

DISASTER RECOVERY PLAN - 2019

Executive Summary

Working Solutions believes the first line of defense in disaster contingency planning is to take prudent steps to mitigate the odds of a crisis affecting more than 25% of the agent team responsible for handling client interactions—even before an impacting event occurs. This philosophy is well-demonstrated by the disaster prevention and recovery steps we take in the design and construction of our virtual call center platforms. Working Solutions designed all of its equipment facilities to be highly protected against the most common types of service interruption. We believe the most effective planning derives from designing disaster recovery from the outset into all mission-critical systems.

Our disaster recovery plan and resiliency plans are customized for each client. They are distributed to all key management personnel and updated semi-annually. Copies of the plan are kept locally, as well as on a corporate server located in Dallas, Texas. All plans are backed up in the Azure Cloud. The Emergency Management Team process is discussed in detail in the following section.

Description Potential Program Architecture

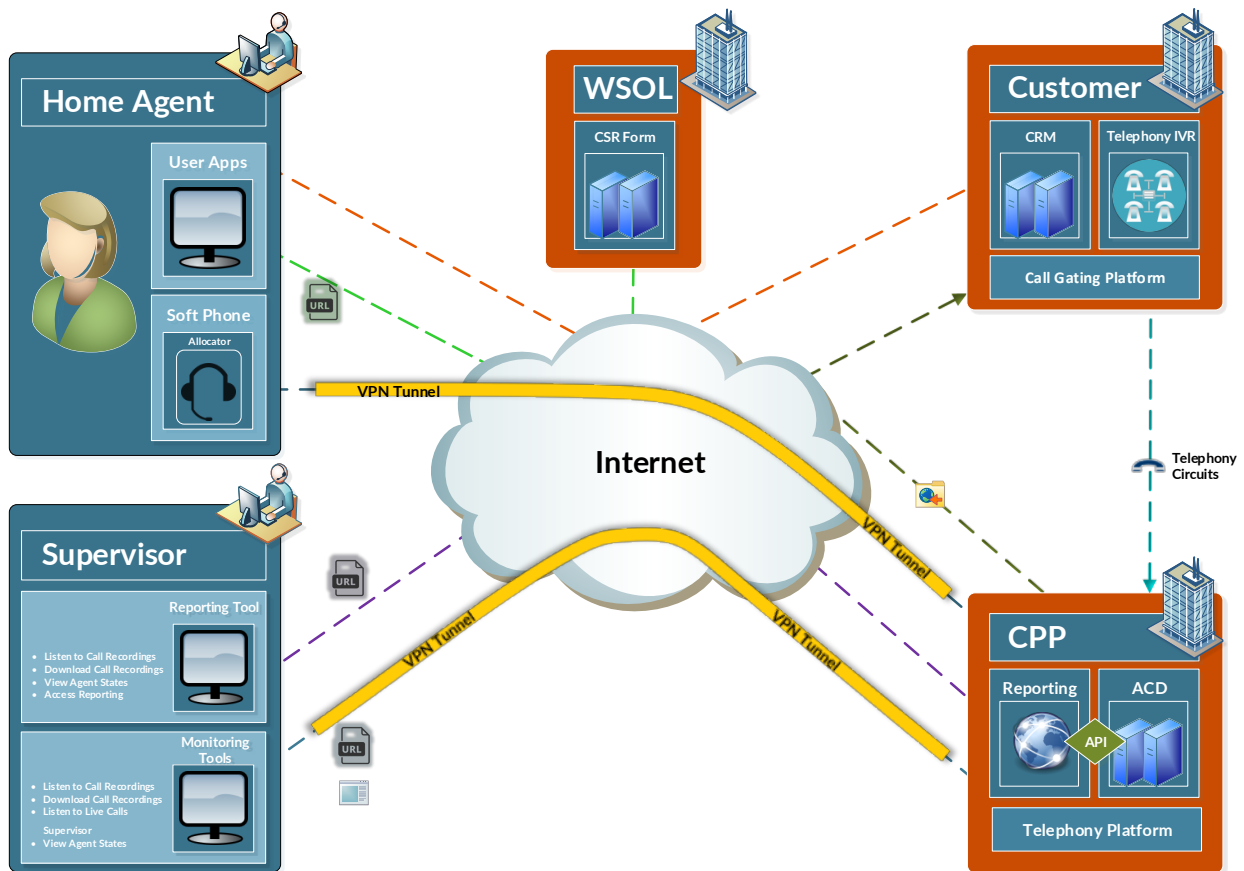
Working Solutions agent uptime availability is approximately 95%. This uptime is dependent on the network availability of those client-hosted services. The remaining 5% dependency is Working Solutions' responsibility, which includes agent connectivity to the internet and agent desktop availability.

Multiple client applications are used.

1. Telephony infrastructure administration and connectivity

The schema on the following page diagrams potential systems Working Solutions agents access. Each agent desktop and connectivity is uniquely provisioned. Not more than 5% of the agent desktops are connected to common internet, electricity or backup.

Consider each desktop as a separate operating unit, which is dependent on four key items: 1) local electricity; 2) local internet; 3) local telecom service – POTS line; and 4) potential customer uptime. If there an event impacting our corporate offices in Dallas, Texas, it would not impact agents' productivity at other locations.



Prevention

Our primary defense against lost productivity is the strength of our virtual workplace environment. Disasters typically impact large clusters of population. A traditional call center houses 100s of agents in one facility. There are no two individuals under the same roof in our distributed network. In fact, no more than 5% of each client's program is within 50 miles of each other. Below is a client example:

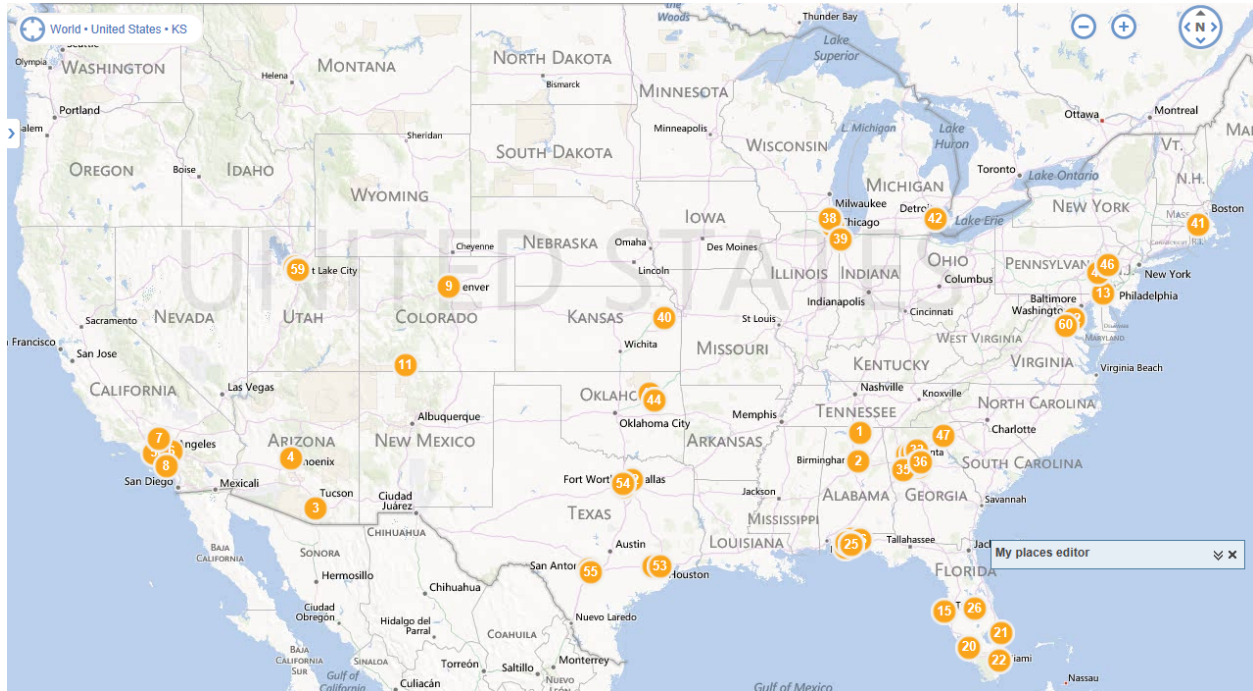
PREVENTION

Fire	There are no known factors impacting more than 5% of the group.
Earthquake	There are currently four agents (5%) living in the Los Angeles area, which is prone to earthquake activity.
Tornado	There are no known factors impacting more than 5% of the group.
Hurricane	There are four agents living in the panhandle region of Florida. This group of agents provides us with the greatest exposure as 5% of the group lives in the same region.
Flood / Falling Water	There are no known factors impacting more than 5% of the group.
Power Failure	There are no known factors impacting more than 5% of the group.
Explosion	There are no known factors impacting more than 5% of the group.
Large Scale Winter Storm Affecting more than Three States	There are no known factors impacting more than 5% of the group. The bigger threat is the loss of power due to a winter storm. Agents work from their home offices so travel never impacts the agent's ability to provide services.

Circuit and D Channel Outage	This risk factor is a potential customer dependency. There are no WSOL circuits integrated into the current platform.
Server Outage	This risk factor is a potential customer dependency. There are no WSOL servers integrated into the current architecture.
VPN Outage	This risk factor is a potential customer dependency. Potential customer provides VPN access into the tools utilized by the agents.
DNS Outage	There are no known factors impacting more than 5% of the group. Potential client tools and software are accessed through the potential client network.

Individually On-Net National Backbones





North American WSOL agent locations for potential customer.

Communications

After a disaster, operational personnel responsible for a client program's service excellence will contact a member on the Emergency Management Team (EMT), starting with the first name on the list. When a member is located, that member will contact the remaining members of the EMT. Several members will meet to assess the impact on the client's business. They will determine the action to take and will notify senior management. If a determination is made to notify all other teams, the EMT will contact the other teams using a predefined pyramid contact system. A brief message will be dictated over the phone and the called person will write down the message. At the end of the message, the called person will read back the message to verify that all critical information is stated. This same procedure will be used for all calls in the pyramid, ensuring that all contacts have the same information.

Many of the weather-disaster scenarios listed as a risk factor are quite predictable before impact. At Working Solutions, our communications begin three to five days before an event. If the agent feels their work might be impacted, we determine through team communications if other agents are available to help. This teamwork ensures business continuity for a client.

Client Notification

Communicating the details and results of a disaster to clients is critical. Client notification is the primary responsibility of members of the Working Solutions Service Excellence Team. The EMT is responsible for updating the client teams on the status of recovery. This includes the client as needed on the actual recovery process.

Control Center

The Emergency Management Team will immediately establish a control center, which continuously feeds information to Service Excellence, agents and the client. All information will be channeled through the EMT's control center for consistent and efficient processing.

Logging Activity

The Emergency Management Team will document activity by positing it on the disaster recovery log. This log then will be used to prepare and update reports for all levels of management. This document also will serve as a historical document for future reference once recovery is complete. The EMT will use the log to coordinate concurrent activities of the critical area team members.

The EMT members will prepare a project timeline of all tasks required for full recovery. The activities will be monitored on a day-to-day basis, through the use of activity checklists. They will be collected daily. A detailed report of daily progress will be available for review by all levels of management. The logs and checklist also will be used to coordinate all events from the control center.

DRP Update and Recovery Log

Action	EMT Member	Assigned Date	Completion Date
Coordinate Initial responses using office procedures to minimize property damage.			
Assess the damage (minor/major/catastrophe)			
Notify clients and resource leaders			
Re-route all call traffic to secondary switch or carrier			
Establish Control Center			
Give formal notification for request to use backup facilities			
Review corporate policy, department budget, and cost-limit guidelines to determine best			

Provide scheduled updates on status			
Produce reports on damage			
Gather disaster recovery logs from all teams.			
Arrange for any additional professional IT assistance			

MITIGATION

As a possible backup plan to mitigate the risk of a mass connectivity outage, a potential client may consider redirecting voice traffic to local or toll-free numbers owned and hosted by Working Solutions. Our circuits and services are all redundant. In case of an outage, they will roll over to a mirrored architecture. VOIP trunks with multiple carriers are maintained – for inbound call processing.

The Working Solutions designs for disaster recovery by utilizing partners that maintain all systems in the cloud and is geo-redundant.

Test Process

All telecommunication components and applications are tested for full connectivity, functionality and validity before going live with production. This testing operation is dependent on the Service Excellence team and Network Operations Management and their cooperation and availability with the client program. Up front, diverse paths are designed in the communications network to accommodate any outage.

Process Flow

The following steps will take place for every occurrence of a disaster outage:

- **Contact the Emergency Management Team to assess total scope of damage and plan disaster recovery.**
- **Assemble Systems Disaster Recovery Team to assess systems damage.**
- **Contact vendors to assess recovery options.**
- **Determine if current facility is useable or if alternate facility is required.**
- **Evaluate alternate facility for connectivity/environment requirements.**
- **Retrieve all back-up/recovery equipment/media from storage.**
- **Order/install equipment/connectivity/lines/client data at selected location.**
- **Recover or recreate all client databases/files.**
- **Test all systems.**
- **Go live.**

Critical Areas

Critical areas include in-house or contracted technical personnel, software and data, and establishing required data connectivity. Priorities are established by considering the environment (recovery of a damaged existing facility or bringing up a new facility), the client minimum requirements and the basic production needs. Immediate steps would be taken to address all critical areas.

Recovery

The Working Solutions offering, by design, is inherent of a true disaster recovery process (DRP). Using virtual operations and an on-demand workforce is smart and strategic when developing business continuity plans and execution. There are so few dependencies which are interrelated; the design of the program allows customers to operate even though a portion of the country or area is incapable of working.

As a backup plan to potential client's DRP, Working Solutions can help by offering our cloud platform as an option when the potential client systems are compromised. Working Solutions uses cloud-based platforms that are geo-redundant. Call-traffic management and call-routing take place off site in a virtual center. Much of the processes are web-based. In the event of a disaster, our traffic management team will connect into the network platform and develop route sets to divert traffic to other locations and or carriers. Reconstructed call routing is contingent on the following timeframes and corresponding processes.

Not only can we provide the support of the agents, we can provide the support of systems. Below is a snapshot of the timing of the recovery process if potential client chooses to utilize our full disaster recovery process.

- **Within 30 minutes of disaster inception we can assemble a recovery team,** evaluate damage, and develop recovery plan.
- **Within 2 hours from disaster inception we can assist by working with Potential Customer vendors to assess** recovery options.
- **Within 24 hours from disaster inception we can** evaluate recommended facility for connectivity/environment requirements (dependent on the Emergency Management Team to determine facility location).
- **Within 48 hours from disaster inception we can** plan recovery, order equipment, arrange for installation, retrieve back-up/recovery media from storage, recover or recreate all client databases/files and implement test plan. (Dependent on the EMT recovery plan and time-frames).

Maintaining the Plan

To maintain the plan's effectiveness, we schedule formal updates, which occur every six months. They are in addition to any other intermediate updates, such as contact changes, new phone numbers and policy revisions. Any immediate updates, due to a change in a client's program structure or location, will be documented by the Project Management Team and included in the disaster recovery plan.

Emergency Management Team and Control Center

The Emergency Management Team is the central point of communications in the event of a Working Solutions-identified disaster. The EMT consists of key leaders from the following areas:

Service Excellence

Tracey Sloan – VP Innovative Solutions and Support

630-415-9580

<mailto:tsloan@workingsol.com>

Network Operations and Information Services

Billy West – VP Technical Infrastructure Operations

214-243-9546

<mailto:bwest@workingsol.com>

Program Technical Resource

Oscar Galvan – Director Infrastructure Support

479-365-1127

<mailto:ogalvan@workingsol.com>

****** The Emergency Management Team rotates periodically. As it does, the list will be updated and provided to the potential client from our Service Excellence team.