

## Directive on Business Continuity

February 18, 2022

### 1. Overriding Objective

1.1 This Directive establishes rules and processes to ensure that Business Continuity (BC) is undertaken by the Asian Infrastructure Investment Bank (AIIB or the Bank) in a manner that ensures continuity of operations of the Bank while ensuring the safety of Bank Personnel.

1.2 The exercise and interpretation of this Directive shall seek to give effect to this overriding objective.

### 2. General Principles

2.1 The lives of Bank Personnel are of paramount importance during emergencies and Disruptions as defined in this Directive.

2.2 BC arrangements shall ensure that the Bank can stabilize, continue, resume or recover from Disruptions in the most efficient and timely manner possible.

2.3 While the Bank must plan for recovery from Disruptions to all its business processes, the focus of effort must be on the Core Disruption Period as defined in this Directive.

2.4 Ensuring the continuity of business and operational functions during times of Disruptions or emergencies at the Bank is the shared responsibility, under the President, of all Heads of Business Units, both terms as defined in this Directive.

2.5 BC in the Bank shall be guided by the international standard ISO 22301 of 2012 and related standards.

### 3. Definitions

3.1 Definitions for BC terms at the Bank shall be guided by ISO 22301 of 2012 and related standards.

3.2 **Bank Personnel** is as defined in the Code of Conduct for Bank Personnel.

3.3 **Business Continuity** pertains to the capability of the Bank to continue the delivery of services or operations at acceptable predefined levels following a Disruption.

3.4 **BC Plan (BCP)** means the document that contains the plan for the Bank to continue the delivery of services or operations at acceptable predefined levels following a Disruption and includes the AIIB BCP and the individual Business Unit BCPs.

3.5 **Business Unit** means a Vice-Presidency, Office, Department or equivalent unit of the Bank, or discrete subcomponent thereof.

3.6 **Core Disruption Period (CDP)** refers to the 72 hours from the start of the Disruption until recovery of the identified Critical Processes.

3.7 **Critical Process** pertains to the activities, tasks, services, and functions which are critical for the effective and successful achievement of the strategic and operational aims of the Bank.

3.8 **Disruption** means any event or circumstance that causes the normal functioning of the Bank to be disrupted. Disruptions may result from multiple causes including, but not limited to: health and safety hazards; security events, threats or assessed security risks; business or financial related causes; curtailment of utilities or services required for the functioning of the Bank's systems and business processes; issues related to personnel and staffing; local or global events resulting in disturbances to business and trade, including extreme weather events; and force majeure.

3.9 **Head** means the officer leading a Business Unit.

#### 4. **Responsibility for Business Continuity**

4.1 While an overall AIB BCP shall be prepared for the Bank as a whole, detailed Business Unit BCPs shall also be developed and maintained. The AIB BCP is a collation of the individual Business Unit BCPs, each of which shall be capable of being implemented in isolation if the reason for the Disruption only affects a specific Business Unit.

4.2 In line with the provisions of ISO 22301 of 2012 and related standards, the general responsibility for BC of the President and Heads of Business Units includes:

- 4.2.1 ensuring that policies and objectives are established for BC and are compatible with the strategic direction of the Bank;
- 4.2.2 ensuring the integration of BC requirements into the Bank's business processes;
- 4.2.3 ensuring that the resources needed for BC are available;
- 4.2.4 communicating the importance of effective BC management and the need to conform to BC requirements;
- 4.2.5 ensuring that BC achieves its intended outcomes;
- 4.2.6 directing and supporting persons to contribute to the effectiveness of BC;
- 4.2.7 promoting continual improvement; and
- 4.2.8 supporting other relevant management roles to demonstrate their leadership and commitment as it applies to their areas of responsibility.

4.3 The Head of a Business Unit at Vice President or Director General level may, at their discretion, decide at which level of the Business Unit under their management a BCP should be developed. Heads of Business Units shall be responsible for maintaining their own Business Unit BCPs and budgeting for any additional resources required to maintain BC within their functions. To support the effective implementation of Business Unit BCPs, Heads of Business Units shall assign Bank Personnel within their Business Units who shall have primary responsibility for implementation. Bank Personnel assigned for this purpose shall make all reasonable efforts to fulfil their duties at, or away from, the headquarters of the Bank when the BCP is invoked.

4.4 The Vice President and Chief Administration Officer (VPCAO) shall be responsible for overarching coordination of BC in the Bank, for developing appropriate administrative guidance for BC if they deem it necessary, for mandatory BC training of Bank Personnel assigned to various BC roles, for coordinating the development of the overarching AIIB BCP, and for guiding the development of individual Business Unit BCPs. The VPCAO shall delegate elements of this responsibility at their discretion.

4.5 In the event of invocation, all Bank Personnel shall adhere to the provisions of the AIIB BCP and their respective Business Unit BCP.

## 5. Timing of Reviews

5.1 Reviews of BC planning at the Business Unit level shall take place at any time that significant changes to the threat or hazard environment occur, or when business practices change. This shall be done under the authority of the Head of the relevant Business Unit.

5.2 A complete review of the AIIB BCP shall take place at least annually at a time determined and coordinated by the VPCAO, or by the officer delegated to coordinate BC in accordance with section 4.4 of this Directive.

## 6. Invocation Authority

6.1 Authority to invoke BCPs shall be as follows:

6.1.1 **AIIB BCP.** The President, or in their unavailability, the VPCAO shall invoke the AIIB BCP. The AIIB BCP shall only be invoked when the Disruption is of such a nature as to affect more than one Business Unit.

6.1.2 **Business Unit BCPs.** The Head of the Business Unit affected by the Disruption shall invoke the Business Unit BCP. In the unavailability of the Head, the next most senior person shall invoke the BCP.

6.2 The President or the Head of a given Business Unit, as the case may be, shall announce the end of the Disruption and a return to normal operations. The Head responsible for the invocation of an individual Business Unit BCP shall inform VPCAO, or the officer delegated to coordinate BC in accordance with section 4.4 of this Directive, when the Business Unit's BCP is invoked and when it has ended.

## 7. Focal Points

7.1 A network of Focal Points (FPs) for BC shall be established and coordinated by the VPCAO or by the officer delegated to coordinate BC in accordance with section 4.4 of this Directive. The aim of the FP network is to contribute to effective BC in the Bank by representing respective Business Units in all stages of the development of BCPs, coordinating the implementation of the BCP and internal BC training within their Business Units and advising Heads of Business Units on all matters relating to BC.

7.2 The Head of a Business Unit shall appoint at least one FP for their Business Unit, and where available, also an alternate FP. In exceptional cases, Vice Presidents who are

responsible for several Business Units, even when these Business Units are headed by a Director General, may, at their discretion, appoint a single FP (and an alternate FP, where available) to represent all the Business Units under their management.

7.3 Heads of Business Units shall ensure that either the FP, or the alternate FP, attend each meeting of the FP network. If both the FP and alternate, if appointed, are unable to attend, a temporary stand-in FP shall be appointed. In order to maintain momentum and meet deadlines, FPs shall ensure that they deliver required outputs in accordance with tasks set and within the time stipulated. FPs shall inform VPCAO or the officer to whom BC coordination has been delegated in accordance with section 4.4 of this Directive of any changes to the FP(s) of their Business Unit and to arrange with the Head of their Business Unit for the appointment of replacement FP(s) if necessary.

## **8. BC Exercise and Test**

8.1 The VPCAO is responsible for scheduling, planning and directing exercises and tests for BC, the results of which shall be made known to the President and senior management and used to refine the AIIB BCP. Exercises shall be aimed at rehearsing BCPs to ensure that they are complete and effective, and to ensure that Bank Personnel who are involved with BC understand their roles and responsibilities. Exercises shall be announced in advance. Tests shall not be announced in advance and shall be aimed at evaluating the effectiveness of BCPs so as to:

- 8.1.1 Confirm that BCPs are realistic, workable, and that Bank Personnel, especially those tasked with specific BC roles, are competent to implement the BCP.
- 8.1.2 Reassure senior management that the Bank (or individual Business Units) is prepared and resilient.
- 8.1.3 Certify to the Members that the Bank is prepared and resilient from the point of view of BC.
- 8.1.4 Act as an audit trail should this be necessary in the future.
- 8.1.5 Provide the factual basis for revising and improving BCPs.

8.2 The VPCAO shall annually schedule a BC exercise addressing the AIIB BCP or its specific elements and a test of the AIIB BCP; however, in a situation when the AIIB BCP has been invoked for a consecutive or accumulative period of six months or more during any calendar year, the VPCAO, at their discretion, may opt to suspend exercising and testing for that year. VPCAO shall determine the participation in, and scope of, exercises and tests.

## **9. Sensitivity of Business Continuity Plans**

9.1 BCPs are highly sensitive and shall be developed and maintained in accordance with the Directive on the Information Classification System and exercised and tested to the greatest reasonable extent in an unobtrusive manner.

## **10. Implementation**

10.1 The VPCAO shall oversee the implementation of this Directive, introduce any related administrative guidance if they deem it necessary, and ensure their efficient and accurate implementation.

**11. Authority**

11.1 The VPCAO shall make all final decisions regarding the application of this Directive.

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