Executive Protection Industry

ANSI/BEPP EPS-2026, the Standard for Providing Executive Protection

White Paper

The Industry Benefit of the Standard

Growth and Demand • Short- and Long-Term Impact • Regulatory Compliance and Duty of Care
Legal Defensibility • International Recognition • Human Resources • Program Justification
Tax Treatment of Security Benefits Under IRC Section 132

EP² BOARD OF EXECUTIVE PROTECTION PROFESSIONALS®
Setting a New Standard

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November 3, 2026

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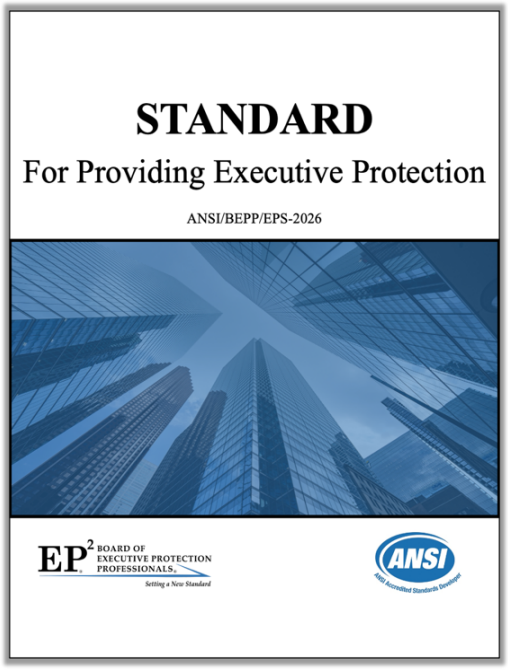
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Executive Summary

Executive protection has moved, in the space of roughly two years, from a discretionary perquisite reserved for a handful of Fortune 100 chief executives to a board-level risk management function discussed openly in proxy statements, insurance underwriting meetings, and human resources policy. That shift has outpaced the professional infrastructure, licensing, training, and above all, standards, that historically governed the field. This white paper examines the industry benefit of the ANSI/BEPP EPS-2026 Standard for Providing Executive Protection against that backdrop.



It traces the growth and drivers behind rising demand for executive protection services, evaluates the short-term and long-term impact an American National Standard can have on the profession, and researches the specific laws and regulatory expectations, including the Occupational Safety and Health Administration's General Duty Clause and an organization's broader duty of care, not only to the protectee but to the protective personnel delivering the service and to members of the public who may be present during an operation, that a standard like ANSI/BEPP EPS-2026 can help an organization satisfy.

It compares the legal defensibility of an ANSI-accredited standard against a non-accredited standard alternative, examines how the Standard can reshape human resources practice, from job descriptions to hiring criteria, and shows how it gives executive protection programs a documented basis to justify budget, personnel, and equipment.

It also answers a question multinational programs increasingly face: whether an American National Standard carries weight internationally in a country that has no accredited standard of its own and examines a narrower but financially significant question closer to home: how the Standard can support an organization's use of the security fringe benefit exclusion under Internal Revenue Code Section 132. The paper closes with additional, less obvious benefits of the Standard and a summary of the complete analysis.

The throughline across every section is the same. ANSI/BEPP EPS-2026 did not create the demand for executive protection, the threat environment did that on its own, but it gives a historically fragmented profession something it has never had: a single, openly developed, third-party-audited, continuously updated reference point that organizations, insurers, courts, and regulators can all point to when asking the same underlying question, what does reasonable executive protection look like.

The Growth and Need for Executive Protection Services

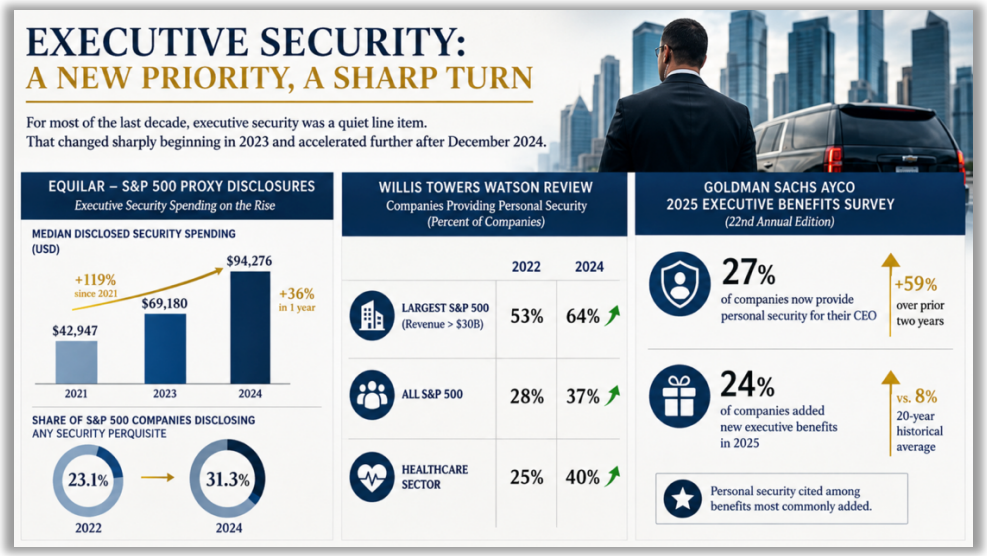
The need to protect people in positions of power or influence is not new. From the Praetorian Guard to the Yeomen of the Guard to the Swiss Guard, organized protective details have existed for as long as organized power has existed, and the modern profession traces a direct line through the founding of the U.S. Secret Service and the

twentieth century's growing concerns over terrorism and high-profile crime.[1] What has changed is not the underlying need, but its scale, its visibility, and the speed at which the corporate world has been forced to reckon with it.

For most of the last decade, executive security was a quiet line item. That changed sharply beginning in 2023 and accelerated further after December 2024. Equilar's review of S&P 500 proxy disclosures found that median disclosed security spending rose from $69,180 in 2023 to $94,276 in 2024, a 36 percent increase in a single year, and a 119 percent increase since 2021. The share of S&P 500 companies disclosing any security perquisite at all rose from 23.1 percent in 2022 to 31.3 percent in 2024.[2]

Willis Towers Watson's parallel review found that among the largest S&P 500 companies, those with revenue exceeding $30 billion, the share providing personal security for the CEO rose from 53 percent to 64 percent; across the full S&P 500 the figure rose from 28 percent to 37 percent, and within healthcare specifically it rose from 25 percent to 40 percent.[3]

Goldman Sachs Ayco's 2025 Executive Benefits Survey, its twenty-second annual edition, found that 27 percent of responding companies now provide personal security for their CEO, a 59 percent increase over the prior two years, and that 24 percent of companies added new executive benefits in 2025 against a twenty-year historical average of 8 percent, with personal security cited among the benefits most commonly added.[4]



The single clearest inflection point behind these numbers was the December 2024 killing of a health insurer's chief executive on a New York City sidewalk. In the weeks that followed, the security industry recorded demand it had never seen. Allied Universal's president of Enhanced Protection Services told reporters the firm completed more executive protection assessments in the first six months of 2025 than in the previous five years combined, and that embedded, round-the-clock protective coverage grew 30 percent in the two months after the killing while ad hoc security requests grew 300 percent.[5] Global Guardian received seventy protection requests within thirty-six hours of the killing, a firm that ordinarily receives 150 to 175 requests in an entire month.[6] ZeroFox recorded more than

[1] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026, Standard for Providing Executive Protection, approved June 8, 2026.
[2] Joyce Chen and Courtney Yu, "Executive Security Spending Shifts From Perk to Priority," Equilar, April 18, 2025, republished by the Harvard Law School Forum on Corporate Governance, May 1, 2025, corpgov.law.harvard.edu.
[3] Melissa Severance and Michael Bowie, "Investments in CEO Security Services Are on the Rise," WTW (Willis Towers Watson), July 23, 2025, wtwco.com.
[4] Goldman Sachs Ayco, "2025 Executive Benefits Survey" (22nd edition), published October 15, 2025, goldmansachs.com/ayco.
[5] Amanda Gerut, "Fear sweeps the C-suite, companies pour millions into security as threats against executives surge," Fortune, October 21, 2025.
[6] Matt Egan, "The UnitedHealthcare shooting has companies scrambling to protect their executives," CNN Business, December 11, 2024.

2,200 direct threats against executives in the five weeks that followed, compared with 1,560 in the entire seven months before it.[7]

That spike was not a one-time anomaly. The Security Executive Council, working with Mercyhurst University's BI² Lab, documented 424 attacks on corporate executives between 2003 and 2025 and found that by October 2025 the annual incident count had already doubled compared with 2024. Chief executives still account for 64 percent of targets, but targeting of non-CEO senior leaders is up 225 percent since 2023, meaning the exposure is broadening well beyond the corner office.[8]

The financial case for taking that exposure seriously is equally concrete. The health insurer whose CEO was killed lost more than $110 billion in market value in the weeks that followed.[9] That is an extreme case shaped by many factors beyond the killing itself, but it is consistent with earlier academic research: a Stanford Rock Center for Corporate Governance study of sudden CEO deaths found an average same-day stock decline of roughly 2 percent, a meaningful and immediate market reaction to the loss of a single executive.[10]

Taken together, these figures describe a profession whose demand curve bent sharply upward while its governing infrastructure, licensing that varies by state, training that varies by vendor, and no shared national standard, stayed largely where it was. That gap between demand and professional infrastructure is precisely the gap ANSI/BEPP EPS-2026 was built to close.

Regulatory Landscape: Duty of Care, OSHA, and the Case for a Recognized and Accredited Standard

Executive protection's legal foundation rests on a concept the Standard itself already names directly: duty of care, the legal obligation to act with reasonable care toward others, and the related principle that investing in executive protection "demonstrates a commitment to employee safety and fulfills an organization's duty of care obligation."[11] That obligation is not merely aspirational. It intersects with specific, currently enforceable law.

The OSHA General Duty Clause

The Occupational Safety and Health Administration has no workplace violence-specific standard, so it enforces against workplace violence hazards, including targeted violence against executives and staff, through Section 5(a)(1) of the Occupational Safety and Health Act, the General Duty Clause, which requires employers to provide a workplace "free from recognized hazards that are causing or are likely to cause death or serious physical harm" wherever "a feasible method" exists to abate that hazard.[12] To sustain a General Duty Clause citation, OSHA must show four things that:

1. The condition presented a hazard
2. The employer or its industry recognized that hazard
3. The hazard was likely to cause serious physical harm

[7] "Top Physical Security Threats Facing Fortune 500 Executives in 2025," ZeroFox, zerofox.com/blog.
[8] Security Executive Council, in collaboration with Mercyhurst University's BI² Lab, "Executive Targeting Report: Analysis of Attacks on Corporate Executives from 2003–2025," as reported by ASIS International, Security Management, February 2026.
[9] Steve Kopack, "UnitedHealth contributing to Dow's historic losing streak," NBC News, December 17, 2024.
[10] David F. Larcker and Brian Tayan, "Sudden Death of a CEO: Are Companies Prepared When Lightning Strikes?," Rock Center for Corporate Governance at Stanford University, Closer Look Series No. CGRP-24, March 6, 2012, revised July 24, 2013.
[11] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[12] "Workplace Violence, Enforcement," Occupational Safety and Health Administration, osha.gov/workplace-violence/enforcement, citing Section 5(a)(1) of the Occupational Safety and Health Act of 1970.

4. A feasible and useful means of abatement existed

Industry consensus standards, the kind issued by bodies like ANSI, are one of the primary ways OSHA and the courts determine whether an industry recognizes a given hazard and whether a feasible abatement method exists.[13]

A documented, ANSI-accredited protective standard is therefore directly relevant to two of the four elements of that test: it evidences that the executive protection profession recognizes targeted violence as a hazard, and it documents a feasible, structured means of abating it.

A Duty of Care That Runs in Three Directions

The duty of care language quoted at the start of this section is often read narrowly, as an obligation that runs in a single direction, from the organization to the protectee. Read alongside the Standard's own content and the law underneath it, the obligation is broader than that. ANSI/BEPP EPS-2026 documents requirements that protect three distinct groups, the protectee, the protective personnel who deliver the service, and members of the public who may be present when a protective operation unfolds, and each carries its own legal exposure.

Start with the practitioners themselves. The General Duty Clause discussed above does not, as a technical matter, protect the protectee at all; it protects employees.[14] An Executive Protection Professional is, in nearly every engagement structure, an employee of a security service provider or of the protected organization itself, so the same statutory obligation that supports the protectee-facing argument above applies with equal, independent force to the safety of the practitioner delivering the protection. ANSI/BEPP EPS-2026 documents that side of the obligation in real detail: its guidance on stress, professional burnout, fatigue management, and physical and mental fitness gives an organization a documented basis for managing the demonstrable occupational hazards, long and irregular hours, high-stress environments, and the physical risk inherent in close protection work, that its own protective personnel face, and its employment law guidance is written explicitly to help EPPs and their employers "promote a fair and safe workplace."[15]



An organization that can point to a structured, standard-based approach to practitioner safety, not only protectee safety, is in a materially stronger position if the General Duty Clause, or a workers' compensation or workplace-safety claim brought by its own security staff, is ever tested.

The Standard's obligations extend to a third group as well: members of the public who happen to be present during a protective operation. Its use-of-force framework requires that any use of force be proportional, objectively reasonable, and preceded by the preclusion of reasonable alternatives, and its evacuation procedures specifically

[13] "OSH Law Primer, Part IV: The General Duty Clause," Ogletree Deakins, ogletree.com.
[14] "Workplace Violence, Enforcement. See note 12 above for the full citation.
[15] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.

direct the Executive Protection Professional closest to a threat to secure the immediate area "to prevent further harm and ensure the safety of bystanders" as part of the standard response to an attack.[16]

That language matters beyond the protective detail itself. Organizations that host protective operations carry their own, separate premises-liability exposure to third parties: under the Restatement (Second) of Torts Section 344 framework courts widely apply, a possessor of land owes visitors reasonable protection against foreseeable criminal acts, and whether the security measures actually used were adequate is a factual question courts and juries answer partly by looking to industry-standard practice.[17] A documented, ANSI-accredited use-of-force and crowd-management framework is exactly the kind of industry-standard practice that inquiry looks for, which extends the Standard's legal value beyond the protectee relationship to the broader public-safety and negligent-security exposure an organization carries toward everyone else on site.

For an organization defending its protective program, whether to a regulator, an insurer, a plaintiff's attorney representing an injured practitioner, or a plaintiff's attorney representing an injured bystander, that three-part scope is a meaningful distinction. A standard that documents protectee safety alone answers one of three foreseeable claims. Because ANSI/BEPP EPS-2026 documents practitioner wellness and use-of-force discipline as thoroughly as it documents protectee-facing procedure, it gives an organization a documented answer to all three.

A Broader State Regulatory Trend

OSHA's General Duty Clause is not the only regulatory pressure pointing in this direction. California's SB 553 took effect July 1, 2024, and requires nearly every California employer to implement a comprehensive written workplace violence prevention plan, covering hazard identification, employee training, incident logging, and post-incident review.[18] SB 553 is a general workplace violence statute, not an executive-protection-specific mandate, but it illustrates the direction state legislatures are moving: toward mandatory, documented, auditable violence-prevention planning as a baseline legal duty, not a discretionary best practice. An organization that already operates its protective program to a structured, documented, ANSI-accredited standard is positioned to demonstrate compliance with that broader trend with far less retrofitting than one operating from an informal or undocumented playbook.

Why the Federal Government Itself Prefers Standards Like This One

Federal policy independently reinforces the value of an ANSI-accredited standard specifically, as opposed to any voluntary guidance document. The National Technology Transfer and Advancement Act of 1995 directs federal agencies to use technical standards developed by voluntary consensus standards bodies, such as ANSI-accredited developers, in place of government-unique standards wherever practicable, and requires agencies to report to the Office of Management and Budget when they decline to do so.[19] OMB Circular A-119 codifies that same preference across the executive branch and governs how agencies participate in, and rely upon, voluntary consensus standards and associated conformity assessment activities.[20]

Would a Non-Accredited Standard Carry the Same Weight?

Not to the same degree, and the reason is procedural rather than substantive. A proprietary, single author, organizational produced, guideline, certification created and controlled by one company or one training vendor, can

[16] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[17] Alfred C. Maiello, "Premises Liability for Third Party Crime," Maiello Brungo Maiello LLP, mbm-law.net, discussing Restatement (Second) of Torts Section 344.
[18] "California's Workplace Violence Prevention Plan Law, SB 553, Takes Effect on July 1, 2024," Ogletree Deakins, ogletree.com.
[19] "National Technology Transfer and Advancement Act of 1995," Public Law 104-113, Section 12(d), as summarized by the National Institute of Standards and Technology, nist.gov/standardsgov.
[20] Office of Management and Budget, Circular No. A-119, "Federal Participation in the Development and Use of Voluntary Consensus Standards and in Conformity Assessment Activities," as revised January 27, 2016.

still be useful internal guidance, even if it has not been independently tested against ANSI's Essential Requirements of openness, balance, consensus, due process, and the right of appeal.

Nothing in law forbids an organization from adopting a non-accredited standard, and doing so is unquestionably better than operating with no documented standard at all. However, when OSHA, a court, an insurer, or a regulator is trying to determine whether a practice reflects genuine, broad, cross-industry consensus rather than one company's private opinion of best practice, an accreditation process built specifically to prove that consensus carries evidentiary weight that a closed, single-author document cannot independently demonstrate for itself. That distinction, between a standard and merely a standard-shaped document, is examined in detail later in this paper.

Accountability Without Adoption: ANSI Standards as Evidence of the Standard of Care

The regulatory landscape described above shows where statute and regulation already point toward a recognized standard. A separate question, and one frequently misunderstood across the profession, is what happens when no statute, regulation, or contract names a standard at all. A common assumption among practitioners is that a voluntary standard binds only those who choose to adopt it, so an Executive Protection Professional or a protective services provider that never agreed to ANSI/BEPP EPS-2026 cannot be measured against it. American negligence law does not work that way. Whether or not a standard has been incorporated by reference into a law or regulation, courts in a large number of jurisdictions admit it as evidence of what reasonable care in a field requires, and they do so against parties who never adopted it, never participated in developing it, and in some cases had never heard of it.



Voluntary Does Not Mean Inadmissible

When a standard is incorporated by reference into a statute or regulation, it carries the force of law, and a violation may be treated as negligence per se. A standard that has not been incorporated enters the courtroom through a different door: as evidence of the standard of care. The Illinois Supreme Court put the rule plainly, holding that standards issued by industry organizations "may be admissible to aid the trier of fact in determining the standard of care in a negligence action," even though "the standards have not been imposed by statute or promulgated by a regulatory body and therefore do not have the force of law."[21] The Supreme Court of South Carolina stated the same principle as a general rule: "evidence of industry safety standards is admissible to establish the standard of care in a negligence

[21] Ruffiner v. Material Service Corp., 116 Ill. 2d 53 (1987).

case," offered as "illustrative evidence of safety practices or rules generally prevailing in the industry."[22] Massachusetts has gone further and written the principle into its Guide to Evidence, which provides that industry standards may be offered by either party in a civil case as evidence of the appropriate care under the circumstances.[23]

ANSI standards in particular have repeatedly been admitted on exactly this basis. The Oregon Supreme Court allowed advisory ANSI standards to be used to show the standard of care; New York's highest court held that ANSI standards may be considered as some evidence of negligence where they reflect industry custom; the Nebraska Supreme Court upheld a verdict for an injured student in a case where an ANSI standard written with the advisory word "should," rather than the mandatory "shall," was admitted against a school; and a Maryland appellate court admitted a voluntary ANSI stability standard in a case that ended in a judgment exceeding $12 million.[24] None of those standards had been adopted into law. Each still reached the jury.

Opting Out Is Not a Defense

The most important point for practitioners is that a defendant's disagreement with, rejection of, or ignorance of a standard does not keep it out of evidence. In Elledge, the school district argued that it had never adopted the national playground safety guidelines the plaintiff relied on; the court held that adoption was not a prerequisite to admissibility. A Pennsylvania court admitted trampoline safety standards even though the defendants were unaware of them, and the West Virginia Supreme Court of Appeals found no error in admitting conveyor safety standards that were not imposed by statute and lacked "the force of law."[25] Courts have also admitted ANSI standards that were designed as voluntary guidelines and never adopted into state regulation, and have admitted ANSI standards written for one type of party, employers, against a different party, a manufacturer, that the standard did not address at all.[26]

The reason is rooted in what negligence law actually asks. The question is not whether a defendant agreed to a rule, but whether the defendant acted as a reasonably prudent professional would have acted under the same circumstances. A published, consensus-based standard is evidence of what the profession knows and what reasonably prudent members of it do. Industry custom is not a safe harbor either. In one of the most cited passages in American tort law, Judge Learned Hand wrote that "a whole calling may have unduly lagged in the adoption of new and available devices," and that "there are precautions so imperative that even their universal disregard will not excuse their omission."[27] The Restatement (Second) of Torts takes the same position: the customs of a community or a trade are factors to be taken into account in judging negligence, but they are not controlling where a reasonable person would not follow them.[28]

For an Executive Protection Professional or a protective services provider, the practical consequence is direct. "My company never adopted that standard" and "nobody I work with does it that way" are not defenses. Personal or organizational disagreement with ANSI/BEPP EPS-2026 does not remove it from the courtroom. The only question a jury must answer is whether the conduct at issue was reasonable, and the published standard is admissible evidence it may weigh in answering that question.

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[22] Elledge v. Richland/Lexington School District Five, 352 S.C. 179, 573 S.E.2d 789 (2002).
[23] Massachusetts Guide to Evidence, Section 414, "Industry and Safety Standards," derived from Torre v. Harris-Seybold Co., 9 Mass. App. Ct. 660, 671 (1980).
[24] Hansen v. Abrasive Engineering & Manufacturing, Inc., 856 P.2d 625 (Or. 1993); Sawyer v. Dreis & Krump Manufacturing Co., 493 N.E.2d 920 (N.Y. 1986); Norman v. Ogallala Public School District, 259 Neb. 184, 609 N.W.2d 338 (2000); Kent Village Associates Joint Venture v. Smith, 657 A.2d 330 (Md. Ct. Spec. App. 1995). See generally James F. Segroves, Reed Smith LLP, Memorandum re: Liability Implications of Standards Developed by Private Actors (Aug. 5, 2019).
[25] Elledge, 352 S.C. 179, discussing Walheim v. Kirkpatrick, 451 A.2d 1033 (Pa. Super. Ct. 1982), and Stone v. United Engineering, 475 S.E.2d 439 (W. Va. 1996).
[26] Egede-Nissen v. Crystal Mountain, Inc., 584 P.2d 432 (Wash. Ct. App. 1978); Walker v. JTM Equipment, Inc., No. 2:15-cv-00060 (D. Wyo. Feb. 18, 2018), both as summarized in Segroves, Memorandum re: Liability Implications of Standards Developed by Private Actors.
[27] The T.J. Hooper, 60 F.2d 737, 740 (2d Cir. 1932).
[28] Restatement (Second) of Torts, Section 295A (American Law Institute 1965).

How a Standard Reaches the Jury

In practice, standards most often enter a case through expert testimony. Under Federal Rule of Evidence 702 and its state counterparts, a qualified expert may compare a defendant's conduct to published industry guidance and offer an opinion on whether the standard of care was met. The Seventh Circuit applied that rule in a premises security case, Lees v. Carthage College, where the plaintiff's security expert compared a college's practices to guidelines published by the International Association of Campus Law Enforcement Administrators. The district court excluded the testimony; the Seventh Circuit reversed, calling the use of those guidelines "a methodologically sound practice on which to base an expert opinion" and holding that arguments about the guidelines being advisory or general went to the weight of the evidence, for the jury, not to its admissibility.[29]

Executive protection now has its own counterpart to those guidelines. As the only ANSI-accredited standard for providing executive protection, ANSI/BEPP EPS-2026 is the reference point a security expert retained by either side can be expected to use when evaluating the conduct of a protective detail, its leadership, or the organization that engaged it. The reasons an accredited standard carries more weight with courts than a non-accredited one are examined in detail later in this paper.

The Limits, Stated Honestly

Admissibility is not liability. Courts consistently hold that a departure from a voluntary standard is evidence of negligence, not negligence in itself, and that a jury remains free to find that a departure was reasonable under the circumstances.[30] A standard must also be relevant to the conduct and the time period at issue; the Illinois Supreme Court in Ruffiner held that ANSI ladder standards written for fixed ladders in land-based facilities were improperly admitted in a case involving a retractable ladder on a towboat.[31] Not every court is equally receptive, either. A New York appellate court has held that expert testimony measuring a defendant's conduct against ANSI standards was improper where it invited the jury to apply a higher standard of care than the common law requires.[32] Rules of evidence vary by jurisdiction, and this overview is not legal advice; organizations should consult counsel on how these principles apply where they operate.

Those limits cut both ways, and they do not change the central point. In most jurisdictions, a recognized, published industry standard is something a plaintiff may use against a practitioner who departed from it, and something a defendant may use to show that its conduct was reasonable.

What This Means for Executive Protection Professionals

The publication of ANSI/BEPP EPS-2026 changes the evidentiary landscape for the entire profession, whether or not any individual Executive Protection Professional, team leader, program manager, or service provider chooses to endorse it. Every practitioner should assume that, in litigation arising from a protective operation, their conduct may be compared to the Standard. The choice the profession faces is therefore not whether to be measured against it, but whether to be prepared when that happens.

Preparation is straightforward: know the Standard, train to it, document conformity with it, and, where a different approach is used, document the reasoning that made that approach reasonable under the circumstances. A practitioner who rejects the Standard is not exempt from it. That practitioner simply gives up the ability to show compliance with it, which is precisely the evidence a defense is built on.

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[29] Fed. R. Evid. 702; Lees v. Carthage College, 714 F.3d 516 (7th Cir. 2013).
[30] St. Germaine v. Prendergast, 411 Mass. 615, 620 (1992); Hansen, 856 P.2d 625; Sawyer, 493 N.E.2d 920.
[31] Ruffiner, 116 Ill. 2d 53.
[32] Gonzalez v. City of New York, 109 A.D.3d 510 (N.Y. App. Div. 2d Dep't 2013), quoting Rosabella v. Metropolitan Transportation Authority, 23 A.D.3d 365, 366 (N.Y. App. Div. 2d Dep't 2005).

Human Resources Impact: Job Descriptions, Hiring, and Workforce Standards

Executive protection has historically been one of the more difficult security disciplines for human resources departments to hire and manage well, precisely because there has been no external, objective reference point for what a job description, a hiring requirement, or a promotion criterion in this field should actually contain. ANSI/BEPP EPS-2026 changes that in several concrete ways.

An Externally Validated Skills Framework

The Standard organizes the profession into defined domains, spanning fundamentals, intelligence, information security, planning, operations, legal, business and administrative practice, and leadership, and further breaks core competencies out by experience level: intermediate practitioners with one to five years of experience, managers with five to ten years, and senior leaders with ten or more.[33] That structure gives HR departments something they have rarely had in this field: an externally validated, tiered competency framework they can cite directly in job descriptions and hiring criteria, rather than drafting requirements from scratch based on one hiring manager's personal experience.



Defensible Hiring and Vetting

The Standard's guidance on team selection, including thorough vetting, comprehensive background checks, and recurring, not merely one-time, background investigations for personnel with access to a protectee, gives HR and legal teams a documented, repeatable protocol.[34] That documentation matters beyond day-to-day quality control. Because hiring and vetting criteria can now be traced to a named, ANSI-accredited, third-party standard rather than to one manager's individual judgment, an organization defending a negligent-hiring or negligent-retention claim is in a materially stronger position when it can show its hiring bar was built to the recognized industry standard rather than an informal, undocumented one.

Training Procurement

The Standard also gives HR and training managers an explicit, auditable procurement criterion where none existed before. Its own training vendor selection guidance directs organizations to ask whether a prospective training provider's curriculum "meets the requirements contained in the BEPP/EPS-2026 standard," turning what was previously a subjective judgment call into a checklist item HR can apply consistently across vendors.[35]

[33] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[34] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[35] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.

Industry-Wide Consistency

Because Executive Protection Professionals move between employers, and because many programs blend in-house staff with contract and vendor personnel, a shared national standard reduces onboarding friction and retraining costs industry-wide. A practitioner hired against ANSI/BEPP EPS-2026 competencies arrives with a baseline any receiving organization can verify, rather than a resume built entirely around one prior employer's internal, non-transferable vocabulary and procedures.

Justifying the Program: Budget, Personnel, and Equipment

Boards, chief financial officers, and general counsel are asking harder questions about executive protection spending precisely because that spending has grown so quickly. The same Equilar analysis cited in earlier found that not only is spending rising, disclosure is rising with it, from 23.1 percent of S&P 500 companies in 2022 to 31.3 percent in 2024, meaning far more of this spending is now visible to shareholders, proxy advisors, and the media than in years past.[36] That visibility raises the bar for how a protective program's leadership must justify its cost.

Proxy disclosures already show organizations making that justification by pointing directly to the external threat environment rather than to internal preference alone. Lockheed Martin's 2025 proxy statement, for example, attributed a nearly eightfold increase in its chief executive's security spending, from $149,069 in 2023 to $1,338,056 in 2024, specifically to "recent publicized security incidents involving executives at other companies."[37] That is a board explicitly reasoning from the broader threat landscape to a specific budget line. ANSI/BEPP EPS-2026 gives program leaders a more rigorous version of that same argument to bring to their own boards: instead of citing the threat environment in the abstract, a program manager can benchmark requested headcount, equipment, and procedures directly against a named, externally developed, ANSI-accredited standard, reframing a request from "trust my judgment" to "here is the recognized industry benchmark, and here is where our program stands against it."



Built-In Reporting Discipline

The Standard's own program evaluation guidance gives leadership a ready-made reporting structure for that conversation: defined objectives and key performance indicators, regular internal and external audits, and, at

[36] Chen and Yu, "Executive Security Spending Shifts From Perk to Priority," Equilar/Harvard Law School Forum. See note 2 above for the full citation.
[37] Chen and Yu, "Executive Security Spending Shifts From Perk to Priority," Equilar/Harvard Law School Forum. See note 2 above for the full citation.

minimum, an annual protective operations report to key stakeholders.[38] That cadence translates protective activity into the KPI-driven language boards and finance committees already expect from every other function they oversee, which is often the actual barrier to durable budget support, not a lack of genuine risk.

Insurance and Underwriting

The financial case extends to insurance. The global kidnap and ransom insurance market was valued at approximately $2.5 billion in 2025 and is projected to grow to $4.2 billion by 2033, reflecting rapidly increasing demand for this coverage.[39] As that market grows, underwriters increasingly price coverage based on the sophistication and documentation of a program's actual procedures. A program built to a named, auditable, ANSI-accredited standard gives underwriters an objective reference point to evaluate, potentially supporting more favorable terms than a program that can only describe its practices informally.

The net effect across these points is the same one that helped other disciplines, workplace safety under OSHA and ANSI's own safety standards, quality management under ISO 9001, win durable, board-level budget lines over time: a named, external, third-party-audited standard turns a historically discretionary cost center into a documented risk management control, which is a fundamentally easier thing for a program leader to defend and for a board to fund.

Tax Treatment of Security Benefits: Supporting Compliance Under IRC Section 132

Executive protection has a narrower, more technical legal dimension that sits alongside duty of care and negligence: federal tax law. Since a 1984 amendment to the Internal Revenue Code, the value of a fringe benefit an employer provides an employee, including personal security, is presumptively includible in the employee's gross income under Section 61 unless a specific statutory exclusion applies.[40] For executive protection, that exclusion lives in IRC Section 132(d)'s treatment of working condition fringe benefits and its implementing regulation, Treasury Regulation Section 1.132-5(m), and getting it right or wrong has real financial consequences for both the organization and the protected executive.[41]

What the Regulation Requires

Treasury Regulation 1.132-5(m) allows an employer to exclude the cost of security personnel, security drivers, security vehicles, residential security systems, and the incremental cost of secure travel from an executive's taxable income, but only if specific conditions are met.

First, there must be a “bona fide business-oriented security concern,” meaning the facts and circumstances establish a specific, documented basis for concern, such as a threat of death, kidnapping, or serious bodily harm connected to the individual's status as an employee, rather than a generalized worry about safety.[42]

Second, the employer must generally either provide a comprehensive twenty-four-hour security program covering the residence, workplace, commuting, and personal and business travel, or, more commonly for executives who decline round-the-clock protection, commission an independent security study, an assessment performed by an outside, unbiased security consultant with no other security relationship to the organization or the executive, that

[38] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[39] The Coyle Group, “Kidnap and Ransom Insurance Cost,” thecoylegroup.com.
[40] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[41] 26 C.F.R. § 1.132-5(m), Treasury Regulation implementing security-related working condition fringe benefits under IRC Section 132(d).
[42] 26 C.F.R. § 1.132-5(m), Treasury Regulation implementing security-related working condition fringe benefits under IRC Section 132(d). See note 42 above for the full citation.

documents the threat, evaluates existing measures, and either recommends specific protective measures or affirmatively concludes that comprehensive protection is unnecessary.[43]

Third, whatever program results must be applied consistently and not structured in a way that favors highly compensated employees, and the underlying security concern must be periodically reevaluated for as long as the exclusion is claimed.[44]

Common Compliance Issues

In practice, these requirements are where many otherwise well-intentioned executive security programs run into trouble. The IRS has been explicit that a generalized concern for an executive's safety is not sufficient, and that the independence and objectivity of the study, not merely its existence, is what the exclusion turns on.[45]

A study performed in whole or in part by internal staff, by a vendor who also happens to provide the resulting security services, or without a documented, defensible methodology, is exactly the kind of arrangement an examiner is positioned to challenge, with the practical consequence that the full value of the security program, not merely the disputed portion, can be treated as taxable compensation to the executive.[46]



Where ANSI/BEPP EPS-2026 Fits

This is the same evidentiary problem sited in this paper described in the OSHA and negligence context, applied to the tax code: an examiner, like a court or a regulator, is trying to determine whether a security arrangement reflects genuine, objective, professionally recognized practice or a self-serving description invented for the occasion. ANSI/BEPP EPS-2026 explains the need for an independent security study, and the security program that follows from it, a documented, externally validated methodology to be built on, rather than an ad hoc or proprietary process the consultant alone can vouch for.

1. **Independence and objectivity:** a study performed against the Standard's own detailed threat, vulnerability, and risk assessment methodology, developed through open, ANSI-accredited consensus rather than one organization's internal process, gives an examiner a named, third-party reference point for what an objective assessment looks like, reinforcing the study's independence rather than relying solely on the preparer's word for it.

2. **Coverage of the "overall security program" test:** the regulation's four required coverage areas, residence, workplace, commuting, and travel, map directly onto the Standard's own planning and operations domains, meaning a program built to ANSI/BEPP EPS-2026 is already structured to address the regulation's substantive coverage requirement, not merely its paperwork.

[43] 26 C.F.R. § 1.132-5(m), Treasury Regulation implementing security-related working condition fringe benefits under IRC Section 132(d). See note 42 above for the full citation.
[44] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[45] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[46] "The Fringe Benefit Rules Applicable to Protecting Executives," Tax Executive, taxexecutive.org.

3. **Consistent application:** the regulation requires the program be applied consistently rather than selectively. The Standard's guidance on policy and procedure development and standard operating procedures, discussed in in this paper, gives an organization the documented, uniform protocol needed to demonstrate that consistency across every protected individual, rather than a one-off arrangement that reads as a disguised perk for a single executive.

4. **Periodic reevaluation:** the IRS requires that a bona fide security concern be reassessed over time. The Standard's program evaluation guidance, key performance indicators, internal and external audits, and at-minimum annual reporting, discussed in this paper, supplies exactly the recurring review cadence the regulation contemplates.

None of this substitutes for a qualified independent consultant or for advice from qualified tax counsel, and the Standard says as much directly in its own guidance on this exact topic, cautioning that engaging a less qualified service providers for an independent security study can lead to IRS violations, legal liability, and significant monetary penalties, and that an Executive Protection Professional must always consult corporate attorneys and tax experts before applying this section of the tax code.[47]

What ANSI/BEPP EPS-2026 does provide is the same benefit it provides everywhere else in this paper: a named, accredited, externally recognized benchmark that makes the underlying study and program harder to dismiss as arbitrary, whether the audience asking “who says so” is a court, a regulator, or an IRS examiner

Why an ANSI Standard Is More Legally Defensible Than a Non-Accredited Standard

Negligence law turns on the standard of care: whether a party acted as a reasonably prudent person, or a reasonably prudent professional within a specialized field, would have acted under the same circumstances. Courts hold specialized professions to the standard of care applicable within that profession, not merely a generic reasonable-person standard.[48]

Determining what that professional standard is, in a field with no licensing board and no uniform curriculum, has historically been difficult in executive protection litigation, and that difficulty cuts against everyone involved: the plaintiff attempting to prove a breach, the defendant attempting to prove compliance, and the insurer trying to price the risk in the first place.

Courts routinely admit evidence of compliance with recognized industry and government standards in ordinary negligence claims, because such compliance speaks directly to whether a defendant's conduct was reasonable, the central question negligence law asks. This is worth stating precisely because it is sometimes misunderstood: a small number of jurisdictions restrict this kind of evidence in strict products liability claims specifically, where fault is not the legal question at all, but that narrow products liability rule does not extend to ordinary negligence claims, which is the framework that governs the great majority of executive protection litigation, since executive protection is a professional service rather than a manufactured product.[49]

[47] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[48] “Standard of Care,” Wex, Legal Information Institute, Cornell Law School, law.cornell.edu.
[49] “Pennsylvania Supreme Court Affirms Ban on Industry and Government Standards Evidence in Strict Products Liability Cases,” DLA Piper, February 2024, discussing Sullivan v. Werner Co.

In a negligence claim against an executive protection program, evidence that the program was built to, trained to, and documented against a recognized, accredited industry standard is squarely relevant and generally admissible.



What ANSI Accreditation Actually Proves

The reason an ANSI-accredited standard carries more evidentiary weight than a non-accredited one is not branding, it is process. ANSI accreditation independently verifies that a standard was developed through openness, meaning any materially interested party could participate, balance, meaning no single interest group dominated the drafting body, documented consensus among a broad and varied group of stakeholders, due process, and a right of appeal for anyone who disagreed with the outcome.[50] Those five elements are exactly what distinguishes a genuinely recognized industry standard from one company's or one author's description of best practice. A court, an insurer, or a regulator does not have to take the drafting organization's word for it; ANSI's third-party audit of the process is the evidence.

A Direct Precedent in Private Security

This is not a theoretical argument. It has already happened once in an adjacent field. ANSI/ASIS PSC.1-2012, the management system standard for private security company operations, was developed through the identical ANSI-accredited consensus process and was subsequently written by name into a Department of Defense instruction, Section 3.1.h.(3) of DoD Instruction 3020.50, as one of the DoD-approved standards for assessing compliance among private security contractors operating for the U.S. government abroad, implementing a statutory requirement enacted by Congress in Section 833 of the National Defense Authorization Act for Fiscal Year 2011.[51][52] A non-accredited, single-vendor security guideline was never in a position to be named directly in binding federal contract policy that way; it was the ANSI accreditation itself, the documented openness, balance, consensus, due process, and appeal behind PSC.1, that made it eligible to be cited as an approved federal benchmark.

ANSI/BEPP EPS-2026 followed that same accreditation pathway. It was developed by a Technical Committee and Working Group drawing on hundreds of volunteer contributors across the public, private, and government sectors, including former leadership from the U.S. Secret Service and the State Department's Diplomatic Security Service, released for open public comment, and approved through ANSI's consensus process on June 8, 2026, with the Board of Executive Protection Professionals itself accredited as an ANSI Accredited Standards Developer since September

[50] ANSI, "Introduction to the American National Standards (ANS) Process". See note 21 above for the full citation.
[51] DoD Instruction 3020.50, Section 3.1.h.(3). See note 66 below for the full citation.
[52] ANSI/ASIS PSC.1-2012 (R2017), "Management System for Quality of Private Security Company Operations, Requirements with Guidance," ASIS International, accredited by the American National Standards Institute.

20, 2021.[53][54] That is precisely the process the PSC.1 precedent shows matters. It is what positions ANSI/BEPP EPS-2026, rather than any individual company's internal playbook or any single vendor's proprietary certification, as documented evidence of the recognized standard of care in executive protection.

International Standing: Is an ANSI Standard Respected Abroad?

Multinational protective programs eventually ask a version of the same question: if a country has no accredited, third-party executive protection standard of its own, does an American National Standard carry any weight there, or is it simply a domestic U.S. document with no relevance once a protectee crosses a border? The answer, grounded in how international standardization actually works, is yes, generally, and for two converging reasons.

ANSI's Formal Role in International Standardization

ANSI is the sole United States member body and dues-paying representative to the International Organization for Standardization, and it coordinates the American position to the International Electrotechnical Commission as well. American National Standards frequently serve directly as the base text for new international ISO and IEC standards rather than being developed in parallel from scratch.[55] The clearest illustration of this in the security field is, again, PSC.1. The same ANSI-accredited private security standard discussed in Section 4 was converted into ISO 18788:2015, "Management system for private security operations," giving the identical set of requirements standing as an international standard usable in every one of ISO's member countries, including countries that have never developed an equivalent standard of their own.[56] An American National Standard is therefore not, by design, a document that stops at the U.S. border; it is frequently the raw material international standards are built from.



[53] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[54] "BEPP Launches Executive Protection ANSI Security Standard," Security Magazine, and BEPP accreditation as an ANSI Accredited Standards Developer, approved September 20, 2021, ep-board.org.
[55] "Overview of ANSI's Role as a U.S. Member in ISO," American National Standards Institute, ansi.org/iso.
[56] ISO 18788:2015, International Organization for Standardization. See note 67 below for the full citation.

The WTO Framework for Recognizing Foreign Standards

Separately, the World Trade Organization's Agreement on Technical Barriers to Trade, and its annexed Code of Good Practice, commits WTO member countries, which includes essentially every major trading partner a multinational protective program would operate in, to treat standards developed through open, balanced, consensus-based, and appealable processes as legitimate international reference points.[57] That is exactly the process ANSI accreditation certifies. The practical effect is that a WTO member country is not required to have developed its own domestically accredited executive protection standard before an American National Standard can be treated as a credible reference point for what reasonable, recognized practice looks like. ANSI further operates active technical assistance programs, including the Standards Alliance partnership with the U.S. Agency for International Development, that help countries without mature standards infrastructure of their own adopt or reference existing accredited standards rather than building redundant domestic ones from zero, a further sign that American National Standards are built to travel.[58]

A Direct Answer

In a country without its own accredited, third-party executive protection standard, an organization can still point to ANSI/BEPP EPS-2026 as a legitimately developed, internationally recognizable reference point, the same underlying logic that let PSC.1 become an ISO standard used by private security contractors worldwide. That is a meaningfully stronger position than relying on an internal, undocumented, single-company playbook, which has no comparable claim to international recognition at all. It is not, however, a substitute for local law.

A recognized reference standard is not identical to a local operating license, a firearms authorization, or a host country's own licensing regime, and BEPP EPS-2026 says as much directly in its own legal guidance, which instructs practitioners to remain compliant with applicable local, state, federal, and international law regardless of what the Standard itself recommends.[59] The Standard strengthens an organization's position internationally; it does not replace the obligation to confirm host-country requirements.

Additional Benefits of ANSI/BEPP EPS-2026

A Shared Operational Vocabulary

A recurring, underappreciated risk in executive protection is coordination failure between multiple details, vendors, or agencies operating around the same protectee or the same event, each using its own formation terminology, radio codes, and reporting structure. ANSI/BEPP EPS-2026 supplies a common vocabulary and a common after-action review structure that reduces exactly that risk, and the Standard addresses the scenario directly in its own guidance on working with other protective details.[60]

Due Diligence and Enterprise Risk

Acquirers conducting merger and acquisition due diligence, and enterprise risk committees evaluating a vendor or a newly acquired subsidiary's protective program, gain an external benchmark they did not previously have. A protective program can now be assessed against a named standard rather than an opaque internal description, the same benefit described for HR, applied at the enterprise level.

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[57] "International Standards and the WTO TBT Agreement," World Trade Organization Economic Research and Statistics Division, Staff Working Paper ERSD-2013-06.
[58] "Which Countries Use ANSI Standards?," Creative Safety Supply, creativesafetysupply.com.
[59] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[60] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.

A Foundation for Industry-Wide Data

The Standard's insistence on documentation, after-action reviews, incident reports, and the recognition that this documentation is subject to legal discovery, builds the record-keeping foundation an industry needs to eventually produce aggregate, de-identified trend data of its own, the same way decades of OSHA recordkeeping made national workplace injury trend analysis possible.61 A single company's private playbook can never produce that kind of industry-wide picture; a shared, widely adopted standard can.

Public Trust After a High-Visibility Incident

The events described in the beginning of this paper puts executive protection under a level of public and media scrutiny the field had rarely experienced. In that environment, having an answer to the question "who says these practitioners and these programs are actually qualified" matters to protectees, to boards, and to the public. A standard developed openly, with more than 280 volunteer contributors and public review and comment, and accredited by an independent third party, is a materially stronger answer than any individual company's self-description.[62]

A Standard Built to Stay Current

Finally, the Standard's mandatory five-year ANSI review cycle, is itself a benefit distinct from anything in the Standard's specific content. A field this dependent on evolving threats, from drone-borne surveillance to AI-enabled social engineering, needs a governing document that is structurally required to keep pace, rather than one that quietly ages in a drawer the way so many internal SOPs eventually do.



Short-Term and Long-Term Impact of ANSI/BEPP EPS-2026

Short-Term Impact

In the near term, ANSI/BEPP EPS-2026 functions as a ready-made benchmark that did not previously exist. Organizations issuing a request for proposal for protective services can, for the first time, write a single external standard into that solicitation rather than drafting bespoke, unvalidated criteria.

Insurers underwriting kidnap and ransom or general liability coverage for a protective program can ask whether the program is built to a named, auditable standard rather than relying entirely on a vendor's own description of its practices. Internal auditors and legal counsel reviewing a protective program for the first time have a documented external baseline to measure it against, rather than reconstructing one from scratch.

[61] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[62] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.

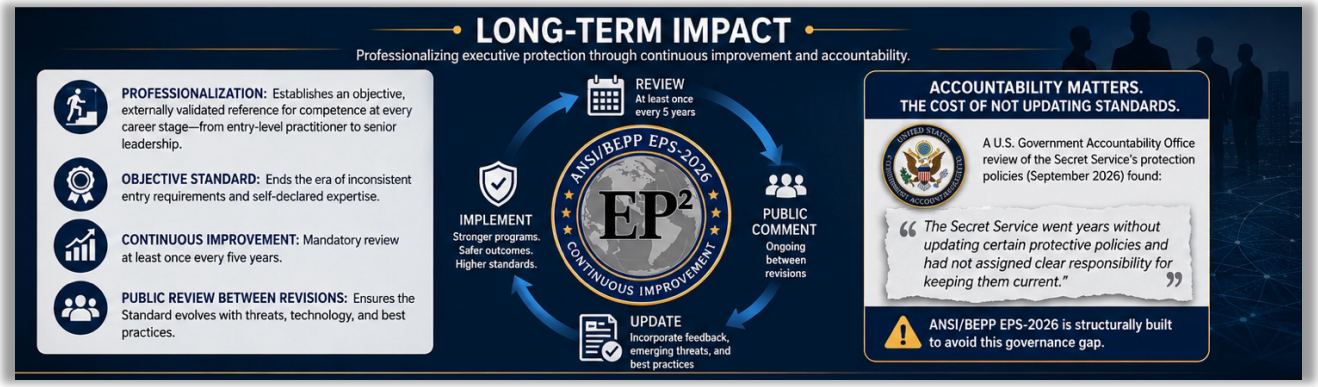
Since the Standard provides shared protocols and vocabulary, it immediately reduces the coordination risk that arises whenever multiple vendors, agencies, or in-house teams operate around the same protectee, a scenario the Standard addresses directly in its guidance on working with other protective details.



Long-Term Impact

Over a longer horizon, the more significant effect is professionalization. A professional long defined by inconsistent entry requirements and self-declared expertise gains an objective, externally validated reference point for what competent practice looks like at each career stage, from entry-level practitioner through senior leadership. That reference point is not static. As an ANSI Accredited Standards Developer, the Board of Executive Protection Professionals is required to review and update the Standard at least once every five years, and the Standard itself commits to continuous public review between formal revisions.[63]

That mandated review cycle is not a formality. It is the same discipline whose absence, when it is missing, becomes a matter of public record: a U.S. Government Accountability Office review of the Secret Service's own protection policies, published in September 2026, found that the agency went years without updating certain protective policies and had not assigned clear responsibility for keeping them current, a governance gap ANSI/BEPP EPS-2026 is structurally built to avoid.[64]



There is a useful precedent for where this trajectory leads. The ANSI/ASIS PSC.1 standard for private security company operations, developed through the same kind of open, ANSI-accredited consensus process, was ultimately

[63] Board of Executive Protection Professionals, ANSI/BEPP EPS-2026. See note 1 above for the full citation.
[64] U.S. Government Accountability Office, GAO-26-108455, "Secret Service: Protection Policies Should Be Consistently Updated to Better Ensure Protectee Safety," September 3, 2026.

written into a Department of Defense instruction as an approved compliance benchmark for defense contractors and was converted into a full international standard through the International Organization for Standardization.[65] [66] That is the long-term ceiling for a well-governed ANSI standard in the security field: not merely an industry best-practice document, but a reference point that regulators, courts, insurers, and eventually other countries build directly into their own requirements. Sections of this paper examine that precedent in detail because it is the clearest evidence available that the pathway ANSI/BEPP EPS-2026 is on has already been walked once before, in an adjacent field, with lasting effect.

Conclusion and Summary

Executive protection demand has grown faster than the profession's governing infrastructure. Disclosed corporate security spending rose 36 percent in a single year and 119 percent since 2021; a majority of the largest public companies now provide personal protection for their chief executives; and targeting of executives, CEOs and non-CEO leaders alike, has continued to climb. Against that backdrop, ANSI/BEPP EPS-2026 gives the industry something it has not previously had, not new demand, the market already supplied that, but a single, openly developed, third-party-accredited reference point for what competent, defensible executive protection practice actually looks like.



In the short term, the Standard functions as a ready-made benchmark for procurement, insurance underwriting, internal audit, and cross-vendor coordination. In the long term, it puts the profession on a professionalization path with a direct, proven precedent, the ANSI/ASIS PSC.1 standard that became both a named Department of Defense compliance benchmark and a full international ISO standard. The Standard gives organizations a documented tool for approaching regulatory duty-of-care obligations, including OSHA's General Duty Clause and the wider state trend toward mandatory workplace violence prevention planning, and it does so with a degree of legal defensibility a non-accredited, single-author guideline cannot independently claim, because ANSI accreditation itself certifies the openness, balance, consensus, due process, and right of appeal that courts and regulators look for when determining whether a practice reflects genuine industry consensus rather than one company's opinion. Critically, that duty-of-care documentation is not limited to the protectee. Because the Standard documents practitioner wellness, fatigue management, and use-of-force discipline as thoroughly as it documents protectee-facing procedure, it gives an organization a defensible answer to claims brought by its own

[65] U.S. Department of Defense, DoD Instruction 3020.50, "Private Security Contractors (PSCs) Operating in Contingency Operations, Humanitarian or Peace Operations, or Other Military Operations or Exercises," Section 3.1.h.(3) and References, implementing Section 833 of the National Defense Authorization Act for Fiscal Year 2011, Public Law 111-383.

[66] ISO 18788:2015, "Management system for private security operations, Requirements with guidance for use," International Organization for Standardization.

protective personnel and to premises-liability claims brought by members of the public, not only to claims involving the protectee.

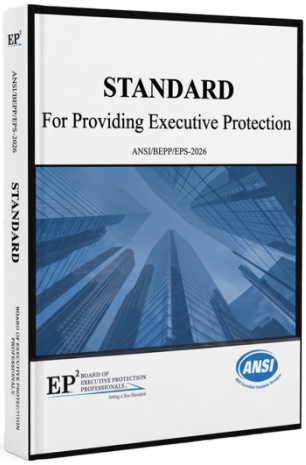
Internationally, the same accreditation gives the Standard standing beyond U.S. borders, including in countries with no accredited standard of their own, through ANSI's formal role at the International Organization for Standardization and the World Trade Organization's Technical Barriers to Trade framework, both reinforced by the exact precedent set when PSC.1 became ISO 18788. Inside the organization, the Standard reshapes human resources practice by supplying an externally validated competency framework for job descriptions, hiring, and training procurement, and it gives program leaders a documented, benchmarked basis to justify budget, personnel, and equipment to boards that are asking harder questions about security spending than they ever have before.

The same evidentiary logic extends into federal tax law: because the security fringe benefit exclusion under IRC Section 132 and Treasury Regulation 1.132-5(m) turns on the independence, objectivity, and consistency of an organization's security arrangements, building an independent security study and the resulting protective program on ANSI/BEPP EPS-2026 gives that arrangement a documented, externally recognized foundation that is harder for an examiner to dismiss as arbitrary. Beyond these points, the Standard reduces cross-vendor coordination risk, strengthens enterprise due diligence, builds the record-keeping foundation for future industry-wide data, and, through its mandatory five-year ANSI review cycle, is structurally committed to staying current as the threat environment continues to change.

None of this replaces sound judgment, qualified people, or adequate resourcing, and none of it substitutes for local law in any jurisdiction where a protective program operates. What ANSI/BEPP EPS-2026 provides is the thing a fast-growing, historically fragmented profession has needed for a long time: a common, credible, continuously updated answer to the question every organization, insurer, court, and regulator eventually asks. What does reasonable executive protection look like, and who says so.

ANSI/BEPP EPS-2026 Standard for Providing Executive Protection Abstract:

This 550-page Standard establishes comprehensive guidance for providing executive protection services. It addresses topics that support executive protection operations, including but not limited to threat assessment and risk mitigation strategies, protective detail formations and protocols, advance procedures for travel and events, and contingency planning for emergencies.



The standard emphasizes the importance of planning, professionalism, discretion, and continuous training for executive protection personnel. This standard is written to enhance the safety and security of individuals facing elevated personal risk by promoting a standardized approach to executive protection operations.

To purchase the ANSI/BEPP EPS-2026 Standard for Providing Executive Protection please visit the BEPP's bookstore at **www.ep-board.org**

About the Board of Executive Protection Professionals (BEPP):

Founded in 2021, the Board of Executive Protection Professionals (BEPP) was established to advance professionalism, accountability, and public trust within the executive protection profession through nationally recognized standards, professional certification, and education. As an ANSI-accredited Standards Developer, the BEPP follows a rigorous, consensus-based process that ensures standards are developed openly, transparently, and with balanced participation from across the profession.

BEPP's Board of Directors, past and present, represents decades of leadership and operational experience spanning Fortune 50 corporations, the U.S. Secret Service, the U.S. Department of State's Diplomatic Security Service, military special operations, corporate security, cybersecurity, medicine, law, and executive protection business leadership. This depth and diversity of expertise ensure every initiative is grounded in real-world operational experience and industry best practices, shaping BEPP's strategic direction and helping advance the profession.