand how the system might be compatible with other earlier versions of the system (e.g. on other sites, elsewhere in a corporate group or supply chain etc).

ISO 22301:2019				ISO 22301:2012	
4	**Context of Organization**	4.1	Understanding of the organization and its context	4.1	Understanding of the organization and its context
		4.2	Understanding the needs and expectations of interested parties	4.2	Understanding the needs and expectations of interested parties
		4.2.1	General	4.2.1	General
		4.2.2	Legal and regulatory requirements	4.2.2	Legal and regulatory requirements
		4.3	Determining the scope of the business continuity management system	4.3	Determining the scope of the business continuity management system
		4.3.1	General	4.3.1	General
		4.3.2	Scope of the BCMS	4.3.2	Scope of the BCMS
		4.4	Business continuity management system	4.4	Business continuity management system
5	**Leadership**	5.1	Leadership and commitment	5.1	Leadership and commitment
				5.2	Management commitment
		5.2	Policy	5.3	Policy
		5.2.1	Top management shall establish a business continuity policy that:		
		5.2.2	The business continuity policy shall:		
		5.3	Organizational roles, responsibilities and authorities	5.4	Organizational roles, responsibilities and authorities
6	**Planning**	6.1	Actions to address risks and opportunities	6.1	Actions to address risks and opportunities
		6.2	Business continuity objectives and planning to achieve them	6.2	Business continuity objectives and plans to achieve them
		NEW 6.3	Planning changes to the BCMS		
7	**Support**	7.1	Resources	7.1	Resources
		7.2	Competence	7.2	Competence
		7.3	Awareness	7.3	Awareness
		7.4	Communication	7.4	Communication
		7.5	Documented information	7.5	Documented information
		7.5.1	General	7.5.1	General
		7.5.2	Creating and updating	7.5.2	Creating and updating
		7.5.3	Control of documented information	7.5.3	Control of documented information

Table 2 – Continued

ISO 22301:2019			ISO 22301:2012	
8 **Operations**	8.1	Operational planning and control	8.1	Operational planning and control
	8.2	Business impact analysis and risk assessment	8.2	Business impact analysis and risk assessment
	8.2.1	General	8.2.1	General
	8.2.2	Business impact analysis	8.2.2	Business impact analysis
	8.2.3	Risk assessment	8.2.3	Risk assessment
	8.3	Business continuity strategy and solutions	8.3	Business continuity strategy
	8.3.1	General		
	8.3.2	Identification of strategies and solutions	8.3.1	Determination and selection
			8.3.3	Protection and mitigation
	8.3.3	Selection of strategies and solutions	8.3.1	Determination and selection
	8.3.4	Resource requirements	8.3.2	Establishing resource requirements
	NEW 8.3.5	Implementation of solutions		
	8.4	Business continuity plans and procedures	8.4	Establish and implement business continuity procedures
	8.4.1	General	8.4.1	General
	8.4.2	Response structure	8.4.2	Incident response structure
	8.4.3	Warning and communication	8.4.3	Warning and communication
	8.4.4	Business continuity plans	8.4.4	Business continuity plans
	8.4.5	Recovery	8.4.5	Recovery
	8.5	Exercise programme	8.5	Exercising and testing
	8.6	Evaluation of business continuity documentation and capabilities	9.1.2	Evaluation of business continuity procedures
9 **Performance evaluation**	9.1	Monitoring, measurement, analysis and evaluation	9.1	Monitoring, measurement, analysis and evaluation
	9.1.1	General	9.1.1	General
	9.2	Internal audit	9.2	Internal audit
	9.2.1	General		
	9.2.2	Audit programme		
	9.3	Management review	9.3	Management review
	9.3.1	General		
	9.3.2	Management review input		
	9.3.3	Management review outputs		
10 **Improvement**	10.1	Nonconformity and corrective action	10.1	Nonconformity and corrective action
	10.2	Continual improvement	10.2	Continual improvement

Preparing for ISO 22301:2019
Six steps for a successful transition

Don't delay – start today

BSI has identified a step-by-step journey to help you understand and realize the benefits of the revised ISO 22301:2019. We have mapped out a framework which guides you through the options and support available from BSI to ensure you have the knowledge and information you require.

1 Talk to your BSI Client Manager

- Discuss your challenges and timelines
- Review the latest content on the BSI website for background information
- Buy your copy of ISO 22301:2019

2 Attend BSI's Training Academy

- Delivered by experts, understand the new requirements faster and in greater detail by attending one of our training courses

3 Communicate with your organization

- Talk to your leadership team about the new requirements
- Communicate the revision to your wider organization to gain buy in
- Send regular updates on progress

4 Set up an internal project team

- Create an implementation plan and monitor progress
- Take a fresh look at your business continuity management system
- Implement any necessary changes based on the new and updated requirements
- Adapt your documentation to reflect the new standard

5 Gap assessment

- To help you prepare for ISO 22301:2019 our experts can deliver a gap assessment to identify the strengths and weaknesses of your BCMS. This will help you prepare for step 6

6 Transition assessment

- Working with your BSI Client Manager you can complete your transition to the new standard before the anticipated deadline in October 2022

ISO 22301:2019 transition timeline*

2019	2020	2021	2022
Three-year transition period from October 2019 to 31 October 2022			
30 October 2019		1 May 2021	31 October 2022
New standard published		All recertification audits will be against ISO 22301:2019	End of transition

* May be subject to change based on IAF guidelines

Training from BSI

Whatever your requirements, BSI has developed a series of training courses to meet your needs. Designed by experts who have been involved in the development of ISO 22301, our experienced tutors can help you get to grips with the matters that concern you. These ISO 22301:2019 courses include:

ISO 22301:2019 changes seminar

Half day – lecture-based training

- Learn about new terms and definitions and the revised requirements of ISO 22301:2019

- Essential for anyone, from managers to implementers and auditors involved with transitioning their business continuity management system from ISO 22301:2012 to the revised ISO 22301:2019

ISO 22301:2019 – Transition training

One day classroom-based training course

- Apply this learning through interactive classroom activities

- Learn about new terms and definitions, the revised ISO 22301:2019 requirements and better understand the transition timeline

- Essential for anyone, from managers to implementers and auditors involved with transitioning their business continuity management system from ISO 22301:2012 to the revised ISO 22301:2019

Why BSI?

bsi. ISO 22301 Business Continuity Management

BSI has been at the forefront of ISO 22301 since the original Business Continuity Standard, BS 25999-2 was pioneered by us in 2007. And we continue to be at the forefront of developing and evolving standards to keep organizations resilient and robust. That's why we're best placed to help you understand the standard.

At BSI we create excellence by driving the success of our clients through standards. We help organizations to embed resilience, enabling them to grow sustainably, adapt to change, and prosper for the long term. We make excellence a habit.

About BSI

BSI is the business improvement company that enables organizations to turn standards of best practice into habits of excellence. For over a century BSI has championed what good looks like and driven best practice in organizations around the world. Working with over 84,000 clients across 193 countries, it is a truly international business with skills and experience across a number of sectors including automotive, aerospace, built environment, food and healthcare. Through its expertise in Standards Development and Knowledge Solutions, Assurance and Professional Services, BSI improves business performance to help clients grow sustainably, manage risk and ultimately be more resilient.

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