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MMC ENGINEERING SDN BHD
(125132-T)

**MMC ENGINEERING & CONSTRUCTION
SDN BHD**
(215783-X)

**BUSINESS CONTINUITY
MANAGEMENT POLICY AND FRAMEWORK**



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1.0 Introduction

Business Continuity Management (“BCM”) is a risk management process that identifies potential business impact caused by operational disruption, crisis, or disaster (“disruptive event”). It provides a framework for building resiliency enabling an effective response to continue delivering critical services following a disruptive event and to support our 4 strategic objectives:

- a. Maximise Shareholder Value,
- b. Service Excellence to Stakeholders,
- c. Lead in Value Innovation,
- d. Be the Preferred Employer.

MMC Engineering Sdn Bhd and MMC Engineering & Construction Sdn Bhd (“MMCE & MMCEC”) BCM is aligned to ISO 22301 International BCM Standard and a core component of good governance and is integral to our Enterprise Risk Management (“ERM”) Framework. However, the focus of the two areas is different; Business Continuity Management is only concerned with managing those threats that could cause a disruption to the Company operations, whereas Risk Management has a wider remit. Implementation of the policy and framework strengthens management practices, decision making and resource allocation process, while at the same time protects stakeholders’ interests and maintains trust and confidence.

This Policy and Framework shall be presented and approved by the Board of Directors of MMCE & MMCEC.

2.0 Policy Statement

MMCE & MMCEC recognizes that the unexpected event could and may happen, the effect of which could compromise its ability to meet the business expectations and commitments. Therefore, MMCE & MMCEC is committed to implementing Business Continuity Management (BCM) to ensure its business resiliency and hence protect the stakeholders’ interests in compliance with all statutory and legal obligations.

MMCE & MMCEC defines BCM as the development, implementation, and maintenance of policies, strategies, and programs to assist MMCE & MMCEC in managing a business disruption event, as well as building entity resilience. It is the capability that assists in preventing, preparing for, responding to, managing, and recovering from the impacts of a business disruption event that safeguards the interests of MMCE & MMCEC’s key stakeholders, reputation, brand, and value-creating activities.

The Minimum Business Continuity Objective (MBCO) for MMCE & MMCEC is to ensure the ability to recover and continue its Critical Business Functions and Processes (CBFs and CBPs) within a tolerable timeframe following a business disruption.

All departments within the MMCE & MMCEC Head Office, currently situated at Wisma Zelan shall develop, exercise, review and maintain their Business Continuity Plans (BCPs) for recovery and resumption of the business functions and processes.

MMCE & MMCEC will dedicate appropriate resources and budget for the implementation of the BCM program. Roles and responsibilities in BCM shall be clearly defined and the BCM program developed shall be aligned with international BCM best practices. All employees are required to abide by and support the BCM program.



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It is therefore the policy of MMCE & MMCEC to:

- a. Maintain a strategy for responding to and recovering from adverse situations which is in line with management's level of acceptable risk,
- b. Maintain a program of activities which ensures the company can react appropriately to, and recover from, adverse situations in line with the business continuity objective,
- c. Maintain appropriate response plans underpinned by a clear escalation process,
- d. Exercise response, recovery and resumption plans at least once annually or as when needed,
- e. Maintain a level of resilience to operational failure in line with the risk faced, the level of negative impact which could result from failure and management's level of acceptable risk,
- f. Maintain employees' awareness of MMCE & MMCEC's expectations of them during an emergency or business continuity threatening situation,
- g. Consider the changing business needs and ensure that the response plan and business continuity strategy are revised where necessary,
- h. Remain aligned with best practice in business continuity management.

Responsibility and accountability for ensuring compliance with the standards and for the implementation of the BCM process rests with the Chief Executive Officer. Operational management of BCM is delegated to the Head, Quality who is the Lead and Coordinator for BCM in MMCE & MMCEC. Heads of Departments are the risk owners and are responsible for enabling and maintaining an effective BCM capability within their respective departments.

Though strategic and operational responsibility for BCM rests with specifically designated individuals, MMCE & MMCEC expects all employees to be aware of and adhere to the contents of this Policy Statement.

This BCM Policy and Framework is applicable to all **MMC Engineering Sdn Bhd (MMCE & MMCEC)** departments and business activities located at **Wisma Zelan, Level 23, Jalan Tasik Permaisuri 2, Bandar Tun Razak, 56000 Kuala Lumpur, Malaysia** and to be extended, as far as reasonably practicable to MMCE & MMCEC's operating companies, vital business partners, key suppliers, and stakeholders.

3.0 Objectives

The objectives of the Business Continuity Management Policy and Framework are as follows:

- a. Provide a clear communication of the management's expectations in relation to BCM implementation throughout the organization,
- b. Define the BCM roles and responsibilities throughout the organization and outlining the procedures to recover following a business disruption,
- c. Ensure the adoption of consistent BCM standards, processes, and practices across the organization,



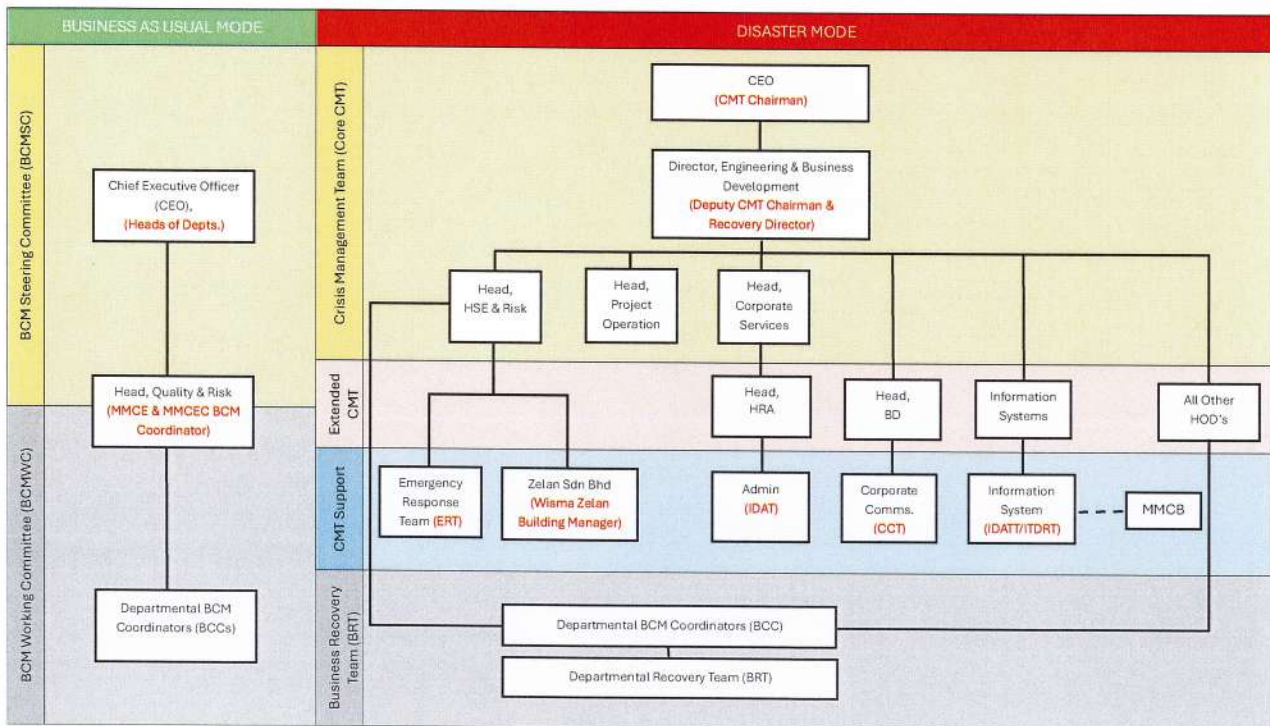
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- d. Demonstrate and strengthen the organization's commitment to BCM,
- e. Emphasize the importance of all parties in the organization to ensure resiliency,
- f. Establish the governance arrangement and provide guidance on business continuity management and planning,
- g. Set the guiding principle in the development of a comprehensive BCM Program that forms an integral component of MMCE & MMCEC's ERM Policy & Framework.

4.0 MMCE & MMCEC BCM Framework and Structure

The purpose of framework is to provide guidance for MMCE & MMCEC to adopt a standard approach to formulate continuity strategy, as well as assistance in understanding and applying BCM principles. It sets out the key principles and organization structure, roles and provides guidance on the management of business continuity.

MMCE & MMCEC BCM framework and structure operate under two modes as illustrated in the diagram below. The detailed structure is documented in **Appendix 1** and **Appendix 2** respectively.



IDAT – Initial Damage Assessment Team
ITDRT – IT Disaster Recovery Team
CCT – Crisi Communication Team

Diagram 1: MMCE & MMCEC BCM Structure



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- a. **Business As Usual Mode** - The governance structure that was established to support the implementation and maintenance of BCM Program in MMCE & MMCEC.

The 'Business as Usual' mode consists of two committees as shown in the diagram below:

i. **BCM Steering Committee (BCMSC)**

BCMSC is a subset of MMCE & MMCEC Risk Management Committee (RMC). BCMSC is responsible for the development and review of a strategic BCM framework to ensure effective continuance of business operations in the event of major crisis or potentially catastrophic event apart from regular testing and exercising the effectiveness of BCM program across MMCE & MMCEC.

By virtue of the function, all RMC members are appointed as BCMSC members.

ii. **BCM Working Committee (BCMWC)**

BCMWC consists of the Divisional/Departmental BCM Coordinators who will be responsible for the planning and implementing the BC programs within their respective units. The BCMWC will be supervised by the MMCE & MMCEC BCM Coordinator.

The implementation of BCMSC and BCMWC structures ensures that the MMCE & MMCEC's BCM programs are regularly communicated, reviewed, tested, and updated when organizational changes occur.

The roles and responsibilities during 'Business as Usual' for BCM Steering Committee and BCM Working Committee are detailed out in **Para 6.0**.

- b. **Disaster Mode** – In the event of disruption or 'Disaster Mode', specific teams are set up to take charge of the incident in providing leadership, management and decision required in times of crisis. The teams will take operational ownership when an incident has escalated to Alert Level 2 or 3 has occurred or when a probable crisis is threatening.

The 'Disaster' mode consists of four teams as shown in the diagram below:

- i. Crisis Management Team (Core CMT),
- ii. Extended CMT,
- iii. CMT Support,
- iv. Business Recovery Team.

During a disaster, the BCMSC will assume the role of the Crisis Management Team (CMT), taking command and control of the situation, providing strategic and tactical directions, and making policy decisions during the response and recovery periods.

The **Core Crisis Management Team (Core CMT)** provides support through the management of crisis-level issues, managing additional risks, exposures, and stakeholder interests in response to an event or disaster requiring the activation of the CMT. The Core CMT will also decide on the future course of action and devise strategies to help MMCE & MMCEC come out of the difficult time as soon as possible.

The **Extended CMT** and **CMT Support** will assist the Core CMT in managing the impacts and facilitate the implementation of the respective plans as and when necessary. Extended CMT and CMT Support comprise of business unit level personnel whom the leaders would typically be the Heads of Divisions/Departments.



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The **Business Recovery Team (BRT)** is a group of individuals with defined roles and responsibilities for maintaining, coordinating, and implementing the recovery and resumption of the business functions, processes, and systems.

The roles and responsibilities during 'Disaster Mode' for the respective teams are detailed out in **Para 8.0**

5.0 Lines of Defense

Prior to establishing the detailed roles and responsibilities of the relevant BCM framework and structure in MMCE & MMCEC, it is important to consider the operational aspect of the implementation for the policy and framework. Therefore, the 3 main lines of BCM defense are established as represented by the diagram below to ensure the effectiveness of the BCM Program and the readiness of the organization when facing a disruptive event.

Reference should be made to the Business Continuity Management Process and Methodology (**Appendix 3**) to enable continual improvements to the BCM Program.

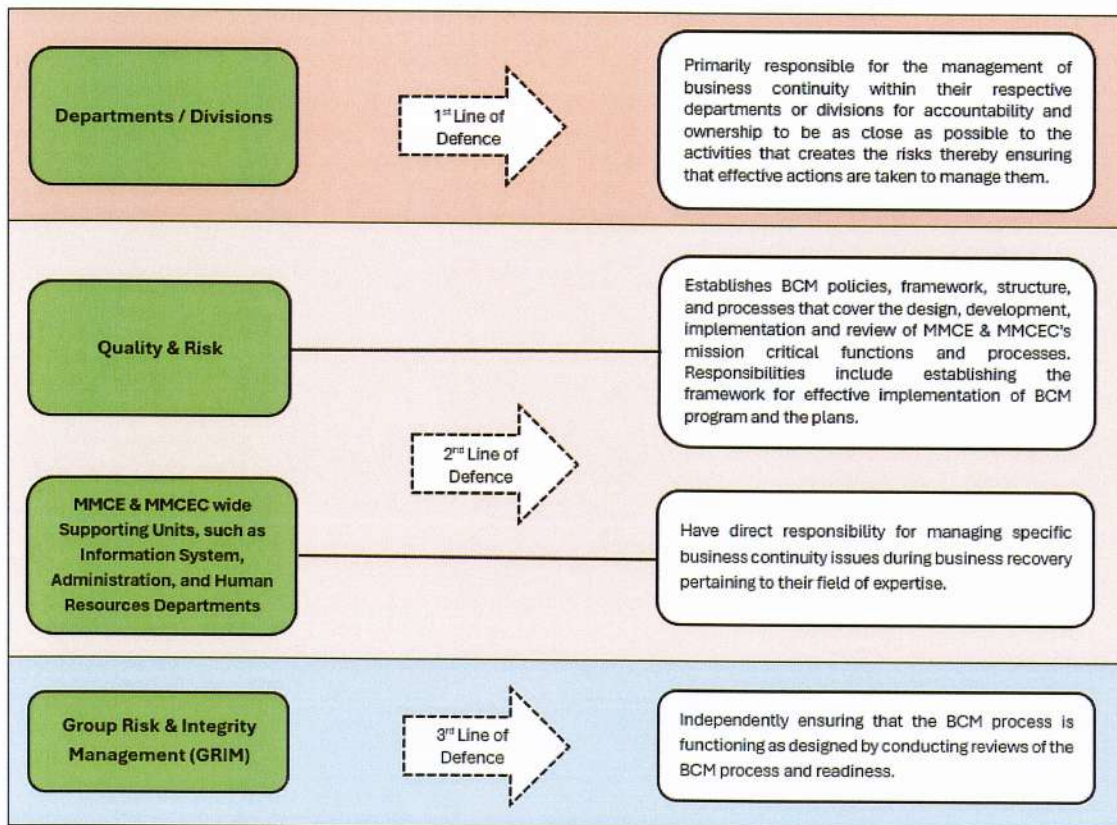


Diagram 2: MMCE & MMCEC BCM Lines of Defense



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6.0 Roles And Responsibilities (Under “Business as Usual” Mode)

6.1 BCM Steering Committee (BCMSC)

The BCMSC has the overall responsibility for the implementation of the BCM program throughout MMCE & MMCEC. The Chairman of the BCMSC will report to the CEO on all matter relating to BCM in MMCE & MMCEC.

The BCMSC is responsible for coordinating activities, harnessing available expertise, both internally and externally, and initiating action in response to company-wide risks. Broadly, BCMSC’s responsibilities include:

- a. Review and maintain the organization's BCM Policies and Framework,
- b. Review existing business continuity and emergency planning arrangements on a regular basis to ensure continued effectiveness,
- c. Ensure that any gaps in the BCM arrangements are adequately addressed,
- d. Ensure that key BC and Emergency Plans are appropriately tested, and that changes and improvements are made according to the test results,
- e. Ensure that sufficient resources and funds are made available for the implementation of BCM activities,
- f. Review and rationalize recovery solutions from the organization's perspective, and provide the necessary approvals for implementation,
- g. Ensure that appropriate training is provided to all personnel engaged in BCM activities,
- h. Ensure that information in accordance with the company's governance and reporting requirements is delivered,
- i. Commission new BCM activities or program as required,
- j. Provide advice and guidance as appropriate.

At times of a disruptive event the BCMSC will assume the role of the Core and Extended Crisis Management Team (CMT), taking command and control of the situation, provide strategic and tactical directions and make policy decisions during the recovery period.

6.2 MMCE & MMCEC BCM Coordinator

The MMCE & MMCEC BCM Coordinator will be the interface between the Steering Committee and the Division/department BCM Coordinators to ensure that Business Continuity plans are developed, documented, and adequately tested and maintained.

The MMCE & MMCEC BCM Coordinator is primarily responsible for the effective implementation and maintenance of the BCM program in MMCE & MMCEC.

Additionally, in developing and maintaining the BC plans, the MMCE & MMCEC BCM Coordinator will need to:

- a. Identify the alternate site for temporary relocation of business functions,



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- b. Analyze functional aspects and costs relative to backup solutions,
- c. Ensure that the alternate site is properly outfitted with appropriate equipment and communication facilities,
- d. Institute a vital records program for protection and retrieval of all required information, whether hardcopy or electronic media,
- e. Coordinate with support functions and vendors to ensure that resources can be acquired within designated timeframes,
- f. Provide guidance to division/department BCM Coordinators in their preparation of written plans, including training on methodology and tools, and ensuring that plans do not conflict with resources and recovery strategies,
- g. Schedule and coordinate all BC plan/alternate site exercises, including developing test plans, conducting pre and post-test meetings, identifying test participants, and addressing logistical concerns,
- h. Provide progress status reports on BC activities, maintenance, and testing schedules,
- i. Support senior management during a disaster by controlling and ensuring the flow of information,
- j. Understand legal and regulatory BCM related requirements and ensure compliance,
- k. Establish a realistic budget to support the BCM program.

6.3 BCM Working Committee (Divisional and Departmental BCM Coordinators)

The Divisional/Departmental BCM Coordinators will be responsible for planning and implementing the BC Plans within their respective divisions/departments. Their primary responsibilities will include:

- a. Develop action plans and procedures that can respond to a disaster affecting the division/department's business, operations, or technology platform,
- b. Assign and train staff in their BC responsibilities,
- c. Analyze functional aspects and costs relative to alternative back-up solutions for its business unit.
- d. Assist in the selection of alternate site for temporary relocation of business functions,
- e. Ensure that the alternate site is properly outfitted with equipment and communications facilities, with cooperation from relevant support units and the Organization BCM Coordinator,
- f. Institute a vital records program for protection and retrieval of all required information for the business unit,
- g. Schedule and coordinate all BC plan/alternate site exercises for the business unit,
- h. Coordinate with Organization BCM Coordinator and support business units to ensure that facilities, resources, and records can be acquired within designated timeframe,
- i. Provide Heads of Division/departments with status reports concerning BC activities,
- j. Maintain and provide Organization BCM Coordinator with updated copies of BC plans.



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6.4 Employees

All employees have a general duty of care and are responsible to comply with the BCM Policy and Framework. It is the duty of all MMCE & MMCEC employees to be conscious of the risks related to their actions and decisions.

7.0 Roles And Responsibilities (Under “Disaster” Mode)

7.1 CMT Chairman

- a. Decide on activation of the CMT,
- b. Chair the CMT and appoint a deputy when unavailable,
- c. Brief the Board of Directors at regular intervals and deliver instructions to the CMT,
- d. Provide leadership to the CMT,
- e. Brief and deliver instructions to the Department BCP Leads,
- f. Serve as the single point of contact for shareholders' communications.

7.2 Recovery Director

- a. The Recovery Director shall be assigned the task, responsibility, and authority to declare a disaster and activate the BC Plan,
- b. Appoint an alternate recovery director to deputise when unavailable,
- c. Seek CMT's consent to activate the BC Plan,
- d. Confirm the ERT Lead, and members required for the incident,
- e. Appoint a team member to record the decisions and log the incident,
- f. Work and coordinate with the Damage Assessment Team (DAT) to assess the impact and disruption period of any major incidents,
- g. Be familiar with the established assessment criteria,
- h. Confirm on-going status of incident and provide update to CMT,
- i. Update senior management with any additional status information,
- j. Confirm the timeframe for the next team briefing,
- k. Manage any staff welfare issues as they arise and provide support to the ERT as required,
- l. Confirm invocation of BC Plans and the location of mobilised Incident Management Teams,
- m. Ensure timely and appropriate internal and external communications,
- n. Declare a "stand-down", i.e., relaxation from the state of readiness or alert, after all business activities and operations return to normal at the permanent site.



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7.3 MMCE & MMCEC BCM Coordinator

- a. Assist the Recovery Director on all BCM matters during major incidents,
- b. Respond to initial occurrence of an incident,
- c. Maintain the order of different recovery activities,
- d. Assist with the selection of the proper escalation plans,
- e. Coordinate recovery activities between the Functional Units and CMT,
- f. Evaluate need for outside support and propose to CMT (such as vendors, specialists, consultants),
- g. Manage the post-incident recovery period and successfully transition back to pre-incident environment.

7.4 MMCE & MMCEC Core & Extended CMT

- a. Analyze and assess any emerging situation,
- b. Provide advisory support and recommendations to CMT Lead,
- c. Manage the communication of information and decisions to those impacted,
- d. Co-ordinate the return-to-normal operations once the threat or crisis is over,
- e. Identify essential manpower and critical resources that need to continue the operations,
- f. Prioritize the operations under high percentage of absenteeism (example: 30% to 50%),
- g. Keep all critical contact information where it can be easily accessed,
- h. Review building closure procedures,
- i. Communicate within the team with any anticipation on degradation of service level,
- j. Refer to the special shift rosters for essential staff to maintain operations,
- k. Develop protocols for communication with staff during the crisis period,
- l. Ensure the quality and quantity for the personal protective equipment,
- m. Provide leadership for the management of crisis,
- n. Provide guidance to the quality and quantity of communications (both internal and external) about the crisis.

7.5 CMT Support Team

- a. Ensure that the CMT Command Centre is operational as quickly as possible,
- b. Assist in the staff notification process both during office hours and outside office hours,
- c. Act as a focal point between the business, Facilities, and IT on all aspects of the recovery process,
- d. Ensure workspace recovery provider is advised if the invocation plan is activated,
- e. Ensure that roles are assigned within the Support Team,



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- f. Work with Internal Communications to ensure staff briefings are organised,
- g. Provide support and guidance on business continuity to the CMT,
- h. Assist in the administration duties and ensure that issues raised are addressed.

7.6 Emergency Response Team (ERT)

The ERT composition varies depending on the initial set-up and the level of involvement of the relevant job functions during the emergency,

- a. Provide initial response to an incident based on Emergency Response Plan (ERP) for Wisma Zelan,
- b. Ensure safe evacuation of all occupants of the building,
- c. Co-ordinate emergency response activities with relevant emergency services.

7.7 Initial Damage Assessment Team (IDAT)

The IDAT composition varies depending on the nature of disruptive event which determines the scope of involvement of the relevant job functions to the affected area.

- a. Conduct investigation on the incident,
- b. Determine severity of impact,
- c. Estimate total disruption period,
- d. Report findings and observations to CMT.

7.8 Departmental Business Continuity Coordinator (BCC)

- a. Respond, recover, resume/operate, restore, and normalize respective CBF's and CBP's at alternate worksite (AWS) during the disruptive event,
- b. Coordinate activities to restore the business functions and processes at permanent worksite (PWS), and to return business activities to normal levels,
- c. Regularly report to the BC Commander the status of the recovery for their respective unit.


7.9 Business Recovery Team (BRT)

- a. Continue, recover, and resume critical business processes for the functional units,
- b. Coordinate activities to restore the business functions at the permanent site, and to return business activities to normal levels,
- c. Functional Unit recovery team leaders shall regularly report to the organization BCM coordinator the status of the recovery for their respective unit.

7.10 Employees

All employees have a general duty of care and are responsible for complying with the BCM Policy and Framework. It is the duty of all MMCE & MMCEC employees to be conscious of the risks related to their actions and decisions.



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8.0 Business Continuity Management System

In developing a Business Continuity Management System (BCMS), MMCE & MMCEC will align to the ISO 22301 International Standards and its Plan-Do-Check-Act (PDCA) Model to plan, establish, implement, operate, monitor, review and improve the BCM implementation throughout the organization. The detailed process is set out in the Business Continuity Management Process and Methodology (refer to Para. 11.0).

The PDCA Model applied to BCMS process is illustrated below:

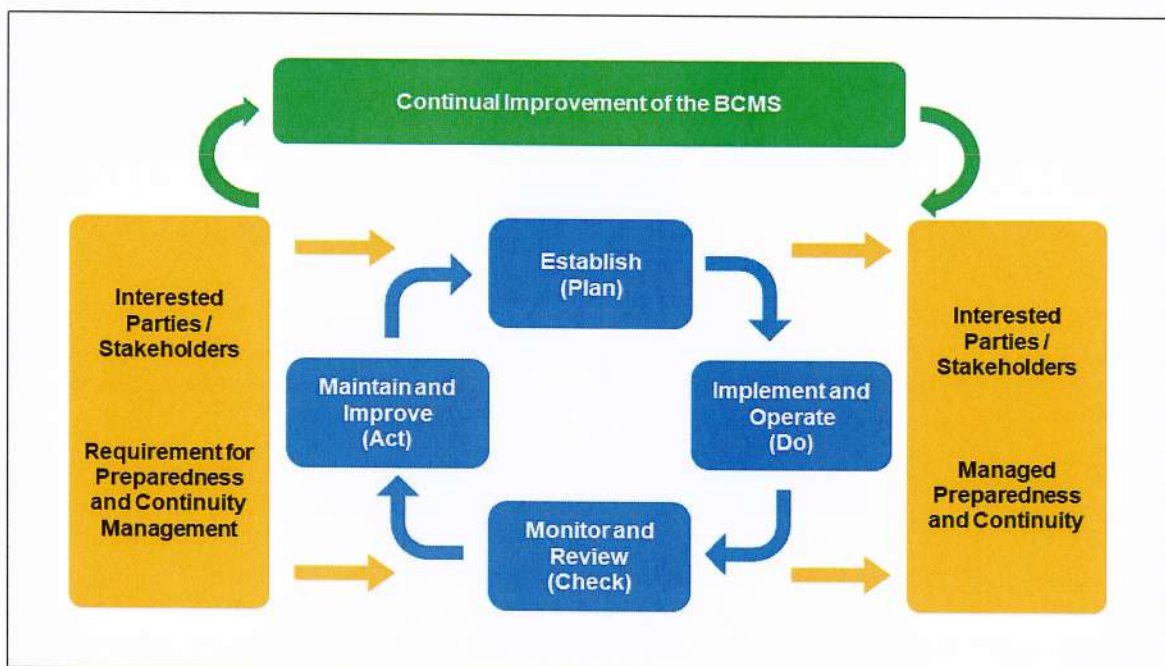


Diagram 3: PDCA Model

| | |
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| Plan (Establish) | Establish business continuity policy, objectives, targets, controls, processes, and procedures relevant to improving business continuity to deliver results that align with the organization's overall policies and objectives. |
| Do (Implement and Operate) | Implement and operate the business continuity policy, controls, processes, and procedures. |
| Check (Monitor and Review) | Monitor and review performance against business continuity policy and objectives, report the results for management review, and determine and authorize actions for remediation and improvement. |
| Act (Maintain and Improve) | Maintain and improve the BCMS by taking corrective action, based on the results of the management review, and reappraising the scope of the BCMS and business continuity policy and objectives. |



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9.0 BCP Activation Guidelines and Incident Response Criteria

The Crisis Management Team (CMT) and the Heads of Departments (HOD) will refer to the incident alert levels defined in the Incident Alert Level table below. The details shall be outlined in the Crisis Management Plan.

Incident Alert Level is a classification of adverse events based on their degree of impact and severity.

| Alert Level | Description |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 | A level (or situation) where the disruptive event had been escalated to/at high severity. It critically threatens the operations, staff, shareholders value, stakeholders, brand, reputation, trust and/or strategic goals of MMCE & MMCEC in which the Crisis Management Plan (with full activation of Business Continuity Plan) is necessarily to be in place |
| 2 | A level where the incident/disruption event tantamount or escalated to medium severity. It brings damage (greater impact than Level 1) to the business operations, e.g., system failure or major power outage, which potentially may escalate to Level 3 if adequate and effective measures were not in place |
| 1 | An abnormal event that distorts or interrupts the running of normal business operations at a minimal level or within the level of least severe, e.g., shortage in power supply or cleanable virus attack. Such event normally could be resolved within the business / operations unit |

Based on the Alert Level, the Crisis Management Team (CMT) and the Heads of Departments (HOD) will take necessary actions which will be documented in the Crisis Management Plan. The Crisis Management Team (CMT) and the Heads of Departments will activate the Business Continuity Plan using criteria as documented in the Crisis Management Plan.

10.0 Confidentiality

The information contained within any document dealing with MMCE & MMCEC's business risks is to be treated as highly CONFIDENTIAL and should not be released to any outside parties without the prior consent of the Board of Directors (BOD).

11.0 Document Changes

This document is authorized by the Board of Directors. It is a controlled document and is subject to update and if copied, must be marked "Uncontrolled Copy". Changes are only be authorized by the BOD. Any change to this Policy will result in a change to the revision status and complete reissuance of the Policy.

Records of all changes made to the Policy shall be maintained by the MMCE & MMCEC Quality & Risk Department.




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Appendix 1: MMCE & MMCEC BCM Structure (Business-As-Usual Mode)

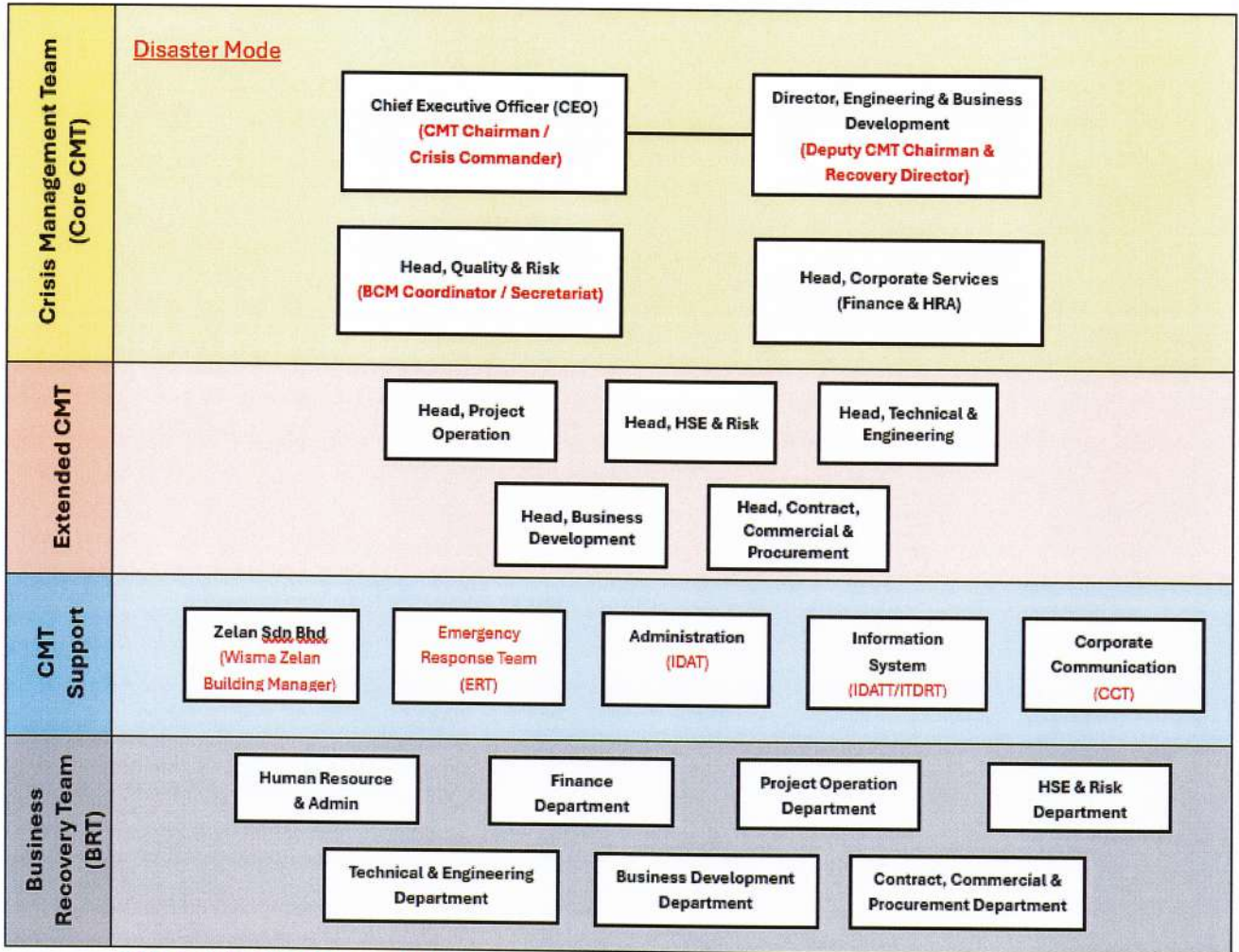


Diagram 4: MMCE & MMCEC BCM Structure (Business-as-Usual Mode)



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Appendix 2: MMCE & MMCEC CMT Structure (Disaster Mode)



IDAT = Initial Damage Assessment Team
ITDRT = IT Disaster Recovery Team
CCT = Corporate Communications Team

Diagram 5: MMCE & MMCEC CMT Structure (Disaster Mode)



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Appendix 3: BCM Process and Methodology

MMCE & MMCEC’s BCM program planning, development and maintenance will be based on the business continuity lifecycle as illustrated in Diagram 6 below. This is aligned with the Plan-Do-Check-Act (PDCA) approach as defined by ISO 22301 Business Continuity Management Standard.



Diagram 6: BCM Development & Implementation Lifecycle

1.1 Business Continuity Program Management

The MMCE & MMCEC BCM Coordinator (BCMC) will have the overall responsibility for managing the organization’s Business Continuity (BC) Program.

An effective program management will enable the business continuity capability to be established and maintained in a manner that it continues to be appropriate and fit for the purpose.

1.2 Project Management

When undertaking an initial implementation of a BCM program in an organization, project management disciplines should be adopted.

Each project will be planned and monitored according to the project management method chosen, and should be defined in terms of:

- a. Objectives,



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- b. Scope,
- c. Tasks,
- d. Timescales,
- e. People involved,
- f. Deliverables,
- g. Milestones.

1.3 Risk Assessment (RA)

A Risk Assessment (RA) shall be conducted to determine the key disaster scenarios. The RA process should be carried out to identify and assess risks, both internal and external, to which the organization's critical business function could be exposed. The RA must identify, define and document:

- a. The likely risks to the critical business function,
- b. The vulnerability (impact) and exposure (likelihood of occurrence) of each risk,
- c. The assessment of each type of risk that pose a threat to the critical business function,
- d. The risk control strategy and action plan for the risks to be addressed.


The BCM Risk Assessment is conducted based on discussion and historical data. This process is carried out to identify and assess risks, both internal and external, to which the MMCE & MMCEC's critical business processes could be exposed.

a. Risk Likelihood Rating

The table below shows the LIKELIHOOD rating and measurement used to gauge the likelihood of each risk to occur.

| Scale | 1 Rare | 2 Unlikely | 3 Possible | 4 Likely | 5 Almost Certain |
|---------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------|
| Probability Dimension | | | | | |
| Probability | 0% - 5% chances of occurring Extremely unlikely | 6% - 25% chances of occurring Unlikely to occur | 26% - 50% chances of occurring Fairly likely to occur | 51% - 75% chances of occurring More likely to occur than not | > 75% chances of occurring Almost certain to occur |
| Other Dimensions | | | | | |
| Qualitative Descriptors | Remote and conceivable only under extreme circumstances | Conceivable but no indications or evidence to suggest occurrence | Has occurred before, and some indications to suggest possibility of re-occurrence | Some evidence to suggest expected occurrence | Strong evidence to suggest the risk will occur |
| Prior risk incidents in industry | Did not happen in the industry | Has happened once in the industry | Happened several times in the industry | Happens regularly in the industry | Is a common occurrence in the industry |
| Rate of change in the business environment | Minimal rate of change in the environment | Fairly moderate rate of change in the environment | Moderate rate of change in the environment | High rate of change in the environment | Continuous change in the environment |



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b. Risk Impact Rating

The table below shows the IMPACT rating as and when the risk occurs.


| Impact | General Description | Financial and non-financial | | | | |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | 1 Insignificant | 2 Minor | 3 Moderate | 4 Major | 5 Severe |
| Financial | <p>Potential financial losses including legal liabilities, medical, fines, penalties, recovery cost, capital loss, lost profit opportunity, diminished market share, etc. (depends on Risk Parameter)</p> <p><i>'What will be the financial losses if you don't deliver this product/ service?'</i></p> | RM 0 – RM 100 K | RM 100 K to RM 1 Mil | RM 1 Mil to RM 2.5 Mil | RM 2.5 Mil to RM 5 Mil | > RM 5 Mil |
| Operation | <p>Delays due to backlogs of workload or due to manual workaround.</p> <p>Potential operational and business disruption impairing the ability of the organization to continue its operations.</p> <p><i>'Which product/service, if not delivered, will cause the most disruption to your processes?'</i></p> <p><i>'Would you experience a knock-on effect to other parts of your department and others if you don't deliver this product/service (vice-versa)?'</i></p> | <ul style="list-style-type: none"> No operational impact to the business or the impact is negligible. | <ul style="list-style-type: none"> Some inconvenience caused. Potential disruption would affect ability to perform business functions / processes. Minor breakdown of operations or service delivery affecting a critical product / service and/or a critical customer group, etc. | <ul style="list-style-type: none"> Inconvenience caused, short-term negative consequences but without any serious long-term damage. Disruption would impair ability to perform business function / process. Significant breakdown of operations or service delivery affecting a critical product and /or a critical customer group. Minor breakdown of operations or service delivery affecting several critical products and/or several critical customer groups, etc. | <ul style="list-style-type: none"> Serious long-term damage likely will become catastrophic if the impact is not contained. Disruption would significantly impair ability to perform business function / process. Total breakdown of operations or service delivery affecting a critical product and/or a critical customer group. Significant breakdown of operations or service delivery affecting several products and/or several critical customer groups, etc. | <ul style="list-style-type: none"> Disruption would jeopardize the viability of one or more critical business function / process. Irreparable damage to organization. Total breakdown of operations or service delivery affecting several critical products and/or critical customer groups, etc. |



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| Impact | General Description | Financial and non-financial | | | | |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | 1 Insignificant | 2 Minor | 3 Moderate | 4 Major | 5 Severe |
| Reputation & Image | <p>Negative opinion or brand damage;</p> <p>Potential impact on reputation and image of the organization</p> <p><i>'Which product/service would, if lost, cause reputational damage to your department?'</i></p> <p><i>'Which product/service would, if lost, result in people saying negative things about your department?'</i></p> | <ul style="list-style-type: none"> No/Negligible impact. No publicity, etc. | <ul style="list-style-type: none"> Verbal criticism received. Public impact generates no concern. Limited negative local publicity, etc. | <ul style="list-style-type: none"> Negative publicity via various forums. Negative feedback via phone calls, emails, and letters. Limited negative national publicity. Detrimental local publicity (has a small but noticeable impact on MMCE & MMCEC's reputation (but not share price), etc. | <ul style="list-style-type: none"> Adverse local media coverage only. Potential regulatory permit delays. Detrimental to national and / or international publicity. Extensive negative local publicity (has a small but noticeable impact on MMCE & MMCEC's reputation and share price), etc. | <ul style="list-style-type: none"> Adverse and extended international media coverage and/or shareholder confidence jeopardized. Extensive national and international negative publicity which adversely affects MMCE & MMCEC's reputation and share price, etc. |
| Customers & Suppliers | <p>Potential impact on customers, suppliers, etc.</p> <p><i>'Which of your customers/suppliers are most important to your department?'</i></p> <p><i>'To what degree would they be affected by your loss of services?'</i></p> | <ul style="list-style-type: none"> No impact on customers and suppliers. | <ul style="list-style-type: none"> Noticeable impact on critical customer groups. | <ul style="list-style-type: none"> Minor breakdown of operations affecting several critical customer groups. | <ul style="list-style-type: none"> Significant breakdown of operations affecting several critical customer groups. | <ul style="list-style-type: none"> Total breakdown of operations affecting several critical customer groups. |
| Environment | <p>Potential impact on the environment in which the organization is operating.</p> <p><i>'What would be the environmental impact if delivery of this product/service interrupted?'</i></p> | <ul style="list-style-type: none"> Minimal physical or environmental impact; isolated hazards only; dealt with through normal operations. | <ul style="list-style-type: none"> Minor physical or environmental impact; hazards immediately controlled with local resources. | <ul style="list-style-type: none"> Significant physical or environmental impact; hazards contained with assistance of external resources. | <ul style="list-style-type: none"> Major physical or environmental impact; hazard extending off-site; external services required to manage. | <ul style="list-style-type: none"> Extensive physical or environmental impact extending offsite; managed by external services; long term remediation required. |
| Legal & Regulatory | <p>Potential legal lawsuits or reprimand from regulators due to violation to contracts or regulatory requirements.</p> <p><i>'Do you face any financial penalties and/or regulatory restrictions in your contractual obligations if you don't deliver this product/service?'</i></p> | <ul style="list-style-type: none"> Negligible impact. Legal action resulting in minimum cost of within the insignificant financial percentage range. Customer complaints to Regulator, etc. | <ul style="list-style-type: none"> Verbal warning received due to inability to fulfil contractual obligations. Legal action resulting in minimum cost of within the minor financial percentage range. Operational conditions imposed by Regulator, etc. | <ul style="list-style-type: none"> Formal warning letter received due to some infringements. Legal action resulting in minimum cost within the moderate financial percentage range. Regulatory notice, deterioration of standing, etc. | <ul style="list-style-type: none"> Violate core regulations. Demand for official inquiry and/or legal lawsuit. Multiple legal cases with a minimum cost of within the major financial percentage range. Potential loss of license advised by Regulator. Regulatory restrictions. Large fines, etc. | <ul style="list-style-type: none"> Loss of accreditation. Termination of operations. Certain successful class action with a minimum cost of the catastrophic financial percentage. Imminent loss of license, etc. |



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| Impact | General Description | Financial and non-financial | | | | |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | 1 Insignificant | 2 Minor | 3 Moderate | 4 Major | 5 Severe |
| Staff Safety & Health | Potential impact on availability of staff <i>'Will the people (staff and others) safety and health be affected by the event?'</i> <i>'Who are your key staff/personnel and what backup do you have if they are not available?'</i> | <ul style="list-style-type: none"> Insignificant damage to morale. No injuries reported. | <ul style="list-style-type: none"> Minor damage to morale. Minor injuries reported. | <ul style="list-style-type: none"> Some loss of confidence in continuity of employment and Damage to staff morale, etc. Possible threat to health and safety of some staff. | <ul style="list-style-type: none"> Damage to staff morale, e.g., major loss of confidence in continuity of employment. Possible threat to health and safety of many staff. | <ul style="list-style-type: none"> Company-wide loss of confidence in continuity of employment. Imminent threat to health and safety of many staff, etc. |

c. Risk Likelihood and Impact Matrix

The diagram below shows the risk likelihood and impact matrix as and when the risk occurs, and the impact associated with it.

The overall Risk Score considers the SUM of risk LIKELIHOOD and IMPACT rating.

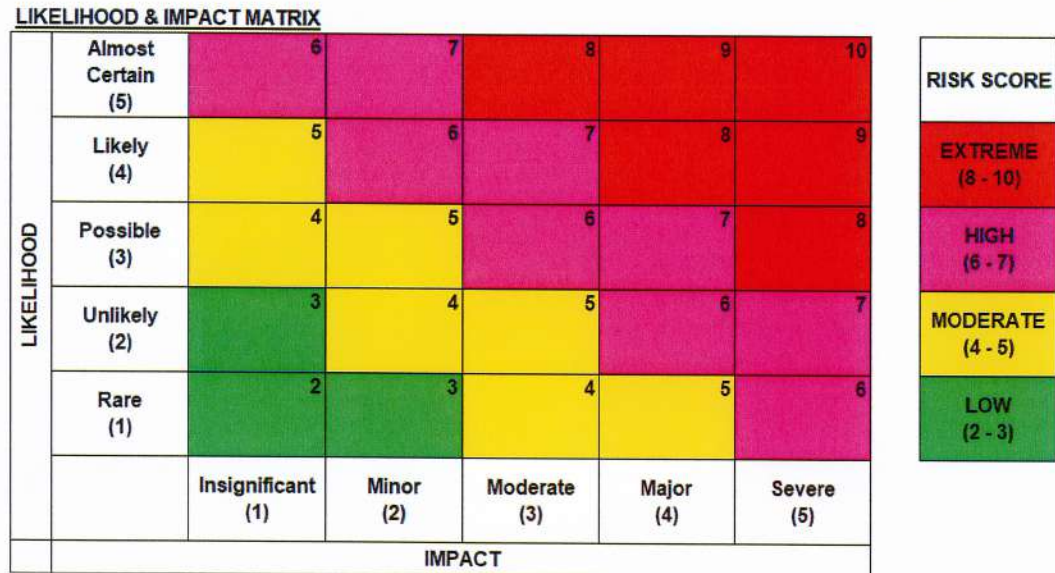


Diagram 7: Risk Likelihood and Impact Rating

1.4 Business Impact Analysis (BIA)

A Business Impact Analysis (BIA) must be conducted to identify the business-critical functions, processes and applications and their dependencies to determine recovery timeframes and establish criticality ratings. The BIA will also quantify and qualify the business impact of the non- performance of business functions; estimate potential losses and liabilities; and identify which business functions to address first.



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Critical Business Functions, Processes or Applications will include those functions, processes, or applications whose failure would:

- a. Severely impedes a business unit's or the organization's ability to meet its business objectives,
- b. Have significant financial or reputational consequences for either an individual business unit or the whole of MMCE & MMCEC,
- c. Result in MMCE & MMCEC breaching regulatory, legal, or contractual requirements.

To determine the recovery capabilities of the critical business functions, each division/department must identify and document:

- a. Organizational aims, objectives, and outputs (services and/or products),
- b. The critical business functions/processes including significance of the impact of disruption to these in both quantitative (financial) and qualitative (non-financial) terms,
- c. Any constraints under which the business-critical functions need to operate (contractual, legal, regulatory, and other),
- d. The critical internal and external dependencies for each function/process,
- e. The priority of their business functions based upon the potential impacts to the business should the business function be interrupted,
- f. The Maximum Tolerable Period of Disruption (MTPD) for each critical business function,
- g. The Recovery Time Objectives (RTO) and Recovery point Objectives (RPO) for each critical business function so that the function is not significantly impacted,
- h. The resource requirements (e.g., equipment, internal and external dependencies, personnel, application software, supplies, vital records) necessary to support the unit's critical business functions in recovery mode.

1.5 Business Continuity Strategy

Departments and Business units must:

- a. Define and develop their BC strategy based upon agreed key disaster scenarios,
- b. Develop their BC strategy to support the required RTOs & RPOs,
- c. Identify and implement a strategy to mitigate threats identified in the RA,
- d. Ensure that the strategy is approved by all parties involved,
- e. Formally approve their strategy with the Steering Committee,
- f. Ensure there is funding for the implementation of each BC strategy, and it is approved during the budget process,
- g. Ensure the implementation of their BC strategies in the appropriate BCM response documents.



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1.6 Developing and Implementing a BCM Response

The BCM plans should ensure that MMCE & MMCEC can exercise appropriate control and facilitate effective response to any incident that might threaten the achievement of the organization's business objectives.

The BCM plans should be developed in line with the agreed BC strategies. The plans would include:

a. Crisis Management Plan (CMP)

The Crisis Management Plans should be designed to manage the impact of an incident starting with life safety, leading into regaining control after the incident has occurred, managing the immediate impact, deciding, and implementing the actions required to mitigate the impact, and instigating the recovery capabilities defined in the BC strategy.

Among others, the plans must include the following:

- i. Clear criteria for managing an incident and notification,
- ii. Clear criteria for assessing the impact of the incident,
- iii. A clear escalation and invocation process,
- iv. A clear communication process - internal and external.

b. Business Continuity Plan (BCP)

Based on the approved BC strategy, each division/department must develop and document a Business Continuity Plan for the recovery and resumption of the critical business functions in a cost effective, timely, controlled, and orderly manner following a disruptive event.

Among others, the plans must include procedures for:

- i. Provision of alternate work area and resources within agreed timeframe to enable displaced critical business functions resume business,
- ii. Recovery of work in progress and resumption of critical business functions within the agreed timeframe, following a disruptive event,
- iii. Recovery from a major technology disruption to ensure that the technology supporting Critical business functions is available within the timeframes agreed with the respective Business units.

1.7 Exercising and Testing

A BCM capability cannot be considered reliable until it has been exercised. An exercise provides the opportunity to measure the quality of planning, competence of individuals and effectiveness of the recovery capability. Therefore, there must be a documented **annual exercise program** which addresses all the relevant levels in the company.

The program should encompass the following types of exercises:

- a. Scenario based exercise which incorporates several associated plans, where decision making abilities are examined,



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- b. Rehearsal of a specific set of procedures such as an evacuation plan, a fire response plan, etc., to impart knowledge and familiarity,
- c. Testing of a selected critical business function or process against the RTO/RPO such as:
 - i. IT system recovery,
 - ii. Data back-up and restoration.

All exercises must be documented, and cover aims, methodology, success criteria, results, remedial actions as required, timescales, ownership, learning points and follow-up steps.

1.8 Maintenance and Review

To ensure that the BCM program remains up to date to meet the business requirements, the arrangements must as a minimum, be reviewed at the following intervals:

Quarterly:

- a. All key internal contact lists including the CMT, BCM Coordinators, etc.,
- b. All key external contact lists including the Emergency services, suppliers, regulators, etc.,
- c. Notification Call Trees.

Annually:

A complete review of all policies and plans and revisiting of the RA, BIA, and BC Strategies.

- a. A high-level review of the BCM program should be carried out by the Steering Committee,
- b. Departments and business units should revisit their respective RA, BIA, BC strategies and plans,
- c. An assurance audit should be conducted to verify that the BCM policy, processes and methods are being implemented effectively and to assist in highlighting any gaps for continual improvement. Internal company auditors or independent external auditors may be engaged for this purpose.

The arrangements, however, must be reviewed when:

- a. There is a major change in business processes, technology, etc., which may include:
 - i. Projects or initiatives that affect the company's objectives,
 - ii. Corporate restructuring including the implementation, modification, or termination of key outsourcing arrangements,
 - iii. Significant changes in regulatory or legal requirements,
 - iv. A change initiative or project that incurs costs to the business,
 - v. Corporate activities such as takeovers, mergers and major acquisitions or divestments,
 - vi. Major business re-engineering projects that involve significant modification to or implementing of new practice, process, or systems.



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- b. Following exercises where material deficiencies are identified,
- c. Following “near misses”,
- d. Following an audit recommending improvements.

1.9 Ongoing Management

Once implemented, the BC program needs to be managed in a continuous cycle of improvement for it to be relevant and effective.

A management program shall be established and documented for each stage of the Business Continuity Lifecycle.

This will require the participation of various managerial, operational, administrative, and technical disciplines that need to be coordinated. The roles and responsibilities of the relevant staff must be clarified.

A budget must be approved for the ongoing management of the BC program.

1.10 Embedding Competency & Awareness

Promoting awareness enables business continuity to become part of the MMCE & MMCEC's core values and ensures that the competence required for program management and responding to an incident are maintained. This instils the confidence of interested parties that the organization will cope effectively with disruptions.

The management shall endeavor to embed a BCM culture in the organization by undertaking relevant processes and activities which would include the following:

- a. Communicating our BCM Policy to all in the organization to emphasize the management's commitment and support for the BCM program,
- b. Allocating clear BCM roles and responsibilities to employees and providing relevant support including empowerment and training to enable them to carry out their roles effectively,
- c. Recognizing and developing performance or appraisal systems to acknowledge contribution towards BCM responsibilities,
- d. Conducting regular BCM plan and procedure exercises duly planned on an annual basis,
- e. Organizing relevant awareness and training programs for the employees duly planned on an annual basis.



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Appendix 4: BCM Framework

The BCM framework provides guidance for MMCE & MMCEC to adopt a standard approach to formulate continuity strategy and assistance in understanding and applying BCM principles. It sets out the key principles and organization structure, roles and provides guidance on the management of business continuity.

To achieve MMCE & MMCEC's objective of a companywide BCM which will effectively mitigate and minimize the effects of a disaster, the framework was adopted by considering all aspects of the organization as illustrated in **Diagram 8** below.

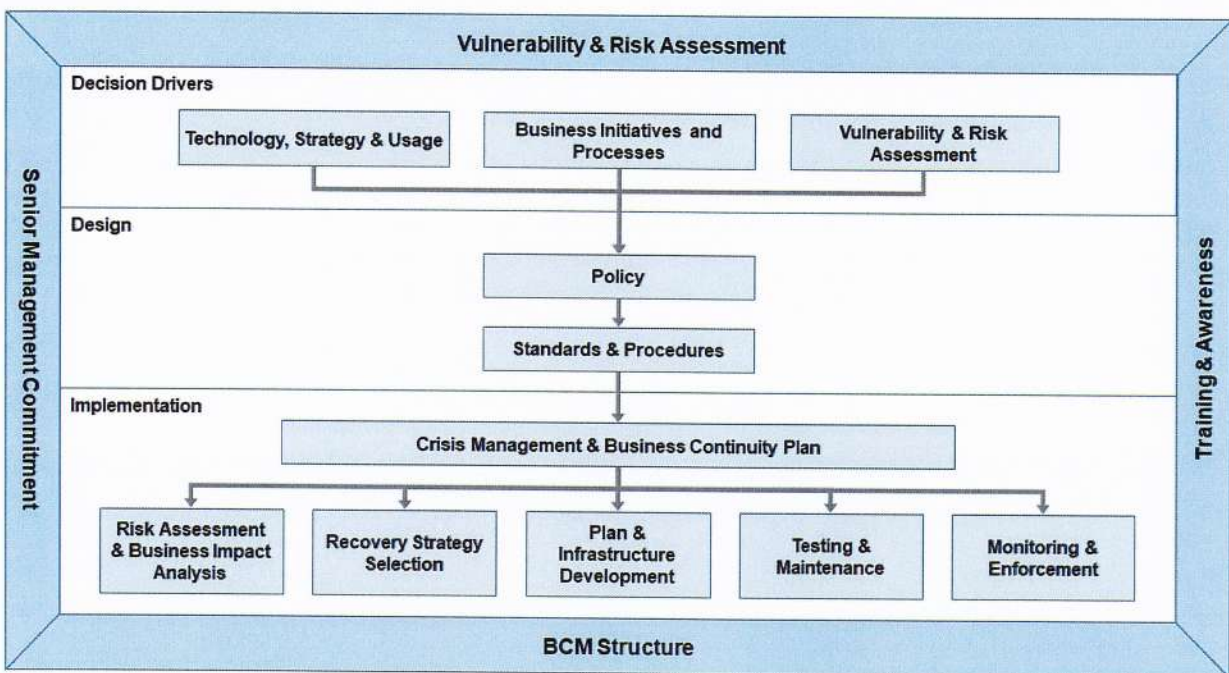


Diagram 8: BCM Framework

This Framework consists of four pillars, which are:

- Business Vision and Strategy** – Refers to the alignment of the BCM program to the corporate vision and strategy.
- Senior Management Commitment** – Essential to ensure that the company-wide BCM program and planning were given the support and right level of importance and priority.
- Business Continuity Management Structure** – Refers to the importance of the people component. The establishment of an organization structure with defined roles and responsibilities is important to ensure a comprehensive workable plan which can effectively mitigate the effects of a disaster.
- Training and Awareness Program** – Refers to the continuing education program for the people to respond to a disaster and to develop the plans. This also includes the change management program which is essential to ensure sustainability of the BCM program.



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The execution of this framework comprises the following components:

- a. **Decision Driver** – This phase shows the linkage between the enterprise-wide risk / operational risk within MMCE & MMCEC and the role of an effective BCM plan in mitigating the effects of a risk materializing.
- b. **Design** – This phase sets out to develop a BCM policy, standards and procedures for the development, testing, and maintenance of the BCM plan to ensure consistency of the program across the company.
- c. **Implementation** – This phase looks at the stages involved in the plan development for each of the business units comprising of the following stages:
 - i. **Risk Assessment & Business Impact Analysis** – This is to determine and prioritize critical business processes based on a business risk assessment. It is at this stage where the Recovery Time Objective (RTO), Recovery Point Objective (RPO), Maximum Tolerable Period of Disruption (MTPD), critical activities, resource requirements and the internal and external interdependencies are identified.
 - ii. **Selecting a Recovery Strategy** – Identify a range of strategies to recover the business in terms of alternate processing site for IT, alternate work site for the business units and management that is consistent with the agreed business objective and priorities.
 - iii. **Development of the BCP and Supporting Infrastructure** – Following from the selection of the recovery strategy, an appropriate BCP needs to be documented, and the supporting infrastructure put in place.
 - iv. **Testing and Ongoing Maintenance of the BCP** – Regular, comprehensive testing and ongoing review and updates to the BCP is important to ensure workability of the plan.
 - v. **Monitoring & Enforcement** – Ongoing monitoring of the program to ensure compliance with internal standards and regulatory requirements. For this to be effective there needs to be effective enforcement in the event of noncompliance



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Appendix 5: Glossary Of Terms

| Term | Definition |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Alternate Worksite (AWS) | An alternate operating location selected to be used by business functions when these functions cannot be carried out at the normal operating location after a disaster has occurred. |
| Business Continuity (BC) | The strategic and tactical capability of the organization to plan for and respond to incidents and business disruptions to continue business operations at an acceptable predefined level. |
| Business Continuity Coordinator (BCC) | The (focal) person who oversees BCM activities at department level. |
| Business Continuity Management (BCM) | A holistic management process that identifies potential threats to an organization and the impacts to business operations that those threats — if realized — might cause, and which provides a framework for building organizational resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand, and value-creating activities. |
| Business Continuity Management Coordinator (BCMC) | The (focal) person who oversees BCM activities and program at MMCE & MMCEC's level. He is also the Secretariate to the Crisis Management Team (CMT) during the crisis. |
| Business Continuity Management System (BCMS) | Part of the overall management system that implements, operates, monitors, reviews, maintains and improves business continuity. |
| Business Continuity Plan (BCP) | A documented collection of procedures and information that is developed, compiled, and maintained in readiness for use in an incident to enable an organization to continue to deliver its critical products and services at an acceptable predefined level. |
| Business Continuity Teams | The strategic, tactical, and operational teams that would respond in an incident, and who should contribute significantly to the writing and testing of the Business Continuity Plans. |
| Business Impact Analysis (BIA) | The process of analyzing business functions and the effect that a business disruption might have upon them. |
| Continual Improvement | The process of enhancing the business continuity management system to achieve improvements in overall business continuity management performance consistent with the organization's business continuity management policy. |
| Crisis Management Team (CMT) | An administrative decision-making group to respond to critical incidents or emergencies that may occur at MMCE & MMCEC that threaten life or property, or those which impact a significant portion of MMCE & MMCEC's business operations. The Crisis Management Team's purpose is to assist with decision-making, communications flow, and operational response capability. |
| Critical Business Function (CBF) | Business activities and processes that shall not be disrupted such that they impact the ability of the organization to achieve its minimum business continuity objective. |
| Department BCM Coordinator | A staff member appointed by the division/department to serve as the liaison person responsible for all BCM direction and activities within the division/ department. |
| Disaster Recovery Plan (DRP) | A clearly defines and documented plan which recovers IT and telecommunication capabilities when a disaster does occur. It typically covers key personnel, resources, services, and actions required to be carried out to ensure that IT systems for critical business functions can continue within planned levels of disruption. For an organization which relies heavily on IT, the DRP forms an integral part of its BCP. |



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| Term | Definition |
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| Disruption | An event that interrupts normal business functions, operations, or processes, whether anticipated (e.g., hurricane, political unrest) or unanticipated (e.g., a blackout, fire, terror attack, technology failure, or earthquake). |
| Emergency Command Centre | A site/location from which plan execution teams exercise direction and control in an emergency or disaster. |
| Emergency Response Team (ERT) | An in-house squad instituted by MMCE & MMCEC deals with emergency situations which happen on its premises. An ERT is thus a special team that responds to emergencies to ensure proper personnel evacuation and safety, shut down building services and utilities, work with responding civil authorities, protect and salvage property, and evaluate areas for safety prior to re-entry. |
| Exercise | A process to rehearse the roles of team members and staff and test the recovery or continuity of an organization's systems (e.g., technology, telephony, administration) to demonstrate business continuity competence and capability. |
| Facility | Plant, machinery, equipment, property, buildings, vehicles, information systems, transportation facilities and other items of infrastructure or plant and related systems that have a distinct and quantifiable function or service. |
| Impact | The evaluated consequence of a particular outcome. |
| Incident | An event that has the capacity to lead to loss of or a disruption to an organization's operations, services, or functions – which, if not managed, can escalate into an emergency, crisis, or disaster. |
| Invocation | The declaration that an organization's BCP needs to be put into effect to continue to deliver key products and services. |
| Maximum Tolerable Data Loss (MTDL) | The maximum loss of information (electronic and other data) which an organization can tolerate. The age of the data could make operational recovery impossible, or the value of the lost data is so substantial as to put business viability at risk. |
| Maximum Tolerable Period of Disruption (MTPD) | The duration after which an organization's viability will be irreparably damaged if a product or service delivery cannot be resumed. |
| Minimum Business Continuity Objectives (MBCO) | The minimum level of services and/or products that is acceptable to the organization to achieve its business objectives during an incident, emergency, or disaster. MBCO is set by the executive management of the organization and can be influenced, dictated and/or changed by current regulatory requirements or industry practices. |
| Mitigation | The managed limitation of any negative consequence of a particular incident. |
| Organization BCM Coordinator | A staff member with overall responsibility for coordinating the organization's BCM program among its various departments/business units. |
| Preparedness | Activities implemented prior to an incident that may be used to support and enhance mitigation of, response to, and recovery from disruptions. It is also often called "Readiness". |
| Prevention | Countermeasures against specific threats that enable an organization to avoid a disruption. |
| Product or Service | The output from a process. Whether the product is then called a service depends upon there being a physical element to the output. Service is the result of at least one activity necessarily performed at the interface between the supplier and customer and is generally intangible. |



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| Term | Definition |
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| Recovery Point Objective (RPO) | The target set for the status and availability of data (electronic and paper) at the start of a recovery process. |
| Recovery Time Objective (RTO) | The target time within which the delivery of a product or service following its disruption is to be resumed. |
| Resilience | The ability of an organization to resist being affected by an incident. |
| Resources | Assets, people, skills, information, technology (including plant and equipment), premises, supplies, and information (whether electronic or not) that an organization must have available to use, when needed, to operate and meet its objectives. |
| Risk | The combination of the probability of an event and its consequence. BCM concentrates on "Threats" and "Impacts" rather than "Risks". |
| Risk Acceptance | A management decision to take no action to mitigate the impact of a particular risk. |
| Risk Assessment (RA) | A formal but often subjective process of risk identification, risk analysis and risk evaluation. |
| Risk Management | This generally includes Risk Assessment, Risk Treatment and Risk Acceptance. |
| Risk Treatment | The selection and implementation of measures to modify risk. |
| Stakeholder | An individual or group having an interest in the performance or success of an organization e.g., customers, partners, employees, shareholders, owners, the local community, first responders, government, and regulators. |
| Threat | A potential cause of an unwanted incident, which may result in harm to individuals, assets, a system or organization, the environment, or the community. Some threats, such as bad weather are more commonly referred to as "Hazards". |
| Vital Record | Electronic or hardcopy record that is essential for to preserve, continue or reconstruct the operations of the organization and protect the rights of the organization as well as its employees, customers, and stakeholders. |

