EXPRESIA〉

Business Continuity

Standard Document

Version 1

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1. Introduction

Backbone is committed to maintaining business continuity in the event of a disruption to our Expresia SaaS DXP operations. The Expresia platform is critical to the success of our business and to the success of our customers' businesses. Therefore, we have established a Business Continuity Management (BCM) program to ensure that we can continue to provide our services in the face of unexpected disruptions.

Our BCM program includes comprehensive plans, procedures, and resources to minimize the impact of disruptions and enable us to quickly and effectively recover our SaaS DXP operations. The program is based on industry-standard frameworks and best practices and is regularly reviewed and tested to ensure its effectiveness.

We are committed to maintaining open communication with our customers during any disruptions and to working closely with them to minimize the impact on their businesses. We understand the importance of our platform to our customers and will make every effort to ensure that our services remain available and reliable, even in the face of unexpected challenges.

This policy statement demonstrates our commitment to ensuring the continuity of Expresia operations and our dedication to providing reliable and high-quality services to our customers. It sets the tone for the rest of the business continuity standard document and should be communicated clearly to all stakeholders, including employees, customers, and partners.

2. Risk Assessment

2.1. Cybersecurity Risks

Description: Expresia operates as a SaaS service, making it susceptible to cybersecurity risks such as cyber-attacks, data breaches, and system disruptions. Threat actors may attempt to exploit vulnerabilities in the system to gain unauthorized access, steal sensitive data, or cause service disruptions.

Impact: Successful cyber-attacks could result in a breach of user data, loss of intellectual property, system downtime, and reputational damage. The potential impact of cybersecurity risks could be severe and have long-lasting consequences.

2.2. Data Privacy Risks

Description: Expresia collects and stores user data, making it subject to data privacy regulations like GDPR and CCPA. Non-compliance with these regulations could lead to legal consequences, fines, and reputational damage.

Impact: A data breach or unauthorized access to user data could result in a loss of customer trust, legal liability, and financial loss. Ensuring compliance with data privacy regulations is crucial to minimize potential risks and protect the company's reputation.

2.3. Infrastructure Risks

Description: Expresia's services depend on its infrastructure. There is a risk of hardware or software failure, p

Power outages, and natural disasters that could disrupt the service.

Impact: Infrastructure failure could result in downtime, lost revenue, and damage to the company's reputation. Regular maintenance, backup systems, and disaster recovery plans are necessary to minimize the impact of infrastructure risks.

2.4. Third-party Risks

Description: Expresia may rely on third-party vendors for services like hosting, payment processing, and customer support. There is a risk that these vendors may fail to deliver their services or may experience a security breach.

Impact: Vendor failures could lead to downtime, lost revenue, and reputational damage. Ensuring third-party vendors have adequate security measures and backup systems in place is critical to minimizing potential risks.

2.5. Human Risks

Description: Expresia's employees are responsible for operating and maintaining the system. There is a risk of employee error or malicious intent that could compromise the system's security or cause downtime.

Impact: Human error or malicious intent could lead to data breaches, downtime, and reputational damage. Providing employees with adequate security training and access controls, monitoring access to critical systems, and implementing security best practices are necessary to minimize human risks.

3. Recovery Strategy

In the event of a disruption, the following recovery strategy will be implemented to ensure the continuity of Expresia's business operations:

3.1. Activate the Business Continuity Plan

The designated personnel responsible for activating the business continuity plan will be notified of the disruption and will coordinate the response effort. The plan will be activated according to the established communications plan and timelines detailed in this document.

3.2. Data Restoration from Offsite Backups

In the event that data restoration is required, offsite backups will be retrieved and restored to the designated recovery environment. The data will be verified for completeness and accuracy to ensure that all critical data is restored.

3.3. Infrastructure Rebuild Using Infrastructure as Code Solutions

The infrastructure as code solutions employed by Expresia, such as AWS CloudFormation and Ansible, will be used to rebuild the necessary infrastructure components. The automation scripts and templates will be executed to ensure that the infrastructure is provisioned quickly and accurately.

3.4. Restored System Validation

The restored system will be validated to ensure that it is functioning properly. The recovery team will conduct a series of tests and simulations to confirm that the system is fully functional and operational.

3.5. Communicate with Customers and Stakeholders

The recovery team will communicate with customers and stakeholders to provide regular updates on the recovery status as detailed in this document. The communication must remain clear, concise, and transparent to minimize confusion and mitigate any concerns.

3.6. Resumption of Operations

Once the system has been validated and the communication plan is in place, the system will be ready to resume operations. The recovery team will monitor the system closely to ensure that it remains stable and fully operational.

4. Plan Maintenance and Testing

Expresia is committed to maintaining an up-to-date Business Continuity Plan (BCP) and testing it regularly to ensure that it is effective and can be executed successfully in the event of a disruption. The BCP will be reviewed and updated at least once a year to ensure that it remains relevant and appropriate for our organization.

4.1. Roles and responsibilities for Maintenance and Testing

The Chief Product Officer is responsible for overseeing the maintenance and testing of the BCP. The BCP team, consists of:

- Expresia Technical Lead
- Expresia Director of Infrastructure
- Expresia Security Officer

- Expresia Technical Marketing Specialist
- Backbone Head of Human Resources

This personnel is responsible for reviewing, updating, and testing the plan. The plan approval and escalation instances are the Chief Product Officer, the Chief Technology Officer and the Chief Executive Officer

4.2. Review and update process

The BCP will be reviewed and updated annually or when significant changes to the organization or operations occur. The review process will include a risk assessment to identify potential threats to the Expresia operations, and any necessary updates to the BCP will be made based on the findings of the assessment.

An associated change management process includes documenting the change, assessing the impact of the change, obtaining approval from the Technical Lead, and implementing the change.

Substantial changes in the BCP will also trigger Training and Awareness measures such as written communications, asynchronous informational activities or synchronous informational alignments.

4.3. Testing and validation

The BCP will be tested at least once a year to ensure that it is effective and can be executed successfully in the event of a disruption. The testing process will include a scenario-based exercise that simulates a disruption to Expresia operations. The BCP team will document the results of the testing and make any necessary updates to the plan based on the findings.

Documentation and record-keeping: All documentation related to the BCP, including review and update documentation, change request records, and testing results, will be maintained and stored in the Expresia central file under the Security folder structure.

5. Roles and responsibilities

As defined in the Plan Maintenance chapter, the BCP team includes:

1. Chief Product Officer: Responsible for overseeing the maintenance and testing of the BCP, approving changes to the plan, and ensuring that the BCP is aligned with organizational objectives.
2. Expresia Technical Lead: Responsible for managing the BCP, coordinating the BCP team, and ensuring that the BCP is up-to-date and effective. Manages the day-to-day Expresia operations and ensures that the BCP is integrated into operational processes.
3. Director of Infrastructure: Responsible for ensuring that IT systems and infrastructure are resilient and can be recovered in the event of a disruption.

4. Security Officer: Responsible for ensuring that appropriate security measures are in place to protect Expresia and customer data during a disruption.
5. Expresia Technical Marketing Specialist: Responsible for managing internal and external communications during a disruption, ensuring that stakeholders are informed and updated on the status of operations.
6. Head of Human Resources: Responsible for ensuring that employee safety and well-being are prioritized during a disruption, and that appropriate policies and procedures are in place to support employee onboarding, training and retraining on the plan's policies.
7. External Legal Counsel: Responsible for advising the BCP team on legal and regulatory requirements related to business continuity planning and response.

Escalation instances:

1. Chief Technology Officer: Responsible for ensuring that the technology infrastructure of Expresia is resilient and can be recovered in the event of a disruption. The CTO is responsible for working with the Technical Lead and Security Manager to ensure that IT systems and data are secure, backed up regularly, and can be restored quickly in the event of a disruption. The CTO plays a critical role in ensuring that the technology infrastructure is aligned with the BCP and can support the organization's recovery objectives.
2. Chief Executive Officer (CEO): The CEO is ultimately responsible for the overall success of Expresia, including its ability to survive and recover from a disruption. The CEO plays a critical role in ensuring that the organization is prepared for a disruption, and that the BCP is integrated into the organization's strategic objectives. The CEO is responsible for providing the necessary resources and support to the BCP team, and for ensuring that the BCP is regularly reviewed and updated to reflect changes in the organization's operations and objectives. The CEO also serves as the primary spokesperson for the organization during a disruption, and is responsible for ensuring that all stakeholders are informed and updated on the status of operations.

These key members of the BCP team will work together to ensure that the BCP is comprehensive and effective in the event of a disruption. They will collaborate to identify potential threats, assess risks, and develop strategies for response and recovery.

6. Communications plan

The BCP communications is aimed at ensuring that employees, customers, and other stakeholders are informed of any disruptions and how the company is responding.

6.1. Communication objectives

1. Ensure timely and accurate communication with all stakeholders during a disruption, including customers, employees, vendors, and regulators.
2. Minimize the impact of disruptions on Expresia's operations and reputation by providing clear and consistent information about the status of operations.

3. Foster trust and confidence among stakeholders by demonstrating that Expresia has a comprehensive and effective BCP in place.
4. Ensure that all employees understand their roles and responsibilities during a disruption, and are prepared to execute the BCP as necessary.
5. Provide regular updates to the BCP team and senior management on the status of operations, and any changes or updates to the BCP.
6. Continuously improve the BCP by soliciting feedback from stakeholders and incorporating lessons learned from past disruptions.

6.2. Communication channels

Internal Communication Channels:

- Slack: The BCP team and other relevant stakeholders will communicate through a dedicated Slack channel during a disruption. Regular updates will be provided on the status of operations, recovery efforts, and any changes to the BCP. The channel will be monitored by the Technical Marketing Specialist and other members of the BCP team.
- Email: The BCP team designated Communicator will use email to communicate with employees, department heads, and other relevant stakeholders. The email updates will provide detailed information on the status of operations and any changes to the BCP.

External Communication Channels:

- Email: Formal updates will be sent to clients via email, providing them with detailed information on the status of operations and any impact on their services. The email updates will be sent by the Technical Marketing Specialist, who will coordinate with the Director of Infrastructure, Security Officer, and the Chief Product Officer to ensure that the information is accurate and consistent.
- Social Media: Informal updates will be provided to the general public via social media. The updates will be posted on Expresia's official social media accounts and will provide general information on the status of operations and any changes to the BCP.

All communications will be reviewed and approved by the CEO or designated representative to ensure that they are accurate, consistent, and in line with Expresia's overall messaging and branding. In addition, regular drills and exercises will be conducted to test the effectiveness of the communication plan and identify any areas for improvement.

6.3. Communication protocol

- Upon identification of a true business disruption, the BCP team will be notified and the Chief Product Officer (CPO) will lead the response efforts.
- The CPO will immediately activate the BCP communication plan and establish a dedicated communication channel to coordinate and document all response activities.
- The communication channel will be set up on Slack, and all BCP team members, including the Expresia Technical Lead, Director of Infrastructure, Security Officer, Expresia Technical

Marketing Specialist, Head of Human Resources, CTO and CEO, will be invited to join the channel.

- The communication channel will be named #BCP-{description}-{date} and will be used to provide regular updates on the status of the business disruption, as well as to document all response activities.
- The CPO will work with the Expresia Technical Marketing Specialist to craft and distribute internal communications to all employees about the business disruption and its impact on the organization.
- If the business disruption is expected to have an impact on customers, the Expresia Technical Marketing Specialist will be responsible for crafting and distributing external communications to clients via email, outlining the steps being taken to address the issue and any impact on service availability. These communications will be approved by the CPO and, discretionally, by the CEO
- In the case of a major business disruption that affects the general public, the Expresia Technical Marketing Specialist will also be responsible for crafting and distributing external communications via social media platforms to provide updates to stakeholders and the public. These communications will be approved by the CPO and, discretionally, by the CEO
- The CPO, CTO and CEO will evaluate the need to involve the External Legal Counsel to ensure that all external communications are compliant with any relevant legal or regulatory requirements.
- The CTO and Director of Infrastructure will work together to identify and implement any necessary technical fixes or workarounds to mitigate the impact of the business disruption.
- The Head of Human Resources will be responsible for communicating with employees to ensure their safety and well-being during the business disruption.
- The CEO will serve as the primary spokesperson for the organization during the business disruption and will work closely with the CPO and other BCP team members to ensure that all stakeholders are kept informed of the status of operations.
- Once the business disruption has been resolved, the BCP team will review and document the response efforts in a Correction of Errors (COE) document. The COE document will be stored in a secure location and will outline what happened, how the disruption was resolved, and how the organization plans to prevent similar disruptions in the future.
- The BCP team will also review the effectiveness of the communication protocol and identify any areas for improvement, with the goal of ensuring that the organization is better prepared to respond to future business disruptions.

6.4. Stakeholder identification

Internal stakeholders:

- BCP team members
- All employees of Expresia and Backbone Global
- Expresia Technical Team staff

External stakeholders:

- Customers of Expresia
- Vendors and suppliers of Expresia
- Business partners of Expresia
- Investors and shareholders
- Regulators and government agencies
- Local emergency responders
- Media outlets and the general public

6.4. Escalation procedures

In the event of a business disruption, the BCP team will be responsible for coordinating the response effort and providing updates to stakeholders. The Expresia Technical Marketing Specialist will be the primary point of contact for internal and external communication, and will coordinate with other members of the BCP team as necessary.

Technical Lead and Resolving Engineers: The Technical Lead and Resolving Engineers will be responsible for providing technical updates on the status of the disruption and any efforts being made to resolve it. They will communicate through the designated incident slack channel.

Executive Escalation: If the BCP team is unable to effectively manage the business disruption or requires additional support, the CEO will be notified. The CEO will be responsible for providing additional resources and support as needed, and will communicate with external stakeholders as necessary.

Client Notification: If the business disruption affects client services, the Expresia Technical Marketing Specialist will notify the relevant clients via email as soon as possible. The notification will include an explanation of the disruption, an estimated time for resolution, and any potential impact on client services.

Public Notification: If the business disruption affects public-facing services, such as the Expresia website or social media accounts, the Expresia Technical Marketing Specialist will notify the public via social media and other appropriate channels. The notification will include an explanation of the disruption and an estimated time for resolution.

Legal and Regulatory Compliance: The CPO, CTO and CEO will evaluate the need to involve the External Legal Counsel. The External Legal Counsel will be consulted in the event of a business disruption to ensure that the organization is in compliance with all legal and regulatory requirements related to business continuity planning and response. They will advise on any necessary communications with regulatory agencies or other external parties.

Overall, the communication plan escalation procedures will ensure that all stakeholders are informed and updated on the status of the business disruption, and that the BCP team has the necessary support and resources to effectively manage the response effort.

7. Training and awareness

All employees who have a role in executing the BCP will be trained on the plan and their specific roles and responsibilities. The training will be conducted annually or when significant changes to the plan occur. Some key training and awareness activities include:

1. Tabletop Exercises: Tabletop exercises are simulation exercises that involve the BCP team and other relevant stakeholders in a hypothetical scenario. These exercises allow the team to practice their response to a disruption and identify any gaps or weaknesses in the plan.
2. Training Sessions: Training sessions will be conducted periodically, no less than twice a year, to educate the BCP team and larger organization on their roles and responsibilities during a disruption. These sessions can cover topics such as incident response, communication protocols, and recovery strategies.
3. Reviews and Updates: The BCP team will conduct quarterly reviews of the plan to ensure that it is up-to-date and aligned with the organization's objectives. Any updates or changes should be communicated to the BCP team and the larger organization, and training may be necessary to ensure that everyone is aware of the changes.
4. External Training and Certifications: The BCP team members can attend external training courses and obtain relevant certifications to enhance their knowledge and skills in business continuity planning and management. Backbone leadership will assess training opportunities on a case by case basis.
5. Post-Incident Review: After a disruption, the BCP team should conduct a post-incident review to evaluate the effectiveness of the plan and identify any areas for improvement. The results of this review should be communicated to the larger organization, and training may be necessary to ensure that everyone is aware of the lessons learned.

All employees will also receive at least quarterly communications and reminders regarding the BCP and their roles and responsibilities. These Awareness campaigns can be used to raise awareness about the BCP and its importance among employees and other stakeholders. These campaigns can include posters, newsletters, and other communication materials. Campaigns will be a coordinated effort with Backbone's Operations and Marketing departments.

By implementing a comprehensive plan maintenance and testing process, Expresia will ensure that our BCP remains relevant, effective, and ready for execution in the event of a disruption. The BCP team will work together to ensure that the plan is reviewed, updated, and tested regularly, and that all employees are trained and aware of their roles and responsibilities. This will enable us to respond to and recover from unexpected disruptions quickly and efficiently, minimizing the impact on our business and customers.