

Refocus your BIA for the Future of Work

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 - 03 Quick recap of Lessons Learned from COVID-19 pandemic
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Head of Global Business Continuity, MetLife

- Joined MetLife in July 2021
- Architect of Facebook's Global Business Continuity Program (2017 – 2021)
- 17+ years risk management experience across fintech, consulting, non-profit, oil & gas industry genres
- Educated in Nigeria, U.S and France
- Avid Traveler and Hiker
- Passionate about minority and youth empowerment causes
- Currently reading:
 - Authentic Leadership – Bill George
 - The Subtle Art of Not Giving a F**K – Mark Manson

A senior leadership-led periodic exercise to help an organization understand end-to-end operational impacts across business processes, identify its most critical dependencies, and prioritize recovery for its mission critical services/products.

WFH enabled by technology

- Scaled VPN and remote access
- Deployed rapid technology and communication solutions
- Key risk was outsourcing/ 3rd party risk management
- Employee wellness metrics
- Return to Office dashboards

Use of BC Plans were limited

- Active leadership engagement, mostly around people planning and communications
- No/minimal direct linkages between BIA data and BCPs
- Orgs rapidly developed and implemented standalone pandemic response plans
- Scenarios addressing loss/unavailability of key employees were time-bound

Operational resilience is the “new” BC

- Shift from BC to resiliency with integrated end-to-end BIA data points for planning and testing
- Automation and access to ever-green data to support risk monitoring and reporting
- Visual dashboard capabilities to empower leadership decision-making

VIRTUAL

Predominantly WFH

- 60% enjoy working from home¹
- Shift has supported improved mental wellness and work-life balance/integration
- Reduced real estate footprint and technology enablement e.g., videoconferencing capabilities
- BC priority is on people planning and technology redundancies

RESIDENT

Essential in-office roles

- Critical work that requires in-person engagement e.g., construction, manufacturing, data center, facilities, retail
- Great for collaboration, sense of belonging and social connections
- Traditional BC planning still a good option

HYBRID

Resident-centric & Virtual

- 3 or fewer days per week in the office
- Focus on flexibility
- Is built on trust and technology
- Increased productivity
- Consider integrated BIA and BC Planning approach

¹Pew Research Center – “COVID19 Pandemic continues to reshape work in America”



Align BIA with strategic priorities, products/services

- Senior leadership buy-in and active engagement
- Align with strong/existing frameworks such as ERM or ORM
- Execute continuous awareness initiatives e.g. roadshows

Value-chain-based Business Impact Analysis (BIA)

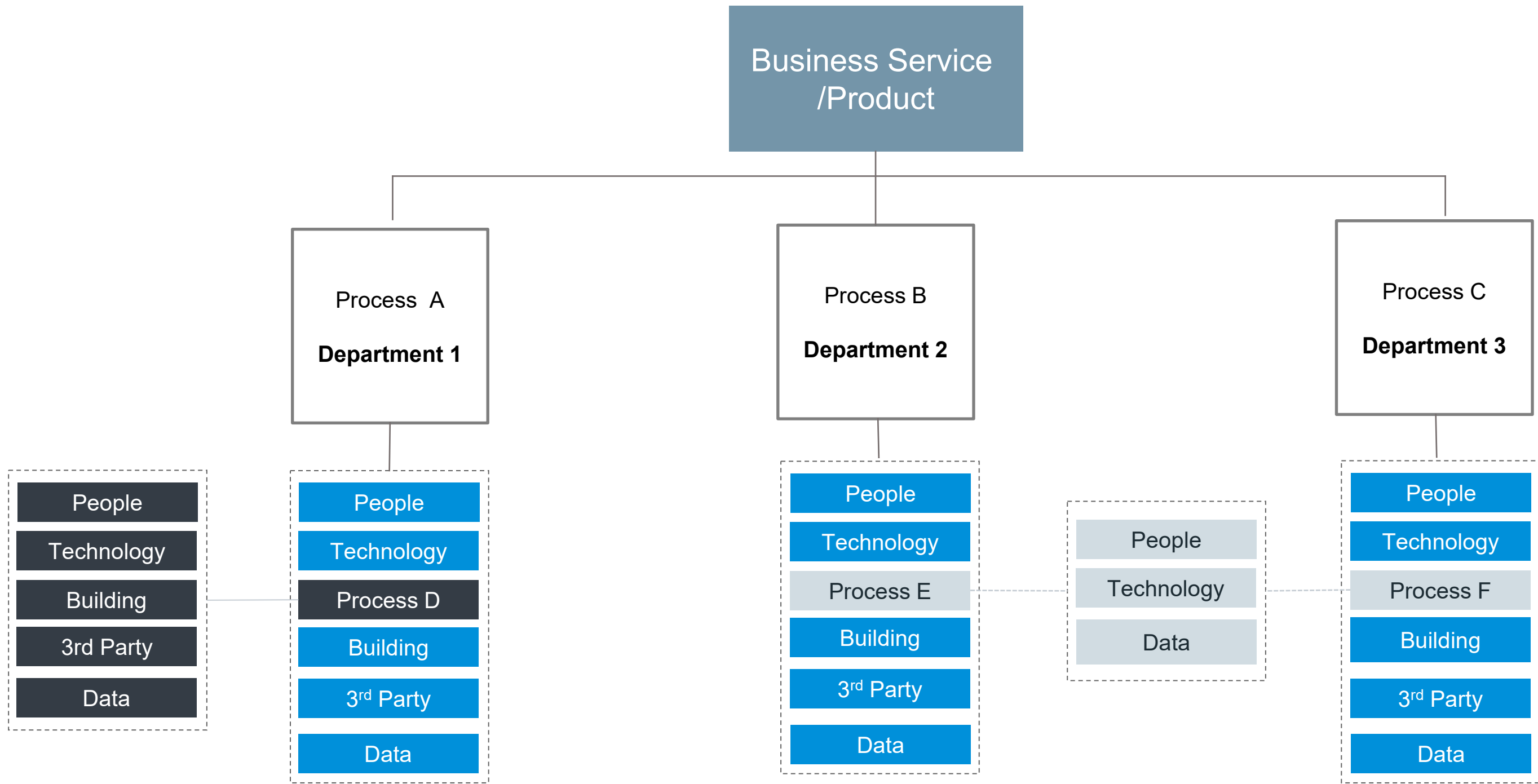
- Aligned to what's important to leadership
- End-to-end mapping of critical process workflows and its dependencies
- Recovery time objectives for people, process, and technology (including data)

All-Hazards Business Continuity Planning

- Prioritize Business Continuity Plan development for business processes in value-chain
- Enable visualization of integration and single points of failure

Joint Business-technology resilience practices

- Consistent process prioritization, dependency, risk and impact data required for operational and technical resilience
- Pressure test of the integrated response and orchestration



- Identifies dependencies and single points of failure along your value chain

07 RECAP

- Engage leadership. Early.
- Research/recalibrate your BIA to make it fit-for-purpose.
- Pilot your approach with a willing business partner and leader.
- Leverage lessons-learned to shape the narrative for the future.
- Find a seat at the risk table. Stay at the risk table.
- Automate. Use visual dashboards where possible.
- Educate. Raise awareness. Repeat.

Q & A