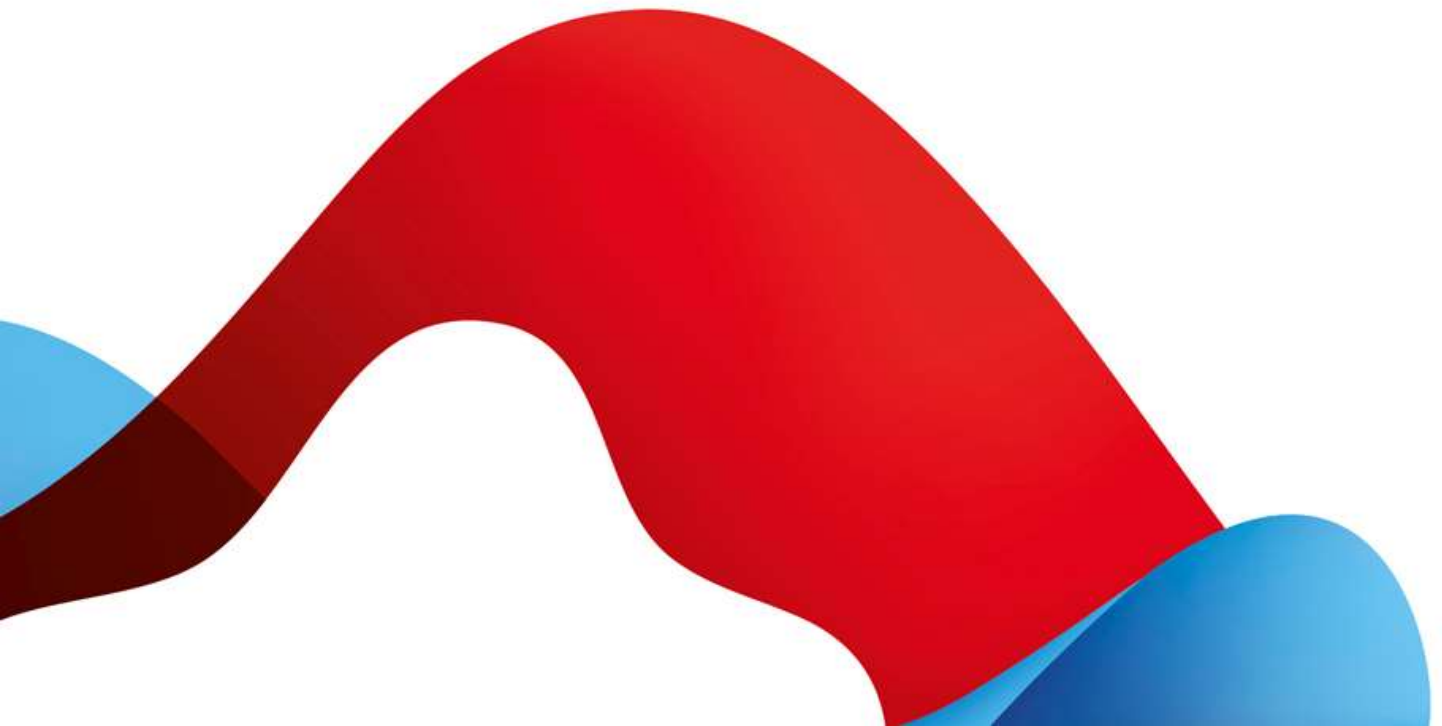




swisscom

General Information on Business Continuity Management@Swisscom



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1 Business Continuity Management at Swisscom

Business continuity is a central concern for Swisscom. Swisscom provides its customers with a trustworthy and reliable ICT infrastructure, and Business Continuity Management (BCM) helps to ensure the continuity of products, services and platforms. BCM thereby strengthens the trust of customers, partners and employees in Swisscom. For these reasons, Swisscom's Business Continuity Management System (BCMS) is structured in such a way that enables Swisscom to continue delivering products and services, as well as operating platforms and networks at an acceptable and predefined level following disruptions.

1.1 Goal of Swisscom's Business Continuity Management System

BCM is a management process that aims to ensure that Swisscom's critical products/processes and/or services can continue to operate at a predefined level in the event of an incident. BCM thus aims to protect Swisscom's people, its products and services and to minimise financial, operational, legal and reputational impacts of disruptions.

BCM at Swisscom is implemented as part of a BCMS to meet Swisscom's strategic objectives - ensuring the best customer experience, building operational excellence and creating opportunities for new growth.

The BCMS accomplishes this strategic objective by striving to meet four general goals:

1. **Capability and reliability:** The BCMS aims to build a coherent, company-wide management activity that increases the company's business continuity capabilities and the reliability and stability of its services.
2. **Continuous improvement:** The BCMS is not a static management cycle, but a dynamic and adaptable one that is designed to act on and react to changes, trends and challenges Swisscom faces as a leading provider of ICT services.
3. **Awareness:** The BCMS aims to integrate an awareness of and the activities associated with business continuity into Swisscom's daily business.
4. **Organisational resilience:** The BCMS is a future-oriented, adaptive and comprehensive programme that links Swisscom's business units and management disciplines (risk management, information security, etc.) to improve overall organisational resilience.

1.2 Business Continuity Management Scenarios: Measures to manage Risks and capitalise on Opportunities

Swisscom uses five generic disruption scenarios aligned with its four BCM pillars to address risks and identify potential opportunities through the Swisscom BCMS.

These scenarios include:

- Scenario 1: **Unavailability of Swisscom personnel.** Personnel with the necessary skills to ensure the continuity of Swisscom's identified critical products, services or processes are unavailable, affecting Swisscom's ability to operate.
- Scenario 2: **Failure or unavailability of a building.** A site, facility or building used for the production, support or delivery of one of Swisscom's identified critical products, services or processes is unavailable or fails, affecting Swisscom's ability to operate.
- Scenario 3: **ICT systems fail or are unavailable.** One or more ICT systems that support the delivery of Swisscom's identified critical products, services or processes are partially or completely unavailable, affecting Swisscom's ability to operate.
- Scenario 4: **Swisscom suppliers or associated service providers are not available.** A supplier or related services used to provide a critical product, service or process identified by Swisscom are not available, affecting Swisscom's ability to operate.

2 The Swisscom Business Continuity Management System

The Swisscom BCMS has been developed to fit Swisscom's organisational context. It's establishment follows best practices and aligns with the Plan-Do-Check-Act model of the International Standard for Security and Resilience - Business Continuity Management Systems (ISO 22301:2019), and the Business Continuity Institute's Good Practice Guideline.

2.1 Activities in Swisscom's Business Continuity Management Framework

The Swisscom BCMS is conducted periodically as a four-step framework that identifies Swisscom's critical products, services, platforms and processes and compares them with the known risks and threats in close cooperation with Risk Management (**Analysis**). Continuity measures are derived from this analysis (**Design**), on the basis of which business continuity plans are developed (**Implementation**). The system is reviewed and continuously improved (**Validation**).



2.1.1 Analysis

The analysis step examines Swisscom's operating environment in two parts. First, business impact analyses (strategic, tactical and operational) are conducted to identify critical business activities (products, services, platforms and processes). Secondly, the critical business activities are examined in terms of the potential impact of known and potential corporate, business and operational disruptive threats in order to determine the continuity needs of Swisscom's critical business activities in relation to the risk landscape in which Swisscom operates.

2.1.2 Design

Based on the results of the analysis phase, the design phase identifies and develops continuity solutions that meet the identified continuity requirements of the critical business activities. The solutions reflect the speed of response required to ensure continuity and may be new or based on existing resources or arrangements. Swisscom implements solutions based on a cost-benefit analysis to ensure that unacceptable risks and single points of failure are addressed.

2.1.3 Implementation

In the implementation phase, the continuity solutions are built into business continuity plans. These plans are integrated into Swisscom's existing response structures (Incident Response Management process) to ensure that Swisscom's response personnel can quickly implement these plans in the event of a disruption or disaster to ensure the continuity of our critical business activities.

2.1.4 Validation

This step ensures that Swisscom's BCMS is continuously improved. Through a variety of activities (including management reviews, exercises, internal and external audits, etc.), Swisscom monitors and evaluates the BCMS and makes adjustments as required. The validation step ensures that the BCMS meets the objectives set out in Swisscom's BCM Directive.

2.2 Swisscom's Business Continuity Management Pillars

Swisscom's BCMS focuses on four central pillars: personnel, buildings, IT and suppliers. Service Continuity Management at Swisscom is one element of the overarching BCM, which focuses on the continuity of IT service delivery (Figure 1).

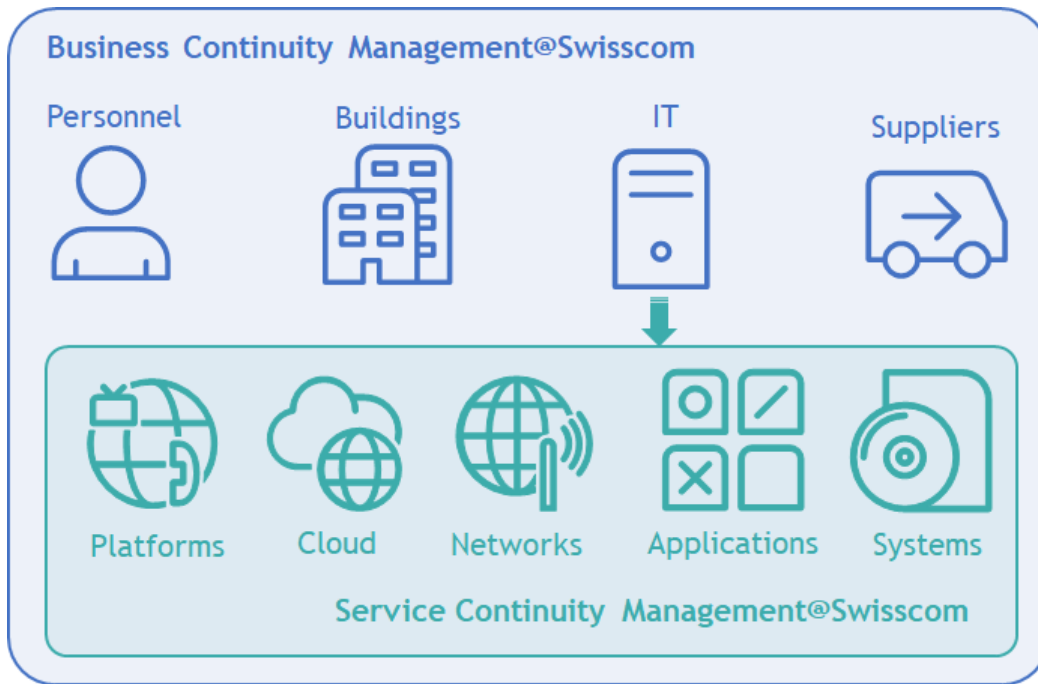


Figure 1: Business Continuity Management@Swisscom

2.3 Business Continuity Management Programme Management and Embedding BCM

These aspects of the BCMS define and determine how BCM is implemented as an ongoing cycle of activities within Swisscom. As part of this activity, the BCM Directive, BCM Policy and overarching BCM Specifications were developed to demonstrate:

- Why: Swisscom operates BCM
- What: BCM at Swisscom involves
- How: BCM is implemented in practice

As part of this activity, Swisscom conducts specific training and awareness-raising activities to ensure not only that BCM is an integral part of day-to-day business, but also to integrate BCM into Swisscom's existing culture. Responsibilities for BCM are shared between a central BCM unit in Group Security (coordination), and decentral business continuity managers within the organisational units (operation).

3 Supplementary information: Crisis Management

Crises are sudden extraordinary situations that can have an impact on Swisscom's reputation, freedom of action or existence. These situations are dealt with at Group level on behalf of the CEO, with the involvement of designated representatives of Swisscom's business units. Where necessary and appropriate, Business Continuity Plans developed in the BCMS can be used to support the crisis management process.

4 Supplementary information: Swisscom Service "ICT Business Continuity"

To support the Business Continuity activities and requirements of our clients, Swisscom offers the "ICT Business Continuity" product to our clients.