



# KX Business Continuity Plan

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## Property of KX

### Document history

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### Distribution list (see Appendix A)

Name	Name	Name
Executive Team	Crisis communications team	IT Team
Geographic Management	Emergency Response Team Leaders	Security Team

# Table of Contents

- 1 Introduction ..... 1
- 2 Business Continuity Approach ..... 3
  - 2.1 Business Continuity Objectives and Principles ..... 3
  - 2.2 Accountabilities and Responsibilities ..... 4
  - 2.3 The Business Continuity Teams – Roles & Responsibilities .....
    - 2.3.1 KX Executive Leadership ..... 5
    - 2.3.2 Business Continuity Management Team (BCM) ..... 5
    - 2.3.3 Emergency Response Team (ERT) ..... 5
    - 2.3.4 Crisis Communications Team (“CCT”) ..... 5
    - 2.3.5 IT and Security ..... 5
    - 2.3.6 Third Party and Geographic Management ..... 5
    - 2.3.7 BCP Local Coordinators – By KX Office Location ..... 5
  - 2.4 Recovery Point Objectives & Recovery Time Objectives ..... 5
  - 2.5 Minimum Service Levels for Business Continuity ..... 5
  - 2.6 Implementation, Approach and Invocation .....
    - 2.6.1 Overview of the Incident Response ..... 5
  - 2.7 Governance, Testing & Review ..... 5
    - 2.7.1 Testing the Business Continuity Plan ..... 6
    - 2.7.2 Types and methods of BCP testing ..... 7
- 3 Threat & Risk Assessment ..... 5
- 4 Business Impact Analysis ..... 5
  - 4.1 Executive Sponsorship ..... 5
  - 4.2 Understanding the Organisation ..... 5
  - 4.3 Business Impact Analysis Tools ..... 5
  - 4.4 Business Impact Analysis Process ..... 5
  - 4.5 Business Impact Analysis Findings .....
    - 4.5.1 KX summary technology dependencies & related RPO ..... 5
    - 4.5.2 KX Applications Catalog ..... 5
  - 4.6 Data and Data Repositories ..... 5
  - 4.7 Property ..... 5
- 5 Building Interruptions (Offices - General) ..... 5
  - 5.1 Levels of Emergency .....
    - 5.1.1 Critical Impact ..... 5
    - 5.1.2 Major Impact ..... 5
    - 5.1.3 Medium Impact ..... 5
    - 5.1.4 Minor Impact ..... 5
  - 5.2 Team Response .....
    - 5.2.1 Communication Plan ..... 5
  - 5.3 Key Threats to Business Continuity ..... 5
  - 5.4 Incident Playbooks ..... 5

**Property of KX**

- 5.5 Recovery Site Details and Related RPOs.....
  - 5.5.1 Recovery strategy for a major technology outage .....
  - 5.5.2 Recovery Strategy for a “Denial of Access to a Primary Office Building” Event.....
  - 5.5.3 Recovery Strategy for a “Catastrophic Loss” or Regional Outage Event.....
  - 5.5.4 Recovery Strategy for a Loss of Critical Supplier/Service .....
  - 5.5.5 Identify Any Work From Home Employees and Those Who Will Need an Alternate Office.
  - 5.5.6 BCP to Include Notification and Escalation to Clients. ....
- 5.6 Building Evacuation Procedures (for all locations).....
  - 5.6.1 Evacuation Signal .....
  - 5.6.2 Evacuation Assembly Points .....
  - 5.6.3 Criteria for Allowing Personnel to Re-enter the Building .....
  - 5.6.4 Operations and Team Managers .....
  - 5.6.5 Emergencies Outside of Normal Office Hours (including shift work).....
- 5.7 Site Closure Procedures .....
- 6 Related Documents .....

## Property of KX

### 1 Introduction

Business continuity planning (BCP) is the process of determining actions needed to assist in preventing or recovering from disruptions that could arise from potential threats to the company. The KX plan seeks to ensure that personnel and assets are protected and can function quickly in the event of a major unplanned disruptive event or disaster impacting upon mission critical internal processes and activities, or to prevent a material degradation to external customer services.

The purpose of this document is to provide a documented plan/framework to track all critical business operations and in the event of a disruption or disaster to ensure that KX can effectively maintain all critical processes and minimize service disruption so that our business continues to operate efficiently. The plan seeks to catalogue all critical applications, risks, key staff, teams and locations and the approach to their resolution in the event of material disruption.

It does not seek to confirm the steps to be taken for any specific event but instead, provides an approach and accountability so that disruption is minimised and acted upon swiftly. The Business Continuity Plan provides a holistic management action plan and process that identifies and responds to the:

- critical business applications (internal and external), processes and services
- potential business risks / threats
- impact to business operations should a major disruption occur.
- steps to be taken to mitigate potential risks.
- ownership & teams responsible for effective planning, testing and recovery.
- schedule of activities related to review, testing and continuous improvement.
- contact points and escalation routes.
- ownership, management, governance, and internal communication
- evidence and tracking required.

### Glossary

Term	Description
BCP	Business Continuity Plan
BCMS	Business Continuity Management System
BCM Team	Business Continuity Management Team responsible for coordinating and governing the activities of the ERT, IT business continuity activities and BUCs; and for maintaining, updating and testing the BCP
BU	Business unit, being a unit of organisation under management
BUC	Business Unit Coordinators, being the colleagues responsible for the coordination of local incidents. Includes both Function/Team specific coordinators, as well as site-specific coordinators.
CEO	Chief Executive Officer
E / I / C	Event / Incident / Crisis
ERT	Emergency response team, responsible for the day-to-day oversight of incidents in coordination with the BUCs
KX	KX business unit

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Term	Description
IT	IT team, responsible for maintaining the continuing availability of IT systems, applications, networks and KX infrastructure, as well as Information security
RPO	Recovery Point Objective. A measure of how frequently system backups is taken.
RTO	Recovery Time Objective. A measure of the estimated Time to return to normal Operations.

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### 2 Business Continuity Approach

The purpose of this BCP is to enable KX to recover and/or maintain the availability of its own and/or client critical activities in the event of a material disruption to normal business operations.

Plans and procedures are used in the BCP to ensure that the critical organizational operations required to keep an organization running continue to operate during events when key dependencies of operations are disrupted. Continuity does not need to apply to every activity which the organisation undertakes. This business continuity approach considers the following:

- objective for business continuity;
- the teams, accountability & responsibilities;
- the minimum business continuity service levels accepted;
- implementation & approach; and
- governance, testing & review.

Supporting sections of this plan go on to identify:

- the teams responsible for implementing the plan and coordinating the recovery;
- the coordinators per strategic KX locations – Business Unit Coordinators;
- key colleagues per location to confirm responsibilities in the event of an incident;
- Global KX property portfolio, staff, building and utility & emergency contacts per facility; and
- Business Impact Analysis – detailed breakdown of which areas of KX's business are conducted from which location. The systems, applications, data and environments required to support operations so that BC planning can be focused appropriately, and recovery planned properly.

#### 2.1 Business Continuity Objectives and Principles

Every business may be impacted by daily events within and without of their control. Occasionally, such events may be of a magnitude whereby normal business operations can no longer be maintained whether temporarily or more long term.

If the level of disruption is such that the business can no longer fulfil mission critical activities (internally and/or externally), this BCP will be invoked to return the business operations to normal as quickly as possible.

This BCP has been drafted in accordance with Good Practice Guidelines of the Business Continuity Institute. The BCP provides a documented framework, that includes the approach, management, governance, applications, teams' communication, escalation and processes that will enable KX to recover and/or maintain the availability of its own and client critical activities in the event of a material disruption to normal business operations.

Our response to a business continuity incident focuses on the following principles:

- safeguarding and protecting the health and safety of **colleagues and other persons**.
- safeguarding and protecting **services to clients**.
- safeguarding and protecting **company assets and reputation**.
- appropriate and timely **communications** to internal and external parties – including customers, suppliers, and regulatory bodies.
- resolution of the incident in a **timely and effective manner** (and applying learning from incidents to future planning).

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### 2.2 Accountabilities and Responsibilities

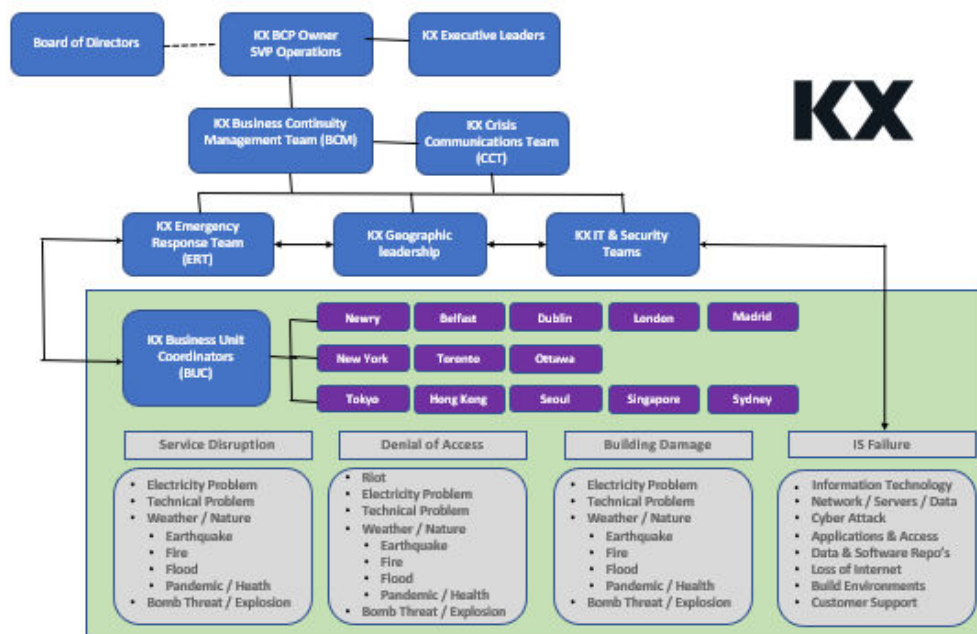
The KX BCP is sponsored by the SVP of Operations. The Business Continuity (BCM) team will guide and have responsibility for the oversight of preparation, maintenance, implementation and governance of a groupwide business continuity plan that provides continuity if a business disruption event occurs.

From a Business Continuity Management perspective, the Business Continuity Management Team (“BCM”) is supported/guided by the SVP of Operations. BCM planning and management is undertaken by four teams under the governance of the BCM. Each of the teams below provides expertise, coordination, and delivery capability if a business disruption occurs:

- Emergency Response Teams (“ERTs”);
- Crisis Communications Team (“CCT”);
- IT and Security Teams (“IT/Sec”);
- Business and geographic leadership in conjunction with the local business unit coordinators (“BUC”) for KX Locations.

The BCM coordinates with KX Leadership and governs the activities of each of these teams and is accountable for the completeness, maintenance and testing of the BCP.

Internally, the BCM is accountable to the KX executive team. KX has also established an ERT structure and IT/Security coordination. The teams, team structures and responsibilities are detailed in the sections below. The respective contact details are contained in Appendix A . This BCP is not shared externally. The following diagram is included to provide a high-level summary of the KX BCP program/team.



Business resilience is a core component of our BCP, designed to ensure that KX can adapt to major disruptions in service and yet continue to service our global customer base effectively. The BCP plans and processes will be reviewed, tested & updated annually. They will form a core part of the overarching KX Risk Management plan. All colleagues assigned to manage and support the BCP are to be trained in relevant aspects of the program which can include:

- security and fire protection systems
- minimizing or eliminating single points of dependency
- vendor readiness and qualification of secondary suppliers
- IT backup strategies and direct response sites



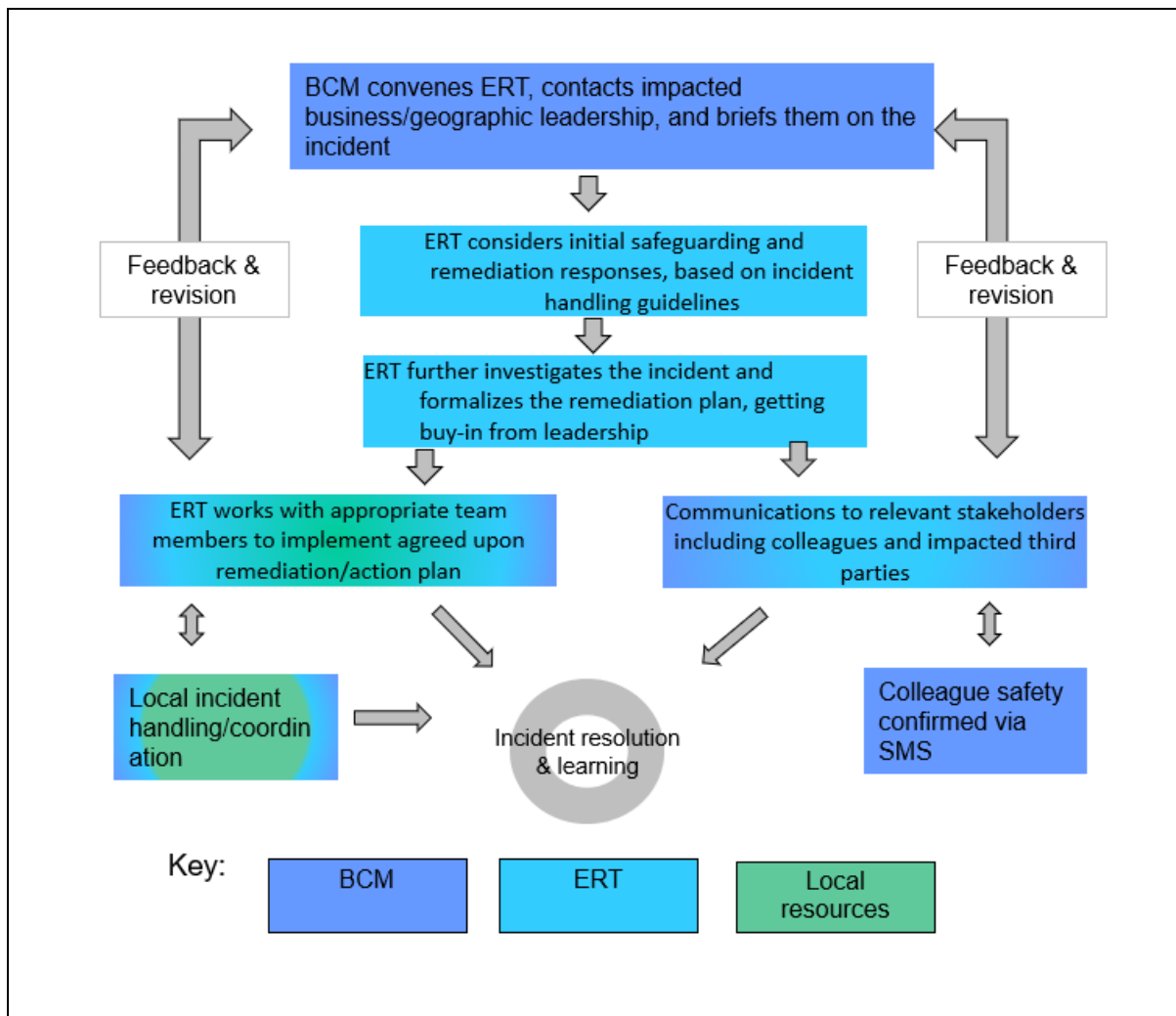
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- pre-purchasing of critical equipment or components for repair
- splitting critical functions and resources between multiple sites
- preventative maintenance and testing programs

The cross-training of personnel will be provided where required.

### 2.6.1 Overview of the Incident Response

If the BCP is to be invoked, the following outline approach is to be considered by the BCM for adoption – specifics will vary according to incident circumstance.



The BCM will determine and communicate the purpose and frequency of remediation meetings to manage the incident as well as determining the nature and frequency of updates from relevant parties charged with localised management of the matter. Management and other key stakeholders will receive regular updates.

### 2.7 Governance, Testing & Review

Oversight, obtaining approval, review, training, testing and governance of the Business Continuity Plan is undertaken by the BCM. The BCP will be reviewed at least once annually or if needed in exceptional circumstances will review the plan and suggest updates as circumstances and best practice change. In the event of a major disruption, the BCM will maintain a communications channel between all those working on the incident.

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The BCM, in conjunction with executive leadership, will review KX's activities, outcomes and performance if a major disruption occurs to ensure that lessons are learnt and that plans are modified accordingly.

### **2.7.1 Testing the Business Continuity Plan**

The BCM shall ensure that regular / scheduled testing activities are planned, completed and reviewed as part of KX annual BCP related planning. Throughout the year different levels of exercises will be conducted by the BCM. The following table below documents typical testing exercises.

The BCM is responsible for co-ordinating bi-annual team meetings, exercises and other meetings as required.

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### 2.7.2 Types and methods of BCP testing

The BCM Team shall ensure that regular / scheduled testing activities are planned, executed, and reviewed as part of KX annual BCP related planning. Throughout the year different levels of exercises will be conducted by the BCM Team. The following table documents typical types of testing exercises.

The BCM Team will select a subset of the tests listed below to conduct each year.

Complexity	Exercise	Process	Variants	Recommended Frequency
Simple	Call Tree	All BCP contacts validated and updated	Update/Validation	Semi-annually
Simple	Desk Check	Review/amendment of BCP content	Update/Validation	Semi-annually
	Call Tree	Challenge content of sections of the BCP  Initiate a call tree test from the top, successfully measuring responses per department (HR)	Audit/Verification	Semi-annually  Semi-annually
Medium	Walk-through of plan	Challenge content of the BCP	Include interaction and validate participants' roles	Annually
	Simulation	Use "artificial" situation to validate that the BCP contains both necessary and sufficient information to enable a successful recovery	Incorporate associated plans	Annually or semi-annually
	Exercise critical activities	Invocation in a controlled situation that does not jeopardize business as usual operation	Defined operations form alternative site for a fixed time	Annually or less
Complex	Exercise full BCP, including incident management	Building-wide or Business Unit exercise		Annually or less

**NB:** All testing activities are to be planned, approved and the results recorded in a controlled directory for evidence of pro-active BCP planning activity. The KX BCP and test scenarios will be continuously updated as issues are identified.