# BRIDGEMAN PTY LTD
# BUSINESS CONTINUITY PLAN

## Contents

## Introduction

Bridgeman is an Indigenous owned and operated and Supply Nation certified company. We have been delivering end-to-end solutions in Queensland and across Australia for more than 20 years. Originally founded in 2000 as a metal manufacturing company, Bridgeman has transitioned into one of Australia's most trusted and respected multi-faceted solution providers. Our company operates across the primary areas of metal manufacturing solutions, and construction. We are compliant with all relevant accreditations and have the ability to provide a multi-faceted range of solutions which deliver quality, cost effective and timely results to our clients, across sites of all sizes and scopes.

To provide this level of business continuity, Bridgeman has developed a Business Continuity Plan (BCP)that aims to minimise the impact a disruption has on our people and the company's ability to provide service by determining the best response to a disruptive event and reducing the potential time taken to return the business to full functionality.

Our BCP plan aims to:

Understand the disruption-related risks and their impact on our function.
Understand any gaps or co-dependencies for sections within our company.
Improve our ability to respond to an incident and restore our Core Business Functions (CBF) in the shortest possible time.
Reduce our operational capabilities and reduce financial impact of an event.

Our BCP is a documented plan that will allow us to determine the best contingency plan for the return of services in the shortest time.

Business continuity management aims to minimize the impact of a disruption by carefully planning the steps that Bridgeman will take in response to a disruption, and to return to normal operations. This includes:
- Understanding disruption-related risks and their impact
- Proactively identifying gaps, dependencies and inefficiencies
- Improving capability to respond and restore Core Business Functions (CBF) after a disruptive event
- Reducing operational downtime and potential financial losses
- Improving stakeholder confidence in Bridgeman ability to respond to and recover from adisruption.

A Business Continuity Plan (BCP) is a documented contingency plan that details how a business unit will respond to a disruptive event so that its CBFs continue within acceptable levels.

## Definitions and Terminology

| Acronym | Meaning | Description |
|---|---|---|
| BCC | Business Continuity Coordinator | Business Continuity Coordinator (BCC) is responsible for the operational function of theBCP throughout the event. |
| BCMS | Business Continuity Management System | The management system that establishes, implements, operates, monitors, reviews,maintains and improves business continuity on an ongoing basis |
| BCO | Business continuityowner | Business Continuity Owner (BCO) is the senior position responsible for approving theactivation of the BCP. |
| BIA | Business Impact Assessment | Process of assessing business activities and the impact a business disruption might haveon these processes. |
| BCP or BCAP | Business Continuity (Action) Plan | An action plan developed for each section of our service and containing documented procedures that will guide us to recover from and respond to an incident in a manner thattake us to an acceptable level of business function |
| CBF | Core Business Function | As a general rule, CBF is one where:<br>•  Bridgeman would fail to achieve its key objectives if it was unavailable<br>•  Key stakeholders would consider it unacceptable if the service was unavailable. |
| CS | Continuity Sustainability | The length of time that immediate solutions can be maintained in comparison to the timeexpected to return to full functionality. |
| MAO | Maximum AcceptableOutage | The time allowed for an outage to continue before a negative impact on our business. |
| RPO | Recovery Point Objective | The point to which information / data used by an activity must be restored to enable theactivity to operate on resumption |
| RTO | Recovery Time Objective | The time allowance after an incident that:<br>•  Business must be resumed, or<br>•  Business Activity must be resumed to a minimum acceptable level of service.<br><br>The RRTO must be a period of time less than the MAO |

1. **RTO+CS = MAO.**

## Related documents

This Business Continuity Plan (BCP) is supported by:

| Document | | |
|---|---|---|
| BCM Documents | | |
| Procedures and guidelines | | |
| Instructions | | |
| Contact lists | | |
| | | |

# Scope & critical business functions

The plan details the response in the event of disruption to CBFs caused by:
- Loss of staff
- Loss of access to building
- Loss of access to IT and telecommunication services.
- Loss access to IT and telecommunications in the general administration areas.
- Loss of access to information and records
- Loss of utilities.

Critical business functions (CBFs) and their maximum acceptable outage (MAO) have been determined based on an assessment of risk to Bridgeman and the community.

**If the disruptive event impacts the delivery of a CBF beyond the RTO (as identified below), the BCP may be activated.**

| Company | Business Unit | State | Critical Business Function | MAO | RTO | RPO | Rationale |
|---------|--------------|-------|---------------------------|-----|-----|-----|-----------|
| **Bridgeman** | Bridgeman Manufacturing | **QLD** | Provision of staff as required | <4 hrs | <4 hrs | <4 hrs | **Subject to the incident occurring many clients may require additional services. This service will be critical in a path to recovery and the protection of our brand.** |
| | | | Maintenance of clients' standardand ongoing services | <4 hrs | <4 hrs | <4 hrs | **The ability to maintain all standard pre-ordered and ongoing services will be critical to the protection of our clients and our brand.** |
| | Bridgeman Defence & Government Infrastructure | QLD | Provision of staff as required | <4 hrs | <4 hrs | <4 hrs | **Subject to the incident occurring many clients may require additional services. This service will be critical in a path to recovery and the protection of our brand.** |
| | Bridgeman Construction | QLD | Maintenance of clients' standardand ongoing services | <4 hrs | <4 hrs | <4 hrs | **The ability to maintain all standard pre-ordered and ongoing services will be critical to the protection of our clients and our brand.** |
| | | | | | | | |

# Roles, responsibilities and activation

If an incident endangers or threatens to endanger life, property or equipment, **emergency management always takes priority over business continuity arrangements**. If the event disrupts CBFs, BCPs are only activated once the health and safety of staff and bystanders have been assured.

The Business Continuity Owner (BCO) has delegated responsibility for approving the activation of the BCP

| Business Continuity Owner (BCO) | | Business Continuity Coordinator (BCC) |
|---|---|---|
| **Name** | Scott Summers | Sara Taylor |
| **Phone** | 07 3205 9466 | **07 3205 9466** |
| **Email** | **scott@bridgeman.com.au** | **sara@bridgeman.com.au** |

# Review and testing

In line with the policies of Bridgeman the BCO must maintain and test BCPs at least on an annual basis.

# Key contacts

| Name | Business Unit | State of Operation | Mobile | Email |
|---|---|---|---|---|
| **Scott Summers** | CEO | QLD | 412325096 | **scott@bridgeman.com.au** |
| **Adam Sarota** | Managing Director | | 0458862628 | **adam@bridgeman.com.au** |
| **Jade North** | Managing Partner | | 0412164797 | **jade@bridgeman.com.au** |
| **Sara Taylor** | **Financial Controller** | | **0411957227** | **sara@bridgeman.com.au** |

| Executive Contacts – General Manager and Above | | | | |
|---|---|---|---|---|
| **John Collingwood** | General Manager Manufacturing | QLD | 040257839 | **johnc@bridgeman.com.au** |
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| **David Liebke** | General Manager Construction | QLD | 0417766038 | **dave@bridgeman.com.au** |
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| | | | | |
| **HR Personnel** | | | | |
| **Laura Brimble** | Executive Assistant | QLD | (07) 32059466 | **Laura.brimble@bridgeman.com.au** |
| | | | | |

# Action card 1: Loss of staff for any reason - pandemic, road closures, union activity etc

| When/frequency | Action | Responsibility | Checklist |
|---|---|---|---|
| **After the disruptive event occurs** | • Once an event is recorded, evaluate its potential impact and the possible time effect on the organization's functionality. This will determine the activation of theBCP<br>• Engage with HR to manage the welfare and wellbeing of staff, engaging outsideagencies if necessary.<br>• Ensure staff welfare is being managed. | BCC | ☐ |
| **On activation ofthe BCP** | • Contact Executive Staff and notify of the incident and the intention to activatethe BCP.<br>• Activate BCP and do not overlook the communication plan. Depending on the incident you will need to consider a Communication Officer and a Media contactperson | BCO | ☐ |
| | • Establish Business Continuity Team as appropriate and mobilise requiredresources | BCO | ☐ |
| **Immediately after the decision to activate the plan** | • Conduct detailed Damage Assessment and Duration Assessment.<br>• Activate internal staffing agreements or contractor arrangements (where appropriate) This will determine the staff working on fixing the issue and thestaff working on the business continuing. | BCC | ☐ |
| **In the first hour after declaration has been made** | • Continue to ensure staff welfare is being managed (as required) through contactas necessary with Human Resources.<br>• Establish required resources necessary to provide the minimum level of serviceas per identified maximum acceptable outages (MAO) | BCC | ☐ |
| **Within 2 hoursof the declaration being made** | • Approve access for replacement key staff (from contractors, agencies orexisting staff)  to be provided access to all critical data and hardware<br>• You will already have a relationship with a recruitment provider contact thisprovider to seek additional staff.<br>• Establish sufficient capabilities to provide the minimum level of service as peridentified maximum acceptable outages (MAO). | BCC | ☐ |
| **Within 24 - 72hours of the declaration being made** | • Transfer key staff to alternative locations or to work from home if required<br>• Negotiate later or delayed service delivery date of non-essential tasks andrequirements<br>• Continue to ensure staff welfare is being managed. | BCO | ☐ |
| **Recovery and restoration** | • Return to normal Business As Usual Operations | BCO,BCC and Administration Support Team | ☐ |
| | • Re-input operational data collected during interim operations to production ITsystems | IT and AdministrationSupport Team | ☐ |
| | • Conduct post activation review to identify issues and areas for improvement.Update BCP as required. | BCT | ☐ |
| **Post incident review** | • **Oversee the post incident review of the division's response to the disruption andaddress any improvement opportunities** | **BCO** | ☐ |

# Preparedness card 2: Loss of access to IT and telecommunication

| When/frequency | Action | Responsibility | Checklist |
|---|---|---|---|
| **After the disruptive event occurs** | • Upon notification of the incident conduct initial investigative actions to determine the nature of the IT and telecommunications outage and whetherthe issues is locally based or widespread, then: | BCC | ☐ |
| | o If outage is local based issue implement rectification actions as required including engagement of IT team / other contractors asappropriate | BCC | ☐ |
| | o If significant event which is determined to not be able to be rectifiedwithin the MAO timeframes and decision whether to activate Business Continuity arrangements. | BCC | ☐ |
| **On activation ofthe BCP** | • Contact the executive while in company with a senior representative of the ITTeam to discuss the need to activate the BCP<br>• Activate BCP (including communications plans). | BCO | ☐ |
| | • Establish Business Continuity Team as appropriate and mobilise requiredresources | BCO | ☐ |
| **Immediately after the decision to activate the plan** | • IT team to conduct detailed Damage Assessment via the Recovery Coordinators to determine the extent of system loss and communicationfailure and whether monitoring systems are affected. | BCC | ☐ |
| **In the first hour after declaration has been made** | • Secure all available critical data and hardware ready to be moved to analternate site<br>• Establish any additional resources necessary to provide the minimum level ofservice as per identified maximum acceptable outages (MAO) | BCC | ☐ |
| **Within 2 hoursof the declaration being made** | • Contact telecommunications provider to have hotlines diverted as required | BCC | ☐ |
| | | BCO | ☐ |
| **Within 24 - 72hours of the declaration being made** | • Transfer key staff to alternative locations or to work remotely if required<br>• Prioritise clients requiring additional services<br>• Arrange additional ad hoc services as per the prioritized list.<br>• Monitor implementation of additional services. | BCO | ☐ |
| **Recovery and restoration** | • Return to normal Business As Usual Operations | BCO,BCC and IT Support Team | ☐ |
| | • Re-input operational data collected during interim operations to production ITsystems | Administrat ionSupport Team | ☐ |
| | • Conduct post activation review to identify issues and areas for improvement.Update BCP as required. | BCT | ☐ |
| **Post incident review** | • Oversee the post incident review of the division's response to the disruption andaddress any improvement opportunities | BCO | ☐ |

# Action card 3: Loss of functional premises for an indefinite period

| When/frequency | Action | Responsibility | Checklist |
|---|---|---|---|
| **After the disruptive event occurs** | • Upon notification of the incident conduct initial investigative actions to determinethe nature of the loss of access and whether the issues are short or long term, then: | BCC | ☐ |
| |     ○ If denial of access is short term, consider working from or alternateoffice, as appropriate | BCC | ☐ |
| |     ○ If denial of access will be long term, i.e. not be able to be rectifiedwithin the MAO timeframes, consult with the Executive Team on decision to activate BCP. | BCC | ☐ |
| **On activation ofthe BCP** | • Establish Business Continuity Team as appropriate and mobilise requiredresources. | BCO | ☐ |
| **Immediately after the decision to activate the plan** | • Conduct detailed Assessment to determine the extent and duration of loss of access and whether primary security management and monitoring systems areaffected. | BCC | ☐ |
| **In the first hour after declaration has been made** | • Secure all available critical data and hardware ready to be moved to analternate site (access permitting). | BCC | ☐ |
| **Within 2 hoursof the declaration being made** | • Contact Telecommunications provider to have hotlines diverted to new location(as required). | BCC | ☐ |
| **Within 24 - 72hours of the declaration being made** | • Transfer key staff to alternative locations (home) to work remotely as required.<br>• Establish sufficient capabilities to provide the minimum level of service as peridentified maximum acceptable outages (MAO). | BCO | ☐ |
| **Recovery and restoration** | • Return to normal Business As Usual Operations | BCO,BCC andIT Support Team | ☐ |
| | • Re-input operational data collected during interim operations to production ITsystems | Administrat ionSupport Team | ☐ |
| | • Conduct post activation review to identify issues and areas for improvement.Update BCP as required. | BCT | ☐ |
| **Post incident review** | • Oversee the post incident review of the division's response to the disruption andaddress any improvement opportunities | BCO | ☐ |

# Action card 4: Loss of access to information or records

| When/frequency | Action | Responsibility | Checklist |
|---|---|---|---|
| **After the disruptive event occurs** | • Upon notification of the incident conduct initial investigative actions to determinethe nature of the loss of access to information and records and whether the issues is locally based or widespread, then: | BCC | ☐ |
| |     o If loss of access is local based issue implement rectification actions as required including engagement of IT Team / other contractors asappropriate | BCC | ☐ |
| |     o If significant event which is determined to not be able to be rectifiedwithin the MAO timeframes consult with the Executive Team and decision whether to activate Business Continuity arrangements. | BCC | ☐ |
| **On activation ofthe BCP** | • Establish Business Continuity Team as appropriate and mobilise requiredresources | BCO | ☐ |
| **Immediately after the decision to activate the plan** | • Conduct detailed assessment to determine the exact loss of access to information and records and whether critical data and monitoring systems areaffected. | BCC | ☐ |
| **In the first hour after declaration has been made** | • Establish any additional resources necessary to provide the minimum level ofservice as per identified maximum acceptable outages (MAO).<br>• Contact Telecommunications provider to have hotlines diverted as required. | BCC | ☐ |
| **Within 2 hoursof the declaration being made** | • Secure all available remaining critical data and hardware ready to be moved toan alternate site.<br>• Contact IT Team and External Service Providers to seek copies of data /information held off site. Secure these copies. | BCC | ☐ |
| **Within 24 - 72hours of the declaration being made** | • Transfer key staff to alternative locations or to work from home as required<br>• Commence internal recovery of critical data and information. | BCO | ☐ |
| **Recovery and restoration** | • Return to normal Business As Usual Operations | BCO,BCC andIT Team | ☐ |
| | • Re-input operational data collected during interim operations to production ITsystems | Administration Support Team | ☐ |
| | • Conduct post activation review to identify issues and areas for improvement.Update BCP as required. | BCT | ☐ |
| **Post incident review** | • **Oversee the post incident review of the division's response to the disruption andaddress any improvement opportunities** | **BCO** | ☐ |

| When/frequency | Action | Responsibility | Checklist |
|---|---|---|---|
| **After the disruptive event occurs** | • Upon notification of the incident conduct initial investigative actions to determinethe nature of the loss of power / electricity and whether the issues is locally based or widespread, then: | BCC | ☐ |
| |     o If loss of power is local based issue and outage is imminently due tobe reinstated; or | BCC | ☐ |
| |     o If significant event which is determined to not be able to be rectifiedwithin the MAO timeframes consult with the Executive Team and discuss whether to activate Business Continuity arrangements. | BCC | ☐ |
| **On activation ofthe BCP** | • Establish Business Continuity Team as appropriate and mobilise requiredresources | BCO | ☐ |
| **Immediately after the decision to activate the plan** | • Conduct detailed assessment to determine the extent of outage and whethercritical data and monitoring systems are functional under temporary power supplied by on site genset. | BCC | ☐ |
| **In the first hour after declaration has been made** | • Confirm UPS / Back-up Generator are working correctly. | BCC | ☐ |
| **Within 2 hoursof the declaration being made** | • Contact Back-up Generator Maintenance Service Provider to arrange refuelling. | BCC | ☐ |
| **Within 24 - 72hours of the declaration being made** | • Manage and monitor Back-up Generator to ensure refuelling is undertaken.<br>• Establish liaison with power provider to stay informed of rectification progress. | BCO | ☐ |
| **Recovery and restoration** | • Return to normal Business As Usual Operations | BCO,BCC andIT Support Team | ☐ |
| | • Re-input operational data collected during interim operations to production ITsystems | Administration Support Team | ☐ |
| | • Conduct post activation review to identify issues and areas for improvement.Update BCP as required. | BCT | ☐ |
| **Post incident review** | • Oversee the post incident review of the division's response to the disruption andaddress any improvement opportunities | BCO | ☐ |

# Attachment 1: Business Continuity Damage Assessment Form

| Company | Bridgeman | Incident: | |
|---|---|---|---|
| Business Unit | | Date and time: | |
| Service Provided | | Reported: | |

| Disruption category | Function/s impacted | Impact* | Resources required | Action |
|---|---|---|---|---|
| **Building/facilities**<br>*includes disruptions due to:*<br>• *Structural*<br>• *Electricity*<br>• *Gas*<br>• *Water* | | Access restricted > 1 week<br><br>☐ High<br>☐ Medium<br>☐ Low | | |
| **IT/telecommunications**<br>*includes disruptions to:*<br>• *Network*<br>• *Staff email*<br>• *Loss of Proprietary software*<br>• *Phones* | | Loss of continuous access for > 3 days<br><br>☐ High<br>☐ Medium<br>☐ Low | | |
| **People**<br>*includes disruptions due to:*<br>• *Injury*<br>• *Illness*<br>• *Pandemic* | | Reduction in workforce for a period of 2 consecutive weeks<br><br>☐ High<br>☐ Medium<br>☐ Low | | |
| **Information/records**<br>*includes loss of:*<br>• *Electronic records – Sharepoint*<br>• *Hard Copy*<br>• *Electronic Back ups* | | Unrecoverable loss of information or records<br><br>☐ High<br>☐ Medium<br>☐ Low | | |

*If the impact of the disruption is **MEDIUM** or **HIGH**, refer the form to Executive Management for action and potential activation of the business continuity plan

# Attachment 2: Business Continuity Communication Plan

This template is intended as a guide only. It is important that the circumstances relating to the disruptive event is considered in its use.

| Company | Bridgeman | Incident: | |
|---|---|---|---|
| Business Unit | | Date and time: | |
| Service Provided | | | |

| Interested Parties | Communication – what is the information that need to be shared – minimum/maximum | Responsibility | Communication | Frequency |
|---|---|---|---|---|
| | • Initial / ongoing status updates regarding recovery progress<br>• Impending or emerging issues impacting recovery efforts | Incident Controller | ☐ Phone<br>☐ SMS<br>☐ Email | As required (at least hourly) |
| Staff | • What has happened and why it has happened?<br>• What will happen in the immediate future?<br>• Where is assistance available? | Executive Management | ☐ Phone | Initial and daily |
| Customers | • What is the impact on product / service delivery and quality?<br>• How long will delivery be affected for?<br>• How adversely will contractual conditions be affected?<br>• Will the company be able to continue trading into the immediate and longer terms (longer term sustainability of supply)?<br>• What compensation will be made available?<br>• What other alternate sources of the product or service exist? | Management | ☐ Website<br>☐ Client Contact Centre<br>☐ clients | As required |
| Community | **Immediately**<br>• What has happened?<br>• Is it safe? Could it happen again?<br>**Later**<br>• What is the company doing to ensure that it does not happen again in the future? | Media Unit | ☐ Website<br>☐ Email | As required |
| Suppliers | • Any changes to supply requirements?<br>• How long will inventory be required to be held for?<br>• Any capacity for changed pricing?<br>• What is the likely duration of supply impacts?<br>• What compensation is available under contractual conditions? | Manager / CIO | ☐ Phone<br>☐ Website<br>☐ Contact centre | As required |
| Executive Team | • What has happened and how?<br>• What is being done to fix it?<br>• What are the impacts on the community?<br>When will normal capability be restored? | Executive Team | ☐ Phone<br>☐ Email | As required |
| Media | • What has happened and how?<br>• What measures are in place to maintain operations?<br>• What are the impacts on staff and/or clients ? | Media Spokesperson | | As required |

# Attachment 3: Critical Business Functions – Individual Process Actions

| Critical Business Function | Actions | Responsibility | Comment |
|---|---|---|---|
| **Provision of staff as required** | The following actions assume that a situation has arisen requiring theprovision of unplanned services outside of normal operations. <ul><li>Where practical, seek to make contact with staff by all available means</li><li>If primary provider is unavailable, seek to make contact withfall-back staff to arrange required services</li><li>If fall-back staff is unavailable, seek to make contact with alternative providers utilising the whole-of-government contractto arrange required services</li><li>Provide request details and timeframe for deployment of resource, including replacement shifts</li><li>Record deployment details for later recording and reporting management (and associated cost allocation as applicable).</li></ul> | BCO / BCC | **Nil** |
| **Continued provision of services** | **The following actions are determined by the nature of service and the nature of the incident. Subject to discussions with the client some services will remain critical and some will be able to be provided at a reduced level if required.** <ul><li>**Discuss event with client and determine flexibility of needs.**</li><li>**develop and contract variation with client**</li><li>**review access to location**</li><li>**review staffing availability**</li></ul> | | |

| | | | |
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