

Microsoft Enterprise Business Continuity Management Program



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Greetings

Thank you for your interest in the Microsoft Enterprise Business Continuity Management program. We created this document to provide interested external parties with a summary of our program and information about some of our specific products and their continuity and resiliency capabilities.

Here you will find an overview of our program, our methodology, how we work across this large, global company, and our focus on delivering what our customers need through a robust business continuity management program. Please note that for some products, your continuity and resiliency capabilities may be different from those described here, depending on your contract terms. Please work with your contracts department to understand the capabilities your company has selected.

We have provided links to more information about specific products, as well as links to documentation that Microsoft employees have written on this topic that we think may be of interest to you. Additionally, at the end of the document you will find a Frequently Asked Questions section—these are questions that cover some of the first steps in learning more about our Enterprise Business Continuity Management program.

We hope this information is helpful—if you have additional questions, please send an email to our Enterprise Business Continuity Management team at [One EBCM](#).

Sincerely,

Glenn Kaleta

Glenn Kaleta

Director, Enterprise Business Continuity Management

Introduction

At Microsoft we recognize that the unexpected can and does occur—from simple situations to major outages. This document summarizes the measures Microsoft has taken to respond to major or significant business disruptions with an effective and comprehensive enterprise business continuity and disaster recovery program.

The Enterprise Business Continuity Management (EBCM) Program Management Office provides the governance, oversight, and support for business continuity management (BCM) across the business and organizations at Microsoft through a policy statement and program charter. The Business Continuity Council is chartered to drive business continuity sponsorship, awareness, resource allocation, and program accountability across their respective business units.

Business continuity management framework

The Microsoft business continuity management framework includes the following:

Business/Service Continuity (Continuity)

Addresses the recovery and continuity of critical business functions, business system software, hardware, services and data required to maintain an acceptable level of operations during an incident.

Resilience

Microsoft defines Resilience as, *“the ability of a business process or service to meet customer expectations in the face of faults and challenges to normal operations”*

EBCM program overview

Mission

Strengthen continuity and resiliency by reducing risk in a robust, efficient, and pragmatic manner, through:

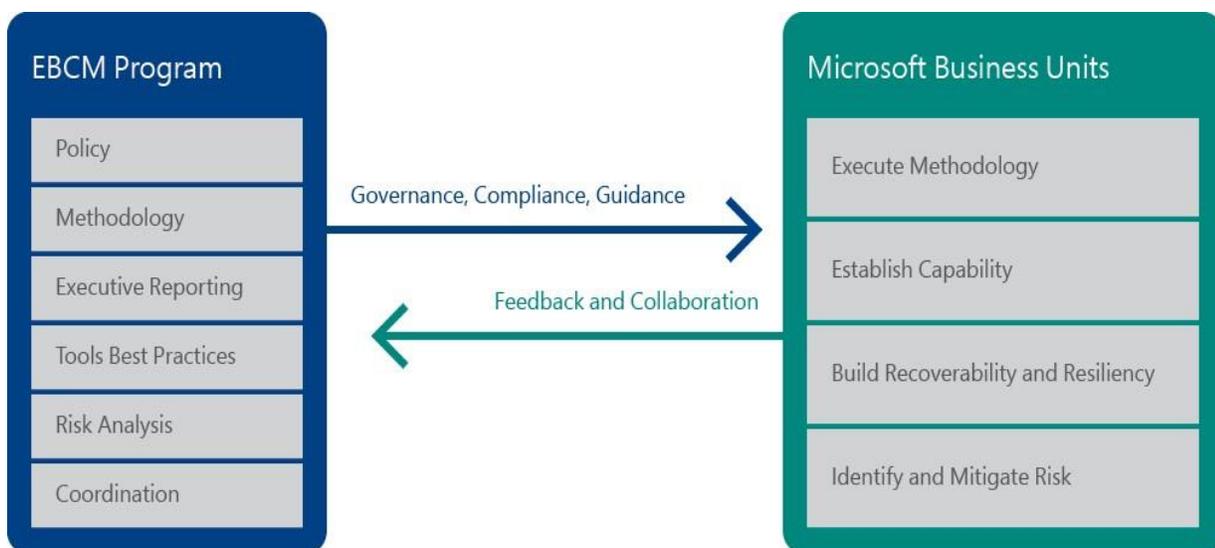
- Collaborating with our global business partners
- Delivering clear and consistent communications
- Providing a consistent, yet flexible and streamlined BCM framework
- Embedding continuity concepts and awareness within the lifecycle of services and business processes
- Offering consultative services as appropriate

Objectives

Ensure the existence of effective, reliable, well-tested plans, systems, and processes which can be counted on during a disruptive event to support the primary program goals of continuity of business operations and minimized adverse impacts. Specific goals include:

- Integrating enterprise risk-based focus to allow for informed business decisions on risk tolerance, avoidance, and mitigation
- Implementing methods to assist business areas to resume their business operations in the shortest time necessary, in the most cost-effective manner, with minimal impact on customers

Each Microsoft business unit is required to reach an appropriate level of maturity to comply with the objectives of the Microsoft EBCM program. Each business unit designates and makes available an appropriate representative to lead and coordinate the Microsoft EBCM implementation activities worldwide within their business unit, and to serve as the primary point of contact for all continuity and resilience issues.



The program oversees each business unit's implementation of continuity and/or resilience across the enterprise and continually receives feedback and collaboration to enhance program maturity.

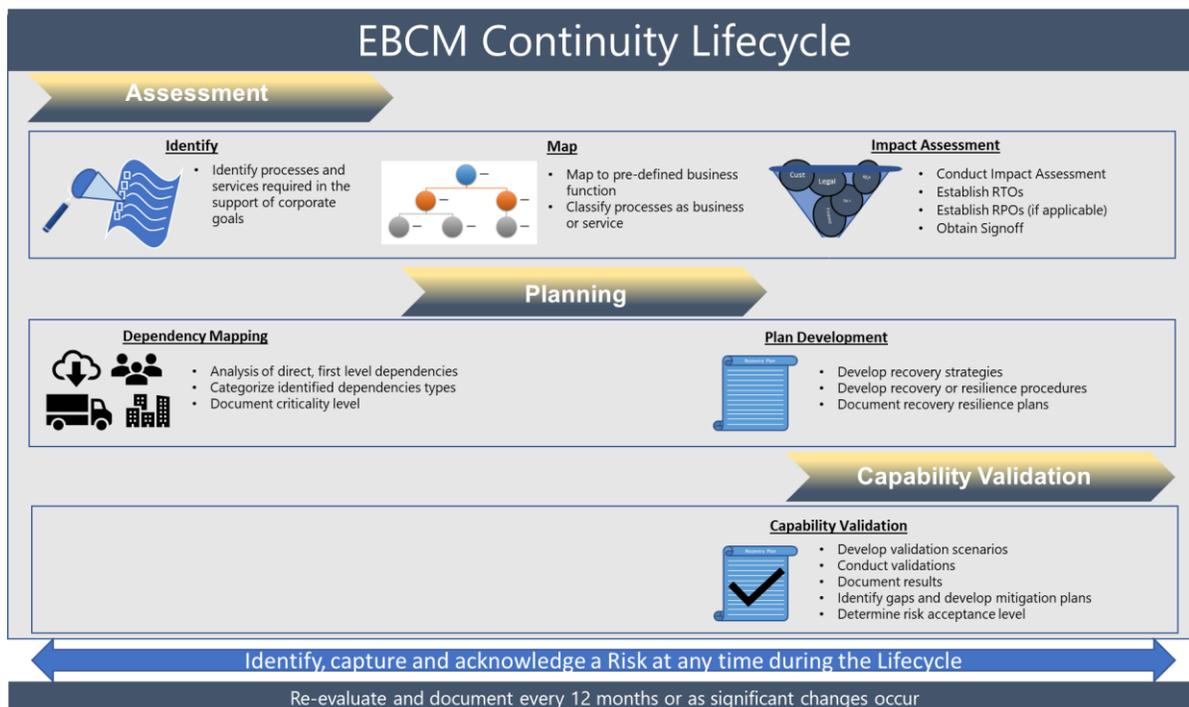
Team overview

The Microsoft EBCM Program Management Office is located at the corporate headquarters in Redmond, Washington, USA. The team is staffed with full-time employees that provide guidance and a common BCM framework across the organization. The team also provides oversight by interfacing with all business groups, tracking overall preparedness and reporting findings on a regular cadence. The EBCM Program Management Office also coordinates enterprise program onboarding as well as facilitates cross-group plan validations.

EBCM methodology

The Microsoft EBCM methodology is designed to adapt to the varying business models across Microsoft, increase the value of the data that we collect, and support a unified voice when speaking about risk, resilience, response and recovery. EBCM partners across Microsoft to ensure the program is aligned with other enterprise initiatives and is focused on our mission and strategic direction: **To empower every person and every organization on the planet to achieve more by building best-in-class platforms and productivity services for a mobile-first, cloud-first world.**

The methodology is comprised of three high-level phases, Assessment, Planning, and Capability Validation, which guide each business unit through the BCM lifecycle. After the initial program implementation and assessment phase activities, most of the efforts and resources are focused on the Planning and Capability Validation phase while the Assessment phase becomes more confirmatory.



Compliance with policies and standards

Microsoft has management systems in place to ensure compliance with internal business continuity management policies, standards, regulations, and requirements. The EBCM Program standards are based on industry-leading practices and provide enough flexibility to allow each business unit to satisfy the specific needs of its customer base. In addition, various products and services in the USA may need to comply with specific industry standards, such as Federal Risk and Authorization Management Program (FedRAMP) and Federal Information Security Management Act of 2002 (FISMA).

Microsoft is actively engaged with various business continuity organizations, such as the

International Standards Organization, Disaster Recovery International, and the Business Continuity Institute. We neither strictly endorse nor adhere to one specific set of external standards. Instead, Microsoft considers the various standards and implements one internal EBCM Program standard to ensure an effective continuity and resilience framework.

Program awareness activities

In addition to ensuring the existence of effective, reliable, well-tested plans, systems, and processes, the EBCM Program Management Office evangelizes the need for business continuity and educates employees, external suppliers, and customers about the Microsoft Enterprise Business Continuity Management program. These goals are achieved by:

- Participating in industry recognized events, forums, and councils
- Educating customers, partners, and internal employees about the Microsoft EBCM program
- Facilitating dialogue among members of the Microsoft business continuity community through events such as the annual Business Continuity Management Summit
- Communicating the status of the EBCM programs via our internal Enterprise Business Continuity Management Scorecard. Our scorecard measures the compliance of our programs as well as our resilience capability based on our plans, tests, and dependencies.

Cross-company partnerships

The EBCM program is tightly aligned with Internal Audit and the Microsoft Enterprise Risk Organization (ERO), each of which takes a programmatic and global approach to assess, manage, and establish accountability for the most critical risks facing Microsoft. EBCM works with the ERO team to ensure a consistent alignment among risks and risk ratings. Additionally, EBCM collaborates with appropriate corporate functions, such as Global Security and Real Estate and Facilities, to ensure a holistic approach to business response and incident management.

Pandemic Response Planning

Pandemic events can have significant impact to any global organization. Through effective planning and design Microsoft has worked to reduce the potential impact, protect Microsoft and its employees, to help service our customers.

Customer focus

At Microsoft, we know things must work exceptionally well. Our customers need connectivity, information must stay secure, systems must be in place that allow for rapid evolution, and intelligence must be derived from data. We are often asked about the capability of specific products and services that we provide. Below are some of the highlights of how business continuity is enabling our customers through a resilient and agile foundation.

Microsoft Cloud Infrastructure

Microsoft has invested billions to build and operate secure, resilient cloud infrastructure. Our cloud network is one of the largest in the world and is continuously growing, currently including more than 160 data centers and edge sites, millions of servers and networking and storage devices, and more than 1 million miles of fiber. Every Microsoft cloud-based service – Azure, Office 365, Bing, AI services and more – runs on this infrastructure.

As Microsoft's cloud infrastructure grows, we are focused on innovating datacenter technology, building environmentally responsible infrastructure, and supporting the communities in which we operate. For more information, please visit www.microsoft.com/datacenters.

Azure

Microsoft Azure is a cloud computing platform and infrastructure created by Microsoft for building, deploying, and managing customer applications and services through a global network of Microsoft-managed data centers. It provides both PaaS and IaaS services and supports many different programming languages, tools and frameworks, including both Microsoft-specific and third-party software and systems.

Redundancy and Recovery

Microsoft Azure users can leverage a global network of datacenters to maintain availability in a cost-effective manner. Work can be spanned in-region across Availability Zones or geographically dispersed to varied regions. Several data replication options can be enabled to provide high levels of resiliency including the following:

- ZRS (Zone Redundant Storage) - Storage for in-region, zone dispersed synchronous data replication.
- LRS (Locally Redundant Storage) – Storage of data is local within the users' primary region (non-Zone Aware).
- GRS (Geo Redundant Storage) data is stored asynchronously in a secondary region away from the primary region but within the same geography.

To help organizations comply with national, regional, and industry-specific requirements governing the collection and use of individuals' data, Microsoft offers the most comprehensive set of certifications and attestations of any cloud service provider.

For more information on Microsoft Azure, please visit: <https://azure.microsoft.com/en-us/overview/what-is-azure/>. For more information on Microsoft Azure Compliance, please visit: <https://www.microsoft.com/en-us/TrustCenter/Compliance/default.aspx>.

Microsoft Office 365

Microsoft Office 365 service offerings are delivered by highly resilient systems that help to ensure high levels of service. Microsoft Office 365 service offerings include:

- Exchange Online
- SharePoint Online
- OneDrive for Business
- Microsoft Teams

For a list of additional services and applications, see the Microsoft Office 365 web site.

The Microsoft Office 365 program incorporates resilient and redundant features in each service and utilizes Microsoft's enterprise-level datacenters. These datacenters use the same world-class operational practices as Microsoft's corporate line of business applications. The Microsoft Office 365 team's extensive experience in operating highly available services, combined with the company's close ties to the product groups and support services, provides a comprehensive solution for the company's online services with the ability to meet and/or exceed the high standards of its customers.

The company's online services designs include provisions to quickly recover from unexpected events such as hardware or application failure, data corruption, or other incidents that may affect a subset of the user population. The company's service continuity solutions and framework are based on industry best practices and are updated on a regular basis to support Microsoft's ability to recover from a major outage in a timely manner.

For additional information on our Enterprise Business Continuity Management Program, we encourage you to examine the following resources:

- [Microsoft Cloud Security Policy](#)
 - This covers broad Security policy across Microsoft, which includes Business Continuity Management policy in section 13.
- [Business Continuity Plan Validation Report](#)
 - This report details plan validation tests that have occurred in the past quarter, including when the test was performed, the level of the test, and its result.
- [ISO 22301 certification for Office 365](#)
 - We are pleased to announce that Microsoft Office 365 has achieved ISO 22301 certification. ISO 22301 is the premium standard for business continuity, and certification demonstrates conformance to rigorous practices to prevent, mitigate, respond to, and recover from disruptive incidents.
- [Global Datacenters Threat, Vulnerability, and Risk Assessment](#)
 - This site details how Microsoft assesses Threat, Vulnerability, and Risk Assessment (TVRA) at the datacenter level. TVRAs are performed annually and are designed to help you understand how Microsoft identifies and mitigates the impact of physical and environmental threats to Microsoft datacenters.
- SLA commitments for Online Services
 - We provide financial backing to our commitment to achieve and maintain the service levels for each service. If we do not achieve and maintain the service levels for each service as described in the Service Level Agreement, then you might be eligible for a credit towards a

- portion of your monthly service fees. To learn more about our Service Level Agreements for the services, download the [Service Level Agreement for Microsoft Online Services](#).
- [Data Resiliency in Office 365](#)
 - Given the complex nature of cloud computing, Microsoft is mindful that it's not a case of if things will go wrong, but rather when. We design our cloud services to maximize reliability and minimize the negative effects on customers when things do go wrong. We have moved beyond the traditional strategy of relying on complex physical infrastructure, and we have built industry-leading redundancy directly into our cloud services. We use a combination of less complex physical infrastructure and more intelligent software that builds data resiliency into our services and delivers high availability to our customers.
 - [M365 Service Resilience and Customer Guidance](#)
 - This document guides customers through Microsoft 365 service resiliency principles, while exploring the various options customers have for improving business continuity in the event of service disruption within Microsoft 365, on-prem infrastructure, or third-party providers.

Manufacturing and Supply Chain

The Manufacturing and Supply Chain (MSC) organization at Microsoft is responsible for the end-to-end physical and digital supply chains for all of Microsoft's hardware and software products including Surface, Surface Hub, Surface Book, HoloLens, Xbox One & Kinect, Phones, PC Hardware, Accessories, Games, Windows, Office and other hardware and packaged products.

The organization is in over 30 countries with over 1,703 indirect and 4,280 direct employees—most of which are located in the United States, Finland and China. Responsibilities include manufacturing, strategic planning, strategic sourcing, care, safety, compliance & sustainability, reliability, global supply chain, and NPI Phones, Surface, Next gen, Xbox/Surface Hub/Server.

Microsoft's MSC organization aims to aggressively manage costs through a total cost ownership approach and proactive opportunity management. MSC effectively delivers products and services to market through a world-class sales and operations planning process across all product groups. This enables scale and complexity through an agile and adaptable supply chain architecture. All products and services delivered ensure quality, cost efficiency, and execution in a timely manner. MSC's goal is to exceed all customer expectations through a resilient global supply chain.

Customer Service and Support (CSS)

Microsoft recognizes that its products, services, and devices are used by customers in mission-critical environments. As a result, Microsoft provides support capabilities to assist customers with questions and issues relating to the deployment and use of our products and services.

Global Delivery Model: Customer Service Support (CSS) organization has 10,000+ staff members supporting 10 billion customer interactions annually in 41 languages, across 191 countries. A geo-diverse workforce with deep expertise ensures that world-class support is always available for our customers and loss of single region or site in a catastrophic event never impacts support operations.

Global Resilience: CSS utilizes cloud based call routing technologies which are designed to be highly resilient and route customer calls to alternate locations automatically if any location becomes unavailable ensuring seamless transition of support. Critical support infrastructure is hosted across geo-diverse data centers with load balancing or automatic failover capability.

Multi-channel Support: Support services are delivered through multiple channels - proactive, online, self-help, community and assisted support across all of our products and services. This allows customers to choose their best support option and ensures support services are always on for customers when they need them and where they need them.

Data protection and recovery: Strong data protection requirements especially our Commercial Support are applied to classify, store and transfer, and usage of such data, both during and after an engagement. Critical systems and infrastructure that store customer data have stringent recovery requirements to minimize any data loss and are designed to protect customer information in compliance with Microsoft Enterprise security standards and requirements.

Incident Management: CSS Crisis Management & Mission Control, a 24x7 geo-diverse team, utilizes an internal framework to reactively manage planned and unplanned interruption events globally for the Microsoft Service and Support organization, which includes event response and crisis management. Mission Control works in close partnership with Enterprise crisis management and disaster response teams and provides coordinated response to major catastrophic events.

Training and testing: All Support personnel appointed to coordinate and manage the development, implementation, maintenance, and communication for components of their respective business continuity program are required to keep their key contact information up-to-date, and receive appropriate training based on their roles in the event of a business continuity incident.

Critical infrastructure components are regularly tested to establish and validate recovery capability per Enterprise guidelines and requirements. Full scale and functional Business Continuity exercises are conducted in production environment to review the recovery capability of key business processes.

For more information, visit: answers.microsoft.com

Community

The Microsoft Disaster Response program is a corporate citizenship-based effort that supports critical relief activities by providing technology that accelerates coordination among responders and communication with the public.

Microsoft also provides the support and services needed to help restore our customers' and partners' operations, as well as assisting in local community efforts to respond and recover. Below is an outline of the steps Microsoft takes when supporting critical relief efforts.

Pre-incident – Microsoft forms partnerships with lead government, intergovernmental, and non-profit disaster response organizations to proactively establish joint response models. Many

technologies are also available to help individuals and organizations create preparedness plans in advance of a disaster.

0–4 hours – Microsoft activates rapidly to help connect people with loved ones, enable broad communications and awareness, and conduct assessments of how technology can best be used in the initial response phase. During this time, Microsoft subsidiaries in the affected area engage with technology and response partners and government agencies to deploy targeted technologies.

4–24 hours – As more complex needs are identified, Microsoft responds by coordinating the delivery of expert IT resources, services, and technologies to enable responders in the local communities and to support customers and partners with business continuity and recovery.

24–72+ hours – When incidents call for customized technology solutions to support the response, Microsoft works with partners to develop and deploy tailored solutions. Microsoft continues to engage and support the long-term sustainability of the local economy and communities by connecting the generosity of donors and volunteers with aid opportunities.

More information about Microsoft Community Disaster Response efforts can be found online by visiting <http://www.microsoft.com/about/corporatecitizenship/en-us/servingcommunities/disaster-and-humanitarian-response/>

Frequently Asked Questions

Q. Does Microsoft have a sponsor for business continuity management?

A. Yes. The Microsoft Board of Directors annually authorizes the Enterprise Business Continuity Management (EBCM) Program Office to provide governance, oversight, and support for BCM across business and support organizations at Microsoft through a policy statement and program charter. The Continuity Council is chartered to drive business continuity sponsorship, awareness, resource allocation, and program accountability across the enterprise.

Q. Does Microsoft have a business continuity management policy?

A. Yes. The EBCM Program policy ensures the measures Microsoft takes for our business and corporate support organizations, globally, so they can respond to significant business disruptions through an effective and comprehensive enterprise business continuity and disaster recovery program. The EBCM policy is updated and approved annually.

Q. Does Microsoft employ professionally qualified business continuity management staff and/or vendors?

A. Yes. While not mandatory, many Microsoft business continuity professionals are certified through external bodies.

Q. Have all Microsoft critical activities and their dependencies been identified and documented?

A. The Microsoft EBCM Program policy and standards require all business units to identify and document their critical processes and supporting dependencies.

Q. Are all Microsoft plans subject to regular review, updating, testing, and validating?

A. Yes. Per the Microsoft EBCM Program policy and standards, all plans must be validated, updated, and reviewed on an annual basis. Plans are reviewed regularly to ensure they account for any operational, regulatory, or technology changes.

Q. How is program status tracked and communicated?

A. Microsoft has a centralized Governance, Risk, and Compliance tool that supports the implementation and operation of BCM programs across the enterprise. We publish a quarterly Enterprise Business Continuity Management scorecard to communicate program compliance, capability, and identified risks to drive readiness and minimize adverse impacts to Microsoft and our customers.

Q. What is the Microsoft people recovery strategy?

A. Microsoft uses a recovery strategy of working from alternate locations as well as geo-diverse cross-trained personnel depending on the scenario.

Q. How frequently is a Impact Analysis (IA) or Risk Analysis (RA) conducted?

A. The IA or RA review must be conducted by each business unit within 12 months from the previous IA or RA. The IA is continuously monitored and must be updated when changes within the environment occur. IAs and RAs align to our Enterprise Risk Management (ERM) Framework and measure impacts over time across the five ERM categories.

Q. At what level are the Microsoft IAs or RAs performed?

A. Microsoft IAs or RAs are performed at the business process or service level to achieve a consistent level of analysis across the enterprise. Microsoft does not share its IAs or RAs externally.

Q. At what frequency does Microsoft update continuity plans?

A. Microsoft continuity plans are reviewed within 12 months from the last review or anytime there is a change in personnel, technology, or procedures.

Q. What type of test or validation is conducted for critical business continuity plans and their associated dependencies at Microsoft?

A. Microsoft tests and validates plans based on criticality rating. All plans are required to validate at the level that is relevant to their criticality. All tests and validations must be conducted within 12 months from the previous test or validation. After Action Reports are required to validate test results. Microsoft does not share test plans, After Action Reports or test results externally.

Q. Does Microsoft share copies of its Business Continuity Plans?

A. Microsoft does not share Business Continuity Plans externally.

For additional information not covered in this document, please contact: [One EBCM](#).