CenturyLink
Government

CENTURYLINK
DRAFT CLIMATE RISK MANAGEMENT PLAN (CRMP)

DRAFT

CDRL 84

November 4, 2016

Qwest Government Services, Inc. dba CenturyLink QGS

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Arlington, VA 22203

REVISION HISTORY

Revision Number	Revision Date	Revision Description	Revised by

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CLIMATE RISK MANAGEMENT PLAN (L.30.2.5; G.12; F.2.1 (84))

CenturyLink actively makes choices to lessen our impact on the environment by establishing and implementing sustainability initiatives. In turn, we offer our customers solutions that enable them to lessen their impact on the environment. Both of these result in diminishing climate risks. CenturyLink's suitability initiatives foster our contribution to climate stability.

To ensure that CenturyLink promotes sustainability efforts, we have adopted the following objectives to foster a corporate culture of environmental sustainability awareness and conduct:

- Consider sustainability a stakeholder value
- Build and operate efficient networks and data centers
- Pursue sustainability initiatives that reduce energy and materials consumption and waste generated
- Engage employees and suppliers in our sustainability efforts
- Comply with applicable legal requirements regarding sustainability
- Establish sustainability metrics to measure the results of our efforts

CenturyLink is committed to environmental stewardship. We incorporate environmental sustainability principles and practices throughout our operations as we work to serve our customers and communities.

Our goal is to help ensure the long-term health of our environment and employee safety. Our approach is fivefold:

- Environmental health and safety management programs
- Collaborative solutions
- Resources and waste management
- Technological transformation
- Climate preparedness

CenturyLink's approach to meeting the requirements found in RFP Section G.12 is shown in *Table 1*.

Table 1. CenturyLink's Compliant Climate Risk Management Program

Requirement	CenturyLink Approach
Climate Change Adaptation (G.12.1)	Information related to how CenturyLink is implementing adaptation to climate change can be found in our white paper on disaster preparedness (please see Attachment 1).
Sustainability and Green Initiatives (G.12.2)	Information related to CenturyLink's Sustainability and Green Initiatives can be found in the Annual Corporate Social Responsibility Report (attached and online at http://www.centurylink.com/static/PDF/AboutUs/Community/CSRBrochure_03072014.pdf).
Electronic Product Environmental Assessment Tool (G.12.2.1)	All of CenturyLink laptop purchases meet the Electronic Product Environmental Assessment Tool (EPEAT) rating.
Energy Efficient Products (G.12.2.2)	As part of CenturyLink's contracting requirements, all suppliers must make commercially reasonable efforts to provide or to use when providing (a) environmentally preferable, energy-efficient services and products (based on best-in-class guidelines); (b) services that eliminate or reduce the generation of hazardous waste/materials and the need for special material processing; (c) services and products that promote the use of non-hazardous, recovered, and recycled materials. The supplier will use commercially reasonable efforts to incorporate this section into its subcontracts that support purchases provided to CenturyLink.

1.0 CLIMATE CHANGE ADAPTATION (G.12.1)

CenturyLink's membership in environmental sustainability partnerships ensures our initiatives are in line with industry environmental objectives and provide an unbiased assessment of our goals and achievements.

- **Alliance for Telecommunications Industry Solutions (ATIS):** CenturyLink is an active member of and contributor to ATIS and works alongside other industry leaders to identify and promote energy-efficient technologies and equipment. CenturyLink is a member of the ATIS Exploratory Green Group (EGG), which develops recommendations and shares best management practices for the telecommunications industry in the area of environmental sustainability. The EGG examines ways the telecommunications industry can assist businesses in reducing their carbon footprints through videoconferencing, telecommuting, smart buildings, and other industry-related solutions.

- **Green Grid:** CenturyLink's affiliate membership in the Green Grid Association provides CenturyLink with an open industry consortium of end users, policy makers, technology providers, facility architects, and utility companies that work to improve the resource efficiency of information technology and data centers throughout the world. With more than 175 member companies, Green Grid seeks

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to unite global industry efforts, create a common set of metrics, and develop technical resources and educational tools to further its goals.

- **Carbon Disclosure Project:** CenturyLink submits annual carbon inventory to the Carbon Disclosure Project (CDP). The CDP is an independent, not-for-profit organization that aims to create an ongoing relationship with and meaningful dialogue between shareholders and corporations about the implications of climate change. The CDP issues an annual questionnaire and then assigns a Carbon Disclosure Leadership Index (CDLI) rating based on how the company is reducing its carbon footprint. CenturyLink reported the following greenhouse gas (GHG) emissions for the 2014 reporting year and received a 92 out of a 100 score from the CDP:
  - Direct (exhaust) 279,522 tons CO2e-
  - Indirect (electricity) 2,079,912 tons CO2e-

All sustainability disclosures will be kept up-to-date and accurate. As a public company, CenturyLink provides accurate and up-to-date public disclosures on our corporate conduct, including all corporate sustainability initiatives.

CenturyLink understands that the sustainability standards and environmental impacts apply to task order (TO) solutions.

CenturyLink will incorporate climate change adaptation strategies into our risk-management programs as directed by TO. In such strategies, we will identify mission-critical facilities, products, and services; evaluate business operations and supply chains that may be vulnerable; and anticipate needs that may arise from the effects of climate change. In pursuit of these strategies, CenturyLink is actively initiating programs in the procurement of products and services to lessen our environmental impact and obviate supply chain risks. These programs include:

- **EPA SmartWay**: CenturyLink is a member of the EPA's voluntary SmartWay Transport Shippers program. The SmartWay program recognizes partners that set and achieve goals to reduce greenhouse gas emissions in their freight transport operations. The program encourages using SmartWay partner freight

carriers that are improving their own fuel efficiency, which helps reduce potential environmental impacts from freight shipping activities.

- **Telecommunications Energy Efficiency Ratio**: CenturyLink requires suppliers to apply the telecommunications energy efficiency ratio (TEER) metric to appropriate proposal submissions. The TEER measures and uniformly quantifies energy consumption for network components, which helps ensure the energy efficiency of new network equipment.

CenturyLink supports greening initiatives that aid the environment and remain aligned with realistic implementation, operations, and maintenance requirements and with our disaster recovery objectives, focusing on the hydrological cycle, biodiversity, slope, topography, water quality, and climate. In order to ensure that we provide governance and guidance in the above areas, CenturyLink created the CenturyLink Environmental Sustainability Governance Council, referred to as the Green Team.

Concordant with Executive Order (EO) 13693, *Planning for Federal Sustainability in the Next Decade*, CenturyLink will comply with the climate change adaptation conditions as described in the CenturyLink Corporate Climate Risk Management Plan, which will be available to agencies upon TO award. CenturyLink will update this plan, as needed, and make it available for agency use to directly support their agency adaptation plans.

In 2013, CenturyLink developed targets to reduce GHG emissions, including:

- 20% reduction in direct (exhaust) CO2e by 2024
- 25% reduction of indirect (electricity) by 2024

CenturyLink uses an independent audit process to provide regular reports on our progress towards the above targets and other initiatives. CenturyLink will provide GSA with copies of these reports.

CenturyLink will immediately notify the TO agency and the GSA Contracting Officer (CO) if conditions emerge that are out of compliance with active climate change EOs, laws, regulations, or directives.

2.0   SUSTAINABILITY AND GREEN INITIATIVES (G.12.2)

With guidance from the CenturyLink Green Team, we are committed to fostering a "green" mindset through process change; the foundation for pertinent conduct by our employees and management. CenturyLink's commitment to providing employees and customers with a safe and healthy environment is detailed in the CenturyLink Environmental Health and Safety Policy. CenturyLink has established detailed compliance plans, procedures, and systems that manage environmental risks in day-to-day operations. CenturyLink strives to comply with all applicable environmental laws and regulations in a cost-effective manner and to incorporate environmental considerations into our business planning processes.

CenturyLink has implemented initiatives to reduce our energy consumption and carbon footprint. These projects include decommissioning unused servers and replacing aging equipment with newer, more efficient server installations. These efforts have resulted in an estimated annual energy savings of nearly 7 million kilowatt hours, the equivalent of more than 565,000 gallons of gasoline. *Figure 2.0-1* provides the overarching structure that CenturyLink incorporates into our corporate conduct.

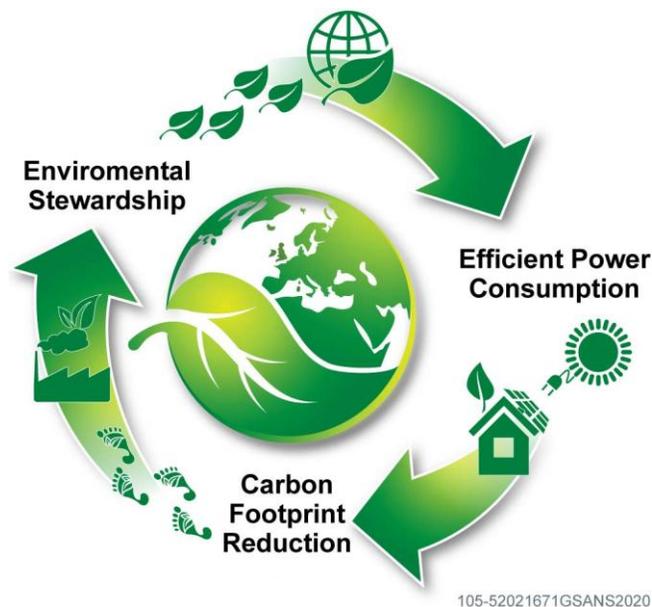
Figure 2.0-1. Reducing Negative Impacts Affecting Climate Change

CenturyLink's sustainable approach ensures we develop and maintain environmentally responsible and resource-efficient solutions for federal agencies.

Furthermore, our subcontractors and suppliers will support these broad initiatives through flow-down requirements in their agreements with CenturyLink.

Our approach will be subject to review and changes from the EIS Program Manager as we progressively move towards targets aligned with EO 13693 to reduce overall energy usage and increase our use of renewable energy. These targets include optimizing commercial fleets and using alternative fuel vehicles. We will focus on opportunities to implement lower-carbon travel, virtual training, and video conferencing. Sustainability will be viewed as an integrated strategy versus meeting a single requirement.

Our suppliers will be cognizant of the Scope 3 GHG emissions produced during delivery and installation and ways to reduce those emissions. Scope 3 GHG emissions are activities that emit carbon dioxide (CO_2) such as:

- Customer travel
- Employee commuting
- Freight transportation and shipping
- Waste to landfill
- Outsourced production
- Corporate travel
- Air travel
- Rental car use
- Employee mileage

In conformance with EO 13693, CenturyLink's promotion of pollution and waste reduction and elimination will begin at the source during the requirements and analysis phase of the process. The disposal, demolition, and selection of materials will be critical in diminishing toxic material use, unnecessary waste, and hazardous waste disposal. Our long-term plan includes reaching a zero waste level in accordance with one of EO 13693's initiatives.

The EIS team will reduce their paper usage and select paper that contains at least 30 percent post-consumer recycled content. For many agency deliverables and proposals, CenturyLink has already begun to use 100-percent post-consumer recycled paper. All of CenturyLink's federal proposals, contract support, and other deliverables are produced through our government services organization's publications department.

The use of post-consumer fiber recycled materials will be applied to our packaging. Our environmental stewardship includes implementing power management, duplex printing, and best management practices for energy-efficient server and data center management. We look to purchase paper products from suppliers who are members of the Forest Stewardship Council, which complies with high standards that protect our forestry.

CenturyLink's suppliers will focus on sustainably, acquiring 95 percent of products for new task and delivery orders that are energy-efficient (ENERGY STAR® or Federal Energy Management Program (FEMP) designated), water-efficient, biobased, environmentally preferable, EPEAT certified and registered, non-ozone depleting, or non-toxic or less toxic alternatives, or contain recycled content, where such products and services meet energy efficient verifications.

EPEAT designated products are declared to conform to a comprehensive set of criteria in eight environmental performance categories, which the Green Environmental Council (EPEAT program host) verifies are correct. This is essential while designing the solution and selecting products. Solutions such as a call center or data storage center will be positively impacted by using efficient component equipment (where applicable) that performs with the same power and is safer for the environment.

CenturyLink will identify opportunities for improvement and evaluate performance of tasks throughout this contract when the periodic updates of this plan are developed. Products and processes that are under-performing will be reassessed and possibly discontinued or replaced. If a product or process is replaced, an equally or more sustainable project or task will be exchanged for the original components. This will be true for telework, video conferencing, and other virtual interaction solutions that are rated by our customers initially on performance.

When building, renovating, and maintaining building facilities, CenturyLink will promote long-term viability when rehabilitating historic buildings and repairing or altering facilities for task solutions. Using the Leadership in Energy and Environmental Design (LEED) Program as a guide, we will construct sustainable modifications and additions

with environmentally positive materials and designs, while keeping cost feasibility in mind during the design solution process phase.

CenturyLink and our EIS team will use the Energy Independence and Security Act of 2007 (EISA), along with EO 13693, in establishing a benchmark for our energy management expectations and directing us as we increase our use of clean renewable fuels to protect our customers and improve the efficiency of products, buildings, and vehicles. We will educate and inform our suppliers about tools that may be helpful in learning about basic sustainability principles, voluntary registries, or organizations to report their GHG emissions, and encourage them to become responsive to additional local energy conservation initiatives.

In future plans, other standards and guidelines will be added as sustainability guidelines and best practices evolve. CenturyLink's overall sustainability initiative will continue to expand and take on a greater shape over time.

Processes and Practices

CenturyLink will apply different processes for products, services, and solutions. Using this viable application approach, CenturyLink will be able to optimize each pathway with the most suitable green solution. These solutions are centered around strategic planning resulting in the research and best decisions that are the most sustainably viable. Depending on the objective, the process may vary. As with our other EIS activities, CenturyLink will adopt a lessons-learned process to improve its performance and modify our approaches as experience dictates. As our processes evolve, we will continually update our overarching plan.

Some examples of processes and practices to improve our sustainment goals are in the following paragraphs.

Hosting/Data Center Efficiency

The CenturyLink approach to energy efficiency in our hosting centers is multifaceted and includes:

- **Airflow management**: Airflow management involves circulating server air to maximize heat rejection and tailoring systems to use outside ambient air with

favorable weather conditions. The result is improvement of HVAC performance and efficiency.

- **Upgraded technology and the application of economization initiatives**: Technology upgrades, including load-specific cooling capacities, variable speed cooling equipment, and control systems, have allowed for extended economization hours. Implementation of these energy efficiency measures resulted in an estimated annual energy savings of more than 25 million kilowatt hours.

Network Energy Efficiency Group

The CenturyLink Network Energy Efficiency Group (CNEEG) is a subcommittee of the CenturyLink Environmental Sustainability Council. CNEEG launched several initiatives that have created energy savings and efficiency within the network, including:

- Shutting off power to excess rectifiers and unused converter plants
- Switch consolidations, resulting in an estimated annual energy savings of more than 2.5 million kilowatt hours
- The removal of common power supply unit cards from unused transport shelves

CenturyLink Environmental Health and Safety Corporate Policy

CenturyLink strives to conduct its operations in compliance with applicable environmental, health, and safety laws and regulations, in a manner designed to minimize the risk of occupational injury, illness, and property damage. To meet this policy, CenturyLink:

- Instructs its employees to comply with all applicable laws, regulations, the CenturyLink Code of Conduct, and practices governing environmental health and safety
- Supports, at the management level, environmental health and safety initiatives to protect employee health and safety and minimize losses to property and the environment
- Fosters open communication and dialogue on workplace health, safety, and environmental issues and actively responds to concerns and suggestions to ensure a safe work environment by management

- Integrates fundamental principles of resource conservation into our business processes, facilities, and operations

CenturyLink will notify the TO agency and the GSA COR if conditions emerge that are out of compliance with executive orders, laws, regulations, or directives on active sustainability and green initiatives.

CenturyLink, with thirteen other companies, announced its voluntary participation in an unprecedented Set-Top Box Energy Conservation Agreement. The agreement stipulates that at least 90 percent of all new set-top boxes purchased and installed after January 1, 2013, will meet the U.S. Environmental Protection Agency ENERGY STAR 3.0 efficiency levels. Based on market projections, the Consumer Electronics Association (CEA) and National Cable & Telecommunications Association (NCTA) estimate an annual residential energy savings of more than $1.5 billion when the agreement is fully realized.

CenturyLink will be able to provide applicable electronic products, if they are rated ENERGY STAR or EPEAT, needed for this project at the bronze level or higher.

CenturyLink suppliers who provide electronic products are requested to populate energy efficiency data as part of the procurement process. This will allow CenturyLink to identify by model which products offered are ENERGY STAR-qualified and EPEAT-registered, broken out by registration level of bronze, silver, or gold. That data includes:

- Is the equipment rated for energy efficiency compliance?
- If so, provide the energy efficiency standards and ratings applicable when it is rated (e.g., FEMP, EPEAT, and ENERGY STAR)

2.1 ELECTRONIC PRODUCT ENVIRONMENTAL ASSESSMENT TOOL (G.12.2.1)

CenturyLink uses tools such as EPEAT and ENERGY STAR to determine if there can be reductions in power levels without diminishing performance levels. We require suppliers to use these and similar tools to determine the supplier's equipment suitability to meet, at a minimum, the EPEAT bronze-registered designation. For EIS, all electronic equipment provided to the government under this contract will be at this level or higher throughout the program lifecycle.

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GSA will receive a copy of the annual Corporate Social Responsibility Report, which will be amended to include the required elements of the Climate Change Adaptation, Sustainability, and Green Initiatives Report to highlight any changes made throughout the year to remain fully compliant with the federal directives.

2.2 ENERGY EFFICIENT (G.12.2.2)

To ensure that we continue to use and improve our use of energy efficient products, CenturyLink's contracting requirements require all suppliers to make commercially reasonable efforts to provide, or use when providing:

- Environmentally preferable, energy-efficient services and products (based on best-in-class guidelines)
- Services that eliminate or reduce the generation of hazardous waste/materials and the need for special material processing
- Services and products that promote the use of non-hazardous, recovered, and recycled materials

Suppliers must use commercially reasonable efforts to incorporate this section into its subcontracts that support purchases provided to CenturyLink.

2.3 DATA CENTERS AND CLOUD SERVICES (G.12.2.3)

CenturyLink is committed to our customers, partners and employees to ensure we are offering the best of breed solutions as well as globally responsible products and services. In support of that goal, CenturyLink is working to ensure all data centers have a roadmap to reduce their carbon footprint and exceed regulatory requests to reduce emissions and utilize green sustainable resources. We will provide an annual report on the PUE of CenturyLink data centers in use under the EIS contract.

ATTACHMENT 1. CENTURYLINK DISASTER PREPAREDNESS WHITE PAPER

►Overview

Contents▼
• Overview & Governance
• Best Practices & Staffing
• Planning Approach
• Key Plan Elements
• BC Plan Table of Contents
• Crisis Management
• Sustainability

During the 2013 Colorado floods, two CenturyLink helicopters rescued roughly 16 people, and 10 cats and dogs, near the mountain town of Drake.

CenturyLink has a comprehensive Business Continuity Management (BCM) program that supports all of its organizations throughout our global operations.

The BCM program is designed to ensure that CenturyLink is prepared to continue providing services to our customers in the event of a significant business disruption.

CenturyLink's commitment to the BCM program is reflected in its institution of corporate standards regarding plan development, personnel involvement, as well as, plan reviews and updates.

This document summarizes CenturyLink's business continuity management program and related disaster preparedness activities.

> *"Improve lives, strengthen businesses and connect communities by delivering advanced technologies and solutions with honest and personal service."*
>
> *CenturyLink Vision*

►Governance

Corporate Policy.

CenturyLink's corporate policy requires its organizations to develop business continuity plans, disaster recovery plans, and crisis communication strategies.

Policy▼
• Annual organizational review to denote changes in key personnel or processes
• Annual training for key personnel
• Key process plans reviewed exercised periodically

Plans are to be maintained for critical functions and technology that, if disrupted, would significantly impact our ability to provide customer services.

Leadership Involvement.

CenturyLink leaders support the Disaster Preparedness programs by assigning program

Replacing a pedestal from the 2014 Washington State wildfire.

partners to represent their organization's interest in operational resilience.

by regulation, we have aligned our program to adhere to ISO22301 standards.

Recognized Standards.
In addition to a number of planning elements required

►Best Practices

CenturyLink's program and plans have been developed with the involvement of certified business continuity professionals (MBCP, CBCP, and MBCI), who incorporate best practices acknowledged by Disaster Recovery Institute International (DRII) and the Business Continuity Institute (BCI).

Best practices employed by CenturyLink include, but are not limited to:

- Threat Assessment & Business Impact Analysis results as a basis for Business Continuity planning
- Geographic diversity of recovery resources
- Consideration of third-party resources
- Multiple business resumption options for critical functions
- Routine plan reviews, updating and testing
- Consistent and integrated planning approach across the enterprise

►Disaster Preparedness Staffing

Team	Roles & Responsibilities—All Levels
Leadership	CenturyLink leaders are responsible for providing direction following an event that may have consequences beyond those typically managed by the corresponding Event Management team.
Regional Event Management	Four regional teams are led by regional operations directors and comprised of representation from all critical business and support units at the local level. These teams are activated when there is an event that affects, or has the potential to affect, one or more business units or key functions in a geographic area.

Team	Roles & Responsibilities—All Levels
Disaster Preparedness	CenturyLink staffs a full-time group of disaster preparedness professionals to oversee and support all elements of the corporate program. Staff members hold CBCP and MBCI certifications, graduate degrees, and have experience in telecommunications or IT operations. Supported elements include: Business Continuity Management, Disaster Recovery, Workforce Contingency Planning, Crisis Response and Communications Management.
Crisis Communications	CenturyLink's business units are represented within this structure and activated whenever there is a severe, multi-region business interruption or potential threat to the corporation at large. Primary and alternate team members provide corporate-wide resources to assist regional teams in addressing key issues, identifying support needs, and coordinating recovery activities within their respective business units. Team members participate in drills, crisis simulations, and receive annual training.
Business Continuity Managers & Planners	Disaster Preparedness resources within each organization, and subsequent business unit, are responsible for assisting in the identification of key business processes and their resource recovery needs. These individuals engage subject matter experts to validate the developed plans through the review and exercise process.
IT Disaster Recovery Services	This group is responsible for all application and hardware recovery plans, as well as integrating outage management with Disaster Preparedness's crisis communications activities. This group coordinates the IT Incident Management Team, which is a "SWAT-like" team designed to manage rapid application recovery.
Damage Assessment & Rapid Response	These teams include individuals familiar with network elements, engineering and construction processes who mobilize on short notice. People used in this effort have hands-on experience or working knowledge of the network infrastructure and may include engineers, technicians or other subject matter experts with the training and skills to make accurate preliminary reports.
Network Reliability Operations Center	The Network Reliability Operations Center (NROC) organization staffs a 24x7x365 center that monitors our telecommunications network to rapidly identify potential issues and respond to real-time outages. The NROC is the focal point for network restoration, and is an integral component of the overall crisis management structure.
Environmental Health & Safety	CenturyLink is committed to protecting the environment and the health and safety of our employees, customers and the communities we serve by conducting our business in a safe and environmentally responsible manner. The Environmental Health and Safety staff provides support to the business units and is engaged at all levels during major events or disasters.

▶Planning Approach

In order to avoid disruptions to services, you need to have a plan. We have a plan. In fact, we have several plans that are designed to minimize disruption of CenturyLink services. The plans address critical internal business functions that, if disrupted, could lead to service outages.

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Approach	Planning Description
Enterprise-Wide Scope	CenturyLink recognizes that large enterprises continually increase in complexity and inter-dependence, and that no functions operate in isolation. Accordingly, CenturyLink's business continuity plans address critical functions concerning the recoverability of CenturyLink's technological infrastructure, the ability to provide customer support to new and existing customers, and the ability to receive and fulfill customer orders. Each of these plans recognizes and accounts for operational interdependencies involving both internal and external resources. CenturyLink's plans engage company resources from around the globe for the purposes of continuing critical business functions.
All-Hazards Planning	CenturyLink's all-hazards approach to business continuity planning focuses on the impacts that may result from a broad range of natural disasters, infrastructure failures, and human-induced disasters. Consequently, CenturyLink's business continuity plans enable the company to respond to a myriad of disaster-related impacts to include site closures, technology and infrastructure failures, external vendor/contractor disruptions, employee impacts, pandemics, and others.
Strategic Diversity	CenturyLink employs the use of multiple business continuity strategies in business continuity plans. By using a combination of mutual support agreements, remote work arrangements, technology failover and redundancy and third-party agreements, we believe that our plans enable us to effectively respond to business disruptions. This approach allows us to respond, even in light of the uncertain and the dynamic nature of current and potential threats.
Compliance Management	The CenturyLink Compliance Management team is dedicated to continually improving and maintaining compliance certifications that are critical to our customers. Through our disciplined assessment and audit processes, CenturyLink has implemented comprehensive practices for SSAE 16 SOC 1, SOC 2, PCI DSS, ISO 27001, Safe Harbor, Global Risk Management, Business Continuity and Disaster Recovery (BCDR), HIPAA, and FISMA (NIST 800-53). We engage external audit firms to perform multiple types of assessments designed to address our customers' diverse compliance requirements.
Pandemic/Staffing/Absenteeism	CenturyLink has incorporated into its business continuity planning a methodology to address potential or significant disruptions in employee staffing levels. Additionally, CenturyLink has a comprehension wellness program that includes influenza vaccinations at no-charge.
Dedicated Resources	CenturyLink has dedicated business continuity resources on a full-time and a part-time basis. Full-time disaster preparedness managers act as internal consultants to business units to identify and help implement planning needs. Subject matter experts and leaders within each business unit provide detailed technical expertise to support the development and maintenance of preparedness activities.
Training & Awareness	Strategic CenturyLink employees participate in quarterly disaster awareness meetings, business continuity training, and receive targeted emails.
Exercise Resources	CenturyLink performs annual testing through checklist, tabletop, simulation exercise or actual events. Any gaps are identified, documented and tracked to resolution.

►Key Plan Elements

While specific business continuity plan contents are proprietary, CenturyLink is pleased to summarize plan contents for its current and future customers, and for its insurers.

CenturyLink uses a standard planning model across the enterprise to facilitate consistency in planning and to optimize integration of departmental plans. Plan elements include:

Approach	Planning Description
Immediate Actions	As business disruptions frequently accompany emergency situations, CenturyLink plans describe how employees transition from an emergency situation to business resumption activities, whether they are at the office or away from work.
Internal Communications	CenturyLink plans describe internal communications that are required to engage company resources in order to implement business continuity measures and to inform appropriate CenturyLink departments and employees that may be impacted by the event.
Business Resumption Procedures	CenturyLink plans provide department-specific, step-by-step instructions and/or options that will be implemented to resume critical functions if a CenturyLink site is inaccessible or if essential resources are unavailable. Procedures may involve transition of work to alternate locations, re-prioritization of work activities, establishing virtual offices, implementing manual contingencies, and others.
External Communications	CenturyLink plans describe how the company will communicate with customers, suppliers, contractors, business partners, media and other entities that may be impacted by a disruption or are vital to continuing critical business functions. CenturyLink is a member of the National Communications System to ensure telecommunications are available and prioritized through the Government Emergency Telecommunications Service and Wireless Priority Service.
Vital Resources	CenturyLink plans describe how departments obtain resources that are necessary to perform critical functions. Resources may include vital records and data, computing equipment, human resources, and others.
Disaster Service Support	CenturyLink retains support for disaster services in the areas of cloud services, facility recovery, records recovery, and telecommunications recovery. These services assist CenturyLink by providing technical telecommunications support related to network element protection, response and recovery recommendations.
Mutual Aid	CenturyLink has agreements with major telecommunication companies to provide mutual support in the event of a disaster. CenturyLink has both provided and received support as a result of the mutual aid agreement. Examples of when support was both given and received include a recent flood and hurricane.
Disaster Recovery Trailers	CenturyLink owns seven mobile switching trailers that can be rapidly deployed to assist in the recovery of a damaged switch location. Trailers are geographically dispersed for nationwide deployment and operate on both commercial power and an on-board diesel generator.

▶BC Plan Table of Contents

Business Continuity Plans.

This is an outline of the plan contents and it describes the actions to be taken in the event that critical business functions are disrupted.

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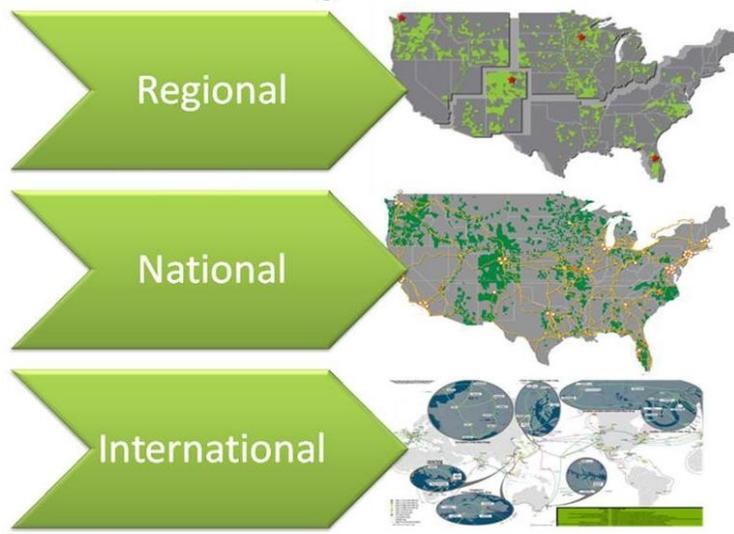 4.1 Vendors/Suppliers
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  A1.20 Purpose and Scope

▶Crisis Management Structure

Crisis Management Structure.

While we are proud of our continuity planning, we also know that disasters happen, and we must be ready to respond to them quickly.

Crisis Management Framework. CenturyLink has developed a three-layer crisis management approach. Regional, National and International Command Centers involve key leaders, decision- makers, and subject matter experts at all levels of the organization.

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The system is similar to the Incident Command System used by federal response agencies, but is tailored to meet the needs of CenturyLink.

Team members participate in an annual exercise, as well as more frequent activation drills.

►Command Centers

The corporate Command Center is located in Littleton, Colorado. It is equipped with multiple media sources, telecommunications diversity, HF radio, emergency power, robust computer support, and various emergency supplies.

CenturyLink also maintains regional Command Centers that are equipped with, at a minimum, emergency power, and robust IT and telecommunications.
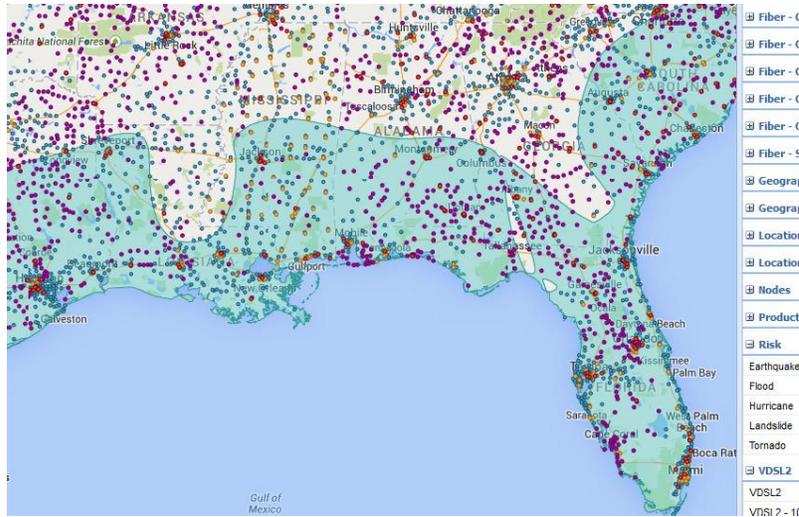
►Crisis Management Support

CenturyLink has established contractual relationships with several disaster services companies to assist in recovery operations.

These service companies are available to provide 24x7x365 support nationwide.

CenturyLink maintains contracts that provide telecommunications- specific support.

►Geographic Information Systems

We believe that our risk assessment decision support is greatly enhanced by the use of Geographic Information Systems (GIS). This enables CenturyLink to rapidly acquire situational awareness during an event, thus improving decision-making and reducing the time required to make those decisions.

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CenturyLink continuously expands its use of GIS by building or updating additional layers of information gained during a business impact analysis and site threat assessments. CenturyLink gets automated alerts based on the proximity of incidents to more than 70,000 sites that we monitor for a fast response.

►Environmental Sustainability

Super Storm Sandy drew attention to the increasing climate-related risks for communities and businesses. Weather related disasters are happening more frequently and with greater intensity. CenturyLink supports greening initiatives that aid the environment while aligning with recovery objectives. That is why the

CenturyLink Environmental Sustainability Governance Council, the "Green Team," was created. CenturyLink's risk-based approach to disaster mitigation focuses on the hydrological cycle, biodiversity, slope, topography, water quality, and climate.

Storm hardening requirements are considered in the engineering and design process. This elevated cabinet, positioned on coastal terrain, was built 20 feet in the air to avoid storm surge.

Alternative Energy. CenturyLink is expanding its sustainability commitments by installing Bloom Energy fuel cells to generate up to 500 kilowatts of clean power for one of its Irvine, California data centers. This configuration enables CenturyLink to receive primary power for its critical loads from Bloom Energy Servers, protecting those loads from electrical outages without the need for backup UPS and generator systems.

Environmentally Sound Disaster Strategy. Although our industry faces many environmental challenges, CenturyLink is committed to working toward solving them. CenturyLink uses remote work strategies to minimize the impact to customers and the environment during disasters. Environmentally sound data center design and virtualization contribute to resiliency, high availability, and recoverability.

Contact Us ▼

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