

Recovery Strategy Procedure

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1. Introduction

This Recovery Strategy Procedure establishes the standardized approach for identifying, selecting, and implementing appropriate recovery strategies to ensure the continuity and timely restoration of critical business functions following a disruption. Building upon the outcomes of the Business Impact Analysis (BIA), this procedure defines recovery solutions that align with the organization's recovery objectives, including Recovery Time Objectives (RTO) and Maximum Tolerable Period of Disruption (MTPD), as determined through the BIA process.

Applicable to all in-scope departments and business functions, this procedure ensures a consistent, organization-wide approach to recovery planning and aligns with the requirements of ISO 22301:2019 for Business Continuity Management Systems (BCMS).

2. Scope

This procedure applies to all business units, departments, support functions, and critical third-party service providers that are part of the Bank's in-scope Business Continuity Management System (BCMS). It covers:

- Business processes identified as critical in the BIA.
- Recovery strategies for personnel, facilities, technology, information, and third-party dependencies.
- Selection and documentation of recovery solutions for inclusion in Business Continuity Plans (BCPs).
- Integration of recovery strategies into crisis management and disaster recovery planning.

3. Objective

The BIA identifies the critical processes and dependent resources that must be protected and resumed within a defined recovery timeline. The risk assessment provides insights into the continuity risks, which need to be addressed. The workflow below exhibits development of Recovery Strategies and Solutions.

The key objectives of this procedure are to:

- Ensure the Bank is prepared with clearly defined, tested, and viable recovery strategies for all critical functions.
- Support timely restoration of services in alignment with RTOs and MTPDs identified in the BIA.

- Reduce the impact of disruptions on operations, customers, regulatory obligations, and reputation.
- Promote consistent and risk-informed recovery planning across all departments and business units.

4. Methodology

The methodology for developing recovery strategies consists of the following key steps:

4.1. Input from Business Impact Analysis (BIA)

Review the Business Impact Analysis (BIA) results to identify critical functions, associated dependencies, Recovery Time Objectives (RTOs), and Maximum Tolerable Periods of Disruption (MTPDs). Validate the categorization of these functions and prioritize recovery planning efforts based on their criticality and the impact of potential disruptions.

4.2. Risk Assessment

Conduct a complementary risk assessment to identify threats and vulnerabilities that may impact business continuity, considering a range of potential risk scenarios including cyberattacks, natural disasters, utility outages, and third-party service disruptions.

4.3. Identification of Recovery Options

- Identify viable recovery options for each critical function, considering:
 - Alternate sites (hot, warm, cold)
 - Remote working capabilities
 - Cloud-based or off-site data recovery
 - Manual workaround procedures
 - Third-party service recovery options

4.4. Feasibility and Gap Analysis

Assess the technical, operational, and financial feasibility of each recovery option, and identify any gaps in existing capabilities as well as the additional resources required for effective implementation.

4.5. Strategy Selection and Approval

Select the most appropriate recovery strategy based on:

- o Alignment with RTO/MTPD
- o Cost-benefit analysis
- o Resource availability
- o Risk appetite

Obtain formal approval from relevant stakeholders (e.g., H.O. BCM Team, senior management).

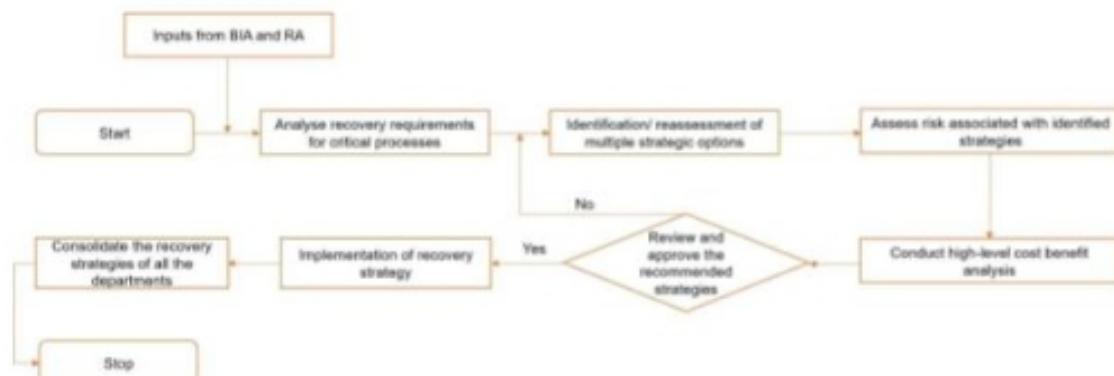
4.6. Documentation and Integration

Document the selected recovery strategies within the respective departmental Business Continuity Plans (BCPs), ensuring alignment with the overarching IT Disaster Recovery Plan (IT DRP) and the Crisis Management Plan to maintain a cohesive and integrated continuity framework.

4.7. Testing and Maintenance

Conduct periodic testing, such as tabletop exercises and simulations, to validate the effectiveness of recovery strategies, and ensure they are reviewed and updated annually or in response to significant organizational or technological changes.

5. Process flow



6. Roles and Responsibilities

This section outlines the key stakeholders involved and their respective duties throughout the BIA lifecycle.

Step #	Activity	Activity Owner
1	Analyze the recovery requirements for functioning of critical processes that were identified during BIA and Risk Assessment, in consultation with the department head. The dependent resources that support critical processes may include Technology, Premises & Infrastructure, People & Skills, Critical Records, Key Equipment, Third Party Vendor, Activity Dependency. These requirements shall be considered while identifying and determining a recovery strategy.	BCP Coordinator
2	Identify multiple strategies that can be utilized for ensuring the continuity of critical processes, in consultation with the department head.	BCP Coordinator
3	Assess the risk associated with the identified recommended strategies.	BCP Coordinator
4	Conduct high-level cost benefit analysis and determine the timeline / dependencies for implementation of the identified strategies. Evaluate each option's feasibility, cost- optimization and efficacy to recover from a disruption. Each option is evaluated in reference to cost of implementation and time to implement.	H.O. BCM Team
5	Review and approve the recommended strategies. Refer step 6 - if approved. Refer to step 2 - if rejected.	Department Head
6	Once approved, the recommended strategies shall be implemented through the organization's change management process, if available. BC Coordinator shall facilitate the implementation of recommended strategies.	BCP Coordinator
7	H.O. BCM Team shall consolidate the recovery strategies of all the departments	H.O. BCM Team

Separate recovery strategies and recovery strategy implementation plan for departments shall be provided separately.

Significant strategy changes requiring capital expenditure or high residual risk shall be escalated to the Crisis Handling Council (CHC) or the Board-level committees (ITSCB / ORMC) in line with BCMS Manual governance.

7. Frequency

Recovery strategy is to be reviewed and updated as and when there is any change in the BIA also, recovery implementation plan should be reviewed periodically to ensure strategies are implemented timely.