

Corporate Business Continuity Plan

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Introduction

Purpose, Objective and Scope

The purpose of the Business Continuity Plan (BCP) is to facilitate timely and effective remedial action(s) in response to a disruptive event that severely impacts on Basware business processes and delivery of services to customers.

The scope of the plan is all Basware services and functions. Basware also ensures that its key subcontractors have Business Continuity Plans in place.

Business Continuity Plan works in collaboration with disruptive event recovery which is contained within a separate process consisting of service level disruptive event recovery scenarios, technical recovery strategies and governance model.

Basware provides services according to the Service Level Agreement (SLA). The business continuity procedures described in the following sections, together with disruptive event recovery plans, aim at ensuring that the service level agreements are met.

Definition of a Disruptive Event

A disruptive event is any incident that may prevent one or more of the Business processes from being operational. A disruptive event may take almost any form. Examples may include, but are not limited to, the following:

- Serious data loss or corruption
- Technical failure
- Denial of access
- Critical security incident
- Loss of essential services
- Loss of primary and/or secondary data centers
- Loss of key individuals
- Natural disruptive event
- Civil or political unrest
- Pandemic

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BCP implementation

Disruptive event scenarios may lead to the activation of the BCP and the related continuity activities. This section describes how the BCP is implemented in an event of a disruptive event.

The basic process steps include:

1. Declare and assess the disruptive event
2. Convene the Crisis Management Team (CMT)
3. Implement immediate response and recovery phase
4. Assess impact of response
5. Continue with steps 3 and 4 until the CMT agree to declare an end to the crisis
6. Declare the end of the crisis and return to normal operations

Declare a disruptive event.

When a disruptive event occurs and is escalated, Basware Executive Team (BET) member or Chief Information Officer (CIO) will initially assess the incident to decide whether (in their judgement) it is severe enough to invoke the full Business Continuity Process or can be handled as part of the standard operative processes.

After an escalation, the BET member or CIO has the responsibility to perform an initial assessment of the impact and related severity of an actual or likely adverse situation. Severity is assessed using the approach set out below. Based on their assessment they will determine whether the Crisis Management Team needs to be mobilized.

The following Crisis Severity table provides a definition and impact statements for consistent assessment. Where in doubt the higher level should be declared.

Disruptive Event Severity	Nature of Disruption
Moderate	• Minor damage to site, equipment or systems or. • Minor disruption for Customers or Business processes or; • Small number of staff not able to take care of their duties or; • Interruption not expected beyond one day
Major	• Significant damage to site, equipment or systems or; • Significant disruption for Customers or • Business processes or; • Significant number of staff not able to take care of their duties or;

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	• Interruption not expected beyond one week
Critical	• Extensive damage to site, equipment or systems or; • Extensive disruption for Customers or Business processes or; • Extensive number of staff not able to take care of their duties or; • Interruption expected beyond one week

Convene the Crisis Management Team (CMT)

After the decision to mobilize CMT, BET member or CIO nominates a BC Coordinator . Until the BC Coordinator is available, the BET member or CIO takes care of BC Coordinator responsibilities.

Immediately after CMT has been mobilized, the BC Coordinator should:

- Convene and chair a meeting of the CMT (unless performed by the BET member or CIO).
- Assess the crisis/situation and re-assess the severity (using the approach set out in the previous section)
- Decide a course of corrective actions and related priorities. Decisions on any course of action will be made by general agreement of the CMT. In the event of disagreement, the final decision will be made by the BET member or CIO.
- Agree any additional/replacement CMT members as the situation dictates

During the lifespan of any crisis, it is obligated that information security processes remain in operation throughout the duration of the crisis

CMT Roles and Responsibilities

Each member of the CMT has the following primary responsibilities.

Role	Responsibilities
BET member or CIO	• Manage and steer the CMT • Assess available information and the advice provided by the CMT • Make key decisions and direct staff and resources accordingly • Authorize extraordinary disbursement of funds if needed • Consider legal implications and corporate responsibilities

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	• Decide whether an announcement to the media should be made • Assimilate all information concerning the disruptive event • Present and communicate a clear synopsis to the Basware Executive Team (BET) and Board of Directors (BoD) • Determine which regulatory and/or enforcement agencies need to be informed
BC Coordinator	• Assimilate all information concerning the disruptive event. • Analyze the circumstances and present a clear synopsis to the CMT • Advise the CMT on the priority of recovery and recommend courses of action • Ensure maintenance of records and a daily log of events • Manage and follow up on activities undertaken during the crisis
Communications	**General** • Serve as principal adviser to the CMT on communications and public relations • Advise the CMT on the likely impact on consumer and • client perception of potential responses • Ensure timely release of accurate information to employees, customers, and other stakeholders **Employee Communications** • Liaise with BC Coordinator and HR representative to ensure all affected employees have been notified of the disruptive event • Establish methods of disseminating information to employees (e.g. emails, websites, meetings, webinars) • Prepare regular employee information updates as often as required. **Customer and Other Stakeholder Communications** • Prepare appropriate communications to customers and other stakeholders

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	• Liaise with BC Coordinator to ensure all affected • customers have been notified of the disruptive event. • Establish customer and stakeholder information • Establish methods of disseminating information to them (e.g. websites, emails) • Prepare regular customer and stakeholder information updates as often as required. **Media Communications** • Instruct employees to refer all media enquiries to the Communications Coordinator • Supervise all public relations matters during the incident • Serve as liaison with the media and monitor press/news coverage. • Prepare press releases and respond to media enquiries • Maintain logs of media contacts • Provide guidance to employees who may come into contact with the media
HR (optional role; participation depends on type of disruptive event)	• Conduct a risk assessment in relation to the disruptive event and its HR impact • Monitor and report situation of employees • Develop and implement safety strategies as required • Manage employee communications and develop messages to employees in conjunction with the Communications Coordinator. • Ensure that health & safety of personnel is restored if impaired • Analyze the effects of the incident on employee • safety, injuries, and working environment.
Enterprise and Business Solutions (Internal IT) (optional role; participation depends on type of disruptive event)	• Activate any Disaster Recovery plan as necessary • Prepare an initial report for the CMT on the status of the IT failures and

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	planned approach and timings for correcting the problems and the expected costs associated with those plans • Manage and direct the IT team and provide information to the CMT • Liaise with suppliers on replacement equipment and/or services and technical support as required • Recommend to the CMT courses of action, taking the attendant risks into account • Supervise the recovery work • Ensure maintenance of records and a daily log of events from a technology perspective.
Production (Basware services) (optional role; participation depends on type of disruptive event)	• Activate any Disaster Recovery plan as necessary • Prepare an initial report for the CMT on the status of the Production failures and planned approach and timings for correcting the problems and the expected costs associated with those plans • Manage and direct the Production team and provide information to the CMT • Liaise with suppliers on replacement equipment and/or services and technical support as required • Recommend to the CMT courses of action, taking the attendant risks into account • Supervise the recovery work • Ensure maintenance of records and a daily log of events from a technology perspective
Information Security	• Conduct a risk assessment in relation to the disruptive event and its Information Security impact for consideration by the CMT • Implement Information Security management framework • Maintain Information Security controls • Assist with activation of recovery

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In addition, depending on the impact on Basware countries, Country Managers will lead the agreed activities in their respective countries.

Implement Immediate Response and Recovery Phase

As its first priority, once a recovery strategy has been agreed, the CMT shall:

Action	Description	Responsibility
Manage and steer recovery	• Decide the order in which services and functions will be recovered in agreement with management.	BC Coordinator and CMT
Employee communication	• Notify all affected staff that the CMT has been convened. • Give staff sufficient detail of the incident • Give appropriate instructions for the immediate situation • • Notify a time for the next scheduled contact	HR and/or Communications
External communication	• Implement external communications plan and keep it updated throughout disruptive event.	Communications

All disruptive events must be recorded in line with the agreed procedures. BC Coordinator will ensure that recording procedures are set up.

The actions taken during the recovery phase will depend upon the type of disruptive event, impacted areas of the business, the nature and duration of the disruptive event and overall impact to the business.

Declare the end of the disruptive event and return to normal operations.

The following conditions (BCP de-activation criteria) need to exist to deactivate the plan.

- All Basware services are working as defined without any disruptions
- All personnel are able to take care of their duties
- Technical solutions work as normal

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Furthermore, the following task are needed to move from operating under the BCP to restoring normal operations.

- Deactivate the crisis plan and team
- Document all findings and actions from the crisis work
- Inform about the normal state of operations to concerned parties internally and externally

Business Continuity roll-out, testing and maintenance.

To ensure successful roll-out of the Business Continuity Plan (BCP), the following is ensured:

- Business Continuity Plan owner is appointed and the responsibility of maintaining the plan is part of the role
- All Basware functions take ownership of their part of the plan and have a responsibility in further development of the BCP
- Management and staff members are fully aware of their responsibilities

Basware is committed to test and/or exercise its Business Continuity Plan to ensure that it is consistent with is business continuity objectives. Basware shall conduct exercises and tests that:

- Are consistent with the objectives and scope of the BCM program
- Are based on appropriate scenarios
- Are conducted at planned intervals and when there are significant changes within Basware business or the environment in which it operates
- Produce formalized post-exercise reports that contain outcomes, recommendations and actions to implement improvements

Basware commits to review the BCP every year and every time there is a change that impacts on the information contained in the BCP.

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Document Control

Change Record

Version	Date	Author	Change Record
2.0	Sept 24	Lee Walthall	Redraft to bring the legacy document up to date.
2.0	Oct 25	Lee Walthall	Annual review completed, no changes required
2.0	Oct 26	Lee Walthall	Annual review completed, no changes required

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