colt

Chief Security Office

Ensuring Resilience
with Business Continuity

Frequently Asked Questions

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Introduction:

This document has been created to provide an overview of business resilience at Colt.

Certification?

Colt aligns the business resilience programme to the international Business Continuity standard (ISO22301). Colt certifies against this standard where both client supporting operations are based.

Additionally, Colt certifies against ISO 27001.

Scope:

Colts business resilience programme is an integrated part of Colt's wider Chief Security Office (CSO), concerning all business functions, personnel and locations.

Colt are committed to minimising the risk of business interruption through implementing appropriate controls and maintaining our key programmes (see below) to respond to potential disruptions and resume critical business processes within acceptable time frames and at agreed viable service levels:

- **Business resilience** - refers to the risk management and continuation of operational teams, either prior to, during or after a disruption.

- **Technology resilience** - refers to the risk management and continuation of IT platforms, systems and network, either prior to, during or after a disruption.

- **Third party resilience** - refers to risk management and continuation of Colt's vendors, business partners or any other third party stakeholder.

- **Crisis management** - refers to the triggers, process and management to navigate through a significant or potentially significant impacting event.

Can you describe the programme governance structure in place?

Ultimate accountability for risk management rests with the CEO. Responsibility for risk management, including business continuity risk, rests with operational leaders responsible for each business functions. Colt's Chief Security Officer (CSO) provides Colt with strategic resilience leadership to the Director of Business Resilience and Physical Security, who is responsible for delivering and maintaining the company-wide programme. The programme provides consistency across each function by defining requirements and overseeing plan development, implementation, exercising and maintenance.

Line Managers are responsible for ensuring that their business critical processes are both resilient against disruptions and that they have adequate plans in place to minimise the impacts of disruptions.

How do you ensure that your plans are up to date?

The programme framework requires, all resilience documentation for critical business functions to be reviewed at least annually, or after a significant change to the team or operations. In general, a maintenance lifecycle is in place (PLAN-DO-CHECK- ACT) for all business processes that support Colt's key products and services. Due to the fast paced environment in which we operate, assessment of processes and improvement of plans can be an on-going process.

Are you open to sharing your resilience documents?

These documents contain Colt corporate intellectual property and as part of Colt ISO 27001 certification, confidential documents such as Business Continuity Strategies and Plans cannot be issued externally. However, we are happy to share non-confidential information where required. Furthermore, should you wish to view more detailed, controlled information, a remote demonstration or site visit can be arranged.

Can you detail any content of your resilience plans?

Plans include the mechanisms needed for a timely and effective response, which would ensure the restoration of processes in accordance with business expectations. They clearly define: "team, customer, supplier and owner roles and responsibilities, as well as end to end processes, critical activities and technology, inter-function and third-party dependencies, command, control and communication methods, and plan maintenance models".

The customers role?

Where customers have requested, we create and exercise a joint business continuity plan. Roles and responsibilities are clearly defined.

Has a formal risk assessment been performed to identify disruption scenarios?

Yes. These risk assessments ensure that all threats to critical processes across the organisation are understood (impact and likelihood) and that excessive risk levels are mitigated and reduced to levels acceptable to management. Risk mitigation plans are in place, for technical teams where skills are critical for Colt customers to ensure continuity of service.

What plans for Colt have for a pandemic situation?

Colt has aligned itself to the World Health Organisation (WHO) 6 phases and triggers and uses them by way of implementing preventative and recovery measures for pandemic. Annually we review the operational flexibility of Colt resources and similar skill set job 'families', for the purpose of using additional support/resource in response to absenteeism. Remote and automated responses are built into our plans. As a pandemic is a people 'event' we may suffer a loss of employees as that of our customers; therefore, in a worst case scenario, we will focus our operations on essential services and organisations of national criticality.

What are Colt's Crisis response mechanisms?

When an unplanned outage goes beyond business as usual, our resilience programme is designed to support the different levels of major outage/crisis management (see below diagram) and to instruct and coordinate all critical resources that support our core business.

In addition, the programme has the authority to instruct bronze line management to make the necessary preparations and execute against such plans if invocation of any resilience plan is deemed necessary. Depending on the type of event, the relevant level of Crisis Management Team (CMT) will be activated:

Crisis Communication Support		
	Gold	**Strategic:** C suit led CMT Severe reputational threat
	Group Silver	**Tactical:** VP led CMT Cross border/severe technical
	Country Silver	**Tactical:** Country CMT Led In country incident/emergency
	Bronze	**Operational:** Local/functional BAU incident management
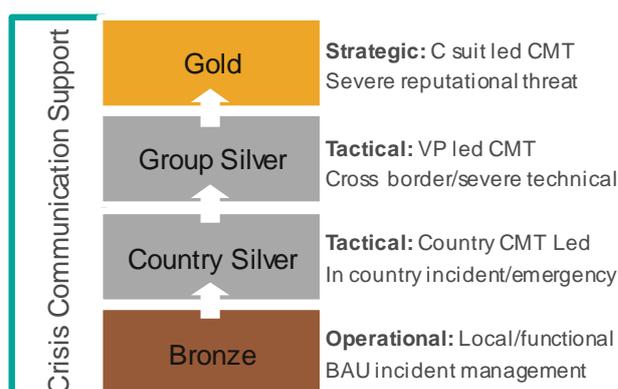
When does an outage become a crisis and therefore require plan invocation?

Colt´s resilience programme aligns with SLA's/customer contracts. Colt Crisis Managements starts when our infrastructure resiliency controls fail, or when external events to Colt impacts our operations including but not limited to strikes, pandemic, natural disasters, terrorism, fire or flooding.

How does Colt ensure that customers are kept informed?

In the event of a large scale outage or disruption to business as usual activity, which may constitute serious disruption to some or all of our customers, we have processes to communicate quickly in order to provide the relevant contacts with information. The primary point of contact for customers is the service desk where customers experiencing an outage receive regular updates via the ticket logging process. Efforts are focused on issue resolution so updates are provided via ticket logging mechanisms as a preference. All primary communications are delivered in English, with local language provided where available.

How can we ensure that the services provided by Colt are fully resilient?

Customers requiring an enhanced level of resilience on top of their standard solutions should discuss this with their sales or account manager.

How do Colt ensure resiliency plans are fit for purpose?

Existing plans require regular testing and exercising for effectiveness, as well as a periodic review to ensure that they are maintained and remain relevant. Colt operates a testing calendar with exercises varying from simulations through to technical failover. The frequency of such activities is dependent upon the nature and criticality of the function, team or process in question.

Do you share testing results publicly? And what are the steps to address identified potential gaps and lessons learned?

Where our customers contract asks for a joint test, we are happy to share test results with the customer. After each test we document results with inputs from stakeholders. Any additional action required is monitored and tracked centrally until resolution.

What areas of your supply chain do you take into account in your resilience programmes?

When completing risk analysis we take into account all areas of our supply chain and the role our providers play to avoid single points of failure. As such we undertake reviews/surveys of their Business Continuity Plans. For selected critical providers we complete joint tests and exercises.

What training do you provide your employees on business resilience?

All Colt employees are briefed via an induction presentation and all must complete a mandatory e-learning module. In addition to this, key stakeholders (those who feature in our document sets), undergo training, testing and exercising to familiarise themselves with the plans, processes and procedures.

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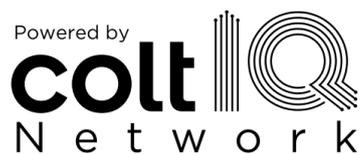
Colt IQ
Network

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About

Colt is the New Standard in high bandwidth network and voice services for enterprises and wholesale customers in Europe, Asia and North America's largest business hubs. With a global reach but a deep local presence, Colt is big enough to deliver and small enough to care.

It connects over 850+ data centres around the globe, with over 27,500 on-net buildings and growing. Colt is also recognised as an innovator and pioneer in software defined networks (SDN) and network function virtualisation (NFV).