

Coates Crisis Management & Business Continuity Plan

1	<p>When do I use this plan?</p> <p>Has there been a:</p> <ul style="list-style-type: none">• Loss of core IT services?• Denial of access to the Premises?• Interruption to 3rd party suppliers• Significant External event <p>If the answer to any of the questions above is “yes” then it is potentially a crisis (see Table A)</p>
2	<p>What do I do first?</p> <p>Contact & bring together CMT members (Table B–Crisis Management Team) relevant to the issues (C–Meeting point). Assess crisis & identify impacts: event time, location(s), description of cause(s), known & potential impacts, likely duration and which teams lead.</p> <ul style="list-style-type: none">• Incident resolution (D)• Business response (E)
3	<p>Who provides key Incident and business information?</p> <p>CMT members via their operational staff in the key impacted business areas.</p>
4	<p>How is the crisis managed?</p> <ul style="list-style-type: none">• Confirm operating constraints e.g. partial close & resume trading at start of next day?• What sort of holding pattern do we require?• Estimate crisis duration & when operations can be fully restored.• What flexibility of response is available?• Determine & agree action plan with CMT & cascade actions• Invoke existing strategies?
5	<p>Who is doing What? (F)</p> <p>Staff: have all staff been accounted for? (HR)</p> <p>Clients: are any clients impacted?</p> <p>Staff: Can non-essential staff been sent home?</p> <p>Building/Facilities: are key floors & facilities functional?</p> <p>Technology: how and long will it take to recover IT systems?</p> <p>Suppliers: who is managing our key suppliers?</p> <p>Online: are Client portals working? Is there a data currency issue?</p> <p>Internal Comms: are internal stakeholder comms being managed? (E.g. staff updates, suppliers)? (G)</p> <p>External Comms: are external stakeholders being managed (Clients (prioritised) Board, Regulators, media, emergency services)? (G)</p>
6	<p>What comes next?</p> <ul style="list-style-type: none">• Determine time and frequency of next CMT meeting• Track actions vs. the action plan• Identify action areas that remediate issues and manage as appropriate (consider use of 3rd party experts and specialists)
7	<p>When does the CMT stand down?</p> <ul style="list-style-type: none">• When standard processes can adequately manage the situation• Hold “post mortem” and identify lessons learnt

A - Is this a Crisis?

	Impact / Escalation Criteria Thresholds (M=Manage, E=Escalated)	M	E
Critical (Catastrophic)	<ul style="list-style-type: none">• All/ majority of critical processes impacted e.g. denial of access to buildings and technology• Primary supplier/s has/have trading halt or enters receivership• Network issue impacts all Locations• >50% staff unable to work• Extensive financial loss >\$1M, extended and sustained effort to address reputational damage – Franchise extinction	CMT	Board
High (Major)	<ul style="list-style-type: none">• Multiple critical processes impacted• Incident impacts or denies access to most important sites list• All apps hosted in Cloud impacted• Primary Supplier/s unable to meet SLA• Primary supplier/s funding issues or share price drop• >25% staff unable to work• \$ Loss greater than \$100k, substantial effort to redress reputational damage	Leadership Team	CMT
Medium (Moderate/Minor)	<ul style="list-style-type: none">• Multiple processes impacted• Single floor of a major building unavailable• Multiple internal applications or supplier outage• Critical stock levels for ODMB units falls within 20% of accepted minimum• 10%> staff unwilling / unable to work e.g. seasonal flu dealt• \$ Loss limited to \$30K<, minor reputational damage	COO	Leadership Team
Low (Insignificant) SOPs	<ul style="list-style-type: none">• CMP i.e. this plan is not used, Standard Operating Procedures apply• Short term, manageable impacts on a single Process• Single Floor/area impacted• Critical stock levels for hardware falls within 40% of accepted minimum• Reorder delivery delayed by 24 hours• Single application or 3rd Party supplier failure• Staff issue impacting <10% staff• No or <\$5k loss, no client or Coates reputational damage	Local Ops	COO

B - Crisis Management Team (CMT)

Chair	Marcus Coates
Clients	As Required
IT	Cameron Thomas
US Ops	Tony Carvatta
Asia Ops	Jack Hu
Aus Ops	Amber Fawcett
HR	Paul Roussel
Comms	Lucy Ohlsson

Contact details are available on senior staff mobile phones.

C- Meeting Point

There is a high likelihood that incidents may take place outside business hours or when staff are out of the office or travelling hence the major mechanism for coordination is a conference call.

Number	Chair PIN	Guest Pin	Meeting ID
+61 2 8417 2302	8583246279	3109534559	TBD

D – Incident Resolution (Resolution teams)

Issue	Lead	Support
IT Incident	CTO	IT Manager
Building Incident	CFO	Landlord & Agents
Supplier	COO	Finance / Supply Chain
Staff	HR	HR Team

E –BCP Strategies

The strategies listed below are designed to meet the SLAs identified in the client contracts. The below is tailored pending program deployment.

Product Supply and Manufacturing

Digital Hardware, components & signage items must (as defined in Statement of Works) be available to site within 30-60 working days from date of order etc. To ensure this:

- A minimum supply of base components retained at a warehouse location to meet local client requirements.
- ODMB hardware is a modularized standard global build such that component parts can be sourced from multiple locations (Locally and Internationally) and multiple suppliers (See A1).
- Signage items are all built within market, independent supply chains.
- Production assembly sites are distributed in Australia, China, US, Mexico, India & Taiwan should there be a need to shift supply points. All sites are prepared to support production should they be required to look at full product range.
- Diversity of suppliers exist so there is no (SPOF) Single Point of Failure in our supply chain
- Standard due diligence of suppliers ensures all suppliers have their own BC/DR plans to support our service. We have rights to access the BC plans of all suppliers and any internal/external audit of the said plans
- Standard T&C’s which allows us to monitor stock levels and have in place early warnings of issues

The defined thresholds (See Table A) in our BCP/DR determine that should we fall below a certain stock volume we need to initiate pre-agreed remedial action (Proactive approach) i.e. move components globally to where we need them, trigger re-orders/top ups/ or move to an alternate supplier/we reposition key support staff.

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Strategy Actions

Incident	Strategy
Denial of supply from Primary manufacturing supply line	Shift to secondary supply line
Denial of access to local Warehouse buildings	Ship direct from supplier
Denial of access to Admin Buildings	Staff remote access systems – Work from Home
Denial of access to a Service provider (Table A1)	Alternate suppliers Ship from alternate locations

F – Responsibilities

	Lead	Mechanism
Staff accounting	HR	Telephone cascade from staff to management, consolidated by HR.
Client Liaison	Sales Managers (regional)	Client telephone list retained off site by sales leads per region, CMT will agree priority order based on project or BAU deliverable urgency
Building access, liaison with agents and Authorities	CFO	CFO to manage directly with agents and authorities as required with input from CMT.
Technology status reporting	IT manager	IT manager to manage as required with input from CMT.
Liaison with Suppliers	COO	Telephone cascade to key suppliers against priority deliverables
Media management (G)	Chief of staff	Single, consistent varied message to meet the needs of Internal / External Social Media

G – Media handling

Important - Media handling

If you are approached for press or media for comment during an incident refer all enquiries to:

Name: Lucy Ohlsson **Mobile** +61 405 297 743 **Work** +61 2 9699 3122

H- Standard Agenda

Item	Detail	Assigned
1.	Summary and initial assessment	CMT
2.	Staff welfare <ul style="list-style-type: none"> Staff accounting / Employee Assistance Program (EAP) Work from home / Emergency Hot line Recovery site 	HR
3.	Current state assessment – all BU's <ul style="list-style-type: none"> Current exposures Recommendations 	COO
4.	Update from Resolution teams <ul style="list-style-type: none"> Technology <ul style="list-style-type: none"> Availability Integrity / Potential data loss Recommendations (DR) Building <ul style="list-style-type: none"> Availability Integrity Recommendations (Alt site) Supplier 	CTO / IT Manager & CFO
5.	Revised operating model <ul style="list-style-type: none"> Existing Business / New Business Opening hours 	COO
6.	Priorities	CMT
7.	Client Communications <ul style="list-style-type: none"> Messages (Drafting / Approval) Tiering 	Sales Manager
8.	Next meeting / Time / Attendees	CMT

As a guide CMT will meet on the hour, Business and Resolution teams will meet on the half hour to ensure CMT members are fully briefed prior to CMT

A1 – Service / Component Providers

Service OR Component	Provider	Alternate
Screen	Primary	Samsung Mexico
	Secondary	Samsung Korea / Vietnam
Media Player	Primary	Seneca US / China
	Secondary	MSI Taiwan
Steel, Aluminium, Paint / Powder coat, LED, Others	Primary	China and Mexico
	Secondary	Japan, Taiwan, India, US and Australia

Testing Calendar 2020

Date	Test	Assurance
Quarterly	Dynamic Incident response	Event resulting in CMT. Formal PIR reference.
Monthly	Telephone cascade	All senior staff have all staff contacts stored in their mobile phones
Quarterly	Dynamic Incident response	Evacuation and staff accounting
Bi-annually	Dynamic Incident response	50 (x2 total 100 staff) staff working from home to test capacity and performance of remote access capability
Quarterly	IT application test	As part of IT change management
Quarterly	Executive Desktop	Scenario based exercise against revised BCP's