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NOTE

From:	General Secretariat of the Council
On:	3 March 2026
To:	Delegations
Subject:	Presentation by COSMOTE (Hellenic Telecommunications Organization) on business continuity for critical entities

Delegations will find attached the abovementioned presentation, delivered at the meeting of the PROCIV CER Working Party on 3 March 2026.

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Building Telecom Resilience

OTE Business Resilience

Athanasios Gogos

Brussels 3 March 2026

Member of Group

COSMOTE
A better world, for all.


Preparedness -
Before an Incident

Governance and Activation Framework

- **Structured Crisis Management**

Multi-tiered crisis teams (IT, NT, HR, Customer Care, Media) ensure organized and rapid response to telecom disruptions with clear roles and responsibilities.

- **Impact Criteria & Response**

Defined impact thresholds and escalation procedures enable swift invocation of business continuity plans.

- **Regular Preparedness Exercises**

Simulations and drills build culture of resilience, ensuring effective activation under pressure.

- **Continuous Improvement and Integration**

Lessons learned from past incidents update continuity plans, recognising gaps, improving readiness and incident handling.

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Architecture and Redundancy Measures

- **Infrastructure Diversity and Redundancy**

Robust telecom architecture includes multisite data centers, diverse fiber routes, and protected microwave links to avoid single points of failure.

- **Equipment-Level Redundancy**

Use of dual power feeds, redundant routers, and clustered platforms ensures uninterrupted service switching during failures.

- **Energy Resilience Measures**

Backup generators, mobile gensets, and fuel storage mitigate power outages caused by disasters like floods and wildfires.

- **Operational Readiness and Optimization**

Pre-staged spare parts, vendor agreements, and dynamic rerouting enhance repair speed and network stability during outages.

Exercises, Training and Early Warning Notification

- **Comprehensive Training Programs**

COSMOTE uses a variety of exercises with appropriate complexity to test operational readiness under pressure.

- **Alternative Communication Systems Tests**

Regular drills validate backup tools like satellite phones, TETRA radios, and alternative SIM/eSIM setups to ensure reliability.

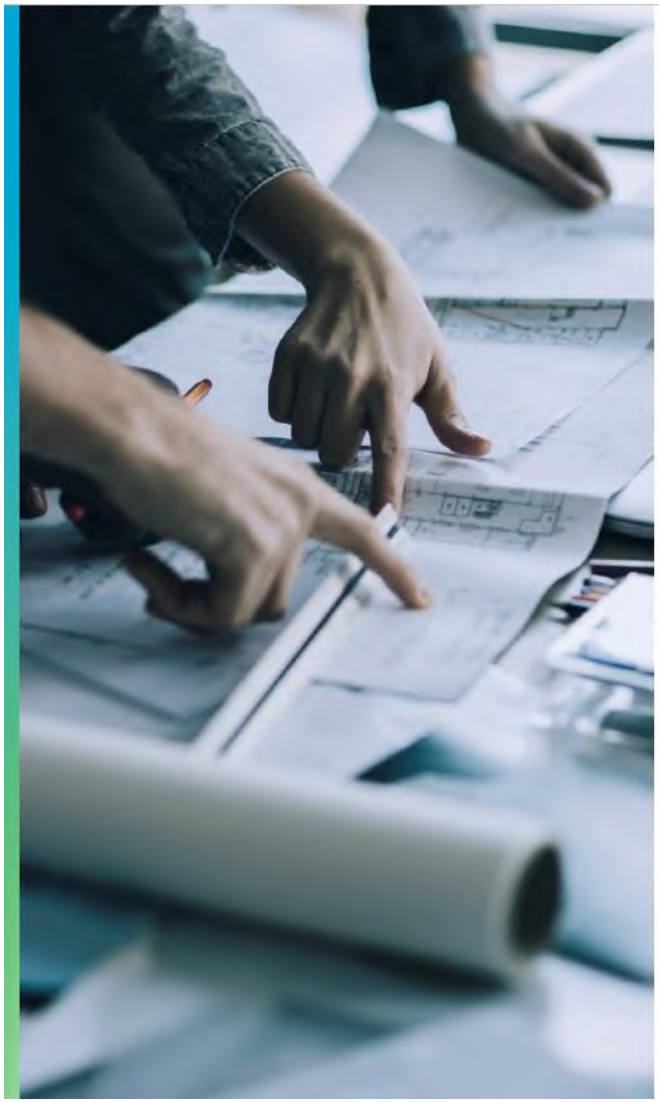
- **Post Incident Reviews**

Lessons learned debriefings identify performance gaps and organizational performance assets (DR Plans or Invocation Procedures) for continuous improvement.

- **Early Warning Notifications**

Meteorological or Institute of Geodynamics alerts are closely monitored to enable proactive resource positioning to prevent service disruptions (i.e. Santorini case).


During an Incident



Incident Handling

- **Structured Incident Workflow**

COSMOTE uses a number of detection & assessment processes, utilising objective criteria to classify incident severity and response (Incident Controllers).

- **Situation Center Role**

The Situation Center validates incident details, notifies leadership, and safeguards response is managed and complete.

- **Immediate Priorities**

Focus is on personnel safety, recovering network systems, safeguarding communications and preventing cascading failures early on. Emergency services uninterrupted availability is critical.

- **Stakeholder Communication & Engagement**

Rapid dispatch of resources and regular updates maintain coordination and situational awareness across teams (internally & externally).

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Communications Under Duress – Alternative Channels

- **Layered Communication Strategy**

COSMOTE uses multiple communication layers to ensure command connectivity even under degraded conditions.

- **Crisis Communication Protocols**

Use of communication channels with controlled membership and role-based message posting.

- **Resilient Alternative Communication Systems**

TETRA radios and satellite terminals provide independent communication during large-scale failures.

- **Regular Testing and Updates**

Frequent testing and updated contact directories ensure readiness and rapid reachability in crises.

Physical Access, Power, and Restoration Priorities

- **Physical Access Challenges**

Restricted access due to road closures and hazards, delays technical teams from reaching telecom sites during incidents.

- **Power Restoration Efforts**

Mobile generators, fuel reserves, and logistics coordination ensure power restoration during prolonged outages.

- **Restoration Prioritization Strategy**

Restoration prioritizes critical communication nodes for the affected area.

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Natural Disaster Incidents

1. Wind Storm in Creta 23/03/2016
2. High Rain Fall and Landslide in Lesvos 28/11/2016
3. Fire in Kithira 04/08/2017
4. Flood in Mandra 5/11/2017
5. Wind Gales in Central and Southern Greece 22/01/2018
6. Fire in Kineta 23/07/2018
7. Fire in Mati 23/07/2018
8. Storm Zorbas 28/09/2018
9. Storm Ianos 18/09/2020
10. Simultaneous Fires in Greece 27/07/2021
11. Daniel – Flood 04/09/2023

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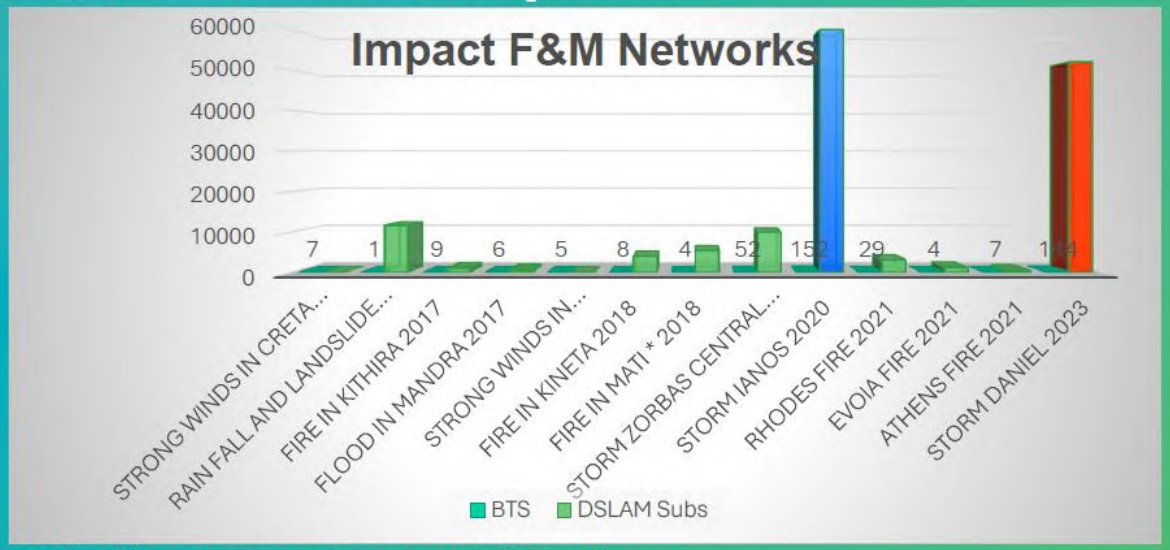
Telecom infrastructure & social impact over the years



Network outages due to extreme weather conditions present regional disruptions

- Ianos caused a Critical Data center Loss (Karditsa)
- Incidents of Mandra Flood (23 casualties) , Mati Fire (104 casualties) , Ianos (3 Casualties) , Daniel (16 Casualties).
- Cases of Windstorms reveals the need for an operational Transmission Shelter
- Power Outages is the primary reason for Service Disruption.
- Mobile Generator is a key element in Recovery process
- Telecom Access network (Last Mile) is severely damaged in case of extensive Fires and Floods.

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Incident Closure

Recovery and Communication

- **Structured Recovery Validation**

COSMOTE uses systematic validation (DR Framework) to ensure restored systems are reliable, functional, and safe after incidents.

- **Stakeholder Communication**

Internal stakeholders get coordinated updates on progress, risks, and restoration timelines during recovery.

- **Incident Closure**

Closure criteria cover technical, operational, and safety parameters to ensure resilience enhancement (change of network topology or method of invocation).

Lessons Learned and Control Enhancements

- **Post Incident Review**

COSMOTE conducts detailed post incident review to identify what worked, failed, and gaps to improve resilience.

- **Control Enhancements Implementation**

Findings lead to concrete control enhancements like energy resilience and architecture topology updates.

- **Culture of Continuous Improvement**

The Lessons Learned process fosters continuous learning, turning incidents into opportunities to strengthen organizational resilience.

Public Policy: Enablers and Frictions

- **Enabling Public Policies**

Fast-track permits, prioritized electricity restoration, prioritized equipment transport (road, ferry and air), fuel transport exemptions, and emergency communication frameworks accelerate telecom restoration.

- **Policy Frictions Impact**

Multi-agency approvals, environmental rules (use of biodiesel), and data-sharing limits delay telecom recovery efforts.

- **Policy Alignment Benefits**

Coordinated policies reduce administrative burdens and enhance resilience for faster restoration after or during high-impact incidents.

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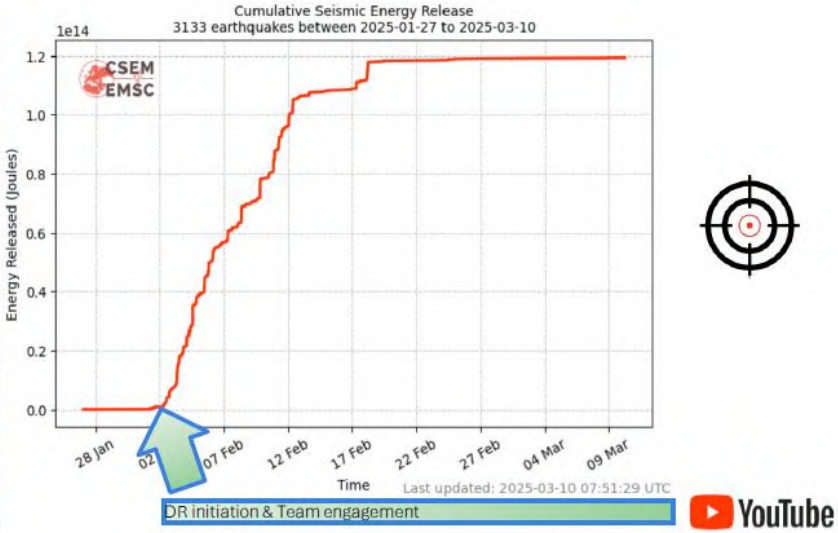
Telecom & Digital
infrastructure resilience
translates to Social Trust
Thank you

Back-up Slides

Proactive: Santorini case Annex I

- COSMOTE has taken preventive actions to target the shielding of its telecommunications infrastructures in **Santorini, Amorgos, Ios** and **Anafi** . Both the company's local teams, as well as additional technicians traveled to the islands, in order to safeguard the uninterrupted operation of the critical network infrastructure in the event of a crisis.
  In this context, the company has installed mobile base stations in Santorini and Amorgos to reinforce the mobile telephony network in case of emergency and has transferred power generators and telecommunications equipment to Santorini, Ios, Amorgos and Anafi to cover potential network needs. In addition, alternative network links have been activated to ensure that network capacity is available to cover additional needs, while COSMOTE 5G WiFi equipment has been transferred to the islands, which can be used to provide WiFi internet to local authorities



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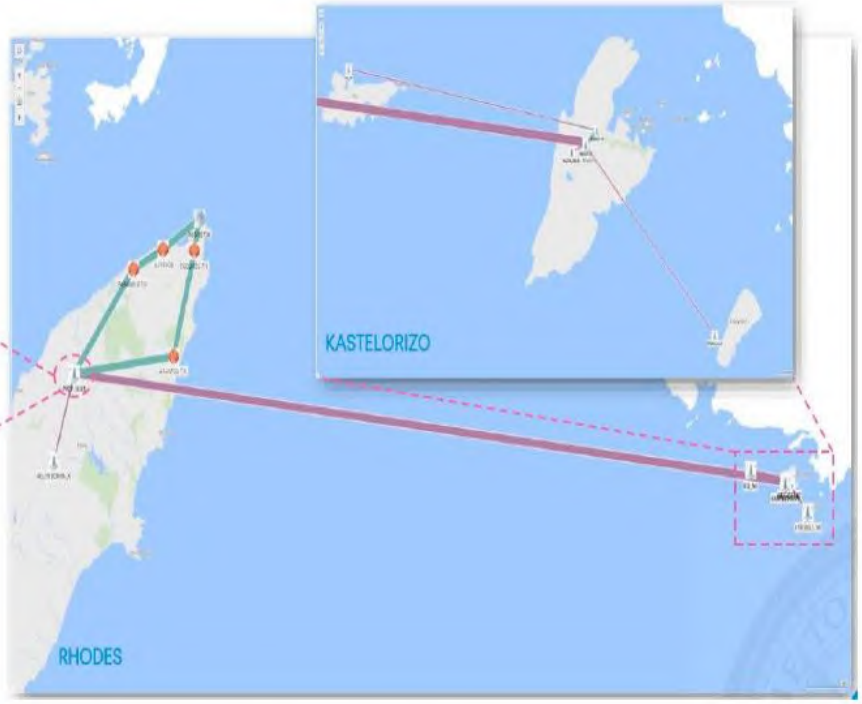
Rhodes temporary Civil Protection Command Center

Annex II



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