

Resilience Metrics That Matter

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2026 KOnnect

Before you race, set the rules, then time & score it.

Would you enter a race under terms that would come back and break you?



Outputs:
1) Define RTO, RPO, Pass, Fail and Consequences.
2) New KRI: % of applications successfully tested **in an exercise.**

Output:
Updated KRI: % of all (Tier X) applications successfully tested **quarterly + annually**.

Outputs:
1) New KRI - % of all (Tier X) applications tested successfully **in the last 4/8 quarters**.
2) New KRI - % of systems tested **as scheduled**.

Metrics that Matter: RTO's and RPO's

Location, Location, Location: Location (of your RTO's & RPO's) matter!



Action: Challenge, rationalize and normalize RTOs.

Output: Range-bound recovery time objective-based tiers.

Action: Define RTO's/RPO's & dependencies for each system, application & platform.

Output: RTO based relative criticality (the recovery order) and justification statements *tied to critical business processes.*

Action: Downstream dependent systems must adjust to/adopt (but not be less than) their upstream dependency's RTO.

Output: An integrated recovery order and an annual attestation and update process.

Metrics that Matter: Measure the actual values

Only measure what you can functionally test, then, gradually up the ante, year over year!



Actual RTO: Failover tasks only (no validation task times included).
Actual RPO: Time elapsed since last good backup to **starting** the RPO task.

Actual RTO: Failover tasks + Validation task durations.
Actual RPO: Time elapsed since last good backup to **completing** the RPO task.

Actual RTO: Failover task + Validation tasks **including dependencies.**
Actual RPO: Time since last good backup to completing the validation task

Sprint: Elapsed RTO/ RPO's since test start (declaration)

Operational Resilience DR Program – 2026 Q2 Results

Q2 Disaster Recovery Test Exercise Results

149 total application DR tests in the quarter

- 137 (92 %) were successfully recovered
- 15 (8%) were not successfully recovered
- Unsuccessful systems will retest in Q3 2026

Q2 2026 Disaster Recovery KRI's

KRI #1: 168 of 173, or 97% (▲3% vs. Q1) of **ALL** Tier 0 & 1 applications tested successfully in the last 4 quarters. Amber for the **second** consecutive quarter

KRI #2: 215 of 217, or **99%** (▲3% vs. Q1) of **ALL** Tier 2 & 3 applications tested successfully in the last 8 quarters. Green for the **sixth** consecutive quarter

KRI #3: 149 of 149 or **100%** (=0% vs. Q1) of systems tested as scheduled or exceptioned out. Green for the **third** consecutive quarter

Top Takeaways & What's Next

- Since DR Program inception in Q2 2023: **39 integrated quarterly exercises**, **655 application tests**
- **Q3 August 12th – 13th –** Q3 2026 DR Test Exercise (25 Applications scheduled)
- **Active IT risk exceptions and Self Identified Issues:**
  - **Application Name Recovery Gap** - Currently unable to recover until implementing a multi-region warm recovery strategy in Q3 – Next Test Date = Q42026.
  - **Application Name** – Application failed for the second consecutive test for the same root cause issue.
  - **New application Name -** failed go live test due to Load balancing and API Web Service versioning issues. Next Test Date = 10/31/26

SAMPLE METRICS. All metrics, KRIs, application counts, recovery results, risk exceptions and failure examples do not reflect actual Western Alliance data.

Risk

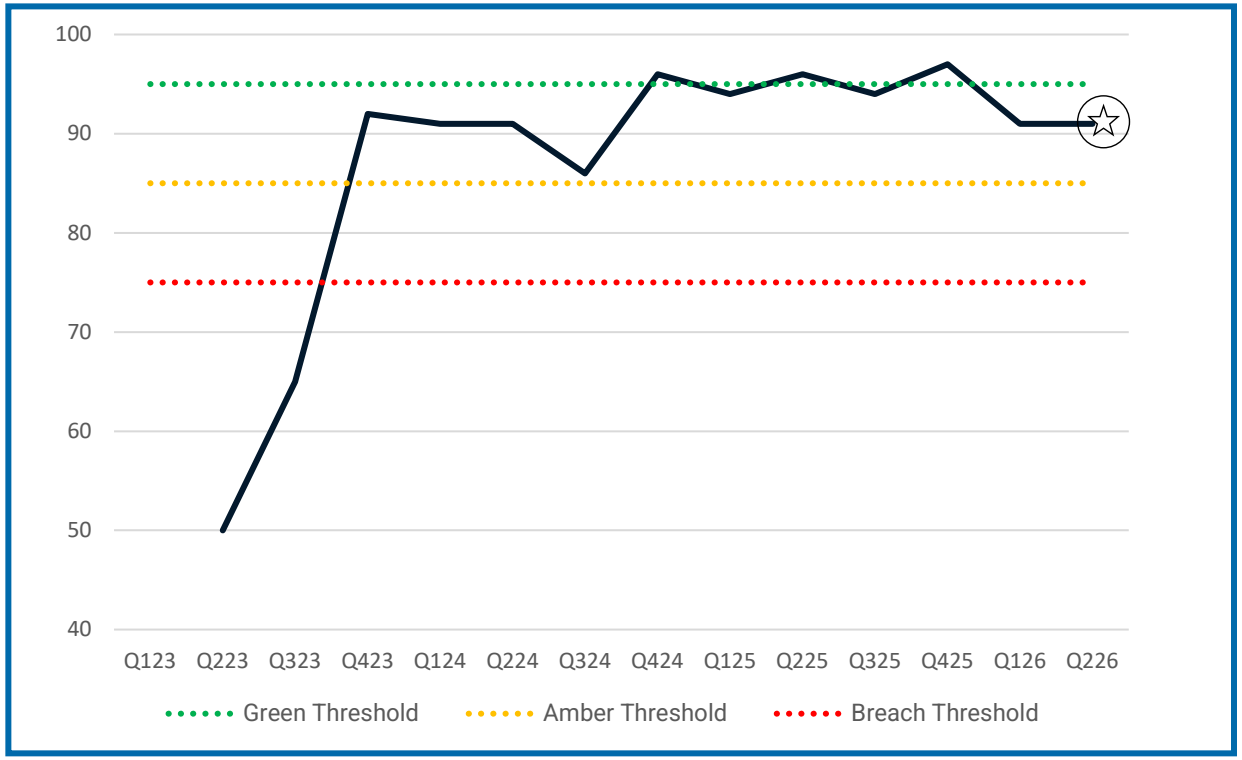
Disaster Recovery

Run-State Sample KRI's

Western Alliance Bank®

Percentage of Tier 0 & 1 Applications Successfully Tested Over the Last Four Quarters

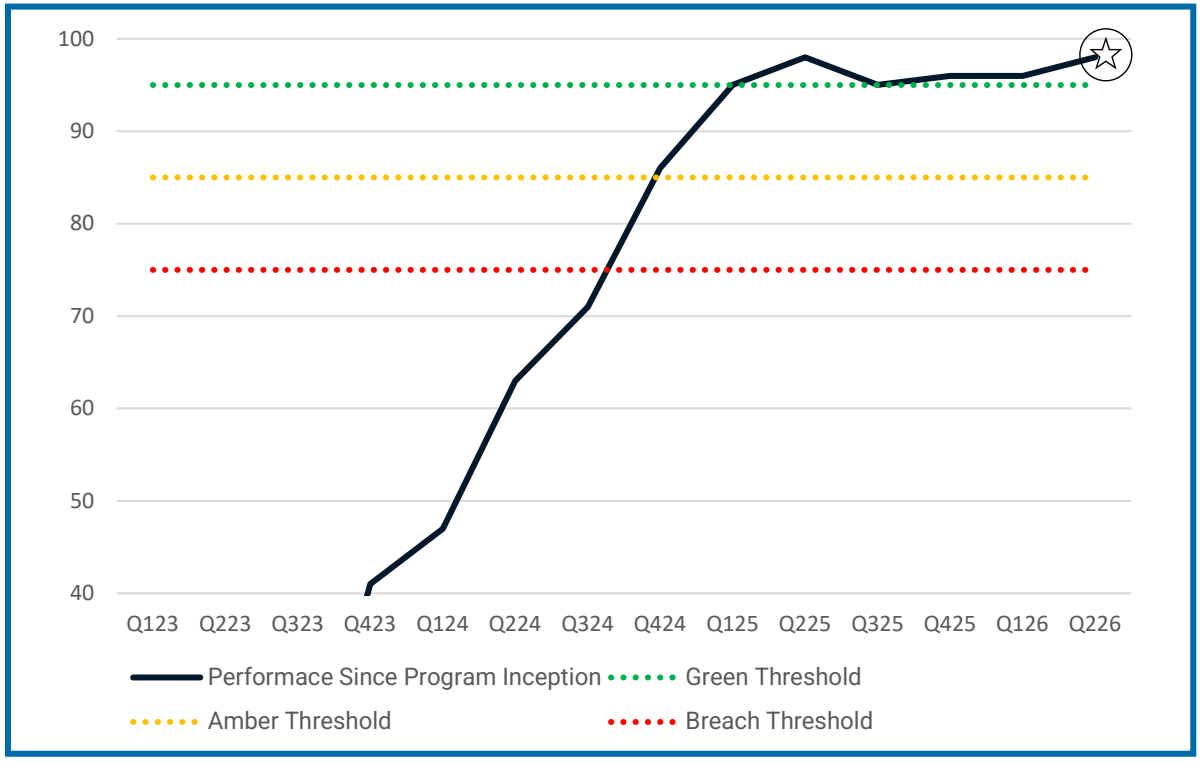
IT



137 of 149, or 92% (= 0% vs. Q1) of ALL Tier 0 & 1 applications tested successfully in the last 4 quarters. Amber for the second consecutive quarter (off from being green by 1 application system each quarter).

Percentage of Tier 2 & 3 Applications Successfully Tested Over the Last Eight Quarters

IT



215 of 217, or 99% (▲ 3% vs. Q1) of ALL Tier 2 & 3 applications tested successfully in the last 8 quarters. Green for the sixth consecutive quarter

SAMPLE METRICS All metrics, KRIs, application counts, recovery results, risk exceptions and failure examples do not reflect actual Western Alliance data.

Turning Insights into Action!

Amplify human judgement and move from reactive to unstoppable!

 Turn Insight	 Into Action
Upstream dependencies must be recovered BEFORE their downstream dependencies.	Adjust RTO? Rearchitect to reduce recovery time? Relocate to another primary data center or vendor?
Locate RTO's (and actuals) within your Riskonnect BIA's, plans & application records.	Stakeholders understand and can make daily decisions and plan for the unexpected.
Locate key attributes at high-traffic, high-visibility decision intersections.	Compare requirements to actuals to quickly spot gaps to make architecture, operational and vendor decisions.

QUESTIONS

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THANK YOU
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