

DISASTER RECOVERY / BUSINESS CONTINUITY

Business Continuity is a key component of Level 3 Communications' strategy to maintain a resilient business. The primary drivers of Level 3's Business Continuity program are to maintain the functions and operations that generate revenue, maintain our reputation as a premier communications company, and retain our customers through delivery of products and services that help them keep pace with the demands of an increasingly networked world.

The Level 3 business continuity and incident management framework is built upon a cross-functional, scalable, adaptable, and flexible structure that aligns roles and responsibilities to ensure a timely, organized and effective response, recovery and reconstitution from disruption. The Level 3 Business Continuity Program encompasses eleven fundamental components:

- Business Impact Analysis
- Risk Assessment
- Business Continuity Planning
- Incident Management
- Education and Awareness
- Exercise and Evaluation
- Plan Maintenance
- Quality Assurance
- Pandemic Preparedness
- Supply Chain Resilience
- Governance and Metrics

The development, engagement and maintenance of these program components are designed to provide our customers with confidence that availability of our products and services occurs with minimal interruptions.

Purpose

Level 3 maintains a Global Business Continuity Program to align and validate critical or essential functions among stakeholders in an environment of interdependent and interconnected networks, data and systems. The primary drivers for the program are to ensure that the functions that generate revenue, maintain our reputation, and retain customers are identified and resilient through the range of threats and hazards that exist in the environment in which we operate.

Mission

The mission of the Level 3's Business Continuity Program is to manage and support the efforts of management, staff and business continuity planners in preparing for continuous, or as close to continuous as possible, operations of critical functions, processes, networks or facilities that generate revenue, maintain reputation, and retain customers.

Strategy

The Global Business Continuity Planning (BCP) Program has been designed to ensure that the existing or potential impediments to the continuity of our business are effectively identified, assessed, analyzed, managed and tested. The key elements of the Level 3 strategy are:

- Empowerment of our Employee-Owners to seek out and address existing or potential impacts that could result in a disruption to products and services
- Visibility of Executive Leadership maintained at all levels of program planning and execution



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ATTACHMENT F-3 TO EXHIBIT F
DISASTER RECOVERY /BUSINESS CONTINUITY PLAN
FINAL VERSION**

- Preparation for Recovery achieved through meaningful pre-disruption planning, preparation, exercise and evaluation, and lessons learned
- Incident Management consisting of detailed cross-functional contingency plans that address roles and responsibilities, threat identification and assessment, response to impacts, command and control, and demobilization
- Communications to promote clear, concise, consistent internal and external messages and to ensure our customers receive the right message at the right time
- Unity of Effort to ensure that stakeholder and support assistance coordination is achieved in a manner that reduces operational impact and delay in recovery
- Timeliness of Restoral and Reconstitution to provide for a prioritized, sequenced, and coordinated recovery effort
- Resiliency realized through the identification, assessment, and management of threats to our infrastructure to ensure a timely restoration of service.

The Global Business Continuity Team is responsible for the program methodology, framework, governance, execution, training, program maintenance, and reporting. Business units are responsible for developing, maintaining and exercising plans consistent with the business continuity framework.

A full overview of Level 3's Business Continuity Planning may be found on the Internet at:

http://www.level3.com/~media/Assets/brochures/bcp_customer_collateral.ashx

Once DIR services are in place, Level 3 will provide specific Disaster and Business Continuity Plans for services as they are brought onto the Level 3 Network and will follow the framework described in our methodology summary.