



KEY INSURANCE
COMPANY LIMITED

**DAMAGE ASSESSMENT
TEAM PLAN**

BUSINESS CONTINUITY PLAN – DAMAGE ASSESSMENT

NOTE: IN CASE OF AN ACTUAL EMERGENCY, TURN DIRECTLY TO SECTION 2

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VERSION CONTROL

The table below shows version control for this document.

TITLE	DAMAGE ASSESSMENT PLAN		
VERSION No.	202011	CLASSIFICATION	BCP
APPROVAL	Board of Directors	APPROVAL DATE	November 12, 2020
EFFECTIVE DATE	November 16, 2020		

REVISIONS

Version	Date	Section	Details of Changes in this Revision
Version 1.1	November 2022	All sections	Updating Contact Listing for all teams

TEST HISTORY

Date	Test Focus	Actions

PURPOSE

The purpose of the Damage Assessment Team (DAT) plan is to prepare a preliminary damage assessment report followed by a more detailed assessment report. These reports give the Command Recovery Team the information they need to make informed decisions about the areas affected, the extent of the damage and the type of alert to be activated.

The Damage Assessment Team Plan provides support to the local¹ Incident Team Leader (ITL) as the DAT Head is the first point of contact. The DAT Head provides technical guidance to the RD so that the RD may arrive at a decision on the type of alert or whether a disaster should be declared. The DAT head continues to provide information and support to the RD to support the activities of the Command Team.

The Damage Assessment Team Plan provides high-level guidance and should only be used as such. Users must apply judgment on the appropriate extent of its application based on the circumstances and the nature of the incident. The intention of the overall plan is to complement, not to replace, emergency and security procedures that already exist.

The following documents will serve to assist the Command Recovery Team in coordinating and managing the recovery effort:

- Information and Communications Technology Disaster Recovery Plan
- Individual Department Recovery Plans
- Emergency Response Procedures
- Business Continuity Policy and Group Corporation Communications Policy
- Information Security Policy
- Disaster Preparedness and Emergency Response Plan

¹ Local meaning the specific location being affected. This could therefore be a branch, a department etc.

DEFINITIONS AND ROLES

Disaster

A disaster can be described as a sudden event or circumstance that impacts, or is likely to significantly impact, Key Insurance commercial prospects and/or reputation. A disaster situation occurs when an incident escalates beyond our capacity to deal with normal business disruptions and has the potential to disrupt critical business functions or services such as:

- Loss of, or significant damage to infrastructure
- Loss of, or serious injury to people/employees
- Loss of, or significant damage to information technology & telecommunications (including voice communications)

Disaster Declaration

The Recovery Director (RD) or his² designate, along with at least one other member of the Command Recovery Team, is empowered to determine whether an event is merely an incident or a disaster. This determination is based on information received about the event from the Head of the Damage Assessment Team (DAT) or the GK Group Disaster Preparedness Committee. If the information is inconclusive additional information can be requested until a determination can be made.

Communicating A Disaster

Upon determination of a disaster, the RD informs the Head of the Communications Team that a disaster has been declared who would then inform the other recovery team leaders (if they are not physically present with the RD) to initiate their relevant recovery plans.

The Group Corporate Communications (GCC) on the Command Team will also provide guidance in terms of the method of communication to the internal network and external stakeholders.

Team Roles & Leadership Responsibilities

The individuals and teams described below will work together under the leadership of the Recovery Director to KEY Insurance's business in the event of a disaster.

Executive Sponsor

The Chief Executive Officer (CEO) for GKFG is the executive sponsor for this Damage Assessment Plan. The role of the executive sponsor is geared towards lobbying for resources, and is the main point of contact with the GraceKennedy Disaster Recovery Team.

² His refers to both male or female, depending on the context

Recovery Director

The Recovery Director (RD), or the alternate, leads the overall recovery effort and communicates regularly with the Damage Assessment Team (DAT) Leader in terms of the nature of the incident and with other team leaders in terms of the activities of their departments and their plans. The RD keeps in touch with the DAT Leader until enough information is gathered in order that a declaration of the nature of the incident can be made to internal and external stakeholders.

BCP Champion

The role of the Champion is to lead on all initiatives relating to the updating of the documents, ensuring the systems are in place for the execution of BCP and lead the dialogue around ensuring compliance from both an internal and external standpoint. The Champion is the liaison with the Group Security and Corporate Risk departments. Kimar Findlater will be assigned as the BCP Champion for Key Insurance.

Pandemic Coordinator

The role of the Pandemic Coordinator is encapsulated into that of the BCP Champion as noted above, with primary responsibility as follows:

- Coordinate the efforts to have pandemic checklist completed,
- Share information with management and staff,
- Enforce the requirements of the GK Pandemic Guidelines, as well as Key BCP
- Share the changes in the alert phases.

Incident Team Leader (Local)

The Incident Team Leader (ITL), or the alternate, is responsible for coordinating with the local emergency services and for contacting the DAT Leader in order to provide notification of the incident at the affected site. This communication is to be done as soon as possible. The ITL should remain in touch with the DAT Leader and the emergency services and act under their guidance. The ITL will be someone who is an employee who is normally based at the site, before it got damaged. Nevalda Deans will be the current Incident Team Leader for Key Insurance. The alternate to Nevalda Deans is Ziggy Shirley.

Damage Assessment Team & Its Leader

The Damage Assessment Team (DAT), under the guidance of its leader, will coordinate and direct the ITL, as well as liaise with emergency services and other public authorities at the time of an incident. The DAT Leader will also update the RD on the nature of the incident and will coordinate and provide the required technical leadership to the RD. The DAT will prepare a preliminary damage assessment report followed by a more detailed assessment report on the nature of the incident. These reports give the RD the information needed to make informed decisions (including disaster declaration) based on the areas affected and the extent of the damage. Andrew Dunkley is the Damage Assessment Team leader.

Command Recovery Team

The Command Recovery Team (CRT) has overall responsibility for the entire recovery effort and will therefore lead the management and control of the recovery operations. The team should comprise of key team leaders from various departments of the company and is led by the RD. The RD will work very closely with all other recovery team heads. The Recovery Director or his designate and at least one other member of the Command Recovery Team have the authority to declare a disaster or other appropriate alerts.

The RD is ultimately responsible for ensuring that all key decisions are logged and that the Board and other key stakeholders are kept informed of the recovery effort. The Command Recovery Team will remain in operation until the disaster situation returns to normal.

Communications, Human Resources (HR) & Administration Team

This team supports the overall business recovery operations by providing assistance with all the administrative functions and supplying and maintaining an environment for the recovery to proceed smoothly. Specifically, the team will:

- Assist the Communications team in contacting key stakeholders such as team leaders, Board members et al
- Assist with accounting for injured staff and contacting next of kin
- Arrange mail and courier services
- Assist with the transportation of staff to the recovery locations
- Assist with the filing of insurance claims
- Arrange for additional staff, office equipment and space as required

The business executive in charge of the HR department will also ensure that once a disaster has been declared that the other members of the HR department will focus on the restoration of the department's key business processes that were ranked as critical, vital and necessary.

This team acts under the guidance of the GCC in obtaining specific information surrounding the company's stakeholders who may include:

- Employees
- Media
- Customers
- Public
- Regulatory Bodies
- Jamaica Stock Exchange
- Members of the Boards of Directors

The team also acts under the guidance of the GCC to ensure that each stakeholder group receives the necessary accurate information in a timely manner³. The business executive in charge of Group

³ Timeliness will have to be determined at the time of the disaster.

Corporate Communications (GCC) will also ensure that once a disaster has been declared that the other members of the GCC will focus on the restoration of the department's key business processes that were ranked as critical, vital and necessary.

Information and Communications Technology (ICT) Team

The ICT Team should develop a quick understanding (through coordination with the DAT Leader) of what damage may have been done to key IT infrastructure, including data and voice, with a view of doing everything possible to ensure that the business users are least affected and key IT services are restored within the shortest possible time.

Once the IT environment has been restored either at the primary or alternate sites, the business executive in charge of ICT will also ensure that other members of the ICT department will focus on the restoration of the department's other key business processes that were ranked as critical, vital and necessary.

Team Leaders (Departmental or Branch Level)

The Team Leader has the objective of ensuring that his/her team members carry out the execution of the critical, vital and necessary business processes once the staff have been relocated to the alternate site. The team leader is likely to be the "second in command" i.e. the level below the executive in charge of the department.

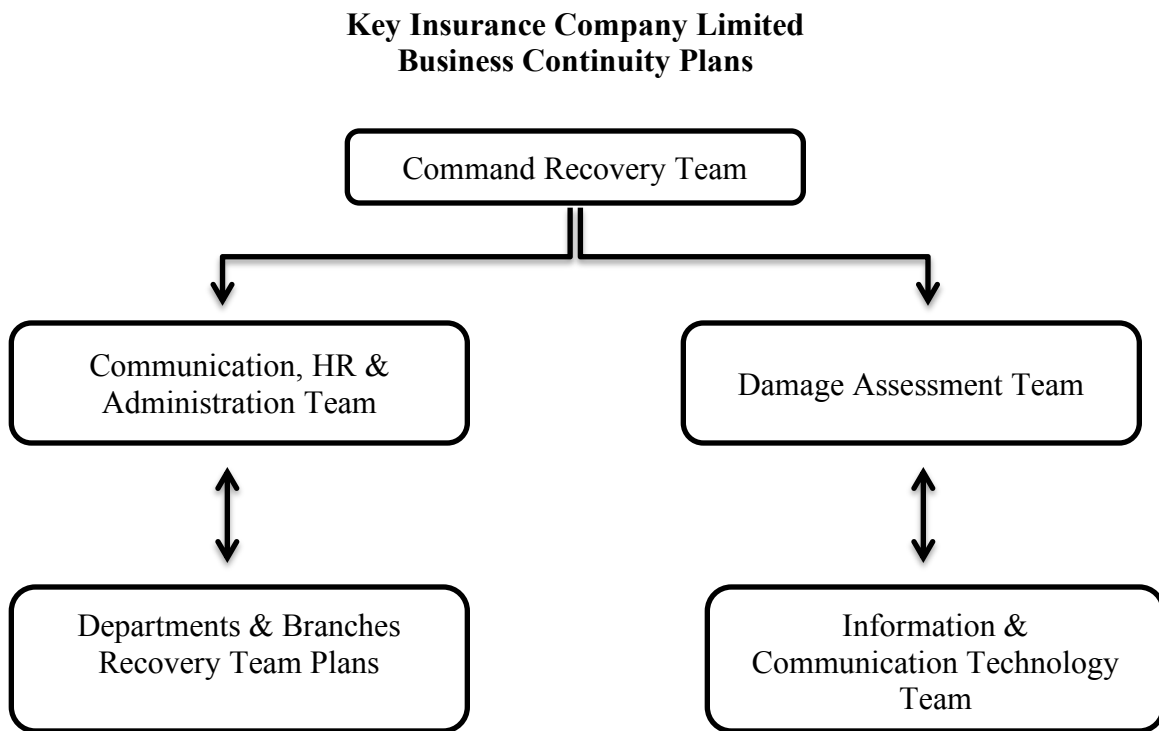
Team Members (Departmental or Branch Level)

Team members are the persons that naturally work in the departments and will be ones required to continue the business at the alternate site under the guidance of the Team Leader. Team members are expected to follow the instructions of the Team Leader. Some team members will be sent home after the declaration of a disaster but could be recalled at a later time depending on the nature of the disaster and the length of time normal activities have been disrupted.

BUSINESS RECOVERY STRUCTURE

The Business Continuity effort is based on a Command Recovery Team leading the recovery. The crisis management and business recovery strategies are the responsibility of the Command Recovery Team led by the Recovery Director. The individual business unit recovery teams will invoke their individual plans and act as directed by the Command Recovery Team.

Business Recovery Organization Chart



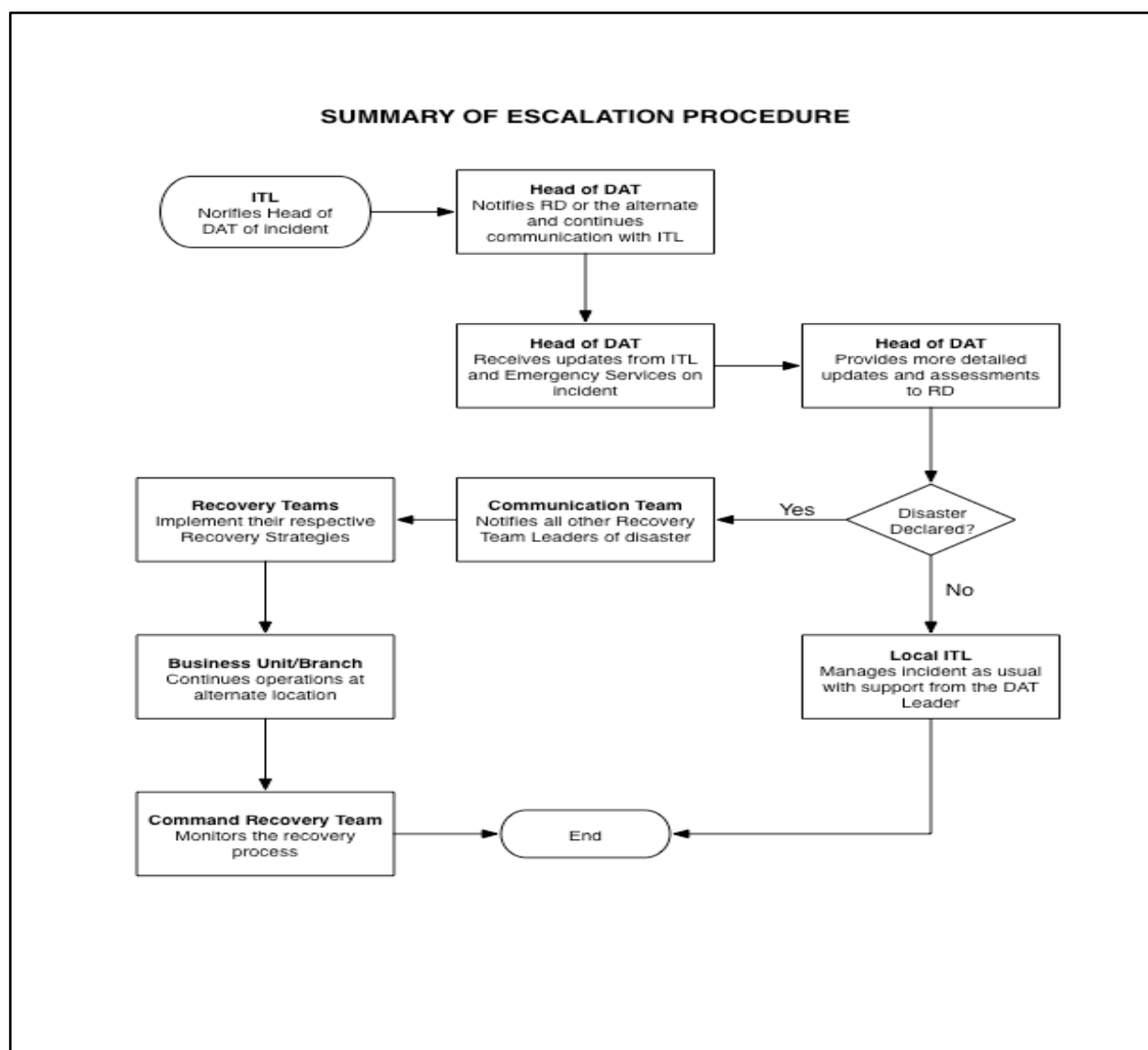
Recovery Teams

A summary of the processes/functions of the various teams included in the structure above is shown in the table below.

Recovery Teams	Functions
Command Recovery Team	<ul style="list-style-type: none"> ▪ Control of immediate crisis situation ▪ Direct overall recovery strategy ▪ Direct activation of individual departmental team recovery plans ▪ Monitor individual recovery team activity ▪ Assume control until acceptable service levels are resumed ▪ Maintain log of all major decision points and actions
Damage Assessment Team	<ul style="list-style-type: none"> ▪ Prepare damage assessment report in consultation with relevant authorities and report to the Command Recovery Team (emergency services – note there should be only one point of contact with emergency services)
Communication, Human Resources & Administration Team	<ul style="list-style-type: none"> ▪ Develop and execute communications strategies for: <ul style="list-style-type: none"> ✓ Employees ✓ Media ✓ Customers/clients ✓ Public ✓ Regulatory Bodies ✓ Jamaica Stock Exchange ▪ In consultation with the approved security company provide security logistics ▪ Contact the alternate locations and put them on alert that the staff at the affected locations may need the facilities ▪ Identify and ensure resource for office equipment are sourced ▪ Manage insurance company and claims ▪ Identify and account for injured staff and contact next of kin ▪ Arrange for additional staff to meet operational needs due to the disaster (regular staff may be injured etc.) ▪ Arrange for counselling services for staff if required
Information Technology & Communications (ICT)	Restore and perform the following: <ul style="list-style-type: none"> ▪ Mission critical computer applications, based on their RTOs ▪ Restore connection to alternate site ▪ Restore data from tape or other means ▪ Provide user support ▪ Manage vendors ▪ Restore telephone service or redirect to another line

ESCALATION

- In the event of an incident, the Command Recovery Team leader (i.e. the Recovery Director (RD)) or his alternate should be notified immediately.
- Based on the information received by the RD from the Team Leader at the site of the incident, as well as intelligence from the Damage Assessment Head, a decision may be made about the type of alert⁴ to be sent out to the command team members and all other teams.
- The diagram below shows pictorially the steps (i.e. escalation procedures) that could be taken immediately after a major event at Key Insurance.



⁴ The GraceKennedy Group will be required to develop an Alert system, as part of its emergency response planning. The system should have different alerts (with each alert having its own distinct meaning and related action).

SECTION 2

DAMAGE ASSESSMENT TEAM (DAT) RESPONSIBILITIES

This team is responsible for the following:

- Preparing the damage assessment report(s) in consultation with the relevant authorities and reporting to the Command Recovery Team
- Provides support to the local Incident Team Leader (ITL) as the DAT Head is the first point of contact. The DAT Head provides technical guidance to the Recovery Director (RD) so that the RD may arrive at a decision on the type of alert or whether a disaster should be declared.

Team Structure

The membership of this team should come from persons with varying technical backgrounds. We will also receive support from Group Security and GKFG IT. The size of the team should also be manageable.

Role	Primary	Alternate ⁵
Damage Assessment Team Leader:	Andrew Dunkley	Ricardo Gordon (Incident Team Lead)
	Stuart Andrade	
	Ricardo Gordon	
	Juma Francis	

DAMAGE ASSESSMENT TEAM RECOVERY TASKS

The following tasks represent a summary of the key activities to be performed by the DAT in supporting the recovery effort:

	Team Tasks & Activities	Liaise With	Done
1	Upon notification of an outage/incident, the DAT team leader should make contact with the location and specifically the Incident Team Leader.	ITL	
2	Contact the RD, give a preliminary report and agree on communication pattern.	RD	
3	Following the above, the team members will assemble at an agreed location and then proceed to the damaged site.		
4	Begin the task of assessing damage to the building, vault, computer room, office equipment etc. Use the Damage Assessment Checklist to record details of damaged areas and other relevant information that is reasonably expected to be included based on the judgement of the DAT.	Appendix A / Public Authorities / HR & Admin Team / ICT (<i>for computer equipment damage</i>)	
5	Estimate the likely downtime based on the information from the DAT Team (which should include an IT representative). Estimate the likely time to restore business processing at the damaged locations.	Command Team / ICT team / ITL	
6	File Initial Damage Assessment Report(s) with the Command Recovery Team and communicate with the RD as required by the RD until number 7 below can be accomplished.	Command Recovery Team / ITL	
7	Complete Detailed Damage Assessment Report after further observation and discussion with emergency services representatives.	Appendix B	
8	Coordinate with the public authorities (fire department, police etc) the physical security arrangements for the damaged site.	Security Services Unit	
9	Contact a security company, where necessary, and arrange for protection of the damaged site.	Appendix I / Security Services Unit	
10	If it is safe to do so, proceed to the vault and cabinets in the damaged site and confirm the status of physical securities and other important documents.	Command Recovery Director	
11	Retrieve these vital records and arrange with the Administration team for the transportation of these items to the alternate location.	HR and Administration Team	

BUSINESS CONTINUITY PLAN – DAMAGE ASSESSMENT

	Team Tasks & Activities	Liaise With	Done
12	Make a listing of all records moved from the vault (this process is to be overseen by the Unit Head / Unit Representative.	Command Recovery Team	
13	Determine if any of the vital records have been damaged and whether they may need to be treated (this process is to be overseen by the Unit Head or other appropriate nominee).	Command Recovery Team	
14	Assist in the process of relocating to a new location or rebuilding the damaged site by consulting with the Command Recovery Team.	Command Recovery Team / Admin Team	
15	Report the status of the DAT activities to the Command Recovery Team on an on-going basis over the course of the recovery effort.	Command Recovery Team	
16	Notify Reinsurers of losses within 24 hours of event	Command Recovery Team	

APPENDIX A – PRELIMINARY DAMAGE ASSESSMENT CHECKLIST

Damage Assessment Checklist		
Completed by:	Completion date:	Completion time:
Name of Damage Assessment Team Leader:		
Name of Damage Assessment Team Members:		
Call reported by:	Date of the call:	Time of the call:
Address of the disaster:		
Access to Site Allowed or Disallowed?		
If disallowed – estimated time by which entry will be allowed:		
Affected Area:	Estimated down time	Comments
Floor 1		
Floor x		
Staff Injured / Death		
Name	Position	Condition
Comments of Police:		
Comments of Fire Department		

APPENDIX B - DETAILED DAMAGE ASSESSMENT REPORT

DETAILED DAMAGED ASSESSMENT CHECKLISTS

MASTER CHECKLIST

Completed By:..... Date:..... Time:

Tasks	Yes	No	Date	Time
1. Building checklist completed				
2. Computer & Communication system:				
a) Hardware Checklist completed				
b) IT Processing Checklist completed: and				
c) Communications Checklist completed				

APPENDIX C - DETAILED DAMAGE ASSESSMENT REPORT

BUILDING CHECKLIST

Completed by: Date:..... Time.....

Estimate when the damaged facility will be available for use – in conjunction with insurance

- | | |
|--|----------------------------|
| 1. Electrical power supply available? Yes/No | Estimated time to restore? |
| 2. Air conditioning available? Yes/No | Estimated time to restore? |
| 3. Communications available (data & voice)? Yes/No | Estimated time to restore? |
| 4. Condition of computer room: usable or unusable? | Estimated time to restore? |

Comment on state of:

Walls _____

Ceiling _____

Equipment _____

5. Water damage:

- Describe which sections of the building are affected and the extent of the damage:

- State if the computer room is affected and the extent of the damage:

6. Smoke Damage:

- Describe which sections of the building are affected and the extent of the damage:

- State if the computer room is affected and the extent of the damage:

7. Building structure:

- Indicate if damage to the structure has resulted in the structure being safe or unsafe, and the expected time to re-occupy the building:

Other damage: _____

8. Conclusion:

APPENDIX D - OFFICE EQUIPMENT & COMPUTER HARDWARE CHECKLIST

Completed by: _____ Date: _____ Time: _____

Location: _____

Device Name	Serial No	Damaged		Repairable			Lead Time to Acquire
		Yes	No	Yes	No		

Conclusion:

APPENDIX E - IT PROCESSING CHECKLIST

Completed by: _____ Date: _____ Time: _____

Location: _____

SOFTWARE AND DATA

Systems software destroyed:

Application software destroyed:

Application data destroyed (take into account the date of last off-site backup):

Can the damaged systems be recovered? Yes _____ No _____

Length of time to recover back to point of disruption: _____

Estimated time to complete recovery _____

ON-SITE BACKUP

Are the on-site backup tapes usable? Yes _____ No _____

CONCLUSION: _____

APPENDIX F - TELECOMMUNICATIONS CHECKLIST

Completed by: _____ Date: _____ Time: _____

Location: _____

Essential Infrastructure	Damaged		Time to repair
	Yes	No	

Conclusion:

APPENDIX G – CONTACT LISTING FOR RECOVERY TEAM MEMBERS

Job Function And Name	Phone	Alternate	Phone
Command Recovery Team:			
Tammara Graves-Hucey (Recovery Director)	876-863-2045	Andrew Dunkley	876-550-7965
Andrew Dunkley	876-550-7965		
Paula Williams	876-414-9341		
Carlene Isaacs	876-878-2462		
Stuart Andrade	876-577-9899		
Kimara Findlater - GKFG	876-499-3081		
Damage Assessment Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Stuart Andrade	876-577-9899
Stuart Andrade	876-577-9899		
Ricardo Gordon	876-579-0781		
Juma Francis	876-808-5895		
Communications, HR and Administration Team:			
Kaydene DeSilva (Team Lead)	876-841-3547	Carlene Isaacs	876-878-2462
Carlene Isaacs	876-878-2462		
Shelly-Anne Williams	876-553-5994		
ICT Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Demar Wisdom	876-482-1940
Demar Wisdom	876-482-1940		
Matthieu Thomas	876-878-6080		

APPENDIX H - TRANSPORTATION COMPANIES AND ACCOMMODATION

COMPANY NAME - Island Car Rental
LOCATION - 17 Antigua Avenue, Kingston 10, St. Andrew
CONTACT PERSON - Cecile Pennycoke
Office: 876-926-8861
Alternate Office: 876-926-8012

APPENDIX I - EMERGENCY SERVICES LISTING

SERVICE	PHONE NUMBER
FIRE STATIONS	
Jamaica Fire Brigade Headquarters 8 Ocean Boulevard, Kingston	876-967-1268
Half-Way-Tree Fire Station Maxfield Avenue, Kingston 10	876-922-2122 876-926-8165
Portmore Fire Station Portmore Parkway	876-988-7488
Montego Bay Fire Station 1 Almond Way, Freeport	876-952-2311
Mandeville Fire Station Brigade Crescent	876-962-2588
HOSPITALS	
Kingston Public Hospital North Street, Kingston	876-922-0210 876-922-0530-1 876-922-0227-9
Andrew's Memorial 27 Hope Road, Kingston 10	876-926-7401 876-960-1004-5 876-960-3222
Medical Associates Hospital and Medical Centre 18 Tangerine Place, Kingston 10	876-926-1400
University Hospital of the West Indies Mona, Kingston 7	876-927-1620 876-927-1637
Nuthall Memorial Hospital 6 Caledonia Avenue, Kingston 5	876-926-2139
POLICE	
New Kingston Police Station	876-926-3508
Cross Roads Police Station	876-926-6657
Half Way Tree Police Station	876-926-8184-5/7129
EMERGENCY MANAGEMENT	
Office of Disaster Preparedness & Emergency Management 2-4 Haining Road, Kingston 5	876-906-9674
AMBULANCE SERVICE	
SureTime Emergency Medical Services 10 Trafalgar Road, Kingston 5	876-906-7873
Ambucare Ambulance Service 204 Mountain View Avenue, Kingston 6	876-978-2327 876-978-6021 876-978-8253 876-927-5337
BUILDING SECURITY	
Marksman Security 14 Balmoral Avenue, Kingston 10	876-926-3600

APPENDIX J - COMMAND CENTRE LOCATIONS

In the event that the command centre is required, the Recovery Director will establish it at one or more the following locations as outlined in the table below or any other location determined. The selection of one of the listed locations as the Command Centre is dependent upon the nature of the disaster at the time of the incident.

Location	Address	Description/Features of Each Location
Primary/ Head Office	6C, Half Way Tree Road, Cross Roads, Kingston 5	
Alternate 1/Portmore	Shop 35B, Portmore Mall, Portmore	
Alternate 2/Ocho Rios	2 Newlin Street, Ocho Rios	
Alternate 3/Mandeville	Suite 6, Central Plaza, Mandeville	
Alternate 4/Montego Bay	Shop 15B, Fairview Business Park, Montego Bay	



KEY INSURANCE
COMPANY LIMITED

BUSINESS CONTINUITY PLAN SUMMARY

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ADOPTION

Key Insurance has the ethical responsibility for the safety of its employees and the legal obligation to their customers to be able to continue to operate in a prudent and efficient manner even in the circumstance of an impending or existing threat.

The General Manager has emphasized the need for the development and maintenance of a Business Continuity Plan. This capability requires the emergency delegation of authority, the safekeeping of vital resources, facilities and records, emergency acquisition of the resources necessary for business resumption and the capability to perform work at alternate work sites until normal operations can be resumed.

This Plan provides guidance for Key Insurance to ensure the continuity of its essential functions across a wide range of potential emergencies

This Plan is formally adopted as of the signing of this document, noted below, until superseded.



Tammara Glaves-Hucey
General Manager

Version Control

The table below shows version control for this document.

TITLE	BUSINESS CONTINUITY PLAN SUMMARY		
VERSION No.	202011	CLASSIFICATION	BCP
APPROVAL	Board of Directors	APPROVAL DATE	November 12, 2020
EFFECTIVE DATE	November 16, 2020		

Revisions

Version	Date	Section	Details of Changes in this Revision
Version 1.1	November 2022	All sections	Updating Contact Listing for all teams

SECTION I: GENERAL

Purpose

This Plan provides policy and guidance to ensure the execution of Key Insurance essential functions in the event that the current facility is threatened, or incapacitated, and the relocation of selected personnel and functions is required. The Plan is divided into the following sections:

- Damage Assessment Team Plan (DAT)
- Command Recovery Plan (CRP)
- Communications, Human Resources & Administration Team Plan (CHAT)
- Information & Communications Technology Disaster Recovery Plan (ICT DRP)
- Business Impact Analysis (BIA)

Applicability and Scope

This document is applicable to all **Key Insurance** personnel.

Supersession

This Plan supersedes all prior plans.

Planning Responsibilities

a. General Manager

1. Maintain and identify the company's essential functions and the individuals to support them.
2. Ensure resources needed for Business continuity management system are available

b. Plan Coordinator /BCP Champion

1. Coordinate the evaluation of the procedures and capabilities of the plan to ensure its continued suitability, adequacy, and effectiveness
2. Conduct periodic exercises and tests that are based on appropriate scenarios that are well planned with clearly defined aims and objectives.
3. Produce formalized post-exercise reports that contain outcomes, recommendations and actions to implement improvements.
4. Coordinate the review and updating of the BCP to include
 - a. Revision of the BIA
 - b. Updating of the risk assessment -
5. Document all meetings, test results, gaps identified and corrective actions taken.

a. HR Officer/Training Officer

1. Responsible for updating the Policy and Procedures Manual to reflect definitions for “emergency conditions.”
2. Responsible for the development of a Plan or Policy to monitor the status and well-being of Key Insurance personnel and their families

Tests, Training, and Exercises

To ensure that all personnel are familiar with and prepared for Plan operations, the following activities should be conducted:

1. Annual testing of the notification process.
2. Annual training for the pre-designated staff on their respective Plan responsibilities.
3. Annual testing and exercising of Key Insurance plan to ensure the ability to perform essential functions and operations from the Alternate Site.
4. Refresher orientation for pre-designated staff upon deployment and arrival at the Alternate Site.

Definitions

See Appendix A.

SECTION II: OPERATIONAL CONCEPT**The Company**

Location	Address
Head Office	6C, Half Way Tree Road, Cross Roads, Kingston 5
Ocho Rios	2 Newlin Street, Ocho Rios
Portmore	Shop 35B, Portmore Mall, Portmore
Mobay	Shop 15B, Fairview Business Park, Montego Bay
Mandeville	Suite 6, Central Plaza, Mandeville
May Pen	Suite 1, 2 Bryants Crescent, May Pen

See Appendix B: KICL Management Team

Objectives

Operational objectives for this Plan are:

- a. Ensure the continuous performance of critical and essential functions during an Emergency.
- b. Reduce employee injury or loss of life and minimize damage and losses.
- c. Protect essential facilities, equipment, vital records, and other assets.
- d. Reduce or mitigate disruptions to operations.

- e. Identify managers and supporting staff that would be relocated.
- f. Facilitate decision-making for execution of this plan and conduct of operations subsequent to plan execution.
- g. Provide support to employees and employee families during an event in order to maximize personnel availability.
- h. Provide alternative courses of action to minimize or mitigate the effects of the crisis and shorten the company response time.
- i. Achieve a timely and orderly recovery from an emergency and resumption of full service to customers.

Situation and Assumptions

Emergencies, or potential emergencies, may affect the ability of Key Insurance to carry out essential functions. The following are conditions or events that would mandate the activation of Key Insurance DRP by the General Manager or his/her designee:

a. Key Insurance Building and Office Adversely Affected

1. Key Insurance office is closed to normal business activities as a result of an event (whether or not originating in the building) or credible threats of action that would preclude access to or use of Key Insurance office building and the surrounding area.
2. The City of Kingston and other parishes within which we operate are closed to normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, Weapons of Mass Destruction (WMD) incident or civil disturbance. Uncertainty regarding whether additional events such as secondary explosions, aftershocks, or cascading utility failures could occur.
3. A crippling computer virus corrupting system-wide operations causing closure of business.
4. The emergency condition may require the relocation of selected personnel to pre-selected or leased alternate facilities.
5. Alternate facilities will be able to support the essential functions of Key Insurance for up to **30 days and can extended by an additional 30 days by the Command Director.**
6. Available communications at alternate facilities are capable of supporting the performance of essential functions **within 24 hours** of notification and for up to a **30 day period.**
7. Some of the information systems and communications systems supporting operations during normal non-emergency periods may not be available.
8. Initially, only pre-identified critical staff members will be moved to alternate facilities. Other staff may be called for duty as required.

Concept of Execution

- a. Key Insurance personnel who are relocated to an Alternate Site under this Plan have been pre-designated. Staff must be able to continue operations and the performance of essential functions for up to 30 days.
- b. Alternate Site space and support capabilities will be limited, therefore staff assigned to the Alternate Site must be restricted to only those personnel who possess the skills and experience needed for the execution of critical and essential functions.
- c. It is anticipated that an Alternate Site will be located within commuting distance of the Kingston geographic area, and prepared to accept staff within 24 hours.
- d. Key Insurance personnel who are not designated as Alternate Site members may be directed to move to some other state facility or duty station, or may be advised to remain at or be place under work from home instructions.
- e. Key Insurance Plan activation will not, in most circumstances, result in a change of duty location affecting the pay and benefits of Key Insurance personnel.
- f. The respective early warning signs and subsequent developments will be monitored as follows:
 - Natural Disasters – Weather Channel, GK Bulletins ODPEM Updates
 - Communicable Diseases/Pandemic – World Health Organisation (WHO), Government of Jamaica (GOJ) Updates, GK Bulletins
 - Civil Unrest – Government of Jamaica (GOJ) Updates, GK Bulletins

Alternate Site

The Alternate Site is within commuting distance of the regular business address and is secure even in the even of a community-wide impact. The site is equipped to allow for emergency operational use within 24 hours of notification.

Refer to Appendix E: Alternate Site Location and Contacts

Essential Functions

- a. It is important to establish priorities prior to an emergency to ensure that designated staff can complete Key Insurance critical and essential functions. All Managers shall ensure that their essential functions can continue or resume as rapidly and efficiently as possible during an emergency relocation.
- b. Any task not deemed essential must be deferred until additional personnel and resources become available. Identify non-essential functions that could potentially be handled via telecommuting.

Refer to Appendix C: Essential Functions.

Warning Conditions

- a. **With Warning:** It is expected that Key Insurance will receive a warning at least a few hours prior to an event. This will normally enable the full execution of this Plan with a complete and orderly alert, notification, and deployment of the pre-designated staff.
 - (1) **Non-Duty Hours:** Although Key Insurance office building may be rendered inoperable, it is likely that the majority of Key Insurance staff could be alerted and deployed to the Alternate Site.
 - (2) **Duty Hours.** If possible, this Plan will be activated and the pre-designated available staff will be deployed.

Direction and Control

- a. After an event the Command Recovery Team will activate the BCP and direct the recovery process until regular operations are established.
- b. Lines of succession will be maintained by all Managers reporting to the General Manager to ensure continuity of essential functions. Successions should be provided to a minimum depth of three at any point where policy and directional functions are carried out.

See Appendix B: KICL Management Team

Operating Hours

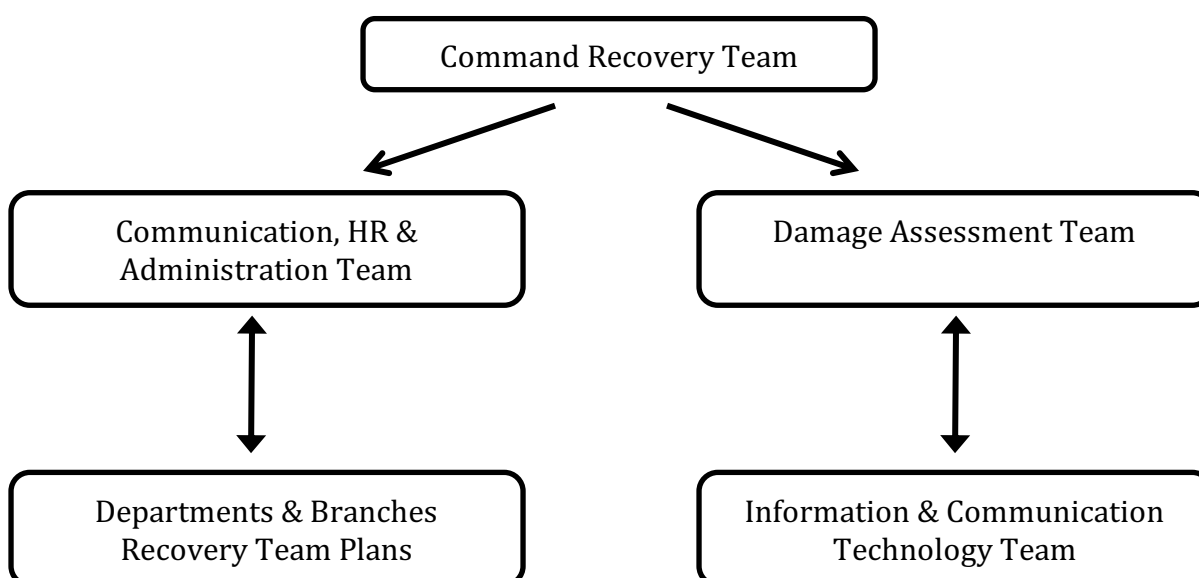
- a. The Command Recovery Team will determine the hours of work for the Alternate Site workforce. However, it is expected that the working hours of most relocated members will be similar to normal non-emergency periods at Key Insurance.
- b. Certain members deployed to the Alternate Site must be prepared to support a 24-hour-per-day, 7-day-per-week operation if required.

SECTION III: OPERATIONAL RESPONSIBILITIES AND PROCEDURES

Business Recovery Structure

The Business Continuity effort is based on a Command Recovery Team leading the recovery. The crisis management and business recovery strategies are the responsibility of the Command Recovery Team led by the Recovery Director. The individual business unit recovery teams will invoke their individual plans and act as directed by the Command Recovery Team.

Business Recovery Organization Chart



Recovery Teams

A summary of the key functions of the various recovery teams in the event of a disaster is shown in the table below.

Recovery Teams	Functions
Command Recovery Team	<ul style="list-style-type: none"> ▪ Control of immediate crisis situation ▪ Direct overall recovery strategy ▪ Direct activation of individual departmental team recovery plans ▪ Monitor individual recovery team activity ▪ Assume control until acceptable service levels are resumed ▪ Maintain log of all major decision points and actions
Damage Assessment Team	<ul style="list-style-type: none"> ▪ Prepare damage assessment report in consultation with relevant authorities and report to the Command Recovery Team (emergency services – note there should be only one point of contact with emergency services)
Communication, Human Resources & Administration Team	<ul style="list-style-type: none"> ▪ Develop and execute communications strategies for: <ul style="list-style-type: none"> ✓ Employees ✓ Media ✓ Customers/clients ✓ Public ✓ Regulatory Bodies ✓ Jamaica Stock Exchange ▪ In consultation with the approved security company provide security logistics ▪ Contact the alternate locations and put them on alert that the staff at the affected locations may need the facilities ▪ Identify and ensure resource for office equipment are sourced ▪ Manage insurance company and claims ▪ Identify and account for injured staff and contact next of kin ▪ Arrange for additional staff to meet operational needs due to the disaster (regular staff may be injured etc.) ▪ Arrange for counselling services for staff if required
Information Technology & Communications (ICT)	<p>Restore and perform the following:</p> <ul style="list-style-type: none"> ▪ Mission critical computer applications, based on their RTOs ▪ Restore connection to alternate site ▪ Restore data from tape or other means ▪ Provide user support ▪ Manage vendors ▪ Restore telephone service or redirect to another line

Responsibilities of the BCP Team Members

- a. Appoint a plan point of contact for the company who is responsible for the development and coordination of Key Insurance Plan.
- b. Appoint Managers to develop and coordinate additional unique plans and/or procedures to support Key Insurance Plan.
- c. Identify critical and essential functions and update as necessary.
- d. Identify those Key Insurance functions, if applicable, that can be deferred or terminated in the event Key Insurance Plan is implemented.
- e. Update the order of succession as necessary.
- f. Pre-delegate authorities for making policy determinations.
- g. Maintain a current roster of designated Alternate Site staff.
- h. Ensure that all designated Alternate Site staff understand Key Insurance Plan procedures. The official status of non-deployed personnel will be determined by the circumstances requiring Key Insurance Plan activation.
- i. Maintain current personnel emergency alert and notification rosters.
- j. Prepare backup copies or updates of vital records.
- k. To the extent possible, pre-position essential items at Alternate Facilities or other off-site locations.
- l. Conduct quarterly tests of Key Insurance alert and notification system.
- m. Develop, schedule and assign responsibilities for Plan testing, training and exercising, at appropriate levels.
- n. Conduct periodic coordination visits to Alternate Sites.
- o. Support the orderly transition of all Key Insurance essential functions, personnel, equipment and records from the Alternate Site to a new or restored Key Insurance facility.

Responsibilities of KEY ICT Team

- a. Develop Key Information Technology Plan that details the transition of critical telecommunications and information systems from Key Insurance to the Alternate Site, and from the Alternate Site to a reconstituted Key Insurance office building
- b. Provide for the proper storage of backup copies of vital records and other pre-positioned items.
- c. Coordinate company telecommunications and information systems requirements (i.e. PCs, software, connectivity, data, secure and non-secure voice, e-mail, etc.).
- d. Ensure that unique or critical information system requirements are considered in planning, and, if appropriate, are identified as capabilities to be provided by support organizations.
- e. Provide guidance on the periodic backup and transfer of essential Key Insurance data systems.
- f. Inform Key Insurance management on the status of telecommunications and information systems.

Responsibilities of HR Officer

See Key CHAT BCP Plan.

Responsibilities of the Assigned Key Insurance Recovery Director

- a. Develop and maintain the Key Insurance Plan and coordinate associated activities. Keep Management Team informed of changes and updated information.
- b. Prepare Key Insurance Site Support Procedures in support of this Plan to ensure the smooth transition of essential functions, personnel, equipment, and vital records from the Key Insurance Office to the Alternate Site.
- c. Provide guidance on the management of vital records.
- d. Maintain a current roster of designated Key Insurance Plan support staff personnel.
- e. Develop Key Insurance Plan Test, Training and Exercise Plan.
- f. Support periodic coordination visits and annual tests/exercises by the company.
- g. Keep General Manager informed of any site vulnerabilities or changes in site resources that may impact the effective execution of Key Insurance Plan.

BUSINESS CONTINUITY PLAN - SUMMARY

- h. Develop, in coordination with the Facilities team, Key Insurance Site Support Procedures that identify the requirements for receiving and supporting approximately 15 employees relocating to the Alternate Site for up to 30 days.
- i. The Alternate Site Support Procedures will describe in detail the procedures for providing, as a minimum: facility access, in-processing, office and lodging (if required) assignments, physical security, administrative support and supplies, food services, transportation (off site and on), medical services, communications support, and information systems support.
- j. Keep a copy of Key Insurance Site Support Procedures on file. Review procedures annually to ensure that they are current and still viable.
- k. Ensure copies of this Plan and all supporting documents are maintained off-site by members of the BCP Team.

SECTION IV: PHASE I - ACTIVATION AND POSSIBLE RELOCATION

In general, the following procedures will be followed in the execution of Key Insurance Plan. The extent to which this will be possible will depend on the emergency; the amount of warning received; whether personnel are on duty at Key Insurance or off duty at home or elsewhere; and possibly, the extent of damage to Key Insurance offices.

Emergency Notification

- a. The notification process is intended to allow personnel to transition smoothly to the Alternate Site and continue the execution of essential functions across a wide range of potential emergencies. Notification may be in the form of:
 - (1) Alerts to employees that relocation is imminent.
 - (2) An announcement of Key Insurance Plan activation that directs staff to report to the Head Office or Alternate Site, and provides instructions for time of movement, reporting, and transportation details.
 - (3) Instructions to pre-designated staff to report for immediate departure and/or relocation to the Alternate Site and instructions to non-deploying employees.

Initial Actions Following Receipt of Emergency Notification

- a. Pre-designated staff: ensure they have the required documentation and equipment needed to perform the Company's essential functions, and are prepared to move to the Alternate Site.
- b. All organizational elements: implement normal facilities security procedures for area(s) in the event of evacuation.

SECTION V: PHASE II - ON-SITE OPERATIONS

Arrival of Pre-Designated Staff at the Alternate Site

- a. Upon arrival at the Alternate Site, Key Insurance staff will report to the Manager on site to check in.
- b. The Alternate Site Manager will disseminate current administrative and logistical information to Key Insurance members upon arrival. This information should cover a period of up to **30 days**.

Staff Responsibilities

As soon as possible the pre-designated staff will begin providing support for the following functions:

- a. As appropriate, staff will begin to retrieve pre-positioned information and data, activate specialized systems or equipment, etc.
- b. Establish and maintain communication links.
- c. Monitor the status and well being of Key Insurance personnel and family members.
- d. Continue Key Insurance essential functions.
- e. Plan and schedule relocation site operations.

SECTION VI: PHASE III - RECONSTITUTION/TERMINATION

General

Within **48 hours** of an emergency relocation, Key Insurance Command Recovery Team or designee, will initiate operations to salvage, restore, and recover the Key Insurance office building after the approval of the local emergency services (ODPEM). Once the appropriate Key Insurance representative has made this determination in coordination with (ODPEM), one or a combination of, the following options may be implemented, depending on the situation:

- a. Continue to operate from the Alternate Site.
- b. Begin an orderly return to Key Insurance office building
- c. Begin to establish a reconstituted Key Insurance office in some other facility.

APPENDIX A: DEFINITIONS and ACRONYMS

The following terms or phrases are found in this document.

Alternate Site: An alternate facility to which pre-designated Key Insurance staff will move to in order to continue essential functions in the event the building is threatened or incapacitated.

Critical/Essential Functions: Business activities or information that could not be interrupted or unavailable for several business days without significantly jeopardizing operation of the organization.

Plan. Plan that provides for the continuity of essential critical function of an organization in the event an emergency prevents occupancy of its primary office building. The Plan is an internal effort to ensure that a viable capability exists to continue essential functions across a wide range of potential emergencies through plans and procedures that delineate essential functions; specify succession to office and the emergency delegation of authority; provide for the safekeeping of vital records and databases; identify alternate operating facilities; provide for interoperable communications; and validate the capability through tests, training, and exercises.

Plan Coordinator. The designated person responsible for development, maintenance and other actions involving a specific plan.

Pre-Designated Staff: Pre-designated principals and staff who will move to an Alternate Site to continue essential functions in the event the building is threatened or incapacitated

ODPEM Office of Disaster Preparedness and Emergency Management.

APPENDIX B: MANAGEMENT TEAM

<i>Name</i>	<i>Title</i>
Tammara Graves-Hucey	General Manager
Andrew Dunkley	Operations Manager
Paula Williams	Claims Manager
Carlene Isaacs	Reinsurance Manager
Stuart Andrade	Financial Controller
Kaydene DeSilva	Senior HR Officer

APPENDIX C – CONTACT LISTING FOR RECOVERY TEAM MEMBERS

	Phone	Alternate	Phone
Command Recovery Team:			
Tammara Graves-Hucey (Recovery Director)	876-863-2045	Andrew Dunkley	876-550-7965
Andrew Dunkley	876-550-7965		
Paula Williams	876-414-9341		
Carlene Isaacs	876-878-2462		
Stuart Andrade	876-577-9899		
Kimara Findlater - GKFG	876-499-3081		
Damage Assessment Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Stuart Andrade	876-577-9899
Stuart Andrade	876-577-9899		
Ricardo Gordon	876-260-0806		
Juma Francis	876-808-5895		
Communications, HR and Administration Team:			
Kaydene DeSilva (Team Lead)	876-841-3547	Carlene Isaacs	876-878-2462
Carlene Isaacs	876-878-2462		
Shelly-Anne Williams	876-553-5994		
ICT Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Demar Wisdom	876-482-1940
Demar Wisdom	876-482-1940		
Naomi White	876-878-6080		
Epic Technologies- Dwain Donaldson	876-381-1031		

APPENDIX D: ESSENTIAL FUNCTIONS
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LIST THE AGENCY'S ESSENTIAL FUNCTIONS IN PRIORITY ORDER.

Business Area	RTO days / Processes	Responsible Officer	IT (days)
IT	1day	Key IT Team	<ul style="list-style-type: none"> • 4D Underwriter/ 1dy • 1 computers/1dy • Sage/5 days
Finance	4 days/3	1 Payable Associate 1 Accounts Supervisor 1 Cash Management Associate	<ul style="list-style-type: none"> • 4D Underwriter/ 5dy • 1 computers/5dy • Sage/5 days
Claims	1 day/2	2 Claims Associate on site 1 Claims Supervisor on site 5 Claims Associate on call	<ul style="list-style-type: none"> • 4D Underwriter/ 1dy • 2 computers/1dys
Cross Roads	1day/1	2 Direct CSR Associate on site 1 Direct CSR Supervisor on site 2 Broker U/W Associate on site 2 Broker U/W Supervisor on site	<ul style="list-style-type: none"> • 4D Underwriter/ 1dy • 6 computers/1dys
Branches	5days/1	2 Person per Branch	<ul style="list-style-type: none"> • 4D Underwriter/ 1dy • 2 computers/1dys

APPENDIX E: ALTERNATE SITE LOCATIONS AND CONTACTS
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Location	Address	Description/Features of Each Location
Primary/ Head Office	6C, Half Way Tree Road, Cross Roads, Kingston 5	
Alternate 1/Portmore	Shop 35B, Portmore Mall, Portmore	
Alternate 2/Ocho Rios	2 Newlin Street, Ocho Rios	
Alternate 3/Mandeville	Suite 6, Central Plaza, Mandeville	
Alternate 4/Montego Bay	Shop 15B, Fairview Business Park, Montego Bay	

APPENDIX F: PRE-DESSIGNATED STAFF ROSTER

Emergency Operations (EOT)	Safety Wardens
<u>Claims</u>	
Shemar Smith	
<u>Underwriting</u>	
Chevorne Oconnor	
Sadique Seville	
Faith Daley	
Kemoya Gouldbourne	
Marvia Longman	
<u>Rosenna Dixon</u>	
<u>Hewitt Duncan</u>	
<u>IT & Facilities</u>	
Ricardo Gordon	
<u>Finance</u>	
DeAndra Clarke	

APPENDIX G: EMERGENCY NOTIFICATION**THIRD PARTY DETAILS****Electrical Contractor:**

Rohan Clarke
 876-368-8777
 876-323-5577
 21 Veneto Way
 Southboro, St. Catherine

Security Personnel

Marksman Security
 876-926-3600
 14 Balmoral Avenue
 Kingston 10

Alarm Services

King Alarm
 876-926-0116
 1 Caledonia Avenue
 Kingston 5

Plumbing Service

Lloyd Bailey Company Limited
 876-773-3851
 876-929-8200
 2B Retirement Crescent
 Kingston 5

Janitorial Service

Romac Limited
 876-908-0862
 17A West Lake Avenue
 Kingston 10

Plumbing Service

Andrew Rose
 876-435-7784
 10 Lodwood Park Avenue
 Kingston 8

SERVICE	PHONE NUMBER
FIRE STATIONS	
Jamaica Fire Brigade Headquarters 8 Ocean Boulevard, Kingston	876-967-1268
Half-Way-Tree Fire Station Maxfield Avenue, Kingston 10	876-922-2122 876-926-8165
Portmore Fire Station Portmore Parkway	876-988-7488
Montego Bay Fire Station 1 Almond Way, Freeport	876-952-2311
Mandeville Fire Station Brigade Crescent	876-962-2588
HOSPITALS	
Kingston Public Hospital North Street, Kingston	876-922-0210 876-922-0530-1 876-922-0227-9
Andrew's Memorial 27 Hope Road, Kingston 10	876-926-7401 876-960-1004-5 876-960-3222

BUSINESS CONTINUITY PLAN - SUMMARY

Medical Associates Hospital and Medical Centre 18 Tangerine Place, Kingston 10	876-926-1400
University Hospital of the West Indies Mona, Kingston 7	876-927-1620 876-927-1637
Nuthall Memorial Hospital 6 Caledonia Avenue, Kingston 5	876-926-2139
<u>POLICE</u>	
New Kingston Police Station	876-926-3508
Cross Roads Police Station	876-926-6657
Half Way Tree Police Station	876-926-8184-5/7129
<u>EMERGENCY MANAGEMENT</u>	
Office of Disaster Preparedness & Emergency Management 2-4 Haining Road, Kingston 5	876-906-9674
<u>AMBULANCE SERVICE</u>	
SureTime Emergency Medical Services 10 Trafalgar Road, Kingston 5	876-906-7873
Ambucare Ambulance Service 204 Mountain View Avenue, Kingston 6	876-978-2327 876-978-6021 876-978-8253 876-927-5337
<u>BUILDING SECURITY</u>	
Marksman Security 14 Balmoral Avenue, Kingston 10	876-926-3600

APPENDIX H: HURRICANE PREPARATION CHECKLIST
--

<u>Item</u>	<u>Owner</u>	<u>Check when completed</u>
Fuel for Generator		
Flash light and battery		
Radio		
Garbage Bags		
Masking Tape		
First Aid Kit		
Security of IT systems		
Ensure pre-printed schedules are completed		
Updated Staff Contact List		
Security of Facilities		
Emergency Cash Float		
Distribute Plastic Bags		
Coordinate Branch Preparation		
<u>Emergency Food Items</u>		
✓ Sardine		
✓ Vienna sausage		
✓ Corned beef		
✓ Crackers		
✓ Syrup		
✓ Canned juices		
✓ Water		
✓ Tuna		
✓ Instant Porridge		



KEY INSURANCE
COMPANY LIMITED

COMMUNICATIONS, HUMAN
RESOURCES & ADMINISTRATION
TEAM PLAN

NOTE: IN CASE OF AN ACTUAL EMERGENCY, TURN DIRECTLY TO SECTION

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Version Control

The table below shows version control for this document.

TITLE	COMMUNICATIONS, HUMAN RESOURCES & ADMINISTRATION TEAM PLAN		
VERSION No.	202011	CLASSIFICATION	BCP
APPROVAL	Board of Directors	APPROVAL DATE	November 12, 2020
EFFECTIVE DATE	November 16, 2020		

Revisions

Version	Date	Section	Details of Changes in this Revision
Version 1.1	November 2022	All sections	Updating contact listing for all teams

Test History

Date	Test Focus	Actions

PURPOSE

This team, led by the Communications, HR and Admin Team Leader, counsels the Recovery Director in developing communiqué about the disaster, in addition to managing the flow of information to the firm's stakeholders who may include:

- Employees
- Media
- Customers/clients
- Public
- Regulatory Bodies
- Jamaica Stock Exchange (JSE)
- Other Key Stakeholders

The team ensures that each stakeholder group receives the necessary information in a timely manner.

The Communications, HR and Admin Team Plan provide high-level guidance and should only be used as such. Users must apply judgment on the appropriate extent of its application based on the circumstances and the nature of the incident. *This plan is only to be invoked on the instruction of the Recovery Director or his designate.* The intention of the overall plan is to complement, not to replace emergency and security procedures that already exist.

The following documents, available with the leaders of the respective departments, will serve to complement the recovery effort:

- Information and Communications Technology Disaster Recovery Plan
- Individual Department Recovery Plans
- Disaster Preparedness & Emergency Response Plan
- Emergency Response Procedures (owned by the Security Department/ its equivalent)
- Business Continuity Policy and Group Corporation Communications Policy

DEFINITIONS AND ROLES

Disaster

A disaster can be described as a sudden event or circumstance that impacts, or is likely to significantly impact, KEY's commercial prospects and/or reputation. A disaster situation occurs when an incident escalates beyond our capacity to deal with normal business disruptions and has the potential to disrupt critical business functions or services such as:

- Loss of, or significant damage to infrastructure
- Loss of, or serious injury to people/employees
- Loss of, or significant damage to information technology & telecommunications (including voice communications)

Disaster Declaration

The Recovery Director (RD) or designate, along with at least one other member of the Command Recovery Team, is empowered to determine whether an event is merely an incident or a disaster. This determination is based on information received about the event from the Head of the Damage Assessment Team (DAT). If the information is inconclusive additional information can be requested until a determination can be made.

The declaration of the nature of the incident is to be made in accordance with the system of Alerts outlined in KEY's Disaster Preparedness and Emergency Response Plan.

Communicating A Disaster

Upon determination of a disaster, the Recovery Director informs the Head of the Communications Team that a disaster has been declared who would then inform the other recovery team leaders (if they are not physically present with the Recovery Director) to initiate their relevant recovery plans.

The Group Corporate Communications (GCC) representative on the Command Team will also provide guidance in terms of the method of communication to the internal network and external stakeholders. If a disaster is not declared then the required communications should be sent using the appropriate methods and alerts.

Team Roles & Leadership Responsibilities

The individuals and teams described below will work together under the leadership of the Recovery Director to restore KEY's business in the event of a disaster.

Recovery Director

The Recovery Director (RD), or the alternate, leads the overall recovery effort and communicates regularly with the Damage Assessment Team (DAT) Leader in terms of the nature of the incident and with other team leaders in terms of the activities of their departments and their plans. The RD keeps in touch with the DAT Leader until enough information is gathered to declare the nature of the incident (in accordance with the system of Alerts within Disaster Preparedness and Emergency Response Plan) to internal and external stakeholders.

Incident Team Leader (Local)

The Incident Team Leader (ITL), or the alternate, is responsible for coordinating with the local emergency services and for contacting the DAT Leader in order to provide notification of the incident at the affected site. This communication is to be done as soon as possible. The ITL should remain in touch with the DAT Leader and the emergency services and act under their guidance. The ITL will be someone who is an employee who is normally based at the site, before it got damaged.

Damage Assessment Team & Its Leader

The Damage Assessment Team (DAT), under the guidance of its leader, will coordinate and direct the ITL, as well as liaise with emergency services and other public authorities at the time of an incident. The DAT Leader will also update the RD on the nature of the incident and will coordinate and provide the required technical leadership to the RD. The DAT will prepare a preliminary damage assessment report followed by a more detailed assessment report on the nature of the incident. These reports give the RD the information needed to make informed decisions (including disaster declaration) based on the areas affected and the extent of the damage.

Command Recovery Team

The Command Recovery Team (CRT) has overall responsibility for the entire recovery effort and will therefore lead the management and control of the recovery operations. The team should comprise of key team leaders from various departments of the company and is led by the RD. The RD will work very closely with all other recovery team heads. The RD or his designate and at least one other member of the Command Recovery Team have the authority to declare a disaster or other appropriate alerts.

The RD is ultimately responsible for ensuring that all key decisions are logged and that the Board and other key stakeholders are kept informed of the recovery effort. The Command Recovery Team will remain in operation until the disaster situation returns to normal.

Communication, Human Resources (HR) & Administration Team

This team supports the overall business recovery operations by providing assistance with all the administrative functions and supplying and maintaining an environment for the recovery to proceed smoothly. Specifically, the team will:

- Assist the Communications team in contacting key stakeholders such as team leaders, Board members et al
- Assist with accounting for injured employees and contacting next of kin
- Arrange mail and courier services
- Assist with the transportation of employees to the recovery locations
- Assist with the filing of insurance claims
- Arrange for additional employees, office equipment and space as required
- Communicate with members of the public impacted by operational changes through appropriate media channels including but not limited to TV, Radio, Email, SMS Text messages, Digital Media Platforms

The business executive in charge of the HR department will also ensure that once a disaster has been declared that the other members of the HR department will focus on the restoration of the department's key business processes that were ranked as critical, vital and necessary.

Additionally, this team acts under the guidance of the Group Corporate Communication (GCC) in obtaining specific information surrounding the company's stakeholders who may include:

- Employees
- Media
- Customers
- Public
- Regulatory Bodies
- Jamaica Stock Exchange
- Members of the Boards of Directors

The team also acts under the guidance of the GCC to ensure that each stakeholder group receives the necessary accurate information in a timely manner¹.

¹ Timeliness will have to be determined at the time of the disaster.

Information and Communications Technology(ICT) Team

The ICT Team should develop a quick understanding (through coordination with the DAT Leader) of what damage may have been done to the IT infrastructure, including data and voice, with a view of doing everything possible to ensure that the business users are least affected and important IT services are restored within the shortest possible time.

Once the IT environment has been restored either at the primary or alternate sites, the business executive in charge of ICT will also ensure that other members of the ICT department will focus on the restoration of the department's other key business processes that were ranked as critical, vital and necessary.

Team Leaders (Departmental or Branch Level)

The Team Leader has the objective of ensuring that his/her team members carry out the execution of the critical, vital and necessary business processes once the employee have been relocated to the alternate site. The team leader is likely to be the "second in command" i.e. the level below the executive in charge of the department.

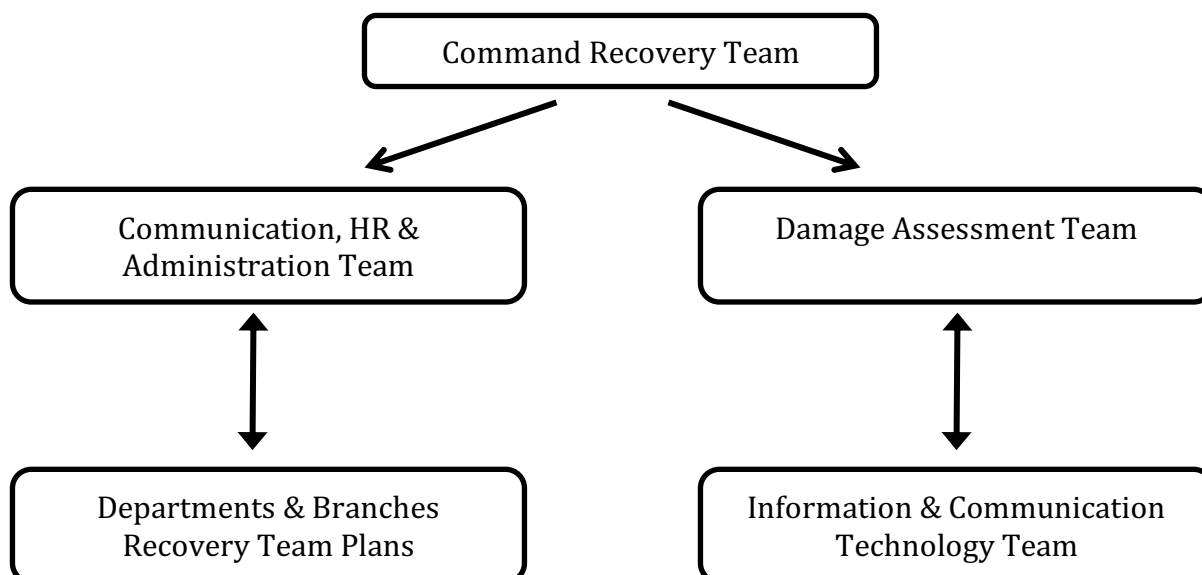
Team Members (Departmental or Branch Level)

Team members are the persons that naturally work in the departments and will be ones required to continue the business at the alternate site under the guidance of the Team Leader. Team members are expected to follow the instructions of the Team Leader. Some team members will be sent home after the declaration of a disaster but could be recalled at a later time depending on the nature of the disaster and the length of time normal activities have been disrupted.

BUSINESS RECOVERY STRUCTURE

The Business Continuity effort is based on a Command Recovery Team leading the recovery. The crisis management and business recovery strategies are the responsibility of the Command Recovery Team led by the Recovery Director. The individual business unit recovery teams will invoke their individual plans and act as directed by the Command Recovery Team.

Business Recovery Organization Chart



ESCALATION

- In the event of an incident, the Command Recovery Team leader (i.e. the Recovery Director (RD) or his alternate should be notified immediately.
- Based on the information received by the RD from the Team Leader at the site of the incident, as well as intelligence from the Damage Assessment Head, a decision may be made about the type of alert² to be sent out to the command team members and all other teams.

² The GraceKennedy Group will be required to develop an Alert system, as part of its emergency response planning. The system should have different alerts (with each alert having its own distinct meaning and related action).

SECTION 2:

COMMUNICATION, HUMAN RESOURCES & ADMINISTRATION TEAM RESPONSIBILITIES

This team is responsible for the following:

- Developing and executing the communications strategy under the guidance of the Recovery Director for:
 - Employees
 - Media
 - Customers/clients
 - Public
 - Regulatory Bodies
 - Jamaica Stock Exchange
 - Members of Boards of Directors
 - Other key stakeholders
- Contacting the alternate locations and notifying them that the employees at the affected locations may need the facilities
- Identifying and ensuring that the resource(s) for office equipment are sourced
- Managing the insurance company and claims
- Identifying and accounting for injured employees and contacting next of kin (coordinate with the Communication Response Team)
- Arranging for additional employees to meet operational needs due to the disaster (regular employee may be injured etc.)
- Arranging for counseling services for employees if required

Team Structure

The members of this team should come from persons with experience in corporate communications and legal/compliance advisory services. Within KEY, many of the important members would therefore likely be sourced from Group Corporate Communications (GCC), the Legal department, Operational Risk & Compliance and HR Department. The size of the team should also be manageable.

Role	Primary	Alternate
Administration & Human Resources Team Leader:	Kaydene DeSilva	Carlene Isaacs
	Carlene Isaacs	
	Shelly-Anne Williams	

INITIAL RESPONSE

Objective

The objective is to obtain as much information as possible about employees' safety immediately after the incident from the Damage Assessment Team Leader and Emergency Services.

Resources

- Building Security
- Employee Emergency Contact Information – Appendices C & D

Task	Liaise With	Done
Once aware of disaster – Assess impact on personnel, determine:	Recovery Director	<input type="checkbox"/>
<ul style="list-style-type: none"> ▪ Deaths ▪ Injuries ▪ shock / stress ▪ available to work ▪ unaccounted for 	DAT Leader / Appendices C & D	<input type="checkbox"/>
Assess how personnel are being cared for?	Recovery Director	<input type="checkbox"/>
	DAT Leader / Appendices C & D	<input type="checkbox"/>

STAFF CO-ORDINATION

Objective

The objective is to ensure that employees are kept informed and scheduled for work.

Resources

- Employee List – Appendices C & D
- Employee Emergency Contact Information – Appendices C & D

Task	Liaise With	Done
Evacuate the buildings (only if required) <ul style="list-style-type: none"> ▪ Follow standard evacuation procedures (Refer to Evacuation Procedures) 	Damage Assessment Team / Emergency Services	<input type="checkbox"/>
Determine the physical location and status of all employees	Safety Warden / ITL	<input type="checkbox"/>
Confirm who was due to work today, who is on leave, who is not accounted for <ul style="list-style-type: none"> ▪ Clearly identify who is yet to be accounted for ▪ Determine if any visitors were in the building 	Safety Warden / ITL / Emergency Services / Sign-In Register	<input type="checkbox"/>
Determine what to do with employees <ul style="list-style-type: none"> ▪ Determine which employees are required to work and ensure they are aware that they are needed (to be performed in conjunction with the Command Recovery Team) ▪ Determine which employee are available to work, if required, and obtain their contact details ▪ Consider sending non-essential employees home 	Safety Warden / ITL / Recovery Director	<input type="checkbox"/>
Call central number <ul style="list-style-type: none"> ▪ Check the voice message log to establish the number of employees that have called in to the central number 1-888-255-5539 in order to confirm their whereabouts. The foregoing is to assist in the process of accounting for all the employees 	ICT	<input type="checkbox"/>

INJURED PERSONNEL

Objective

The objective is to determine the nature and extent of injuries to personnel and to monitor their condition.

Resources

- Access to telephone
- Employee List – Appendices C & D
- Emergency Contact Information – Appendices C & D

Task	Liaise With	Done
Assist authorities and emergency services to identify injured personnel by <ul style="list-style-type: none"> ▪ Identifying injured personnel and provide their names to the ambulance crew if possible ▪ Provide ambulance crew with the emergency contact information for injured personnel. 	Emergency Services / Communications Team / Recovery Director / Emergency Procedures from the Security Dept.	<input type="checkbox"/>
Confirm that emergency services have or are planning to notify the families <ul style="list-style-type: none"> ▪ Ask emergency services who they are going to contact and when they plan to do so ▪ Ensure that the listed emergency contact for each injured employee is notified. 	Emergency Services / Communications Team / Recovery Director	<input type="checkbox"/>
Send a representative to the hospital where casualties are being taken to <ul style="list-style-type: none"> ▪ Determine the location where injured employee is being / have been taken (i.e., which hospital?) ▪ Ascertain the condition of each employee injuries from hospital staff ▪ Monitor the victim's condition - improving, stable, deteriorating ▪ Relay this information to the command recovery team promptly. 	Emergency Services and Command Team	<input type="checkbox"/>

PERSONNEL SUPPORT AND COUNSELLING

Objective

The objective is to provide support and counseling to personnel who may be suffering from shock, severe anxiety etc. following the incident.

Resources

- Area to hold meetings
- Contact numbers for counselors – Appendix B

Task	Liaise With	Done
Provide interim care <ul style="list-style-type: none"> ▪ Provide a sheltered place to gather (see Appendix L for a list of assembly points) 	Command Recovery Team / Counseling Service	<input type="checkbox"/>
Contact the counseling services <ul style="list-style-type: none"> ▪ The counseling sessions might be held at KEY where appropriate or somewhere else ▪ Provide directions to counselors and employees as necessary 	Counseling Service	<input type="checkbox"/>
Determine which staff require counseling <ul style="list-style-type: none"> ▪ How many employees may need to receive counseling? ▪ Most people may have been released by the emergency services ▪ It is important to make sure that nobody leaves until it has been determined that they do not require counseling 	Counseling Service	<input type="checkbox"/>
Brief the counselors when they arrive <ul style="list-style-type: none"> ▪ Provide the counselors with some details of the event, the people involved and any other additional information requested 	Counseling Service	<input type="checkbox"/>
Ongoing care Consider the following issues: <ul style="list-style-type: none"> ▪ Rehabilitation – how to best assist the injured person with rehabilitation and their return to work? ▪ Temporary Job Function - do we need to replace this person for a temporary period of time? Who is the most suitable person? 	Command Team	<input type="checkbox"/>

KEEPING STAFF INFORMED

Objective

The objective is to ensure that consistent and timely messages are sent to employees in order to minimize speculation and rumors.

Resources

- Employee contact list including home phone numbers and addresses – Appendices C & D

Task	Liaise With	Done
Meet with Recovery Director and Communications Team <ul style="list-style-type: none"> Establish official position regarding the disaster or incident Obtain from the Communications Team the content of a message to be communicated to employees and members of the public impacted by changes in operations Ensure that there is a consensus of opinion regarding KEY's' official position and the message to be communicated to staff members and members of the public 	Communications Team / Recovery Director	<input type="checkbox"/>
Consider options for contacting staff <ul style="list-style-type: none"> SMS Text Message Hotline telephone number Contact employee via a call tree? Website / e-mail? Social Media Platforms 	Communications Team / GCC	<input type="checkbox"/>
Arrange a briefing for all employees <ul style="list-style-type: none"> This should follow the initial notification Give employees the opportunity to ask questions 	Communications Team	<input type="checkbox"/>
Arrange for regular updates to be sent to all staff who may be working from home <ul style="list-style-type: none"> Telephone E-mail Media Advisory SMS 	Communications Team	<input type="checkbox"/>

HR STAFF RELOCATION & INSURANCE

Objective

The objective is to provide adequate services to employees who are asked to re-locate on short notice to continue business operations.

Resources

- Employee List – Appendices C & D
- Listing of transportation – Appendix E

Task	Liaise With	Done
Receive instructions from Recovery Director / Individual Teams which employee (if any) should relocate to back-up or alternate site	Recovery Director / Individual Recovery Team Leaders	<input type="checkbox"/>
Communicate meeting point for transport pick-up for desired employee, if required	Appendix E	<input type="checkbox"/>
Assist with alternate care arrangements, if required		<input type="checkbox"/>
Provide appropriate financial support, if required	Retail Banking Team Leader	<input type="checkbox"/>
Arrange family re-location, if required		<input type="checkbox"/>
Set-up overtime pay scales, if required		<input type="checkbox"/>
Manage the insurance claims process	Damage Assessment Team / Operational Risk & Compliance / HR Department	<input type="checkbox"/>
Work with the Command Recovery and Damage Assessment Teams to identify a new location, if a new location is to be identified		<input type="checkbox"/>

APPENDIX A - INCIDENT LOG

This log is to be used in the event that an incident occurs and will provide a record of the nature of the incident, the actions taken and the outcome.

[illegible]

APPENDIX C – CONTACT LISTING FOR KEY STAKEHOLDERS & SUPPLIERS

Name	Organization	Number
Counsellors:		
Dr. Curtis Sweeney	GraceKennedy	876-922-3440/932-3501
Dr. Rosemarie Johnson	Institute for Psychological Development	876-977-4505
Dr. Valrie Freckleton		876-929-8592452-4808
Dr. Sidney McGill	Family Counselling Centre of Jamaica	876-972-1805/307-9040
Group Health/Life Insurance Providers:		
Alicia Foster	Canopy Insurance	888-4-226679
Terry-Ann Peterkin	Canopy Insurance	888-4-226679
Insurance Brokers		876-926-6820-1
Malesha Nunes-Mason	Allied Insurance Brokers	876-564-1153
Shanique Adams	Allied Insurance Brokers	876-968-9183
Other Stakeholder Contacts:		
Dionne Rhoden	GraceKennedy	876-932-3178

APPENDIX D - EMERGENCY SERVICES LISTING

SERVICE	PHONE NUMBER
FIRE STATIONS	
Jamaica Fire Brigade Headquarters 8 Ocean Boulevard, Kingston	876-967-1268
Half-Way-Tree Fire Station Maxfield Avenue, Kingston 10	876-922-2122 876-926-8165
Portmore Fire Station Portmore Parkway	876-988-7488
Montego Bay Fire Station 1 Almond Way, Freeport	876-952-2311
Mandeville Fire Station Brigade Crescent	876-962-2588
HOSPITALS	
Kingston Public Hospital North Street, Kingston	876-922-0210 876-922-0530-1 876-922-0227-9
Andrew's Memorial 27 Hope Road, Kingston 10	876-926-7401 876-960-1004-5 876-960-3222
Medical Associates Hospital and Medical Centre 18 Tangerine Place, Kingston 10	876-926-1400
University Hospital of the West Indies Mona, Kingston 7	876-927-1620 876-927-1637
Nuthall Memorial Hospital 6 Caledonia Avenue, Kingston 5	876-926-2139
POLICE	
New Kingston Police Station	876-926-3508
Cross Roads Police Station	876-926-6657
Half Way Tree Police Station	876-926-8184-5/7129
EMERGENCY MANAGEMENT	
Office of Disaster Preparedness & Emergency Management 2-4 Haining Road, Kingston 5	876-906-9674
AMBULANCE SERVICE	
SureTime Emergency Medical Services 10 Trafalgar Road, Kingston 5	876-906-7873
Ambucare Ambulance Service 204 Mountain View Avenue, Kingston 6	876-978-2327 876-978-6021 876-978-8253 876-927-5337
BUILDING SECURITY	
Marksman Security 14 Balmoral Avenue, Kingston 10	876-926-3600

APPENDIX E - COMMAND CENTRE LOCATIONS

In the event that a Command Centre is required, the Recovery Director will establish it at one or more the following locations as outlined in the table below or any other location determined. The selection of one of the listed locations as the Command Centre is dependent upon the nature of the disaster at the time of the incident.

Location	Address	Description/Features of Each Location
Primary/ Head Office	6C, Half Way Tree Road, Cross Roads, Kingston 5	
Alternate 1/Portmore	Shop 35B, Portmore Mall, Portmore	
Alternate 2/Ocho Rios	2 Newlin Street, Ocho Rios	
Alternate 3/Mandeville	Suite 6, Central Plaza, Mandeville	
Alternate 4/Montego Bay	Shop 15B, Fairview Business Park, Montego Bay	

APPENDIX F – CONTACT LISTING FOR RECOVERY TEAM MEMBERS

Job Function And Name	Phone (Cell & Home)	Alternate	Phone (Cell & Home)
Command Recovery Team:			
Tammara Graves-Hucey (Recovery Director)	876-863-2045	Andrew Dunkley	876-550-7965
Carlene Isaacs	876-878-2462		
Paula Williams	876-414-9341		
Damage Assessment Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Stuart Andrade	876-577-9899
Stuart Andrade	876-577-9899		
Juma Francis	876-867-3452		
Ricardo Gordon	876-579-0781		
Communications, HR and Administration Team:			
Kaydene DeSilva (Team Lead)	876-841-3549	Carlene Isaacs	876-878-2462
Carlene Isaacs	876-878-2462		
Shelly-Anne Williams	876-553-5994		
ICT Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Demar Wisdom	876-482-1940
Naomi White	876-878-6080		
Demar Wisdom	876-482-1940		

APPENDIX G - EMPLOYEE & EMERGENCY CONTACT LISTING FOR KEY

LAST NAME	FIRST NAME	DEPT	PRIMARY ADDRESS	ADDRESS	CITY	PARISH	CONTAC T #	NEXT OF KIN	NOK CONTACT #

APPENDIX H - TRANSPORTATION COMPANIES

COMPANY NAME - JUTA

LOCATION

CONTACT PERSON - John Stewart

Cellular 852-5010

Alternate Cellular 326-7072

COMPANY NAME - Island Car Rental

LOCATION - 17 Antigua Avenue, Kingston 10, St. Andrew

CONTACT PERSON - Cecile Pennycoke

Office 926-8861

Alternate Office 926-8012

APPENDIX I - LIST OF OFFICE EQUIPMENT & SERVICE SUPPLIERS

Supplier	Contact Name	Phone #	Address	Service Provided
Office Furniture & Fixtures Supplier	Stationery & Office Supplies Ltd	926-5688	23 Beechwood Avenue Kingston 5	Office Furniture.
Stationery Supplies	Econo Office & School Supplies Ltd.	960-5363	40 1/2 Red Hills Road, Kingston 10.	Office Stationery
Commercial Real Estate Broker	Allied Insurance Brokers	754-0179	26 Belmont Road, Kingston 5	They commission the valuations for all companies within the GraceKennedy Group.

APPENDIX J - EMERGENCY SERVICES/THIRD PARTY SERVICE PROVIDERS LISTING

Electrical Contractor:

Rohan Clarke
876-368-8777
876-323-5577
21 Veneto Way
Southboro, St. Catherine

Alarm Services

King Alarm
876-926-0116
1 Caledonia Avenue
Kingston 5

Janitorial Service

Romac Limited
876-908-0862
17A West Lake Avenue
Kingston 10

Security Personnel

Marksman Security
876-926-3600
14 Balmoral Avenue
Kingston 10

Plumbing Service

Lloyd Bailey Company Limited
876-773-3851
876-929-8200
2B Retirement Crescent
Kingston 5

Plumbing Service

Andrew Rose
876-435-7784
10 Lodwood Park Avenue
Kingston 8



KEY INSURANCE
COMPANY LIMITED

COMMAND RECOVERY PLAN

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VERSION CONTROL

The table below shows version control for this document.

Date	Status	Distribution	Version
TITLE	COMMAND RECOVERY PLAN		
VERSION No.	202011	CLASSIFICATION	BCP
APPROVAL	Board of Directors	APPROVAL DATE	November 12, 2020
EFFECTIVE DATE	November 16, 2020		

REVISIONS

Version	Date	Section	Details of Changes in this Revision
Version 1.1	November 2022	All sections	Updating Contact Listing for all teams

TEST HISTORY

Date	Test Focus	Actions

PURPOSE

The purpose of the Command Recovery Team (CRT) Plan is to:

- Guide Key Insurance in its recovery from a major disruption to its essential services
- Articulate the role and responsibility of the Command Team to:
 - ✓ Control the crisis
 - ✓ Direct the recovery of critical processes/functions and services
 - ✓ Oversee the restoration of critical processes/functions and services to normal operations
 - ✓ Provide the guidance, where necessary, to support the decision making process of all recovery teams. Recovery teams will be expected to make decisions that are within their immediate authority
 - ✓ Provide controlled activation of individual business recovery team plans
- Assist with providing a coordinated response to an event affecting any essential service
- Minimise the time delay in the recovery of business services

The Command Recovery Team Plan provides high-level guidance and should only be used as such. Users must apply judgment on the appropriate extent of its application based on the circumstances and the nature of the incident. The intention of the overall plan is to complement, not to replace, emergency and security procedures that already exist.

The following documents will serve to assist the Command Recovery Team in coordinating and managing the recovery effort:

- Information and Communications Technology Disaster Recovery
- Individual Department Recovery Plans
- Emergency Response Procedures
- Crisis Management Policy and Group Corporation Communications Policy
- Information Security Policy
- Disaster Preparedness and Emergency Response Plan

DEFINITIONS AND ROLES

Disaster

A disaster can be described as a sudden event or circumstance that impacts, or is likely to significantly impact, Key Insurance commercial prospects and/or reputation. A disaster situation occurs when an incident escalates beyond our capacity to deal with normal business disruptions and has the potential to disrupt critical business functions or services such as:

- Loss of, or significant damage to infrastructure
- Loss of, or serious injury to people/employees
- Loss of, or significant damage to information technology & telecommunications (including voice communications)

Disaster Declaration

The Recovery Director (RD) or his/her designate, along with at least one other member of the Command Recovery Team, is empowered to determine whether an event is merely an incident or a disaster. This determination is based on information received about the event from the Head of the Damage Assessment Team (DAT). If the information is inconclusive additional information can be requested until a determination can be made.

Communicating A Disaster

Upon determination of a disaster, the Recovery Director (RD) informs the Head of the Communications Team that a disaster has been declared who would then inform the other recovery team leaders (if they are not physically present with the RD) to initiate their relevant recovery plans.

The Group Corporate Communications (GCC) representative on the Command Team will also provide guidance in terms of the method of communication to the internal network and external stakeholders. If a disaster is not declared then the required communications should be sent using the appropriate methods and alerts.

Team Roles & Leadership Responsibilities

The individuals and teams described below will work together under the leadership of the Recovery Director to restore Key Insurance business in the event of a disaster.

Executive Sponsor

The Chief Operating Officer (COO) GKFG in his/her capacity is the executive sponsor for this Command Recovery Plan, and is the executive with oversight for all Business Continuity Planning for Key Insurance.

Recovery Director

The Recovery Director (RD), or the alternate, leads the overall recovery effort and communicates regularly with the Damage Assessment Team (DAT) Leader in terms of the nature of the incident and with other team leaders in terms of the activities of their departments and their plans. The RD keeps in touch with the DAT Leader until enough information is gathered in order that a declaration of the nature of the incident can be made to internal and external stakeholders.

BCP Champion

The role of the BCP Champion is to facilitate the updating of the respective plans, and serve as a resource to the business. Kimar Findlater will be assigned as the BCP Champion for Key Insurance.

Pandemic Coordinator

The role of the Pandemic Coordinator is encapsulated into that of the BCP Champion as noted above, with primary responsibility as follows:

- Coordinate the efforts to have pandemic checklist completed,
- Share information with management and staff,
- Enforce the requirements of the GK Pandemic Guidelines, as well as Key BCP
- Share the changes in the alert phases.

Incident Team Leader

The Incident Team Leader (ITL), or the alternate, is responsible for coordinating with the local emergency services and for contacting the DAT Leader in order to provide notification of the incident at the affected site. This communication is to be done as soon as possible. The ITL should remain in touch with the DAT Leader and the emergency services and act under their guidance. The ITL will be someone based at the damaged site.

Damage Assessment Team & Its Leader

The Damage Assessment Team (DAT), under the guidance of its leader, will coordinate and direct the ITL, as well as liaise with emergency services and other public authorities at the time of an incident. The DAT Leader will also update the RD on the nature of the incident and will coordinate and provide the required technical leadership to the RD. The DAT will prepare a preliminary damage assessment report followed by a more detailed assessment report on the nature of the incident. These reports give the RD the information needed to make informed decisions (including disaster declaration) based on the areas affected and the extent of the damage.

Command Recovery Team

The Command Recovery Team (CRT) has overall responsibility for the entire recovery effort and will therefore lead the management and control of the recovery operations. The team should comprise of key team leaders from various departments of the company and is led by the RD. The RD will work very closely with all other recovery team heads. The RD or his designate and at least one other member of the Command Recovery Team have the authority to declare a disaster or other appropriate alerts.

The RD is ultimately responsible for ensuring that all key decisions are logged and that the Board and other key stakeholders are kept informed of the recovery effort. The Command Recovery Team will remain in operation until the disaster situation returns to normal.

Communication, Human Resources (HR) & Administration Team

This team supports the overall business recovery operations by providing assistance with all the administrative functions and supplying and maintaining an environment for the recovery to proceed smoothly. Specifically, the team will:

- Assist the Communications team in contacting key stakeholders such as team leaders, Board members, Shareholders et al
- Assist with accounting for injured staff and contacting next of kin
- Arrange mail and courier services
- Assist with the transportation of staff to the recovery locations
- Assist with the filing of insurance claims
- Arrange for additional staff, office equipment and space as required

The business executive in charge of the HR department will also ensure that once a disaster has been declared that the other members of the HR department will focus on the restoration of the department's key business processes that were ranked as critical, vital and necessary.

This team acts under the guidance of the GCC in obtaining specific information surrounding the company's stakeholders who may include:

- Employees
- Media
- Customers
- Public
- Regulatory Bodies
- Jamaica Stock Exchange
- Members of the Boards of Directors

The team also acts under the guidance of the GCC to ensure that each stakeholder group receives the necessary accurate information in a timely manner¹.

Information and Communications Technology (ICT) Team

The ICT Team should develop a quick understanding (through coordination with the DAT Leader) of what damage may have been done to key IT infrastructure, including data and voice, with a view of doing everything possible to ensure that the business users are least affected and key IT services are restored within the shortest possible time.

Once the IT environment has been restored either at the primary or alternate sites, the business executive in charge of ICT will also ensure that other members of the ICT department will focus on the restoration of the department's other key business processes that were ranked as critical, vital and necessary.

Team Leaders (Departmental or Branch Level)

The Team Leader has the objective of ensuring that his/her team members carry out the execution of the critical, vital and necessary business processes once the staff have been relocated to the alternate site. The team leader is likely to be the "second in command" i.e. the level below the executive in charge of the department.

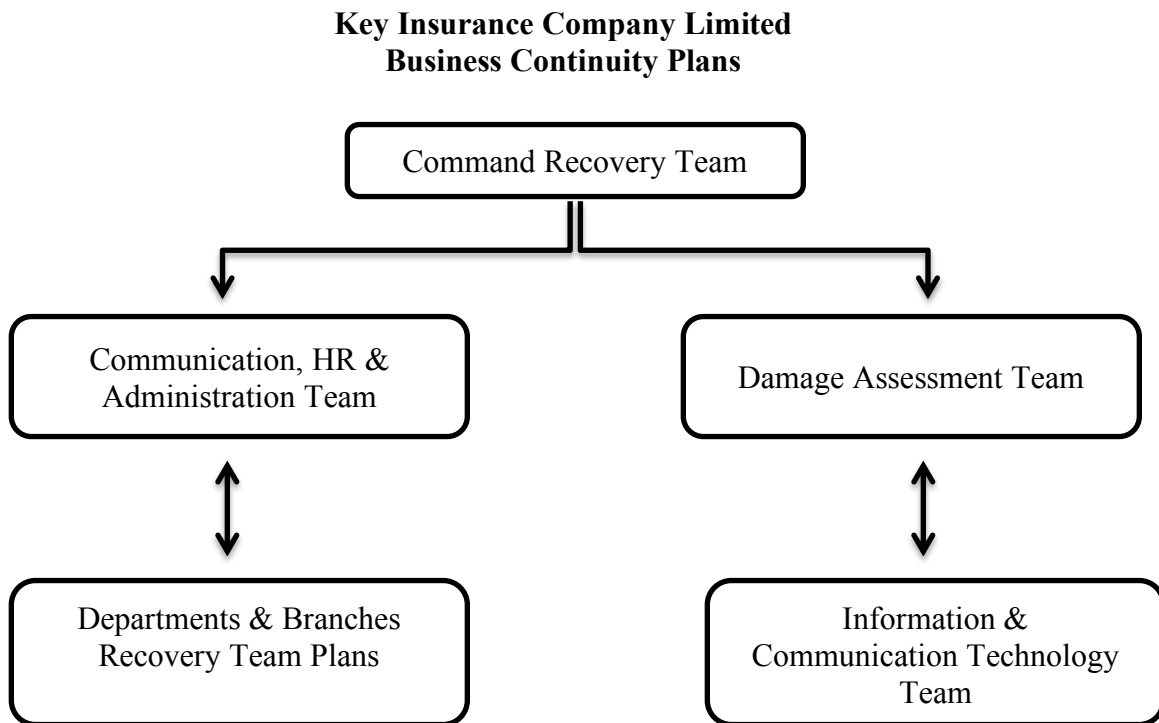
Team Members (Departmental or Branch Level)

Team members are the persons that naturally work in the departments and will be the ones required to continue the business at the alternate site under the guidance of the Team Leader. Team members are expected to follow the instructions of the Team Leader. Some team members will be sent home after the declaration of a disaster but could be recalled at a later time depending on the nature of the disaster and the length of time normal activities have been disrupted.

BUSINESS RECOVERY STRUCTURE

The Business Continuity effort is based on a Command Recovery Team leading the recovery. The crisis management and business recovery strategies are the responsibility of the Command Recovery Team led by the Recovery Director. The individual business unit recovery teams will invoke their individual plans and act as directed by the Command Recovery Team.

Business Recovery Organization Chart



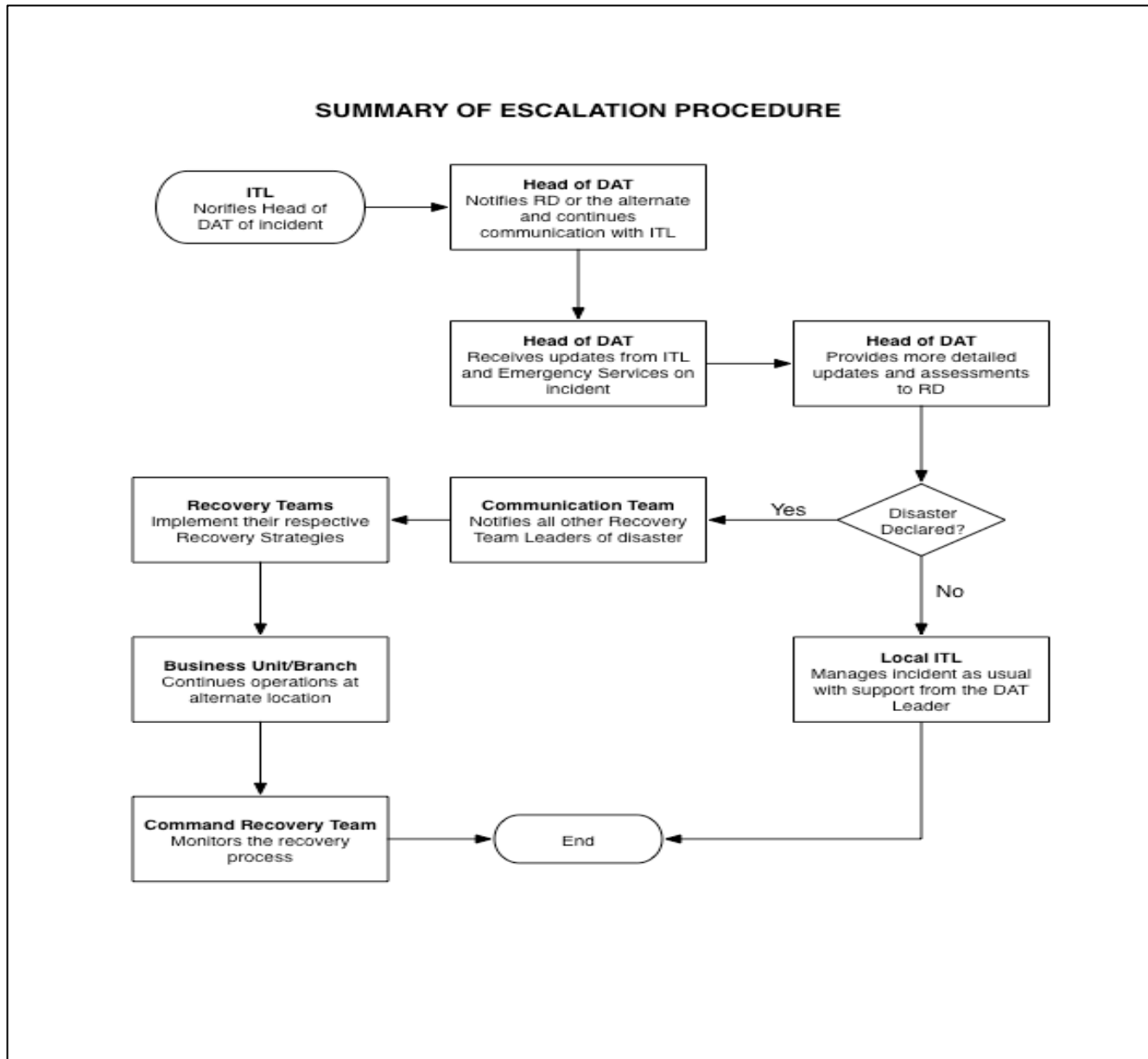
Recovery Teams

A summary of the key functions of the various recovery teams in the event of a disaster is shown in the table below.

Recovery Teams	Functions
Command Recovery Team	<ul style="list-style-type: none"> ▪ Control of immediate crisis situation ▪ Direct overall recovery strategy ▪ Direct activation of individual departmental team recovery plans ▪ Monitor individual recovery team activity ▪ Assume control until acceptable service levels are resumed ▪ Maintain log of all major decision points and actions
Damage Assessment Team	<ul style="list-style-type: none"> ▪ Prepare damage assessment report in consultation with relevant authorities and report to the Command Recovery Team (emergency services – note there should be only one point of contact with emergency services)
Communication, Human Resources & Administration Team	<ul style="list-style-type: none"> ▪ Develop and execute communications strategies for: <ul style="list-style-type: none"> ✓ Employees ✓ Media ✓ Customers/clients ✓ Public ✓ Regulatory Bodies ✓ Jamaica Stock Exchange ▪ In consultation with the approved security company provide security logistics ▪ Contact the alternate locations and put them on alert that the staff at the affected locations may need the facilities ▪ Identify and ensure resource for office equipment are sourced ▪ Manage insurance company and claims ▪ Identify and account for injured staff and contact next of kin ▪ Arrange for additional staff to meet operational needs due to the disaster (regular staff may be injured etc.) ▪ Arrange for counselling services for staff if required
Information Technology & Communications (ICT)	<p>Restore and perform the following:</p> <ul style="list-style-type: none"> ▪ Mission critical computer applications, based on their RTOs ▪ Restore connection to alternate site ▪ Restore data from tape or other means ▪ Provide user support ▪ Manage vendors ▪ Restore telephone service or redirect to another line

ESCALATION

- In the event of an incident, the Command Recovery Team leader (i.e. the Recovery Director (RD)) or his/her alternate should be notified immediately.
- Based on the information received by the RD from the Team Leader at the site of the incident, as well as intelligence from the Damage Assessment Head, a decision may be made about the type of alert² to be sent out to the command team members and all other teams.
- The diagram below shows pictorially the steps (i.e. escalation procedures) that could be taken immediately after a major event at Key Insurance.



² The GraceKennedy Group will be required to develop an Alert system, as part of its emergency response planning. The system should have different alerts (with each alert having its own distinct meaning and related action).

COMMAND TEAM RESPONSIBILITIES

- The Command Recovery Team's responsibility is to manage and co-ordinate the response to, and recovery from, a crisis. This role will continue through the restoration until the situation returns to normal.
- The Recovery Director is the ultimate decision maker, overseeing a senior management team with the experience and expertise to provide the necessary support to effect the recovery. The Recovery Director does not perform any recovery tasks.
- The role of the Command Recovery Team is to maintain absolute control over all aspects of recovery and continuity. This is distinct from the role of the DAT Head whose responsibility is the management of the incident that led to the disaster and to provide crucial information to the RD to support decision-making.
- The other business continuity teams must do as instructed. All major decisions made by the business continuity teams must be referred to the Recovery Director and the Command Recovery Team. There may be times however given the severity and intensity of the situation, where the leaders of these other teams may be required to make a decision without the direction of the RD and the Command Team.
- Other Command Recovery Team responsibilities include:
 - ✓ The decision to activate the recovery plans for the departmental units
 - ✓ Selecting a command centre to operate from
 - ✓ Notifying relevant staff through the human resource and administration
 - ✓ Notifying relevant stakeholders through the support of the communications team
 - ✓ Directing information gathering
 - ✓ Setting response priorities
 - ✓ Initiating regular briefing of recovery teams
 - ✓ Re-establishing business functions to operational levels
 - ✓ Chairing Recovery Team meetings
 - ✓ Formulating response/recovery strategies
 - ✓ Ensuring delegated tasks are completed
 - ✓ Consulting with staff as required for support
 - ✓ Maintaining confidentiality of information
 - ✓ Minimising safety exposures
 - ✓ Minimising environmental exposures
 - ✓ Managing media relations through the communications team

COMMAND TEAM STRUCTURE

The membership of this team should come from heads of departments and executives drawn from across the business. This level of leadership is needed in order to ensure that key business decisions can be made swiftly with a full understanding of the nature of the business implications of these decisions. In addition to the inclusion of the local executives of the affected company, the membership on the Command Recovery Team should also include, persons from other parts of the GraceKennedy group that will make the team stronger, and could include, but not limited to persons from the Corporate Security Services unit, Group Corporate Communications, engineers or other specialised resources that may exists across the group. The size of the team should also be manageable.

Role	Primary	Alternate³
Recovery Director	Tammara Graves-Hucey	Andrew Dunkley
Members	Andrew Dunkley Stuart Andrade Carlene Isaacs Paula Williams	

³ The alternate should be the position normally nominated as the acting when the primary is away. At least two additional alternates should be identified for the RD role. In the unlikely event that the RD and all the alternates are not available, then the DAT Leader retains total control of the incident. The foregoing should be approved by Grace Subs ABC, Business Continuity Committee.

COMMAND CENTRE LOCATIONS

In the event that the command centre is required, the Recovery Director will establish it at one or more the following locations as outlined in the table below or any other location determined. The selection of one of the listed locations as the Command Centre is dependent upon the nature of the disaster at the time of the incident.

Location	Address	Description/Features of Each Location
Primary/ Head Office	6C, Half Way Tree Road, Cross Roads, Kingston 5	
Alternate 1/Portmore	Shop 35B, Portmore Mall, Portmore	
Alternate 2/Ocho Rios	2 Newlin Street, Ocho Rios	
Alternate 3/Mandeville	Suite 6, Central Plaza, Mandeville	
Alternate 4/Montego Bay	Shop 15B, Fairview Business Park, Montego Bay	

N.B.

The Portmore office is the interim Alternate Site # 1, and will serve all walk- in St. Andrew & St. Catherine clients until a temporary location can be created in Kingston. The Portmore location will also be the official Headquarters for all back – office support and organization to include full IT set-up, claims processing.

Six (6) persons to include two (2) Underwriting Staff, two (2) Claims Staff, and a receptionist/ concierge who floats, and a Supervisor to ensure the processes are working efficiently will staff Portmore. The Emergency Operations Team (EOT) members who may be rotated on a shift as the gravity of the event may dictate will support the team.

The Command Recovery Team will be stationed at the following options depending on the scenario/threat:

1. 6C Half-Way Tree Road, Cross Roads, Kingston 5
2. 42 -56 Harbour Street GK Boardroom,
3. A location central to each team member – bar, restaurant, or home, or
4. Teleconferencing by way of WhatsApp call, Microsoft Teams, Zoom or Skype.

COMMAND TEAM INITIAL ASSESSMENT, PLANNING AND MONITORING PHASES

Objective

Assess the situation, obtain initial reports from the DAT, and determine the initial impact, the extent of the damage and the implications for day-to-day operations. The objective is also to monitor the situation until normal activities have been restored.

Resources

- | | |
|--------------------------|--|
| ✓ Telephones | ✓ Emergency rations |
| ✓ Telephone numbers | ✓ Kettle |
| ✓ Laptops | ✓ Microwave |
| ✓ Office space | ✓ Roster template for the command team |
| ✓ White board/flip chart | ✓ Battery operated lights |
| ✓ Status boards | ✓ Copies of up- to-date list of command team members and telephone numbers |
| ✓ 24 hour security | ✓ Copies BCP Plans |
| ✓ Battery operated radio | ✓ Emergency contact list |
| ✓ Generator | |
| ✓ Televisions | |
| ✓ Cable connection | |

TASKS TO BE CARRIED OUT IN THE INITIAL ASSESSMENT, PLANNING AND MONITORING PHASES

	Task	Liaise With	Time Due / Delegated To	Done
1.	Recovery Director to contact all members of the Command Recovery Team	HR team if required		<input type="checkbox"/>
2.	Gather and document status information: <ul style="list-style-type: none"> Set up status board recording information such as: <ul style="list-style-type: none"> ✓ Who has been hurt? ✓ Who is still available to work? ✓ Who has not been accounted for? ✓ What has been damaged? ✓ Emergency Services response information Record all events and decisions in the incident log (see Appendix A)	Damage Assessment Team / HR Team		<input type="checkbox"/>
3.	Assess impact on: <ul style="list-style-type: none"> ✓ Safety ✓ People ✓ Customers/clients ✓ Systems ✓ Building(s) ✓ Key stakeholders (Refer to Appendix B) <p>Based on the assessment, determine if there is a disaster or an incident (An incident does not require activation of the business continuity/disaster recovery plans).</p>	Damage Assessment Team / HR Team & IT Team		<input type="checkbox"/>
4.	Delegate authority to liaise and initiate communications with key stakeholders: <ul style="list-style-type: none"> ✓ Emergency services ✓ Departmental heads ✓ Media ✓ Others 	Communications Team		<input type="checkbox"/>
5.	Confirm activation of the recovery plan in Appendix D or design another plan based on the nature of the disaster (Assuming a disaster has occurred) <ul style="list-style-type: none"> ✓ What essential transactions are outstanding? ✓ What services need to be recovered? ✓ Where will services be recovered? ✓ Identify potential recovery locations if alternate is unavailable ✓ What actions need to be performed? 	Department Team leaders / Appendix D		<input type="checkbox"/>
6.	Monitor the activities of all recovery teams until normal activities have been restored and continue to update key activities and decisions made in Appendix A	All Team Leaders		<input type="checkbox"/>

APPENDIX A – INCIDENT LOG

This log is to be used in the event that an incident occurs and will provide a record of the nature of the incident, the actions taken and the outcome.

[illegible]

APPENDIX B – ESSENTIAL STAKEHOLDER CONTACT LISTING

Key Insurance Board

Title	Name	Cell No.
CEO GK Group	Donald Wehby Chairman	
Business Executive	Linval Freeman	
Business Executive	Kareem Tomlinson	
Business Executive	Sandra Masterton	
Marketing Executive	Heather Goldson	
Attorney-At-Law	Rochelle Cameron	
Attorney-At-Law	Herma McRae	
Attorney-At-Law	Ashley-Ann Foster Horne	
CIO - GKFG	Nichole Case	
Corporate Secretary	Kerry-Ann Heavens	

Management Team

Title	Name	Cell No.
General Manager	Tammara Glaves-Hucey	876-863-2045
Operations Manager	Andrew Dunkley	876-550-7965
Claims Manager	Paula Williams	876-414-9341
Reinsurance Manager	Carlene Isaacs	876-878-2462
Financial Controller	Stuart Andrade	876-577-9899
Senior HR Officer	Kaydene DeSilva	876-841-3549

APPENDIX C – CONTACT LISTING FOR RECOVERY TEAM MEMBERS

	Phone	Alternate	Phone
Command Recovery Team:			
Tammara Graves-Hucey (Recovery Director)	876-863-2045	Andrew Dunkley	876-550-7965
Andrew Dunkley	876-550-7965		
Paula Williams	876-414-9341		
Carlene Isaacs	876-878-2462		
Stuart Andrade	876-577-9899		
Kimar Findlater - GKFG	876-499-3081		
Damage Assessment Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Stuart Andrade	876-577-9899
Stuart Andrade	876-577-9899		
Ricardo Gordon	876-260-0806		
Juma Francis	876-808-5895		
Communications, HR and Administration Team:			
Kaydene DeSilva (Team Lead)	876-841-3547	Carlene Isaacs	876-878-2462
Carlene Isaacs	876-878-2462		
Shelly-Anne Williams	876-553-5994		
ICT Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Demar Wisdom	876-482-1940
Demar Wisdom	876-482-1940		
Naomi White	876-878-6080		
Epic Technologies- Dwain Donaldson	876-381-1031		

APPENDIX D – RECOVERY STRATEGY OPTIONS AND RESOURCE REQUIREMENTS TO CONTINUE THE BUSINESS

We have summarized in the table below, the minimum resource requirements for continuing the businesses within the recovery time objectives (RTOs4). (These RTOs and minimum resource requirements were originally obtained from business unit leaders during a recovery management session held on 8 June 2020). These minimum resource requirements will shape the nature of the recovery strategies selected.

Please replace with your own company information in all tables below

Business Area	RTO days / Processes	People	IT (days)
IT	1day	Key IT Team	<ul style="list-style-type: none"> • 4D Underwriter/ 1dy • 1 computers/1dy • Sage/5 days
Finance	4 days/3	1 Payable Associate 1 Accounts Supervisor 1 Cash Management Associate	<ul style="list-style-type: none"> • 4D Underwriter/ 5dy • 1 computers/5dy • Sage/5 days
Claims	1 day/2	2 Claims Associate on site 1 Claims Supervisor on site 5 Claims Associate on call	<ul style="list-style-type: none"> • 4D Underwriter/ 1dy • 2 computers/1dys
Cross Roads	1day/1	2 Direct CSR Associate on site 1 Direct CSR Supervisor on site 2 Broker U/W Associate on site 2 Broker U/W Supervisor on site	<ul style="list-style-type: none"> • 4D Underwriter/ 1dy • 6 computers/1dys
Branches	5days/1	2 Person per Branch	<ul style="list-style-type: none"> • 4D Underwriter/ 1dy • 2 computers/1dys

APPENDIX E: INFLUENZA PANDEMIC BUSINESS GUIDELINES

Influenza Pandemic

A disease epidemic occurs when there are more cases of that disease than normal. A pandemic is a worldwide epidemic of a disease. Influenza pandemic may occur when a new influenza virus appears against which the human population has no immunity. With the increase in global transport, as well as urbanization and overcrowded conditions in some areas, epidemics due to a new influenza virus are likely to take hold around the world, and become a pandemic faster than before.

Potential Consequences

In the past, influenza pandemics have resulted in increased death and disease and great social disruption. In the 20th century, the most severe influenza pandemic occurred in 1918-1919 and caused an estimated 40 to 50 million deaths worldwide. Current epidemiological models project that a pandemic could result in 2 million to 7.4 million deaths globally.

If an influenza pandemic were to occur today, we could expect the virus to spread rapidly due to the interconnected nature of the world and the high level of global travel.

If the pandemic evolved to become severe and widespread over time, we could also expect:

- Vaccines, antiviral agents and antibiotics to treat secondary infections to be in high demand, and potentially in short supply;
- Medical facilities to be strained with demands to care for both influenza and non-influenza patients;
- Potentially significant shortages of personnel to provide essential community services.

Effective pandemic preparedness around the world is essential to mitigate the effects of a pandemic, particularly if it becomes severe.

World Health Organization's Pandemic Alert Phase

The World Health Organization (WHO) has defined the phases of a pandemic to provide a global framework to aid countries in pandemic preparedness and response planning. Pandemics can be either mild or severe in the illness and death they cause, and the severity of a pandemic can change over the course of that pandemic.

WHO has retained the use of a six-phased approach for easy incorporation of new recommendations and approaches into existing national preparedness and response plans. The grouping and description of pandemic phases have been revised to make them easier to understand, more precise, and based upon observable phenomena. Phases 1–3 correlate with preparedness, including capacity development and response planning activities, while Phases 4–6 clearly signal the need for response and mitigation efforts.

The GraceKennedy Pandemic Business Guidelines will be activated when WHO has placed the world on a Phase 4 alert.

The Warning System

The following warnings will be issued to all GraceKennedy employees in the event of a pandemic alert. Staff is required to pay careful attention to these warnings, as there are certain procedures to follow after each warning.

- **Amber Phase 1** - Pandemic advisory issued. (W.H.O. has issued a phase 4 Pandemic alert)
- **Amber Phase 2** - Identified cases in region and/up to 5% - 20% of staff impacted
- **Amber Phase 3** - 20% to 40% of staff impacted
- **Red Alert** - Over 40% of staff impacted or Temporary shutdown
- **Green Phase** - Recovery

Business Units may be at different phases of the warning system depending on the level of activity, resulting from the pandemic, in the respective region in which they operate.

Action at Amber Phase 1

The following actions are to be taken:

- Review the Business Pandemic Influenza checklist and delegate responsibility to various individuals. This is particularly important for business units and/or departments that will have to make alternate preparations based on the situation in their respective territory.
- Alert all members of staff to the possible threat and advise them to ensure that they implement their personal preparedness plan.
- Provide staff with reliable sources of information on the influenza pandemic. Direct them to Cybervillage, which will provide reliable information on the pandemic across the globe.
- Update employee contact list
- While at the workplace, staff should be encouraged to employ good sanitation, hygiene and health practices including:
 - ✓ Frequently washing hands with soap and water.
 - ✓ Covering sneezes with a tissue or sleeve, not hands.
 - ✓ Visiting the doctor promptly in the event of flu symptoms
 - ✓ Reporting any exposure to the virus.
 - ✓ Staying at home if ill.

All business units/subsidiaries are to remain alert either to a cancellation of the amber, or upgrade of amber following an escalation of the threat.

Action at Amber Phase 2

At this phase there are confirmed cases of persons affected by the Pandemic within the region in which the respective companies operate and or up to 5% - 20% of staff affected by the virus.

The following actions are to be taken:

- Encourage and enforce staff who are sick not to report for work.
- Screen staff with symptoms and encourage them to get seek medical attention.
- Increase the sanitizing of public areas
- Check your facemask stock
- Review potential impact on group life policy and payment levels.
- Identify and monitor changes in the market during the pandemic and how it will impact on your staffing requirements.
- Prioritized production lines according to staff availability
- Convey to staff that their duties, functions and roles may change throughout the pandemic
- Review staff assignments and possible reassignment if necessary
- Devise and approve plans to accommodate extended sick leave and leave of absences for affected staff to recuperate or to care for family and dependents
- Prepare for handling the “human” aspects of the pandemic including counseling; next of kin notifications; Q&A related to HR policies
- Identify key customers and suppliers
- Staff who are sick must be given a clean bill of health by the doctor before returning to office
- Train staff on telecommuting procedures and have them test regularly.
- For third party contractors, ensure that they have pandemic influenza plans in place. If they do not, seek to influence those plans or look at internal resources to accomplish those functions at a minimal level, where possible.

Action at Amber Phase 3

At this phase, the Influenza Pandemic virus has affected between 20% - 40% of staff. The following steps are to be taken:

1. Expand telecommuting opportunities.
 - i. Increase remote access capabilities.
 - ii. Review security measures for remote access through computers and cell phones.
2. Continue to run Information Technology (IT) functions (including virtual private network (VPN)).
3. Utilize teleconferencing and video conferencing for meetings wherever possible.
4. Expand on-line transaction and self-service options for customers.

BUSINESS CONTINUITY PLAN – COMMAND RECOVERY

5. Relax the shift structure (where applicable) to accommodate those that are able to work
6. Modify arrival and departure times to reduce contact between employees in a shift.
7. Implementing strategies to reduce reliance on “just-in-time” inventories.
8. Stocking adequate supplies and parts for crucial equipment.
9. Identifying several alternative sources for critical domestic and imported materials and supplies.
10. Notifying suppliers and employees of any changes to the work schedule.
11. Make arrangements for the online payment of expenses.
12. Develop a support mechanism for staff who work on commission

Action at Red Alert - Over 40% of staff affected

- A decision is to be made to release all staff and a temporary shutdown of operations based on the percentage of staff affected or Government decision to shutdown non-essential services.

Green Phase - Recovery

1. Activate Business Continuity Plan
2. Activate the Information Technology (IT) Recovery Plan

APPENDIX F: PANDEMIC PROTOCOL

Impact of Pandemic on Business

Complete	In Progress	Not Started	
			Identify a pandemic coordinator and/or team with defined roles and responsibilities for preparedness and response planning.
			Identify the critical activities undertaken by your business, which would have to continue during a pandemic, as well as the employees, and other inputs that support those activities (e.g. raw materials, suppliers, sub-contractor services/products, logistics, process controls, security). Consider how internal resources could be re-allocated to ensure those activities are maintained
			Discuss with your suppliers/sub contractors whether they have robust Business Continuity plans in Place
			Consider preparing an additional pool of workers to undertake key tasks and provide training where appropriate (e.g. Third Party contractors, cross train employees, retirees).
			Determine the potential impact of a pandemic on your business-related travel (e.g. should international travel be curtailed in certain countries due to quarantines and/or border closures).
			Find up-to-date, reliable pandemic information on Cybervillage. http://cybervillage.gkco.com/newcybervillage/GNN/H1N1-News/default.htm
			Establish an emergency communications plan and revise periodically. This plan should identify key contacts (with back-ups), chain of communications (including suppliers, customers and employees), and processes for tracking and communicating business and employee status.
			Find out about pandemic planning in your region and locality, for example through regional resilience teams and local resilience forums, and liaise with agencies and local responders.
			Find out about pandemic planning in your region and locality and liaise with agencies and local responders

Impact of Pandemic on Employees and Customers

Complete	In Progress	Not Started	
			Guided by advice issued by Government, forecast and plan for employee absences during a pandemic. This could be the result of a number of factors including personal illness, family member illness, bereavement, possible disruption to other sectors for example closures of nurseries and schools or reduced public transport
			As a general approach to reducing the spread of the infection across the country, assess your business needs for continued face to face contact with your customers/suppliers and consider plans to modify the frequency and/or type of face-to-face contact (e.g. video or tele-conferencing instead of travelling to meetings) among employees and between employees and customers. Whilst there is no intention to restrict domestic travel, the Government is likely to advise against non-essential travel, and this should be taken into account in planning.

BUSINESS CONTINUITY PLAN – COMMAND RECOVERY

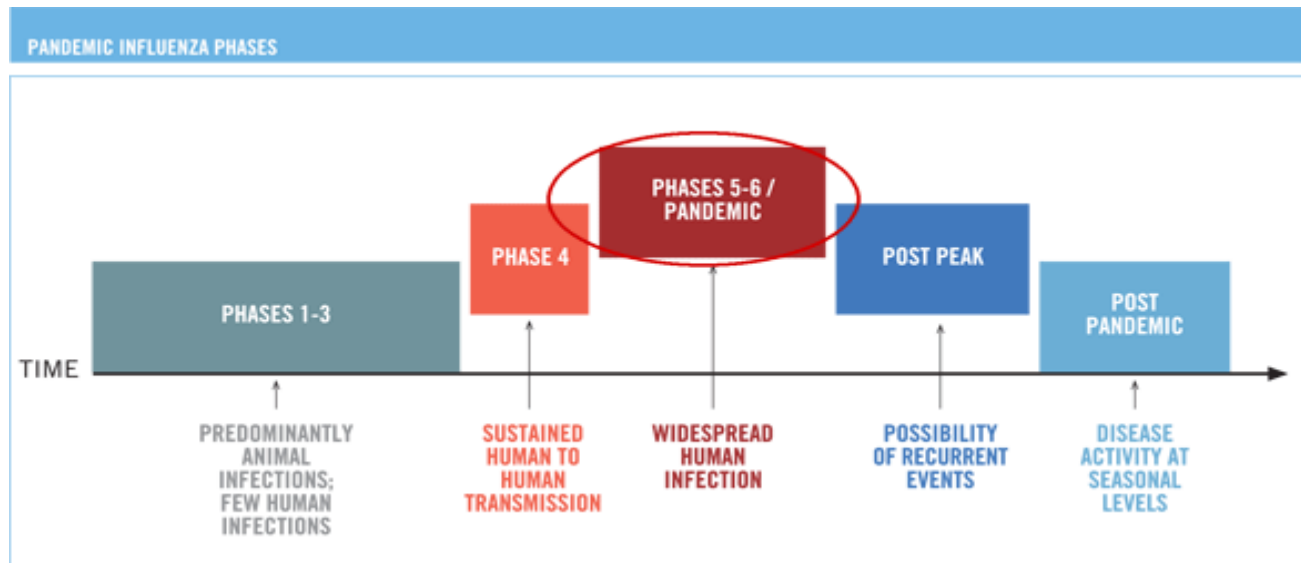
			Consider whether enhanced communications and information technology infrastructures are needed to support employees working from home, tele-conferencing instead of face to face meetings and remote customer access.
			Plan for a likely increase in demand for employee's welfare services, if they are available, during a pandemic.
			Identify employees and key customers with special requirements, and incorporate the requirements of such persons into your preparedness plan.
			Consider your customers' needs during a pandemic and whether to review your business model and arrangements to continue to meet those needs. (e.g. enhance internet banking/shopping capacities)
			Provide sufficient and accessible means for reducing spread of infection (e.g. provision of hand washing facilities or hand-hygiene products).
			Consider additional measures to reduce the risk of infection, such as more frequent cleaning on premises, and ensure the resources to achieve these will be available.

Communication and Education of Employees and Customers

Complete	In Progress	Not Started	
			Disseminate easily accessible information about pandemic flu to your workforce, which is appropriate to the stage of alert (e.g. signs and symptoms of influenza, modes of transmission when this information is available), personal and family protection and response strategies (e.g. hand hygiene, coughing/sneezing etiquette, contingency plans). This should be based on the information already available on the Cybervillage website. http://cybervillage.gkco.com/newcybervillage/GNN/H1N1-News/default.htm
			Ensure that communications are culturally and linguistically appropriate.
			Disseminate information to employees about your pandemic preparedness and response plan for your business, including their role in this plan.
			Plan for a likely increase in demand for employee's welfare services, if they are available, during a pandemic.
			Identify employees and key customers with special requirements, and incorporate the requirements of such persons into your preparedness plan.
			Consider your customers' needs during a pandemic and whether to review your business model and arrangements to continue to meet those needs. (e.g. enhance internet banking/shopping capacities)
			Provide sufficient and accessible means for reducing spread of infection (e.g. provision of hand washing facilities or hand-hygiene products).
			Consider additional measures to reduce the risk of infection, such as more frequent cleaning on premises, and ensure the resources to achieve these will be available.

APPENDIX G: ALERT PHASES

W.H.O. Pandemic Alert Phases



In nature, influenza viruses circulate continuously among animals, especially birds. Even though such viruses might theoretically develop into pandemic viruses, in **Phase 1** no viruses circulating among animals have been reported to cause infections in humans.

In **Phase 2** an animal influenza virus circulating among domesticated or wild animals is known to have caused infection in humans, and is therefore considered a potential pandemic threat.

In **Phase 3**, an animal or human-animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks. Limited human-to-human transmission may occur under some circumstances, for example, when there is close contact between an infected person and an unprotected caregiver. However, limited transmission under such restricted circumstances does not indicate that the virus has gained the level of transmissibility among humans necessary to cause a pandemic.

Phase 4 is characterized by verified human-to-human transmission of an animal or human-animal influenza reassortant virus able to cause “community-level outbreaks.” The ability to cause sustained disease outbreaks in a community marks a significant upwards shift in the risk for a pandemic. Any country that suspects or has verified such an event should urgently consult with W.H.O so that the situation can be jointly assessed and a decision made by the affected country if implementation of a rapid pandemic containment operation is warranted. Phase 4 indicates a significant increase in risk of a pandemic but does not necessarily mean that a pandemic is a forgone conclusion.

Phase 5 is characterized by human-to-human spread of the virus into at least two countries in one WHO region. While most countries will not be affected at this stage, the declaration of Phase 5 is a

strong signal that a pandemic is imminent and that the time to finalize the organization, communication, and implementation of the planned mitigation measures is short.

Phase 6, the pandemic phase, is characterized by community level outbreaks in at least one other country in a different W.H.O region in addition to the criteria defined in **Phase 5**.



INFORMATION & COMMUNICATIONS TECHNOLOGY DISASTER RECOVERY PLAN

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VERSION CONTROL

The table below shows version control for this document.

TITLE	INFORMATION & COMMUNICATIONS DISASTER RECOVERY PLAN		
VERSION No.	202011	CLASSIFICATION	BCP
APPROVAL	Board of Directors	APPROVAL DATE	November 12, 2020
EFFECTIVE DATE	November 16, 2020		

REVISIONS

Version	Date	Section	Details of Changes in this Revision
Version 1.1	November 2022	All section	Updating contact listing for all teams. The server listing was also updated.

TEST HISTORY

Date	Test Focus	Actions

PURPOSE

This Disaster Recovery Plan has been developed to allow for resumption of critical IT systems within Key Insurance in the event of a disaster affecting its Server Room. To achieve this, the following strategy should be employed:

1. Backups are to be restored on existing or available hardware.
2. Restoration of primary site shall commence when proper assessment has been completed and a plan prepared and approved.
3. The alternate location will be identified and the critical staff and equipment moved to this location
4. The restored files should allow for access to information and is not intended to allow for full scale processing of transactions.

Personnel – Information & Communication Technology (ICT) Department

The ICT/Technology Team for Key Insurance should comprise of a team leader, an alternate and team members. The team leader will delegate the responsibilities of the team members at the time of disruption. This plan depends upon the experience and knowledge of Key Insurance personnel to serve as the foundation of the recovery effort, regardless of the level of business interruption or outage.

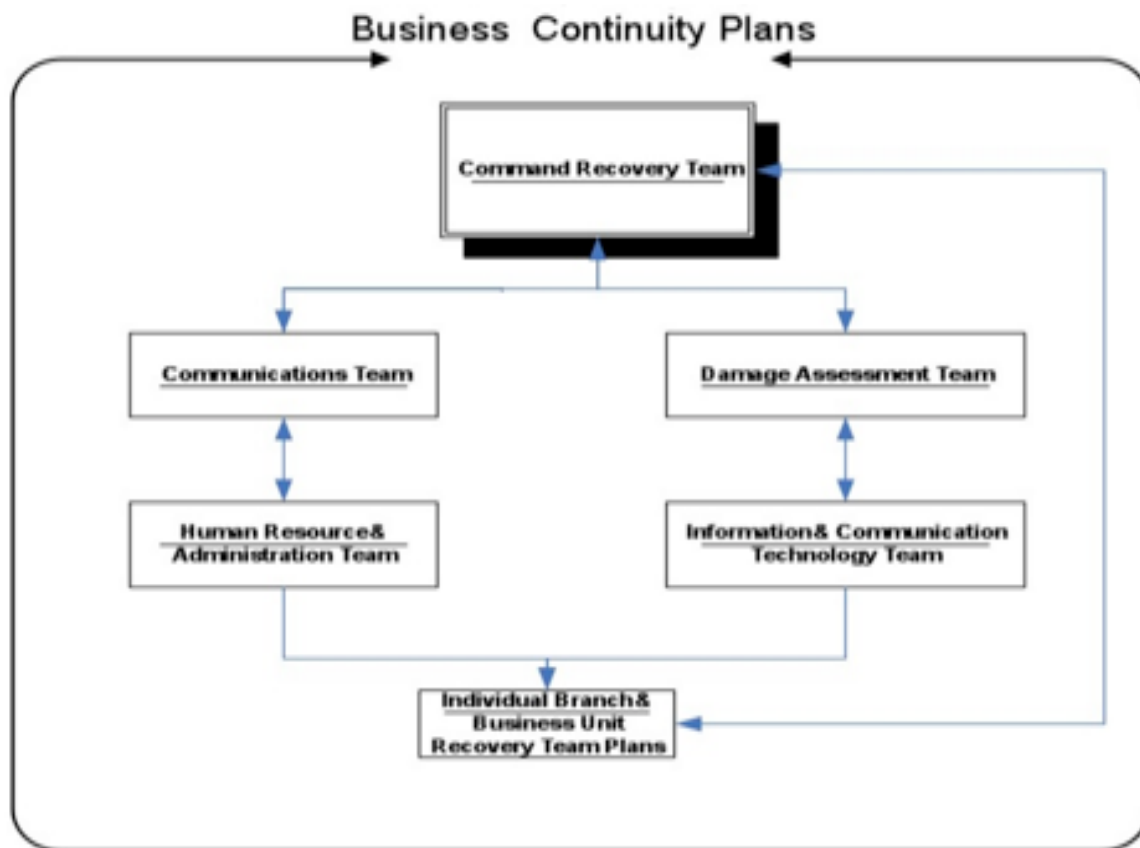
No matter how comprehensive a Disaster Recovery Plan (DRP) is, it cannot cover all possible eventualities. Key Insurance stands a much better chance of surviving a disaster if it has a documented, tested and up to date plan, than if it reacts to events on an ad hoc basis.

This plan is structured so as to provide easy reference. As this is a dynamic document, changes to the organisation and/or policies should be reflected in the relevant sections. The information contained in this plan is the property of Key Insurance and should be treated as confidential.

Business Recovery Structure – Company Wide Disaster

The Business Continuity effort is based on a Command Recovery Team leading the recovery. The crisis management and business recovery strategies are the responsibility of the Command Recovery Team led by the Recovery Director. The individual business unit recovery teams (which include ICT) will invoke their individual plans and act as directed by the Command Team.

Business Recovery Organization Chart



Recovery Teams

A summary of the functions of the various teams included in the structure above is shown in the table below.

Recovery Teams	Functions
<i>Command Recovery Team</i>	<ul style="list-style-type: none"> ▪ Control of immediate crisis situation ▪ Direct overall recovery strategy ▪ Direct activation of individual departmental team recovery plans ▪ Monitor individual recovery team activity ▪ Assume control until acceptable service levels are resumed ▪ Maintain log of all major decision points and actions
<i>Damage Assessment Team</i>	<ul style="list-style-type: none"> ▪ Prepare damage assessment report in consultation with relevant authorities and report to the Command Recovery Team (emergency services – note there should be only one point of contact with emergency services)
<i>Communication, Human Resources & Administration Team</i>	<ul style="list-style-type: none"> ▪ Develop and execute communications strategies for: <ul style="list-style-type: none"> ✓ Employees ✓ Media ✓ Customers/clients ✓ Public ✓ Regulatory Bodies ✓ Jamaica Stock Exchange ▪ In consultation with the approved security company provide security logistics ▪ Contact the alternate locations and put them on alert that the staff at the affected locations may need the facilities ▪ Identify and ensure resource for office equipment are sourced ▪ Manage insurance company and claims ▪ Identify and account for injured staff and contact next of kin ▪ Arrange for additional staff to meet operational needs due to the disaster (regular staff may be injured etc.) ▪ Arrange for counselling services for staff if required
<i>Information Technology & Communications (ICT)</i>	<p>Restore and perform the following:</p> <ul style="list-style-type: none"> ▪ Mission critical computer applications, based on their RTOs ▪ Restore connection to alternate site ▪ Restore data from tape or other means ▪ Provide user support ▪ Manage vendors ▪ Restore telephone service or redirect to another line

Objectives

The objectives of Disaster Recovery Planning are as follows:

- To define the tasks to be performed immediately following a disaster
- To define the procedures necessary to recover the firm's critical applications and infrastructure
- To outline the roles and responsibilities of personnel in response to a disaster
- To provide overall guidance in the testing and maintenance of this plan.

The following documents, available with the leaders of the respective departments, will serve to complement the recovery effort:

- Information and Communications Technology Disaster Recovery Plan
- Individual Department Recovery Plans
- Emergency Response Procedures
- Business Continuity Policy and Group Corporation Communications Policy
- Information Security Policy
- Disaster Preparedness and Emergency Response Plan

Command Centre Locations

In the event that the command centre is required, it will be established at one or more of the following locations as outlined in the table below or any other location determined by the Recovery Director.

Location	Address	Description/Features of Each Location
Primary/ Head Office	6C, Half Way Tree Road, Cross Roads, Kingston 5	
Alternate 1/Portmore	Shop 35B, Portmore Mall, Portmore	
Alternate 2/Ocho Rios	2 Newlin Street, Ocho Rios	
Alternate 3/Mandeville	Suite 6, Central Plaza, Mandeville	
Alternate 4/Montego Bay	Shop 15B, Fairview Business Park, Montego Bay	

Scope

The scope of this Disaster Recovery Plan is limited to the Key Insurance Head Office Server room. Although this DRP is designed to address a ‘worst case scenario’ with critical IT systems, it is flexible enough to resolve less severe disruptions. This plan does not cover organisational functions outside the recovery of critical IT systems. The plan consists of:

- Critical IT systems
- IT hardware required to run the critical applications
- The data communications network
- LAN facilities for Key Insurance offices

Assumptions

1. A disaster in the context of this document means a partial or total loss of the critical IT or other operational capability of the Key Head Office Server room, or any other site that supports IT services.
2. In the event that a disaster occurs, a Command Centre may be formed to manage the processes of restoration of service.
3. All critical applications and data have been backed up on a daily basis and the offsite backup procedures have been followed. The data, information and materials essential to

disaster recovery (back-up tapes, vendor product manuals, operating system installation guides) are accessible within 3 to 6 hours.

4. A full complement of qualified and trained personnel from ICT and elsewhere (e.g. Corporate), if necessary, are made available to perform recovery activities
5. Regular testing and updating of the plan occur once it has been implemented.
6. A recovery strategy for recovering the IT systems will be in place.
7. Critical systems with recovery windows are listed in Appendix B. The definition of critical is based on the computer application, and ranges from 2 – 3 hours to 1 day.

Backup Schedule

In the event of a hurricane

1. Backup of all systems should be initiated once the decision is made to close the office.
2. The decision must be communicated to the ICT Team leader by the Command and Recovery Team leader.
3. Three copies of the backup are required
 - a. Copy #1 goes to the offsite location
 - b. Copy #2 goes to the secondary location – will be determined by the Command and Recovery Team
 - c. Copy #3 stays in the possession of the ICT Team leader.

Disaster Recovery Strategy

A Business Impact Analysis (BIA) has been performed and extracts have been included in this document. The BIA identifies those systems, which have been deemed to be critical to the business and the reasons why. See Appendix B for a listing of applications and their recovery time objectives.

The target recovery site is the alternate location in the event of a failure of the key IT systems in the Key Insurance Head Office Server room.

Escalation procedure

Objective

To establish procedures for determining the nature of systems' problems (i.e., hardware, software, network) and appropriately escalating incidents to ensure timely resolution and proper notification of problems to management.

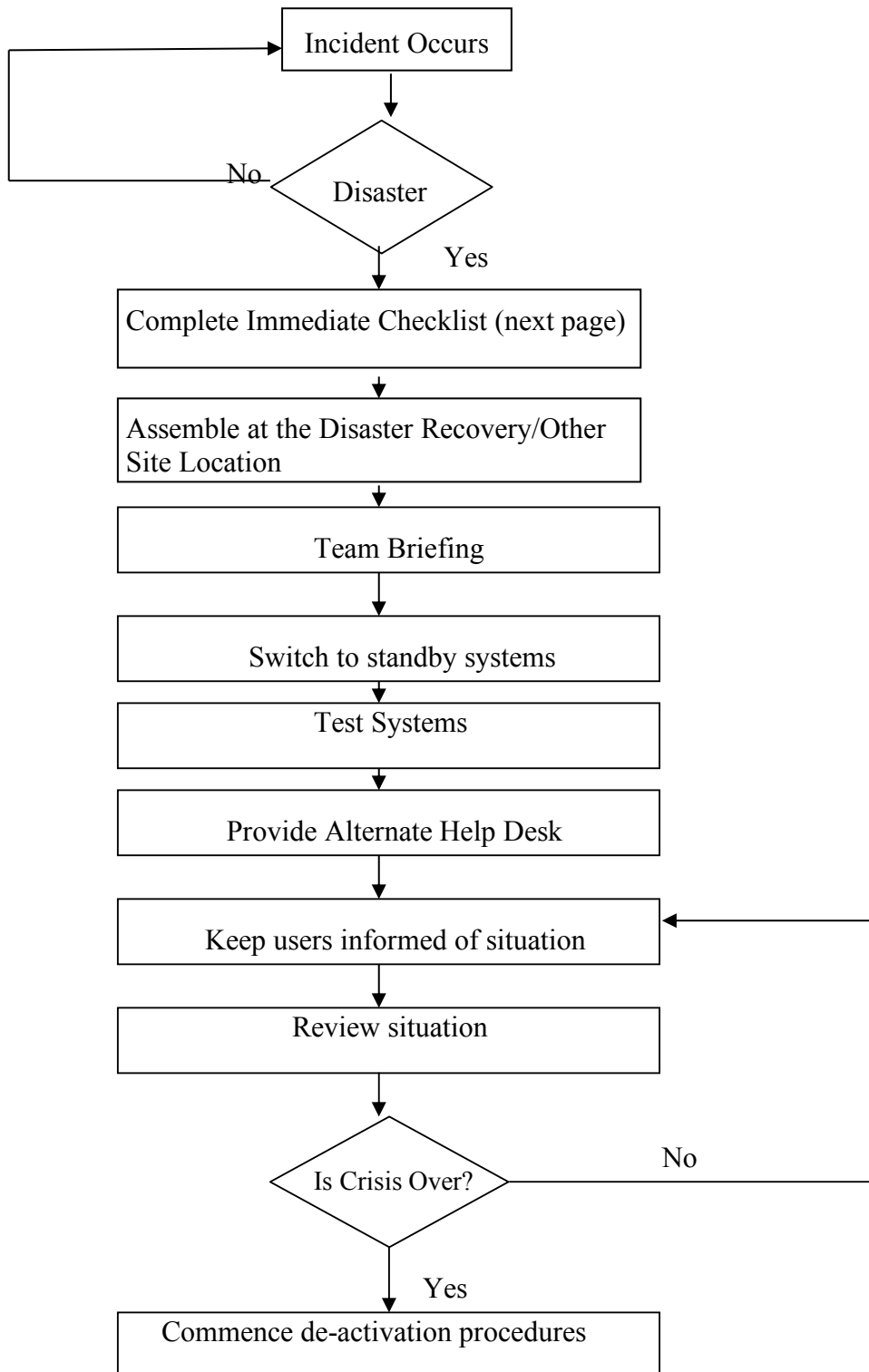
Definition of a Disaster

A disaster in the context of this document means a loss of an essential IT or other operational capability at the Server Room at Key Insurance Head Office or any other site that supports IT services. This may be temporary, for example, a bomb scare that requires the building to be evacuated, or permanent, such as a fire, which destroys the building. A decision must be made by those with the authority to declare a disaster.

Authority

The only persons who can declare a disaster are two or more members of the Command Recovery Team (See the Command Recovery Team Plan).

ICT Department Level Escalation Procedures



Immediate Response Checklist to Declare a Disaster

TO BE COMPLETED BY A MEMBER OF THE ICT TEAM (in conjunction with the Damage Assessment Team members) WHO FIRST RECEIVES NOTIFICATION OF A DISASTER.

The Command Recovery Team Director will need this information to declare a disaster in conjunction with the Damage Assessment.

Write down information about the incident:	Notes
• Access to the building – site evacuated, restricted access, IT rooms available?	
• Computer systems and networks – how are the following affected: hardware, software, telecommunications, documentation, processing, backups	
• Utility power and air conditioning – steady power source, operational, general office facilities	
• Telephones - main telephone line, PBX, switchboard	
• IT staffing – staff needed for the problem, who is available?	
THINK BEFORE YOU DO ANYTHING	

Complete the following:

- Contact all members of the ICT/Technology Team and put them on standby.
- Call the location that has the backup tapes to establish the most recent tape archive and make a note of this.
- Prepare to assemble with the available members of the Technology Team in appropriate location
- If there is the need to evacuate the building depending on the extent of the disaster, the IT and business unit staff could remain on the building if it is not a life-threatening situation.

Damage assessment

To be completed by a member of the ICT team, in conjunction with other Damage Assessment a team member, who first receives notification of a disaster.

Objective	To perform a computing and telecommunications damage assessment for the affected IT location and equipment. This should include an assessment of the physical facilities and hardware as well as system integrity and user functionality.	
Resources	<ul style="list-style-type: none"> ▪ Damage Assessment Report (Appendix D) ▪ Contact list ▪ Network diagrams ▪ Critical vendors listing ▪ Equipment inventory ▪ Analyst on call for the affected service line 	
Team Members	<ul style="list-style-type: none"> ▪ Andrew Dunkley ▪ Demar Wisdom ▪ Naomi White 	

#	Task	Liaise With	Done
1.	Identify damage to critical equipment <ul style="list-style-type: none"> ▪ Servers, hubs and desktop equipment ▪ Data communications patch panel ▪ Network and telecommunications devices ▪ Telephone PABX ▪ Electricity supply ▪ Data and voice cabling ▪ Air-conditioning ▪ Storage and tape backup equipment <p>Before you enter any area, ensure it is safe to do so.</p>	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	
2.	Perform system functionality checks, if possible <ul style="list-style-type: none"> ▪ It may be possible to do basic functionality or diagnostic testing from the administrator consoles ▪ In other cases, it may be necessary to contact individual users or user groups to obtain this information ▪ Attempt to access data on disk drives, moving them to undamaged equipment if possible/necessary 	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	

BUSINESS CONTINUITY PLAN – ICT DRP

#	Task	Liaise With	Done
3.	Perform a network connectivity check <ul style="list-style-type: none">▪ Check connectivity at the data communications patch panel▪ Check cabling for obvious physical damage▪ Check the status of data links, to remote offices	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	
4.	Report findings <ul style="list-style-type: none">▪ Use your Damage Assessment Report as a guide		

Assemble at the Recovery Site

- The recovery site will be determined at the time of the disaster.
- Gather members of the ICT team who are available and prepare to leave for the recovery site
- Ensure that the team has access to the following prior to arriving or upon arriving at the alternate site:
 - ✓ Copies of all the current passwords
 - ✓ Copies of operating system installation media
 - ✓ Copies of application installation media
 - ✓ Spare Ethernet cables and a hub
 - ✓ Spare IP Phones
 - ✓ Hand tools such as screw drivers and pliers
 - ✓ Other key items

Team briefing

Objective	To apprise members of the team what has happened, assess the situation and plan what needs to be done, who is doing what and who to and when to report.
Resources	<ul style="list-style-type: none"> ▪ Immediate Response Checklist ▪ Damage Assessment ▪ Disaster Recovery Plan ▪ System Build Documentation ▪ Whiteboard
Personnel	<ul style="list-style-type: none"> ▪ Identify leader and alternate for all teams ▪ Identify other team members

All Team Members

#	Task	Liaise With	Done
1.	Roll call your team members - Who is there, on their way, not coming at all, additional assistance required - refer to the team listing	Andrew Dunkley Operations Manager	
2.	Ensure all team members have their documentation with them – And know which section to follow		
3.	Discuss what needs to be done in what sequence – Refer to the list of critical systems in Appendix B		
4.	Establish a status board to record events as they take place as well as required actions and keep track of the location of Team Members and their contact numbers		
5.	Ask if there are any questions - Ensure you are easily contactable at all times if they run into difficulties		
6.	Update the Command Recovery Team		

Backup status

Objective	To review the status of scheduled back-up jobs when the “disaster” occurred, confirm the location of back-up tapes and formulate a back-up/recovery strategy.
Resources	<ul style="list-style-type: none"> ▪ Whiteboard ▪ Contact details of storage vendor from list of contacts ▪ Schedule of backups ▪ Job completion records ▪ Back-up media transmittal records (storage vendor receipts)
Personnel	<ul style="list-style-type: none"> ▪ Identify and name team members for checking the backup status

Team Member

#	Task	Liaise With	Done
1.	Determine the status of completed, in-process, and scheduled back-up jobs Consider: <ul style="list-style-type: none"> ▪ What time did the outage occur? ▪ Were any back-up jobs being processed at the time of the outage? ▪ What jobs were successfully completed prior to the outage and status of those tapes? ▪ Did any scheduled back-up jobs fail to start on time as a result of the outage? Current status? 	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	
2.	Identify all the necessary backup materials For each application on each platform, consider the availability of: <ul style="list-style-type: none"> ▪ The most recent image backup 		
3.	Identify the extent of the data loss Consider the time of the most recent backup tapes available for recovery.		
4.	Inform the ICT team members about the extent of data loss and notify the business if critical data cannot be restored.		

Select a Recovery / Rebuild Strategy

Objective

To select the most appropriate recovery strategy for each affected service. The selection needs to be based on user requirements and high-level damage assessment information. Note that there would have been certain predetermined strategies already determined based on the results of the BIA, and these should form the starting point for the strategy selection discussion

Resources

- Damage Assessment Report
- Hardware inventory
- Application software inventory
- User group listings
- Electronic mail, if available
- Vendor listings
- Copy of DRP documentation

Personnel

- Identify and name IT Department Team Members

#	Task	Liaise With	Done
1.	Assess the strategies previously agreed from the BIA, and determine if the current situation would be amenable to these strategies being implemented.	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	
2.	Reconfirm with the users their technology requirements Methods: <ul style="list-style-type: none"> ▪ Have meetings with users, where necessary and time allows ▪ Are all critical systems required to be restored at this point? 		
3.	Select a high-level strategy <ul style="list-style-type: none"> ▪ Reach an agreement with the Command Recovery Team Director and the users about the recovery goals, timeframe and priorities ▪ The strategy should address each computer and telecommunication service affected by the incident ▪ The expectation is that the preconfigured backup systems in <name the alternate site> should be able to deal with the recovery expectations 		
4.	Review the strategy decision as required in response to changing circumstances and when new information arrives		

Provide Alternate Help Desk Services

Objective	To ensure that staff members are provided with appropriate help desk services to allow on-going operation after an incident.	
Resources	<ul style="list-style-type: none"> ▪ Telephone handsets ▪ Contact list ▪ Help desk staff contacts ▪ 	
Personnel	<ul style="list-style-type: none"> ▪ Identify and name team members for this task of providing alternate help desk services 	

#	Task	Liaise With	Done
1.	Make a decision about where an alternate help desk (technical support) can be sited	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	
2.	Advise the users of interim arrangements for help desk services, provide details of relevant phone numbers / arrange for diversion of normal number		
3.	Arrange for additional equipment required to support Help Desk staff to be delivered and installed at the alternate location, and for the relocation of the staff		
4.	Once the help desk has been relocated, again advise the users of new help desk arrangements and changed contact details as necessary (redirect help desk number if possible)		

Establish voice communications at the recovery site



Objective To quickly establish telephone and data communications in the Command Centre and the Disaster Recovery / Alternate Site (that will house the staff that will be required to continue the business), including telephone hotlines, telephone facilities, and Local Area Network (LAN) connectivity.

Resources

- Spare handsets
- Company mobile phone directory
- Inventory of spare communications and computing equipment
- List of IT contacts
- List of equipment suppliers and rental companies

Personnel

- ICT Team members

#	Task	Liaise With	Done
1.	Determine or quickly validate physical connection specifications	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	
2.	Test the correct operation of the new services		
3.	Open the services to the users		

Switch over to the Backup Mission Critical Systems¹

Objective	To bring online the backup mission critical systems.
Resources	ICT DRP Recovery procedure for Underwriter and Sage documents
Personnel	<ul style="list-style-type: none"> ▪ Andrew Dunkley ▪ Demar Wisdom ▪ Naomi White

#	Task	Liaise With	Done
1.	Stop replication (if this was previously being done)	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	
2.	Control shutdown of server		
3.	Change IP addresses		
4.	Bring system up (start replication), start database, application and services		

¹ This assumes that part of the recovery strategy is an automatic failover to another IT location. This may not necessarily be the strategy for each company, and will therefore have to be evaluation accordingly.

Recover other Key Systems

Objective

To rebuild other key systems:

Resources

- Application re-build documents
- System Schematic in Appendix F
- Software and relevant license
- Hardware

#	Task	Liaise With	Done
1.	Follow the instructions in the relevant application rebuild manual	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	
2.	Confirm that the minimum hardware requirements have been met and the hardware is available and operable		
3.	Confirm IP addresses to be used		
4.	Install the operating system and application software		
5.	Configure tape drives and recover the application and database		
6.	Test the system		

Test Systems

Objective

Systems should be tested to ensure integrity of all systems, software and data prior to being made available to the users.

Resources

- Computer systems and operations manual
- Standard operating procedures

Personnel

- ICT Staff

#	Task	Liaise With	Done
1.	Establish a test plan	Demar Wisdom (IT Officer) Or Naomi White (IT Associate)	
2.	Ask selected users to perform the tests		
3.	Slowly allow more users to access systems		
4.	Monitor load and system performance		
5.	Advise users about any performance limitations or special instructions		
6.	Investigate the status of all development and maintenance work in process		

Deactivation of the Disaster Recovery Plan

The ICT/Technology Team will terminate its emergency status when the Command Recovery Director declares that the ICT/Technology Team is no longer required and when he or she determines that both of the following conditions are met:

- The situation is stable and into recovery mode and IT operations can be sufficiently handled by line organisations; and
- Public, media, and government response is sufficiently downscaled or returned to normal.

#	Task	Liaise With	Done
1.	Authorise deactivation of the ICT/Technology Team and contractors that are no longer needed for incident response	Andrew Dunkley (Operations Manager) Or Demar Wisdom (IT Officer)	
2.	Notify other functional areas of the planned deactivations		
3.	Develop an action plan for longer term resumption if necessary		
4.	Ensure that any open items not yet completed are addressed		
5.	Ensure that all required forms, reports, minutes and other documentation are complete. All required documentation should be submitted to the Command Recovery Coordinator who should ensure it is maintained and stored appropriately for future reference and use (e.g., during follow up debriefs or for legal or insurance purposes)		
6.	Be prepared to provide input to the after-action report		
7.	If another organisation or contractor is assuming a longer-term resumption role, be sure they are briefed		
8.	Proclaim termination of the incident and proceed to longer term resumption activities if appropriate		
9.	Provide contact information where you and your team members can be contacted for any follow up		

Plan Maintenance and Testing

Maintenance

Key Insurance Disaster Recovery Plan must have an active maintenance plan to capture the dynamic nature of the business it is built to protect. The plan is to be reviewed at each 12-month interval to confirm that all of the major plan components, from the up-front basic assumptions to IT systems that the plan is supporting, remain current and relevant.

Plan maintenance includes testing the plan and updating the documentation. Maintenance is done at regular intervals and at other times if events at Key Insurance warrant it.

Testing

Plan testing is designed to determine:

- The state of readiness of Key Insurance to cope with an incident situation
- Whether recovery inventories stored off-site are adequate to support recovery operations
- Whether the Disaster Recovery Plan is current and complete
- To train employees and management who are required to help maintain the Disaster Recovery Plan
- To train employees and management who are required to execute various segments of the Disaster Recovery Plan in the event of an incident
- To heighten awareness of the Disaster Recovery Plan for those employees not directly involved in maintaining and /or executing the plan

The Disaster Recovery Coordinator must develop an appropriate test strategy and provide detailed test schedules that identify test levels, test types, test objectives, and scheduled test dates. When testing is completed, the Disaster Recovery Coordinator updates and distributes the Disaster Recovery Plan based on what was learned during the test, completes the necessary forms indicating the test results and submits the information to the ICT/Technology Team.

Schedule of Tests

The type and frequency of testing vary, but minimally the plan should be tested as follows.

Monthly

Tape Back-ups should be restored monthly to examine the viability and quality of the data. This would ensure that critical areas are checked and improvements made where necessary.

Six Monthly/Annual

Plans should be thoroughly tested annually. This includes both a structured walk through as well as component testing. Types of component testing performed will vary depending on the plan and the severity of the event, but teams should be prepared for incident situations.

Every two years

Every two years, the plan should undergo a full operations exercise. This involves a complete test of all components and procedures. The exercise is performed in a test environment, to minimise disruption to normal production, but should be as realistic as possible.

Such a test is complex and requires considerable planning and preparation. It is, however, the best way of ensuring that a plan will function as expected when it is really needed.

Full operations exercises should not be done until most, if not all, of the individual component testing has been completed.

Test evaluation

In all plan exercising, the effectiveness of the test should be evaluated by an outside agent (who can be an internal resource but should not be a member of the ICT Team) who is charged with the following responsibilities:

- To thoroughly understand the objectives of the test
- To observe all activities of the ICT Team involved in the test
- To ensure that the test objectives were met
- To document findings related to the strengths and weaknesses observed.

Review of test results

The ICT/Technology Team will document test results as soon as possible subsequent to the test. The Disaster Recovery Coordinator and the Executives will review the test results and

discuss weaknesses and resolve problems. The ICT Team will make the appropriate changes to the plan.

To determine a test's success, the results should be compared with predefined test objectives. Failure to meet test objectives should result in a reschedule of the test. Test results that are measured include elapsed time to perform specific activities, accuracy of documentation for each activity and amount of work completed.

Appendices – Supporting Information

Appendix A - Contact Numbers

This appendix contains a list of contact numbers for personnel and organisations that may need to be contacted in a crisis.

Electrical Contractor: Rohan Clarke 876-368-8777 876-323-5577 21 Veneto Way Southboro, St. Catherine	Security Personnel Marksman Security 876-926-3600 14 Balmoral Avenue Kingston 10
Alarm Services King Alarm 876-926-0116 1 Caledonia Avenue Kingston 5	Plumbing Service Lloyd Bailey Company Limited 876-773-3851 876-929-8200 2B Retirement Crescent Kingston 5
Janitorial Service Romic Limited 876-908-0862 17A West Lake Avenue Kingston 10	Plumbing Service Andrew Rose 876-435-7784 10 Lodwood Park Avenue Kingston 8

BUSINESS CONTINUITY PLAN – ICT DRP

Job Function And Name	Phone	Alternate	Phone
Command Recovery Team:			
Tammara Glaves-Hucey (Recovery Director)	876-863-2045	Andrew Dunkley	876-550-7965
Andrew Dunkley	876-550-7965		
Paula Williams	876-414-9341		
Carlene Isaacs	876-878-2462		
Stuart Andrade	876-577-9899		
Kimar Findlater - GKFG	876-499-3081		
Damage Assessment Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Stuart Andrade	876-577-9899
Stuart Andrade	876-577-9899		
Ricardo Gordon	876-579-0781		
Juma Francis	876-808-5895		
Communications, HR and Administration Team:			
Kaydene DeSilva (Team Lead)	876-841-3547	Carlene Isaacs	876-878-2462
Carlene Isaacs	876-878-2462		
Shelly-Anne Williams	876-553-5994		
ICT Team:			
Andrew Dunkley (Team Lead)	876-550-7965		
Demar Wisdom	876-482-1940		
Naomi White	876-878-6080		
Epic Technologies- Dwain Donaldson	876-381-1031		

Appendix B - Critical Systems and Recovery Timeframes

Application Name	Profile	Online	RTO Days	RPO
Underwriter – Core Application used to manage the Insurance Business which include Underwriting, Claims, Accounting and Reporting	Client access via network	N	1 Day	0hrs
Sage – Accounting Software used to manage the Financials of the company.	Client access via network	N	1 Day	0.5 Days
Avaya PBX – Application used to manage telephone services for the company	Client access via network	Y	2hrs	N/A
KICL Website – Website is equipped with chatbots which provide customers with information	Client access from anywhere	Y	0.5 Day	1 Day
Office 365 – Application used to manage Emails, Microsoft Teams, Drives for document storage and document sharing	Client access via network	Y	1 Day	0.5 Days

Appendix C - List of System Build Documents

System Name	Document Name	Source / Author	Status

Appendix D - Damage Assessment Report

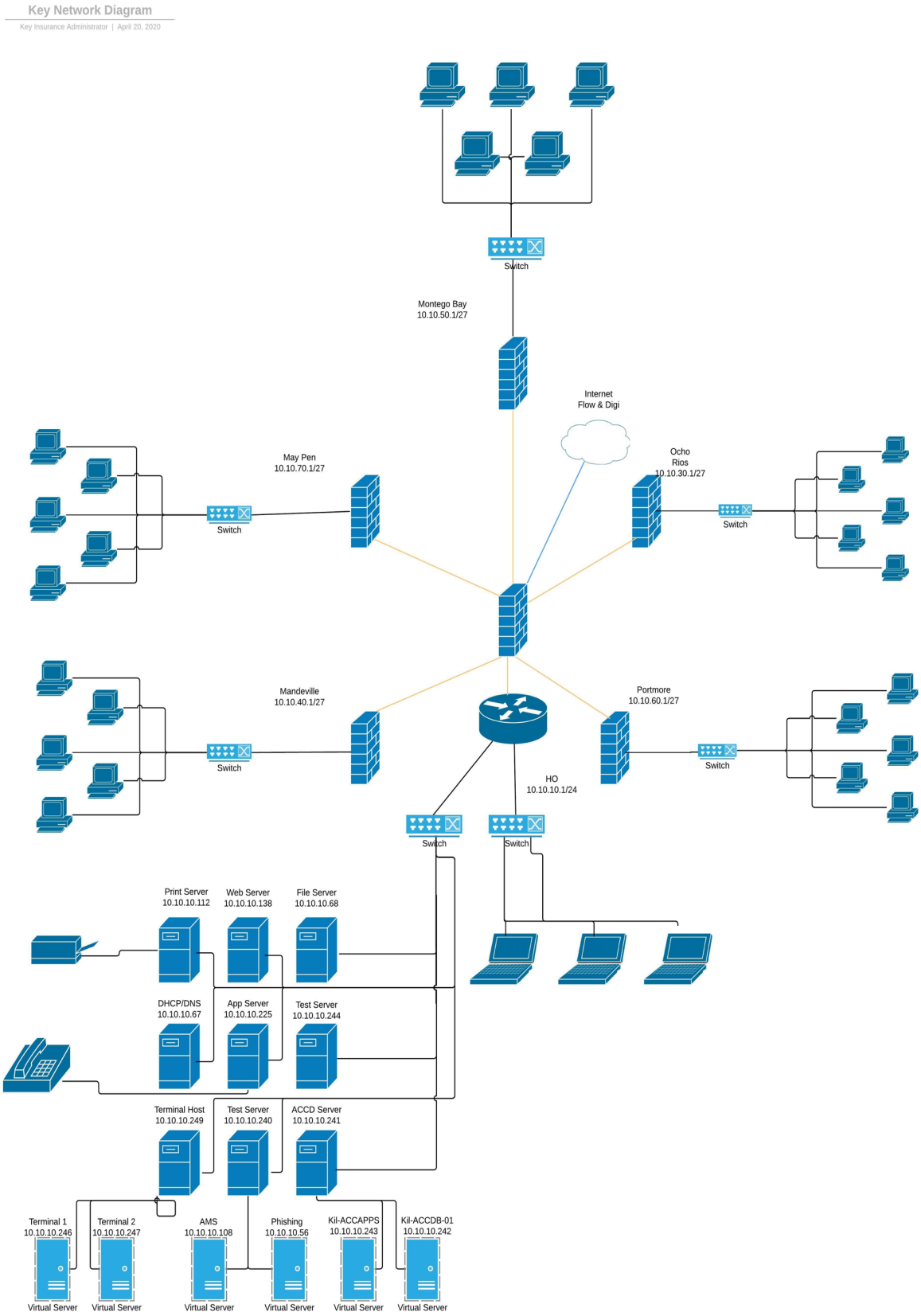
Use this form to record the results of your damage assessment, including your proposed plan of action.

[illegible]

Appendix E - Essential Hardware List

#	Description	Model or Specification
1	Servers:	Refer to Appendix G for details
2	Hub	Any hub with minimum 8 ports
3	Computers	Machines Assigned: Demar Wisdom Naomi White

Appendix F - System Schematic / Network Diagram



Appendix G – Server Details

SERVER	TYPE	ROLE
172.16.56.68	Physical	File Server
172.16.56.114	Physical	4D Server
172.19.56.100	Physical	DHCP/DNS Server/Hyper-V Manager
172.16.56.13	Physical	Accounts App Virtual Host
172.16.56.19	Virtual	Accounts App Client (Sage)
172.16.56.19	Virtual	Accounts App Database
172.12.56.26	Physical	Terminal Server 1
172.12.56.25	Virtual	Terminal Server 2
172.16.56.18	Virtual	Terminal Server 3
172.12.56.23	Virtual	Terminal Server 4
172.16.0.20/21	Virtual	Middleware
172.16.56.33	Virtual	IPS Application Server
172.16.0.14	Virtual	UW Web Server
172.16.0.13/21	Virtual	Mobile App Server
172.16.56.105	Virtual	Web Server VM Host
172.16.56.110	Virtual	DNS Secondary



KEY INSURANCE
COMPANY LIMITED

ICT DRP SUMMARY

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SCHEDULE OF TESTS.....	ERROR! BOOKMARK NOT DEFINED.
THE TYPE AND FREQUENCY OF TESTING VARY, BUT MINIMALLY THE PLAN SHOULD BE TESTED AS FOLLOWS.....	ERROR! BOOKMARK NOT DEFINED.
MONTHLY.....	ERROR! BOOKMARK NOT DEFINED.
SIX MONTHLY/ANNUAL	ERROR! BOOKMARK NOT DEFINED.
EVERY TWO YEARS.....	ERROR! BOOKMARK NOT DEFINED.
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VERSION CONTROL

The table below shows version control for this document.

TITLE	INFORMATION & COMMUNICATIONS DISASTER RECOVERY PLAN		
VERSION No.	202011	CLASSIFICATION	BCP
APPROVAL	Board of Directors	APPROVAL DATE	November 12, 2020
EFFECTIVE DATE	November 16, 2020		

REVISIONS

Version	Section	Details of Changes in this Revision

TEST HISTORY

Date	Test Focus	Actions

PURPOSE

This Disaster Recovery Plan has been developed to allow for resumption of critical IT systems within Key Insurance in the event of a disaster affecting its Server Room. To achieve this, the following strategy should employ:

1. Backups are to be restored on existing or available hardware.
2. Restoration of primary site shall commence when proper assessment has been completed and a plan prepared and approved.
3. The alternate location will be identified and the critical staff and equipment moved to this location
4. The restored files should allow for access to information and is not intended to allow for full scale processing of transactions.

Personnel – Information & Communication Technology (ICT) Department

The ICT/Technology Team for Key Insurance should comprise of a team leader, an alternate and team members. The team leader will delegate the responsibilities of the team members at the time of disruption. This plan depends upon the experience and knowledge of Key Insurance personnel to serve as the foundation of the recovery effort, regardless of the level of business interruption or outage.

No matter how comprehensive a Disaster Recovery Plan (DRP) is, it cannot cover all possible eventualities. Key Insurance stands a much better chance of surviving a disaster if it has a documented, tested and up to date plan, than if it reacts to events on an ad hoc basis.

This plan is structured so as to provide easy reference. As this is a dynamic document, changes to the organisation and/or policies should be reflected in the relevant sections. The information contained in this plan is the property of Key Insurance and should be treated as confidential.

Business Recovery Structure – Company Wide Disaster

The Business Continuity effort is based on a Command Recovery Team leading the recovery. The crisis management and business recovery strategies are the responsibility of the Command Recovery Team led by the Recovery Director. The individual business unit recovery teams (which include ICT) will invoke their individual plans and act as directed by the Command Team.

Recovery Teams

A summary of the functions of the various teams included in the structure above is shown in the table below.

Recovery Teams	Functions
<i>Command Recovery Team</i>	<ul style="list-style-type: none"> ▪ Control of immediate crisis situation ▪ Direct overall recovery strategy ▪ Direct activation of individual departmental team recovery plans ▪ Monitor individual recovery team activity ▪ Assume control until acceptable service levels are resumed ▪ Maintain log of all major decision points and actions
<i>Damage Assessment Team</i>	<ul style="list-style-type: none"> ▪ Prepare damage assessment report in consultation with relevant authorities and report to the Command Recovery Team (emergency services – note there should be only one point of contact with emergency services)
<i>Communication, Human Resources & Administration Team</i>	<ul style="list-style-type: none"> ▪ Develop and execute communications strategies for all internal and external stakeholders ▪ In consultation with the approved security company provide security logistics ▪ Contact the alternate locations and put them on alert that the staff at the affected locations may need the facilities ▪ Identify and ensure resource for office equipment are sourced ▪ Manage insurance company and claims ▪ Identify and account for injured staff and contact next of kin ▪ Arrange for additional staff to meet operational needs due to the disaster (regular staff may be injured etc.) ▪ Arrange for counselling services for staff if required
<i>Information Technology & Communications (ICT)</i>	Restore and perform the following: <ul style="list-style-type: none"> ▪ Mission critical computer applications, based on their RTOs ▪ Restore connection to alternate site ▪ Restore data from tape or other means ▪ Provide user support ▪ Manage vendors ▪ Restore telephone service or redirect to another line

Objectives

The objectives of Disaster Recovery Planning are as follows:

- To define the tasks to be performed immediately following a disaster
- To define the procedures necessary to recover the firm's critical applications and infrastructure
- To outline the roles and responsibilities of personnel in response to a disaster
- To provide overall guidance in the testing and maintenance of this plan.

The following documents, available with the leaders of the respective departments, will serve to complement the recovery effort:

- Information and Communications Technology Disaster Recovery Plan
- Individual Department Recovery Plans
- Emergency Response Procedures
- Business Continuity Policy and Group Corporation Communications Policy
- Information Security Policy
- Disaster Preparedness and Emergency Response Plan

Command Centre Locations

In the event that the command centre is required, it will be established at one or more of the following locations as outlined in the table below or any other location determined by the Recovery Director.

Location	Address	Description/Features of Each Location
Primary/ Head Office	6C, Half Way Tree Road, Cross Roads, Kingston 5	
Alternate 1/Portmore	Shop 35B, Portmore Mall, Portmore	
Alternate 2/Ocho Rios	2 Newlin Street, Ocho Rios	
Alternate 3/Mandeville	Suite 6, Central Plaza, Mandeville	
Alternate 4/Montego Bay	Shop 15B, Fairview Business Park, Montego Bay	

Scope

The scope of this Disaster Recovery Plan is limited to the Key Insurance Head Office Server room. Although this DRP is designed to address a ‘worst case scenario’ with critical IT systems, it is flexible enough to resolve less severe disruptions. This plan does not cover organisational functions outside the recovery of critical IT systems. The plan consists of:

- Critical IT systems
- IT hardware required to run the critical applications
- The data communications network
- LAN facilities for Key Insurance offices

Backup Schedule

In the event of a hurricane

1. Backup of all systems should be initiated once the decision is made to close the office.
2. The decision must be communicated to the ICT Team leader by the Command and Recovery Team leader.
3. Three copies of the backup are required
 - a. Copy #1 goes to the offsite location
 - b. Copy #2 goes to the secondary location – will be determined by the Command and Recovery Team
 - c. Copy #3 stays in the possession of the ICT Team leader.

Disaster Recovery Strategy

A Business Impact Analysis (BIA) has been performed and extracts have been included in this document. The BIA identifies those systems, which have been deemed to be critical to the business and the reasons why. See Appendix B for a listing of applications and their recovery time objectives.

The target recovery site is the alternate location in the event of a failure of the key IT systems in the Key Insurance Head Office Server room.

Escalation procedure

Objective

To establish procedures for determining the nature of systems' problems (i.e., hardware, software, network) and appropriately escalating incidents to ensure timely resolution and proper notification of problems to management.

Definition of a Disaster

A disaster in the context of this document means a loss of an essential IT or other operational capability at the Server Room at Key Insurance Head Office or any other site that supports IT services. This may be temporary, for example, a bomb scare that requires the building to be evacuated, or permanent, such as a fire, which destroys the building. A decision must be made by those with the authority to declare a disaster.

Authority

The only persons who can declare a disaster are two or more members of the Command Recovery Team (See the Command Recovery Team Plan).

Assemble at the Recovery Site

- The recovery site will be determined at the time of the disaster.
- Gather members of the ICT team who are available and prepare to leave for the recovery site
- Ensure that the team has access to the following prior to arriving or upon arriving at the alternate site:
 - ✓ Copies of all the current passwords
 - ✓ Copies of operating system installation media
 - ✓ Copies of application installation media
 - ✓ Spare Ethernet cables and a hub
 - ✓ Spare IP Phones
 - ✓ Hand tools such as screw drivers and pliers
 - ✓ Other key items

Plan Maintenance and Testing

Maintenance

Key Insurance Disaster Recovery Plan must have an active maintenance plan to capture the dynamic nature of the business it is built to protect. The plan is to be reviewed at each 12-month interval to confirm that all of the major plan components, from the up-front basic assumptions to IT systems that the plan is supporting, remain current and relevant.

Plan maintenance includes testing the plan and updating the documentation. Maintenance is done at regular intervals and at other times if events at Key Insurance warrant it.

Testing

Plan testing is designed to determine:

- The state of readiness of Key Insurance to cope with an incident situation
- Whether recovery inventories stored off-site are adequate to support recovery operations
- Whether the Disaster Recovery Plan is current and complete
- To train employees and management who are required to help maintain the Disaster Recovery Plan
- To train employees and management who are required to execute various segments of the Disaster Recovery Plan in the event of an incident
- To heighten awareness of the Disaster Recovery Plan for those employees not directly involved in maintaining and /or executing the plan

The Disaster Recovery Coordinator must develop an appropriate test strategy and provide detailed test schedules that identify test levels, test types, test objectives, and scheduled test dates. When testing is completed, the Disaster Recovery Coordinator updates and distributes the Disaster Recovery Plan based on what was learned during the test, completes the necessary forms indicating the test results and submits the information to the ICT/Technology Team.

Appendices – Supporting Information

Appendix A - Contact Numbers

This appendix contains a list of contact numbers for personnel and organisations that may need to be contacted in a crisis.

Electrical Contractor:

Rohan Clarke
876-368-8777
876-323-5577
21 Veneto Way
Southboro, St. Catherine

Alarm Services

King Alarm
876-926-0116
1 Caledonia Avenue
Kingston 5

Janitorial Service

Romac Limited
876-908-0862
17A West Lake Avenue
Kingston 10

Security Personnel

Marksman Security
876-926-3600
14 Balmoral Avenue
Kingston 10

Plumbing Service

Lloyd Bailey Company Limited
876-773-3851
876-929-8200
2B Retirement Crescent
Kingston 5

Plumbing Service

Andrew Rose
876-435-7784
10 Lodwood Park Avenue
Kingston 8

BUSINESS CONTINUITY PLAN – ICT DRP

Job Function And Name	Phone	Alternate	Phone
Command Recovery Team:			
Tammara Graves-Hucey (Recovery Director)	876-863-2045	Andrew Dunkley	876-550-7965
Andrew Dunkley	876-550-7965		
Paula Williams	876-414-9341		
Carlene Isaacs	876-878-2462		
Stuart Andrade	876-577-9899		
Kimar Findlater - GKFG	876-499-3081		
Damage Assessment Team:			
Andrew Dunkley (Team Lead)	876-550-7965	Stuart Andrade	876-577-9899
Stuart Andrade	876-577-9899		
Ricardo Gordon	876-579-0781		
Juma Francis	876-808-5895		
Communications, HR and Administration Team:			
Kaydene DeSilva (Team Lead)	876-841-3547	Carlene Isaacs	876-878-2462
Carlene Isaacs	876-878-2462		
Shelly-Anne Williams	876-553-5994		
ICT Team:			
Andrew Dunkley (Team Lead)	876-550-7965		
Demar Wisdom	876-482-1940		
Naomi White	876-878-6080		
Epic Technologies- Dwain Donaldson	876-381-1031		

Appendix B - Critical Systems and Recovery Timeframes

Application Name	Profile	Online	RTO Days	RPO
Underwriter – Core Application used to manage the Insurance Business which include Underwriting, Claims, Accounting and Reporting	Client access via network	N	1 Day	0hrs
Sage – Accounting Software used to manage the Financials of the company.	Client access via network	N	1 Day	0.5 Days
Avaya PBX – Application used to manage telephone services for the company	Client access via network	Y	2hrs	N/A
KICL Website – Website is equipped with chatbots which provide customers with information	Client access from anywhere	Y	0.5 Day	1 Day
Office 365 – Application used to manage Emails, Microsoft Teams, Drives for document storage and document sharing	Client access via network	Y	1 Day	0.5 Days

Appendix C – Server Details

SERVER	TYPE	ROLE
172.16.56.68	Physical	File Server
172.16.56.114	Physical	4D Server
172.19.56.100	Physical	DHCP/DNS Server/Hyper-V Manager
172.16.56.13	Physical	Accounts App Virtual Host
172.16.56.19	Virtual	Accounts App Client (Sage)
172.16.56.19	Virtual	Accounts App Database
172.12.56.26	Physical	Terminal Server 1
172.12.56.25	Virtual	Terminal Server 2
172.16.56.18	Virtual	Terminal Server 3
172.12.56.23	Virtual	Terminal Server 4
172.16.0.20/21	Virtual	Middleware
172.16.56.33	Virtual	IPS Application Server
172.16.0.14	Virtual	UW Web Server
172.16.0.13/21	Virtual	Mobile App Server
172.16.56.105	Virtual	Web Server VM Host
172.16.56.110	Virtual	DNS Secondary

Business Impact Analysis: Mission Critical Function, Recovery Time Objectives, Workarounds and Personnel Requirements

Department	Mission Critical Role/Objective	Critical Computer Application Used to Support Process	RTO Before It Has Impact On Department	RTO Before It Has Impact On GraceKennedy	RPO after Impact	Primary/Secondary Owners	Required Resources (eg. Transfer forms, Confirmation Letters etc) To Support the Process	Work Around Procedures
Claims & Underwriting	This is the core application used to process all transactions	Underwriter	1 Day	3 Days	0hrs	Andrew Dunkley	N/A	Activate Manual process to ensure customers are served during the time of the outage
Accounts	This is core application used by the Accounts team to prepare KICL Financials	Sage	1 Day	1 Day	0.5 Days	Demar Wisdom	Support required from Sage to ensure application is brought back online properly	None
Customer Support	KICL PBX Network	Avaya PBX	2 hrs.	1 Day	N/A	Demar Wisdom	Support required from Digicel	Reroute all calls to company CUG
All Departments	Email Management	Office 365	0.5hrs	3 hrs.	0.5 Days	Demar Wisdom	Support required from Microsoft	None

Mission Critical Objective Support Contacts

Application	Contact	Contact Number
Underwriter	Andrew Dunkley	876-550-7965
	Core Technologies	876-382-5378
Sage	Demar Wisdom	876-858-7303
Avaya PBX	Demar Wisdom	876-858-7303
	Rhian Eddy	876-381-0142
E-mails	Demar Wisdom	876-858-7303

ANNEX A: Emergency Notifications – Police (119), Fire/Ambulance (110), Facility Services

Electrical Contractor: Rohan Clarke 876-368-8777 876-323-5577 21 Veneto Way Southboro, St. Catherine	Security Personnel Marksman Security 876-926-3600 14 Balmoral Avenue Kingston 10
Alarm Services King Alarm 876-926-0116 1 Caledonia Avenue Kingston 5	Plumbing Service Lloyd Bailey Company Limited 876-773-3851 876-929-8200 2B Retirement Crescent Kingston 5
Janitorial Service Romac Limited 876-908-0862 17A West Lake Avenue Kingston 10	Plumbing Service Andrew Rose 876-435-7784 10 Lodwood Park Avenue Kingston 8

SERVICE	PHONE NUMBER
FIRE STATIONS	
Jamaica Fire Brigade Headquarters 8 Ocean Boulevard, Kingston	876-967-1268
Half-Way-Tree Fire Station Maxfield Avenue, Kingston 10	876-922-2122 876-926-8165
Portmore Fire Station Portmore Parkway	876-988-7488

Montego Bay Fire Station 1 Almond Way, Freeport	876-952-2311
Mandeville Fire Station Brigade Crescent	876-962-2588
HOSPITALS	
Kingston Public Hospital North Street, Kingston	876-922-0210 876-922-0530-1 876-922-0227-9
Andrew’s Memorial 27 Hope Road, Kingston 10	876-926-7401 876-960-1004-5 876-960-3222
Medical Associates Hospital and Medical Centre 18 Tangerine Place, Kingston 10	876-926-1400
University Hospital of the West Indies Mona, Kingston 7	876-927-1620 876-927-1637
Nuthall Memorial Hospital 6 Caledonia Avenue, Kingston 5	876-926-2139
POLICE	
New Kingston Police Station	876-926-3508
Cross Roads Police Station	876-926-6657
Half Way Tree Police Station	876-926-8184-5/7129
EMERGENCY MANAGEMENT	
Office of Disaster Preparedness & Emergency Management 2-4 Haining Road, Kingston 5	876-906-9674
AMBULANCE SERVICE	
SureTime Emergency Medical Services 10 Trafalgar Road, Kingston 5	876-906-7873
Ambucare Ambulance Service 204 Mountain View Avenue, Kingston 6	876-978-2327 876-978-6021 876-978-8253 876-927-5337
BUILDING SECURITY	
Marksman Security 14 Balmoral Avenue, Kingston 10	876-926-3600

Annex B: Contact Listing and Recovery Team Members

	Phone	Alternate	Phone
Command Recovery Team:			
Tammara Graves-Hucey (Recovery Director)	876-863-2045	Andrew Dunkley	876-550-7965
Andrew Dunkley	876-550-7965		
Paula Williams	876-414-9341		
Carlene Isaacs	876-878-2462		
Stuart Andrade	876-577-9899		
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Stuart Andrade	876-577-9899		
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Demar Wisdom	876-482-1940		
Naomi White	876-878-6080		
Epic Technologies- Dwain Donaldson	876-381-1031		