

2023 Global BCM Compensation Report

Permanently Employed & Self-Employed/
Independent Contract Consultants

bcci Leading the way
to resilience

21ST EDITION

WITT O'BRIEN'S

ambipar[®]
response

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STUDY PARTNER



About BCI

The BCI is the world's leading professional association for business continuity and resilience professionals with a community of over 35,000 individuals in more than 100 countries.

It provides Education via its global network of Training Providers and includes the globally recognised CBCI Certification, as well as eLearning and short courses for all levels of experience.

The BCI has over 50 local Chapters that allows professionals to network and communicate with likeminded individuals including a USA Chapter, Canada Chapter, and Women in Resilience Group.

The BCI is also at the head of the industry in providing high quality research, content and thought leadership on topics such as horizon scanning, supply chain resilience and leadership in resilience.

For more information visit www.thebci.org

About the Report

This report focuses on the many factors that impact the earning potential for both full-time, permanently employed professionals and self-employed, independent contract consultants within Business Continuity and related professions. The data highlighted throughout this report was gathered in BC Management's 21st Edition Global BCM Compensation Study between January 19th through May 28, 2023. For reporting purposes, the currencies from all the respondents have been converted to **USD** and the compensations are noted as an **annual base compensation** only. Bonuses and benefits are highlighted at the end of this report.

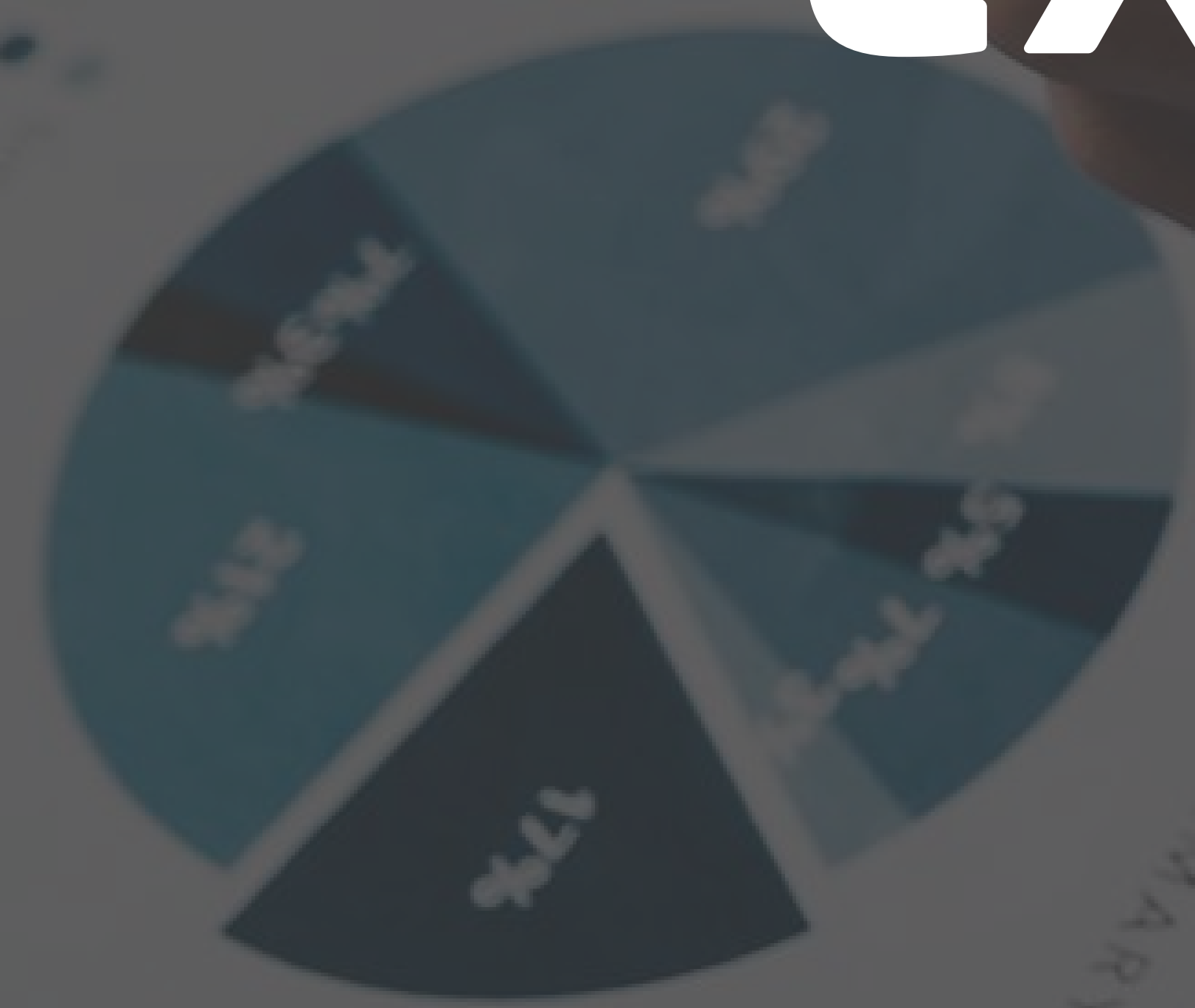
This report is available as a complimentary report.

As a thank you to all of our study respondents we provided each participant with a complimentary, [customized BCM Compensation Peer Benchmarking Data Dashboard](#), of which all study participants could choose their top three preferences by either years of Business Continuity planning expertise or by job title. If you haven't participated in this study and you'd like to receive a customized dashboard, you may still participate by **November 30, 2023** for [Full-time, Permanently Employed, Retired, or Unemployed](#) or for [Self-Employed, Independent Contract Consultants](#). Our dashboards highlight a tremendous number of data points that are not included within this complimentary report.

Like our research analytics?

Be sure to visit our website to download other [complimentary reports](#) and sign up for our study alerts. All study participants will receive customized peer dashboards for the corresponding studies they contribute to. Please feel free to direct any inquiries to info@bcmanagement.com. We hope you enjoy this report.

EXECUTIVE SUMMARY



| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
| 0 | 1/1/2013 | |
| 1 | 1/2/2013 | |
| 2 | 1/3/2013 | |
| 3 | 1/4/2013 | |
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| 11 | 1/12/2013 | |
| 12 | 1/13/2013 | |
| 13 | 1/14/2013 | |
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| 16 | 1/17/2013 | |
| 17 | 1/18/2013 | |
| 18 | 1/19/2013 | |
| 19 | 1/20/2013 | |
| 20 | 1/21/2013 | |

BUDGET VS. ACTUAL

BUDGET BY CATEGORY table

spending compares to yo

Summary By Category

in the Summary sheet to see how your actual

transactions on the Transactions sheet for each category in the Summary

ACTUAL SUMMARY

Executive Summary

The 21st Edition Global BCM Compensation Report highlights how different factors may impact a professional's earning potential in the Business Continuity profession and related disciplines (Resilience Management). Our annual study assesses not only years of experience, job titles, degree, and certifications, but also real-world experience and leadership skills. This complimentary report details key findings and trends for both permanently employed professionals as well as contract/temporary/self-employed consultants within the Resilience Management profession on a global basis. Several trends and insights are highlighted throughout the report, all of which indicate a continued demand and stability for the Resilience Management field, which has prompted an increase in compensations. Before you get into the details and insights highlighted throughout this report, here are some key findings that are impacting wage growth.

Continued Demand for Resilience Management Professionals - The demand for Resilience Management professionals is continuing, despite potential financial market concerns.

- The demand is being driven by many factors, including program gaps discovered during the COVID-19 pandemic, supply chain resiliency challenges, updating archaic systems and applications, addressing the looming cyber threats, and organizations implementing a holistic operational resilience management strategy.
- Our recent [2023 10th Edition Event Impact Management Report](#) also highlighted that **34% of organizations plan to add** Resilience Management personnel this year, which is a significant increase from the 14% reported in 2018 and 25% in 2021.

Shortage of Available Talent - There has been an incredible shortage of available Resilience Management talent to meet this 20+ year market high demand for a few reasons.

- The unemployment rate hit a historical low of 3.4% in April 2023 (reported by the U.S. Bureau of Labor Statistics), which matched a 50-year low seen in January 2022. Furthermore, the unemployment rate for the resiliency profession is measuring at about **1-2%** (data gathered from this current BCM Compensation Study).
- Additionally, there has been a record number of professionals retiring post the COVID-19 pandemic while new professionals are not being drawn in or retained within the profession.
- Professionals are also less likely to relocate or seek a new role, especially if they're currently 100% remote. In fact, the study this year highlighted that **30% of the respondents were 100% remote while only 9% were 100% on-site.**
- Lastly, there are fewer active job seekers. The data from the compensation study this year reported that **51% of the respondents have been employed with their current organization for three years or less** and 32% changed jobs in the last year (15% proactively sought a new job in 2022).

INSIGHTS

Global Full-time/Permanent Compensation
(Avg. Annual Base Compensation for all Respondents - USD)

\$134,766 + 7%*

Global Full-time/Permanent Distribution of Compensations (USD):

\$12,199-\$570,000

Global Independent/Self-Employed Consultant Compensation
(Avg. Annual Base Compensation for all Respondents - USD)

\$134,550 + 9%*

Global Independent/Self-Employed Consultant Distribution of Compensations (USD):

\$10,000-\$300,000

Global Average Low & High Hourly Rate
(Independent/Self-Employed Consultant for all Respondents - USD)

LOW

HIGH

\$110 -5%*

\$161 -15%*

*From 2022

Executive Summary

Imbalance in the Resiliency Employment Market Stimulates Wage Growth - This continued imbalance in the Resilience Management profession triggered by the increased demand to hire and shrinking candidate pool has driven up compensations over the last year.

- Professionals based in the **USA on average enjoyed a 10% increase in their base compensation to \$154,194 USD**, which is quite a jump up from the typical 2-5% wage growth year to year.
- The data also showed a wage growth for the international market, which was 7%.

How can this report benefit you and your organization? For over two decades professionals and organizations have depended on our compensation insights to better understand their earning potential as well as benchmark appropriate compensation bands to attract new hires and retain top talent. In fact, we've included this [video link](#) to help utilize our data in compensation benchmarking.

Our annual compensation report is so much more than just a compensation assessment, though. Our annual report and customized dashboards provide a wealth of information to help assess not only your marketability in comparison to your peers, but also to assist in building a [career roadmap](#). This report is also filled with several pro-tips to help kick start your career planning goals - so dig in and enjoy!

We want to thank all of those who responded to the survey, our advisory board, and everyone from the Witt O'Brien's team for their efforts in developing this valuable report. Also, a special thank you to [The Business Continuity Institute](#) (The BCI) for partnering with BC Management on this very important research endeavor.



Cheyene Marling, Hon MBCI
Managing Director,
Witt O'Brien's
cmarling@wittobriens.com

INSIGHTS

Participants Received from



47 Countries

Professionals with an Advanced Degree



83%

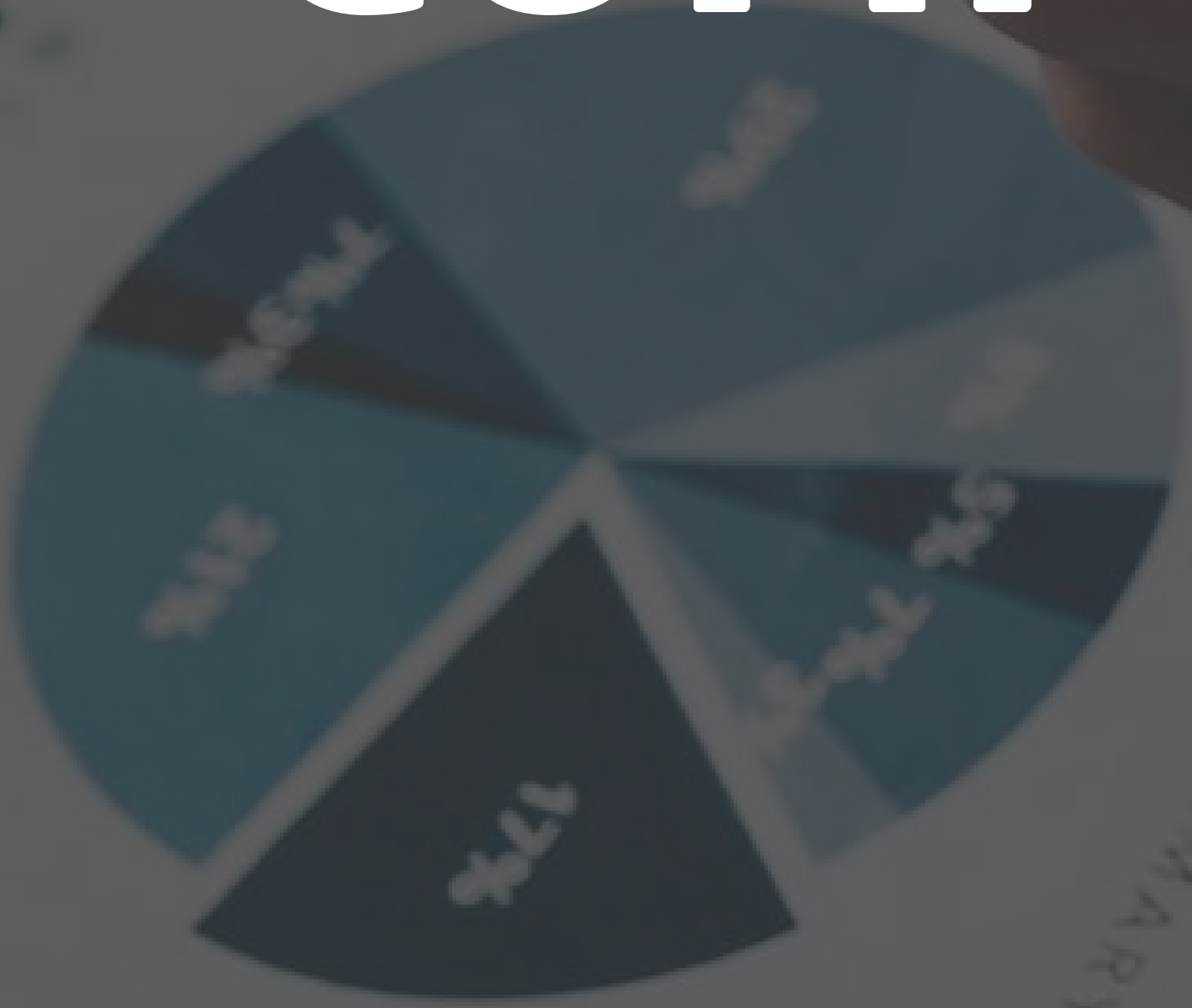
Respondents Who are Certified



82%

This report focuses on current **base compensation** for both **full-time, permanent employees** and **contract/temporary/self-employed consultants**. Base compensation was converted to the **US dollar currency** for alignment in reporting purposes. Additionally, we've highlighted **low and high hourly rates** for contract consultants. Participants were able to respond to the study as part-time, permanent employees, currently unemployed, or retired, but their responses were not included within the data assessment used for this specific report. Those who confidentially participated in our study also received a [customized BCM Peer Compensation Dashboard](#), tailored by their choice of either job title or by years of experience. A customized peer data assessment is essential for compensation benchmarking. We encourage you to [participate](#) in our compensation study by **November 30, 2023** if you'd like to receive a more in-depth, customized peer assessment.

COMPENSATION BY GEOGRAPHY



| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
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| 90 | 3/31/2013 | |
| 91 | 4/1/2013 | |
| 92 | 4/2/2013 | |
| 93 | 4/3/2013 | |
| 94 | 4/4/2013 | |
| 95 | 4/5/2013 | |
| 96 | 4/6/2013 | |
| 97 | 4/7/2013 | |
| 98 | 4/8/2013 | |
| 99 | 4/9/2013 | |
| 100 | 4/10/2013 | |

BUDGET VS. ACTUAL

Summary By Category table
actual spending compares to yo

TOTAL PAID

Average Annual Base Compensation (USD) by Country

KEY:

Full-time, Permanent/Self-employed, Independent Contract Consultants

Europe

Belgium

\$184,886/NA

Denmark

\$116,116/NA

Germany

\$101,473/\$82,158

Hungary

\$43,136/NA

Ireland

\$107,270/NA

Italy

\$84,715/NA

Netherlands

\$99,484/NA

Poland

\$53,138/NA

Romania

\$63,701/NA

Spain

\$73,863/NA

Sweden

\$82,359/NA

Switzerland

\$172,917/NA

United Kingdom

\$95,637/\$151,123

Average Annual Base Compensation for Full-time, Permanent Employees by Region in the UK

England (London)

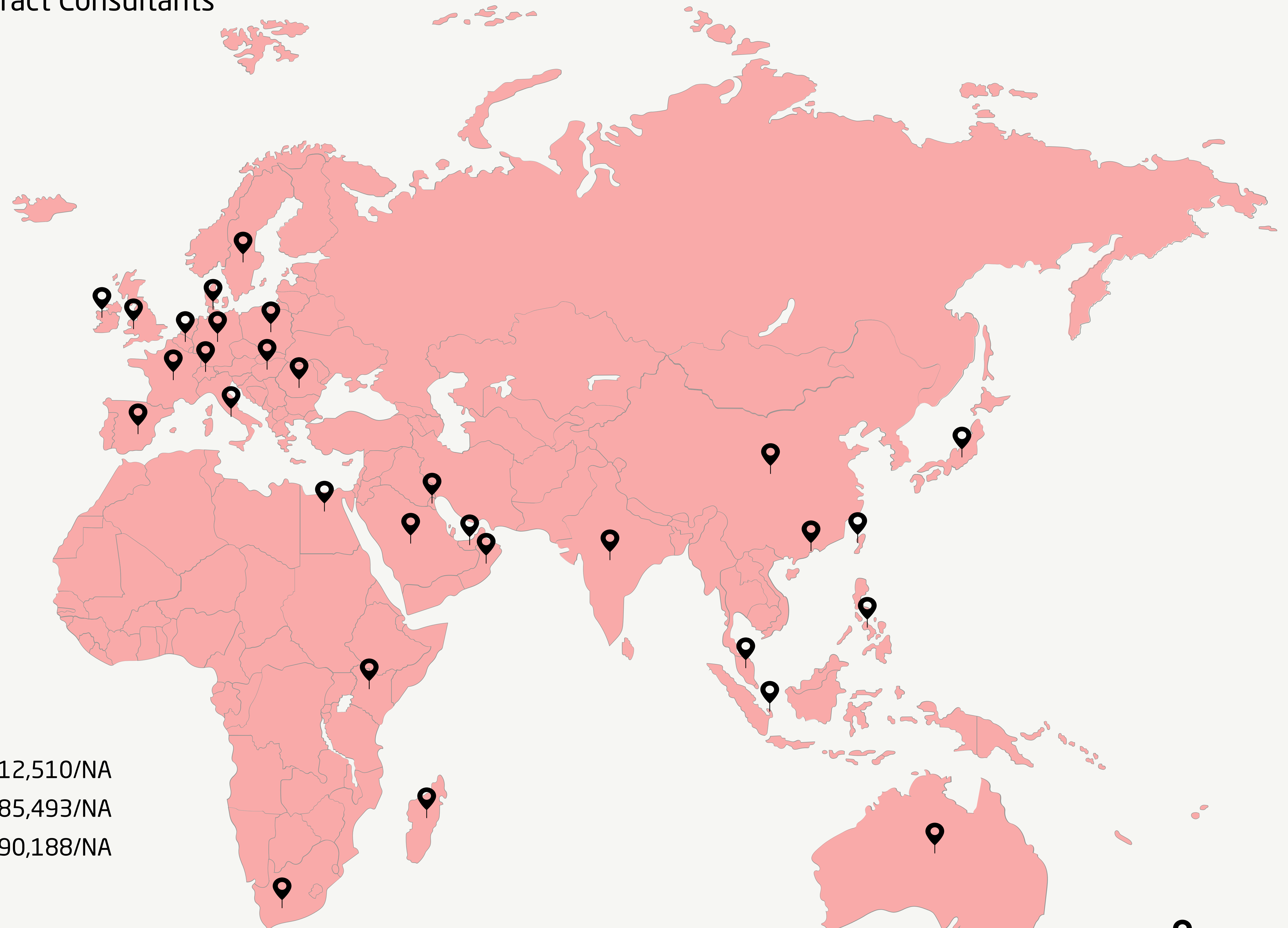
\$112,510/NA

England (outside London)

\$85,493/NA

Scotland

\$90,188/NA



Asia & Pacific

Australia

\$115,971/\$120,626

Hong Kong

\$207,666/NA

Japan

\$99,170/NA

New Zealand

\$76,853/\$106,737

Singapore

\$113,136/NA

China

\$72,750/NA

India

\$51,095/\$39,645

Malaysia

\$61,822/NA

Philippines

\$34,711/NA

Taiwan

\$70,413/NA

Africa

Egypt

\$116,339/NA

Kenya

\$28,477/NA

Republic of Madagascar

\$82,116/NA

South Africa

\$63,604/\$70,569

Middle East

Kuwait

\$117,264/NA

Oman

\$103,587/NA

Saudi Arabia

\$184,477/NA

United Arab Emirates

\$196,876/NA

Average Annual Base Compensation (USD) by Country

KEY:

Full-time, Permanent/Self-employed, Independent Contract Consultants

Americas

Argentina

\$66,542/NA

Bermuda

\$185,000/NA

Brazil

\$43,848/\$60,899

Canada

\$86,819/\$144,813

Colombia

\$17,603/NA

Costa-Rica

\$23,241/NA

Mexico

\$30,910/NA

Panama

\$82,200/NA

Peru

\$105,240/NA

United States of America

\$154,194/\$145,312



Average Annual Base Compensation (USD) by Province

KEY:

Full-time, Permanent Only

Canada

British Columbia \$85,847

Vancouver \$89,426

Manitoba \$82,444

Ontario \$86,481

Ottawa \$82,670

Toronto \$90,756

Quebec \$86,209

Montreal \$85,184

Average Annual Base Compensation (USD) by State (USA) (Full-time, Permanent)

| | | | | | |
|--------------------------|-----------|--------------------------------------|-----------|-----------------------|-----------|
| Alabama | \$138,667 | Georgia | \$159,915 | Michigan | \$150,383 |
| Alaska | \$122,500 | Atlanta (Metropolitan) | \$148,000 | Minnesota | \$150,629 |
| Arizona | \$147,688 | Atlanta (Suburbs) | \$199,500 | Minneapolis | \$158,200 |
| East Phoenix | \$138,300 | Columbus/Augusta | \$144,160 | St. Paul | \$137,500 |
| Phoenix | \$153,320 | Hawaii | \$120,522 | Missouri | \$149,670 |
| Arkansas | \$103,201 | Idaho | \$95,000 | Nebraska | \$131,370 |
| Fayetteville | \$94,000 | Illinois | \$162,583 | Nevada | \$143,500 |
| Little Rock | \$109,335 | Chicago (Downtown Loop) | \$167,000 | New Hampshire | \$156,000 |
| California | \$175,515 | Chicago (Northwestern Suburbs) | \$164,133 | New Jersey | \$174,083 |
| Los Angeles | \$178,393 | Chicago (Outside the Loop) | \$137,500 | Jersey City | \$172,750 |
| Orange County | \$177,250 | Chicago (Southern & Western Suburbs) | \$157,334 | New York | \$193,807 |
| Oakland | \$248,500 | Evanston | \$166,000 | Long Island | \$161,167 |
| Pleasanton/Walnut Creek | \$263,760 | Indiana | \$123,500 | New York City | \$224,661 |
| San Diego | \$144,000 | Iowa | \$131,496 | Syracuse | \$94,000 |
| San Francisco | \$199,667 | Kansas | \$84,000 | North Carolina | \$155,111 |
| San Jose | \$140,000 | Kentucky | \$124,000 | Charlotte | \$144,013 |
| Colorado | \$160,781 | Lexington | \$116,500 | Greensboro | \$152,450 |
| Connecticut | \$247,125 | Louisville | \$131,500 | Raleigh | \$181,833 |
| Florida | \$138,999 | Maryland | \$147,334 | Ohio | \$135,027 |
| Ft. Lauderdale | \$138,487 | Massachusetts | \$187,282 | Cincinnati | \$143,500 |
| Jacksonville | \$152,906 | Boston | \$171,581 | Columbus | \$139,083 |
| Miami | \$172,500 | Boston Suburbs | \$228,750 | Dayton | \$132,500 |
| Tampa Bay/St. Petersburg | \$125,959 | | | | |
| West Palm Beach | \$132,500 | | | | |

Average Annual Base Compensation (USD) by State (USA) (Full-time, Permanent)

| | | | | | |
|---------------------------------------|-----------|------------------|-----------|-------------------------|-----------|
| Oklahoma | \$143,000 | Tennessee | \$133,677 | Virginia | \$170,333 |
| Oregon | \$131,532 | Memphis | \$138,500 | Arlington | \$182,429 |
| Eugene/Medford | \$120,627 | Nashville | \$127,682 | Washington | \$178,338 |
| Portland | \$135,167 | Texas | \$138,643 | Everett/Bellevue | \$190,200 |
| Pennsylvania | \$154,455 | Austin | \$128,000 | Washington, D.C. | \$152,217 |
| Bethlehem/Reading/ King of Prussia | \$168,332 | Dallas | \$146,633 | Wisconsin | \$101,980 |
| Harrisburg | \$170,275 | Fort Worth | \$106,274 | | |
| Philadelphia | \$171,400 | Houston | \$143,143 | | |
| Pittsburgh | \$130,750 | San Antonio | \$128,990 | | |
| South Carolina | \$127,556 | Utah | \$160,000 | | |
| Columbia | \$117,167 | | | | |

INSIGHTS

One of the most popular charts is the Average Base Compensation by Geography (by country or state/providence). Individuals want to know what the average salaries are in their geographic location thinking that it is the best indicator of the value for their role. It is important to keep in mind; however, that geography only plays one part out of the many factors that impact earning potential, especially since many professionals now work remotely (**47% indicated 100% remote or mostly remote**).

Only those geographies with a significant response were included on this page and previous pages.

PRO TIP

We advise professionals, when reviewing our compensation reports, to **identify where they stand in each of the charts and to take the average of those numbers to determine an appropriate compensation target range**. Location alone will not dictate your salary, just as any other skill set alone should not dictate it. All factors combined can provide a [fair market-value estimate](#).

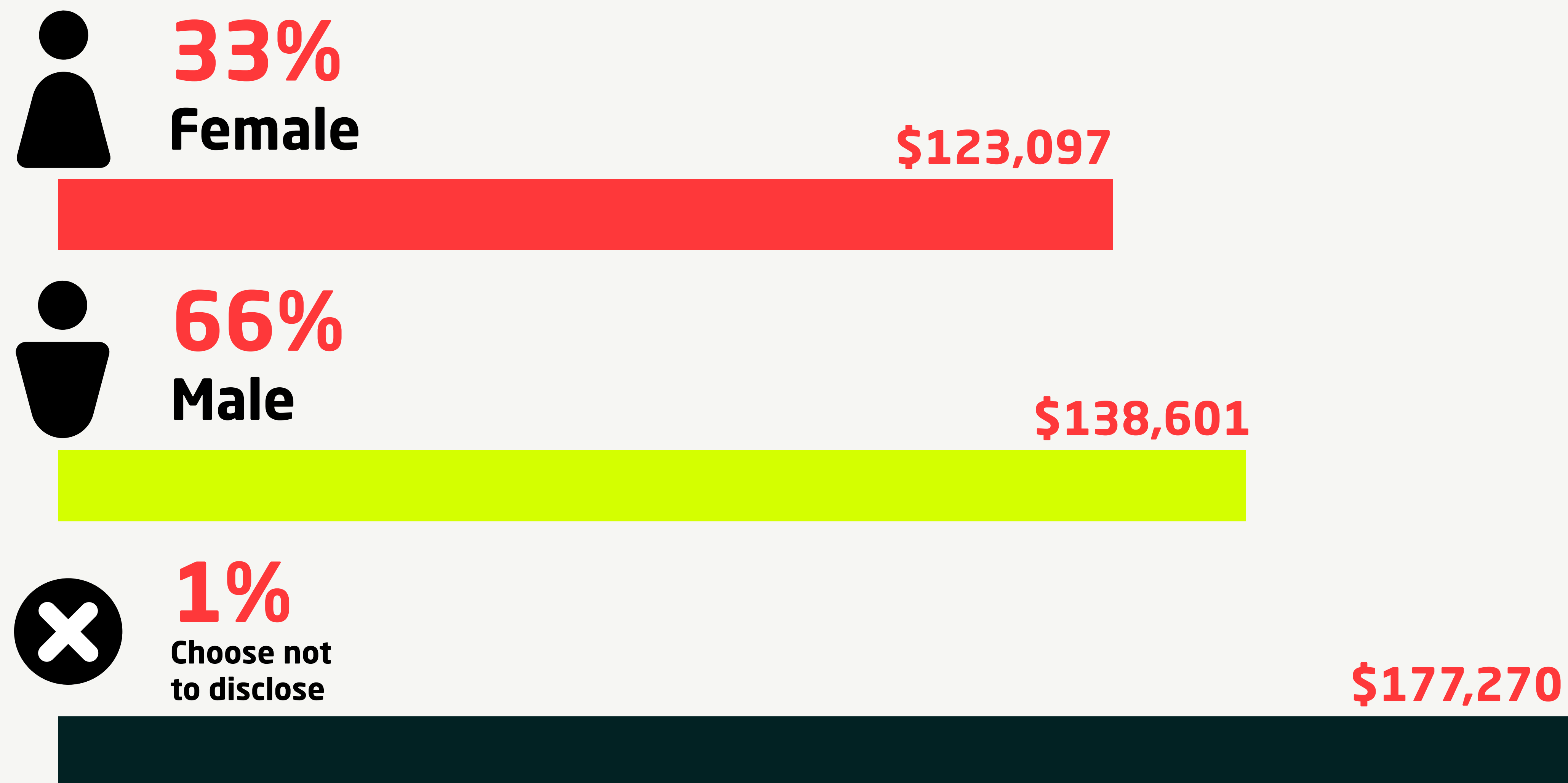
COMPENSATION BY GENDER & ETHNICITY



Compensation by Gender & Ethnicity

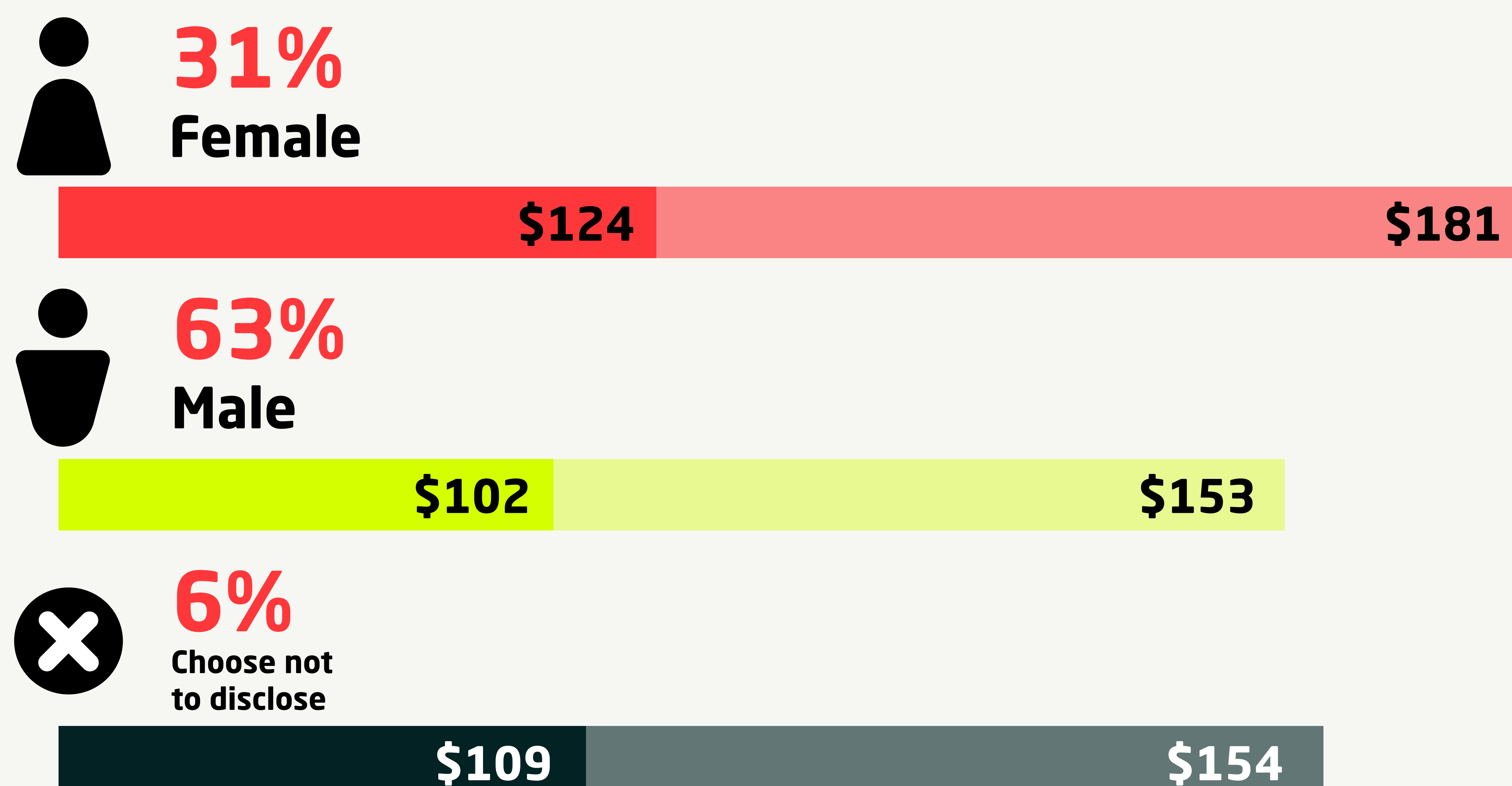
Average Annual Base Compensation by Gender

Full-time, Permanent (USD)



Average Low & High Hourly Rate by Gender

Self-Employed, Contract Consultants (USD)



INSIGHTS

The data findings indicated men on average out earn their female counterparts by **12.5%**. And although **men and women have similar expertise in the following below, there were some clear disparities between the two**, which are highlighted on the next page.

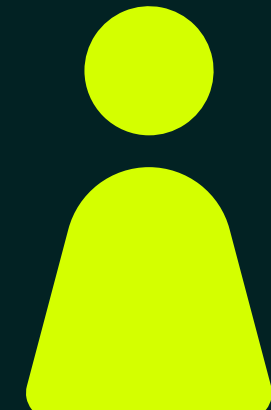
- Total years of work experience
- BCM years expertise
- Certification status
- Global planning
- Program activation
- Building & implementing programs
- Presentation & board leadership

- Although women are less likely to work as independent consultants (**31%** versus **63%**), **on average they out earned their male counterparts by a staggering 19.5%**.

Average full-time, permanent compensation

 **+12.5%**

Average hourly rate for consultants

 **+19.5%**

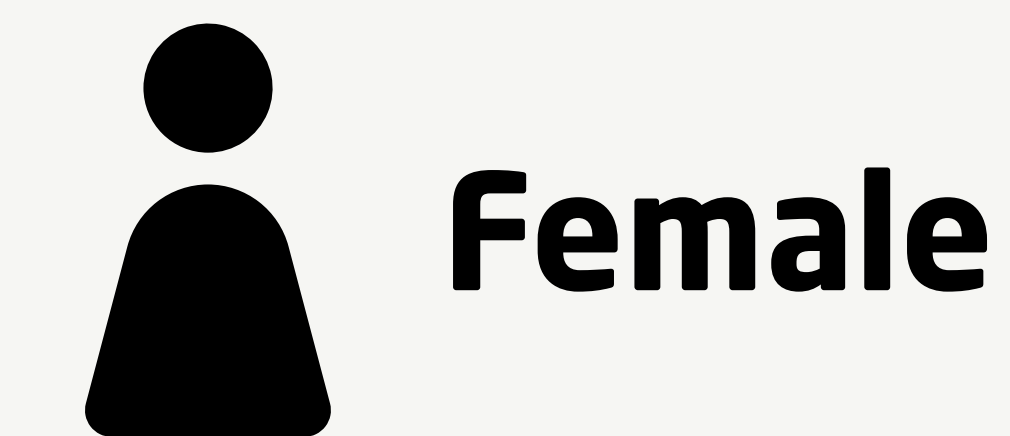
Compensation by Gender & Ethnicity

Men v. Women

- More men are in management roles (Vice President and higher) (**51%** versus **45%**) & closer to executive management (0-2 levels separation from executive management) (**59%** versus **50%**)
- More men have obtained a Master's degree or Doctorate/PhD. (**47%** versus **36%**)
- Men are more likely to receive a higher bonus (40% of men received a bonus of 15% or higher compared to 34% of women)
- More men have been published (38% versus 25%) & experienced in giving presentations (34% versus 25% indicated presenting 6+ times)
- Men are more experienced in staff management (43% versus 36% indicated 11+ years)

Top 6 Careers

Top 6 most prevalent careers leading to Business Continuity or related role.



9%
Consultant

9%
Consultant

8%
Administrative

8%
IT Systems

6%
IT - Operations

7%
Military Services

6%
Operations

5%
IT - Operations

6%
Student

5%
Government

5%
Program
Management

5%
Program
Management

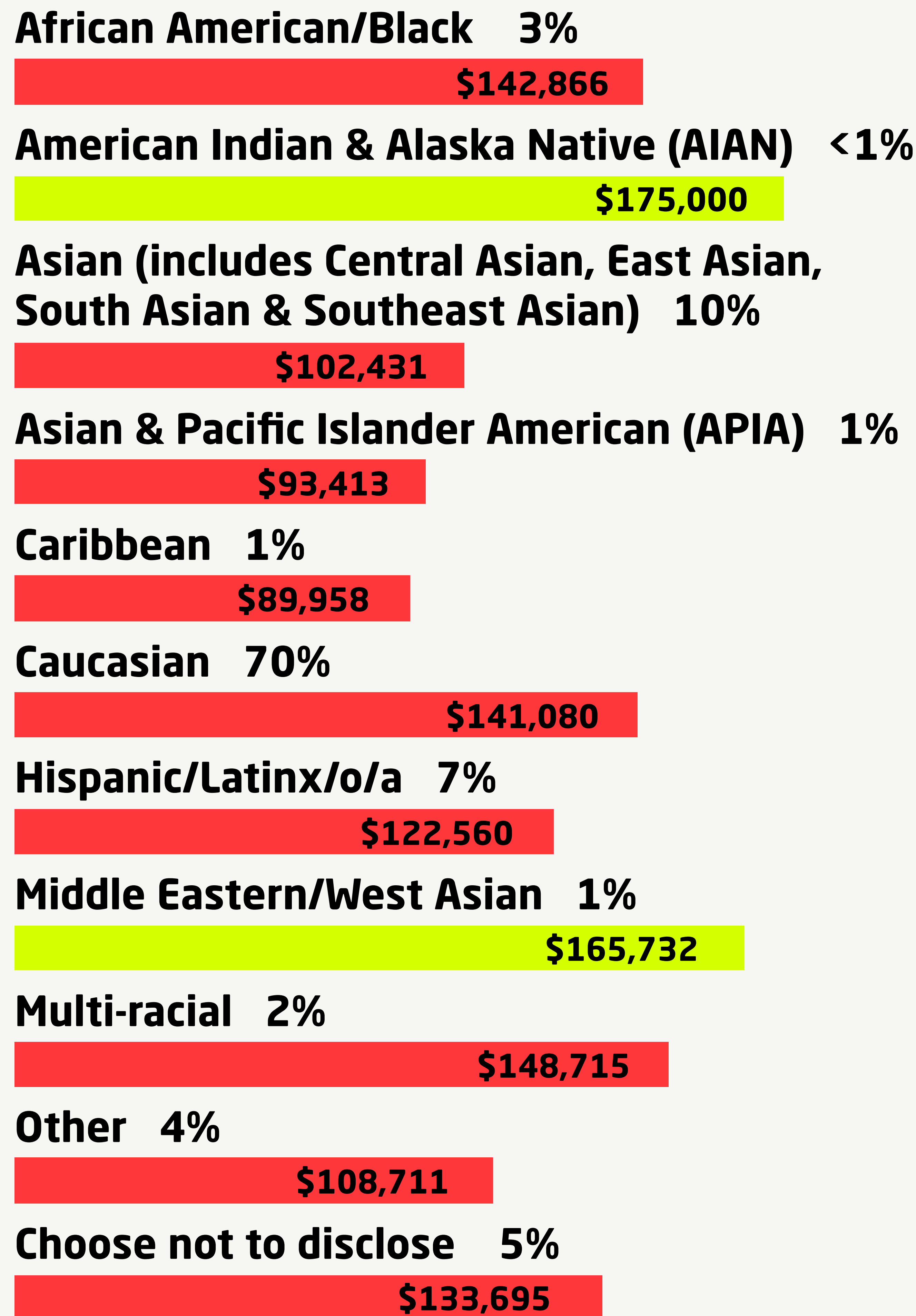
PRO TIP

Watch this [video](#) to gain insight on how to better utilize our compensation report when benchmarking your own fair market-value estimate. Additionally, a **customized BCM Compensation Peer Dashboard** is available to all professionals who confidentially contribute to our [compensation study](#) by **November 30, 2023**. [Learn more](#) about our studies and complimentary dashboards.

Compensation by Gender & Ethnicity

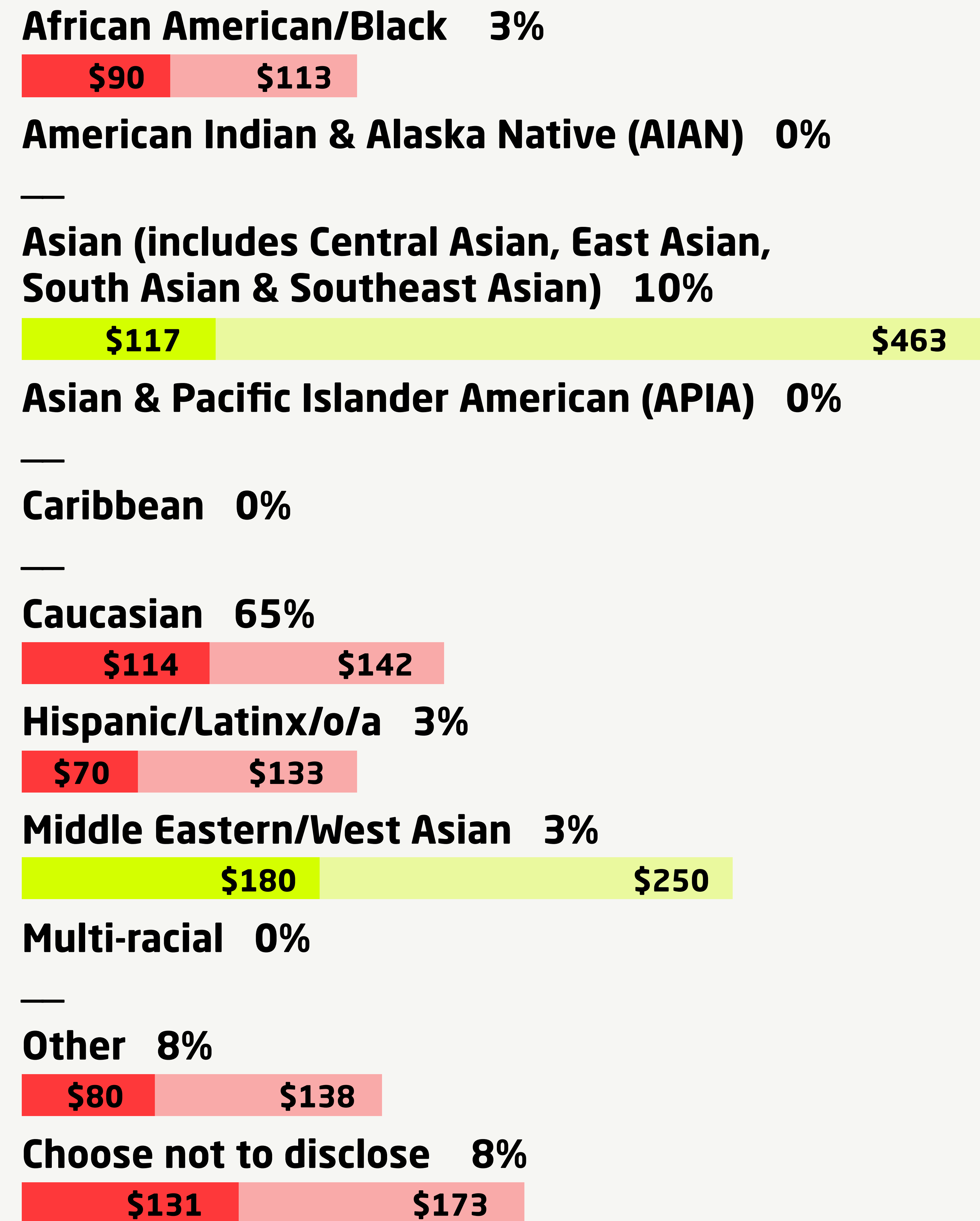
Average Annual Base Compensation by Ethnicity

Full-time, Permanent (USD)



Average Low & High Hourly Rate by Ethnicity

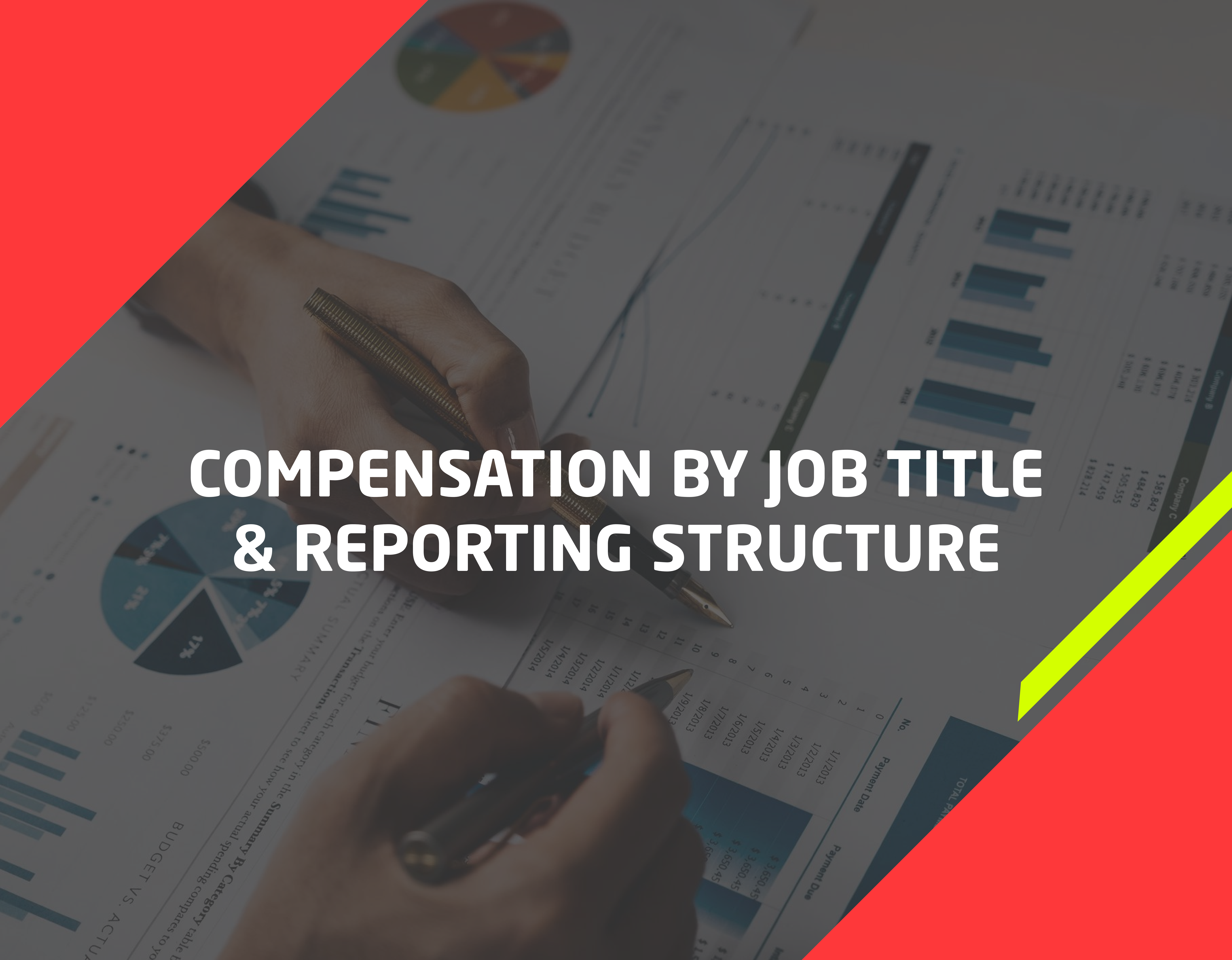
Self-Employed, Contract Consultants (USD)



INSIGHTS

The data findings for both permanently employed and contract consultant equally indicated that the majority of respondents (**70% & 65%, respectively**) noted **Caucasian**. As a profession, we need to strive for increased diversity. **A diverse workforce improves creativity, innovation, and strategic thinking because individuals coming from different backgrounds draw upon their unique experiences, which inspires new approaches to Resilience Management.**

COMPENSATION BY JOB TITLE & REPORTING STRUCTURE



Compensation by Job Title & Reporting Structure

Average Annual Base Compensation by Job Title

Full-time, Permanent (USD)

| | | |
|---|-----|-----------|
| Entry-level/Analyst | 2% | \$76,714 |
| Planner/Coordinator/Administrator | 8% | \$89,331 |
| Subject Matter Expert/Technologist/Engineer (Non-manager) | 12% | \$104,292 |
| Solution Architect | 1% | \$137,421 |
| Manager/Assistant Vice President/Program Manager | 23% | \$116,089 |
| Regional Lead/Manager | 8% | \$133,296 |
| Global Program Manager | 10% | \$147,633 |
| Vice President/Director | 18% | \$150,820 |
| Global Program Head | 12% | \$191,580 |
| Chief Officer | 1% | \$286,000 |
| President | <1% | |
| Sales/Marketing/Product Management: Non-Management | <1% | |
| Other | <1% | |

Consulting (Permanently Employed)

5% of all Respondents

| | | |
|-------------------------------------|-----|-----------|
| Consultant | 12% | \$112,534 |
| Sr. Consultant | 23% | \$96,457 |
| Managing Consultant/Program Manager | 15% | \$142,781 |
| Sr. Manager/Director | 35% | \$144,115 |
| Practice Leader/Principal | 12% | \$145,847 |
| Global Practice Leader/Principal | 4% | \$268,216 |

INSIGHTS

Study respondents were provided generic job titles and corresponding job descriptions, which can be found on page 67. **The purpose of these generic job descriptions is to provide a level of conformity when assessing the data** as a Business Continuity Program Manager (as an example) may have different levels of responsibilities between different organizations.

The data indicated that a **majority of the respondents (23%) noted Manager/Assistant Vice President/Program Manager**, which was defined within the study as "program management for an entire division, corporation, or government sector (local country only). No staff management." We did notice **that this job level indicated quite a distribution in base compensations globally (\$12,199 to \$209,000 USD).**

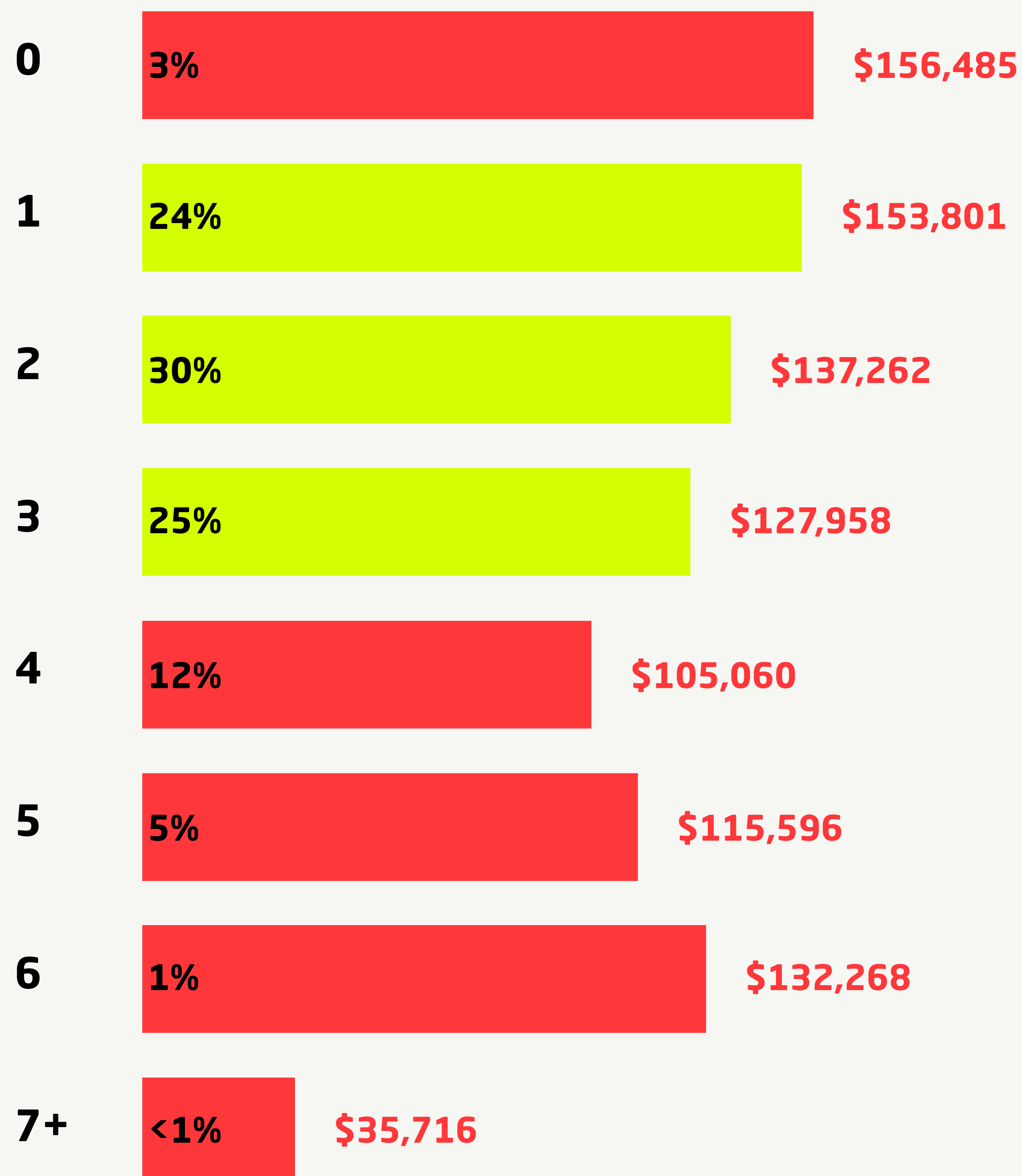
2% of respondents globally indicated **Entry-level/Analyst with a compensation distribution between \$46,022 to \$93,000 USD** while **1%** noted **Chief Officer with a compensation distribution between \$190,000 to \$570,000 USD**. Typically, a Chief Officer is a Chief Risk Officer, Chief Security Officer, or another similar role and these professionals tend to manage the Business Continuity/Resiliency program among other responsibilities.

5% of the full-time, permanently employed professionals indicated consulting roles with professional services (I.E. D&T, KPMG, Kyndryl, etc.) and the average annual base compensation for all permanently employed consultants was **\$134,241 USD**.

Compensation by Job Title & Reporting Structure

Average Annual Base Compensation by Level of Separation from Executive Management

Full-time, Permanent (USD)



INSIGHTS

It's crucial to position the Business Continuity/Resilience Management program for maximum visibility at the executive management level.

When assessing the data findings for level of separation from the executive management team by job title we discovered:

- **32%** of Vice President level or higher were positioned at the CXO level or one layer below.
- **49%** of Global Program Heads were positioned at the CXO level or one layer below.
- **80%** of CXO professionals were positioned at the CXO level or one layer below.

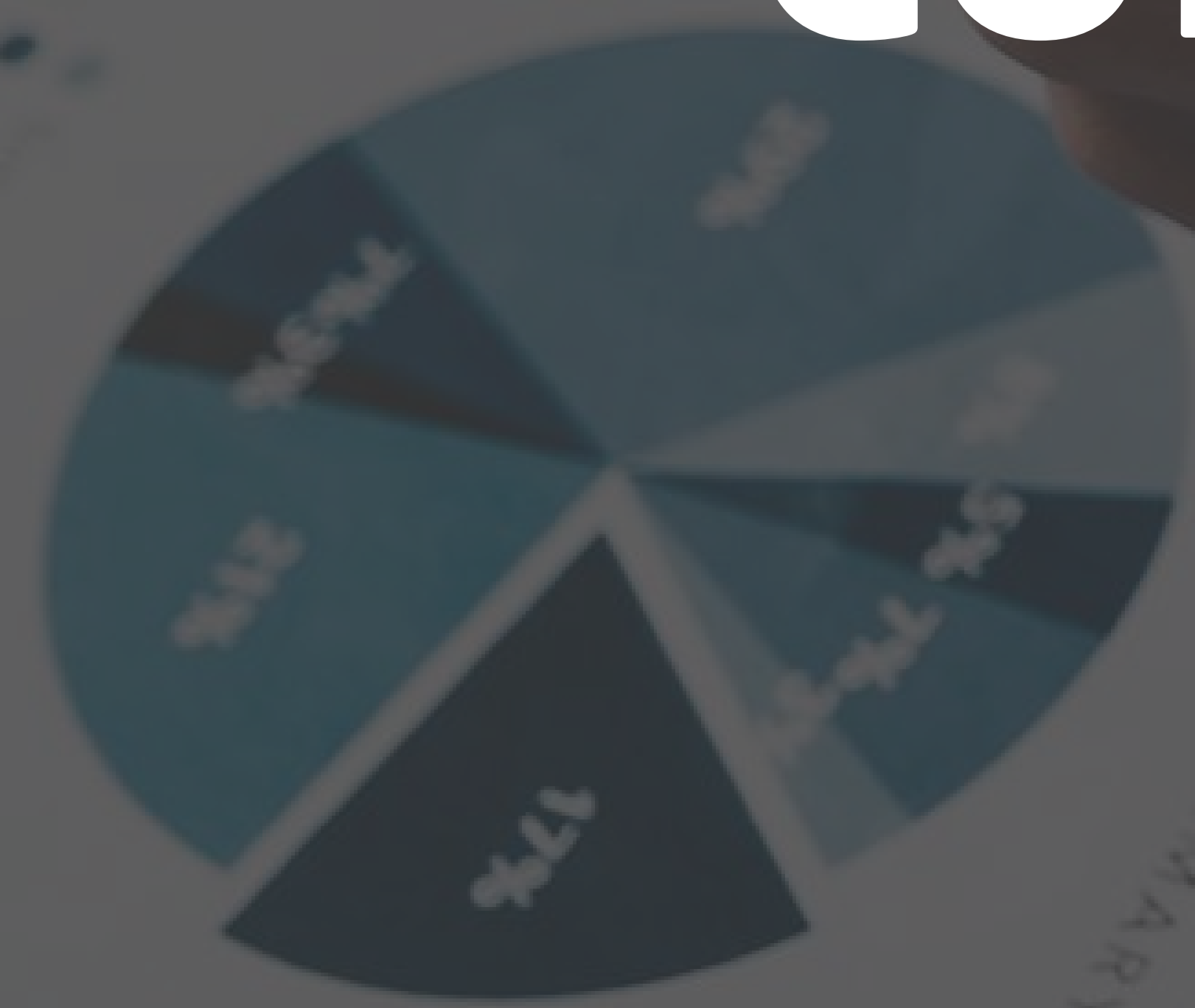
A majority (**57%**) of respondents noted 0 to 2 levels of separation from the executive management team.

Of those positioned 0 to 2 levels from the executive management team:

 **59%**

 **50%**

COMPENSATION BY YEARS EXPERIENCE



| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
| 0 | 1/1/2013 | |
| 1 | 1/2/2013 | |
| 2 | 1/3/2013 | |
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| 6 | 1/7/2013 | |
| 7 | 1/8/2013 | |
| 8 | 1/9/2013 | |
| 9 | 1/10/2013 | |
| 10 | 1/11/2013 | |
| 11 | 1/12/2013 | |
| 12 | 1/1/2014 | |
| 13 | 1/2/2014 | |
| 14 | 1/3/2014 | |
| 15 | 1/4/2014 | |
| 16 | 1/5/2014 | |
| 17 | | |

BUDGET VS. ACTUAL

\$500.00

\$375.00

\$250.00

\$125.00

\$0.00

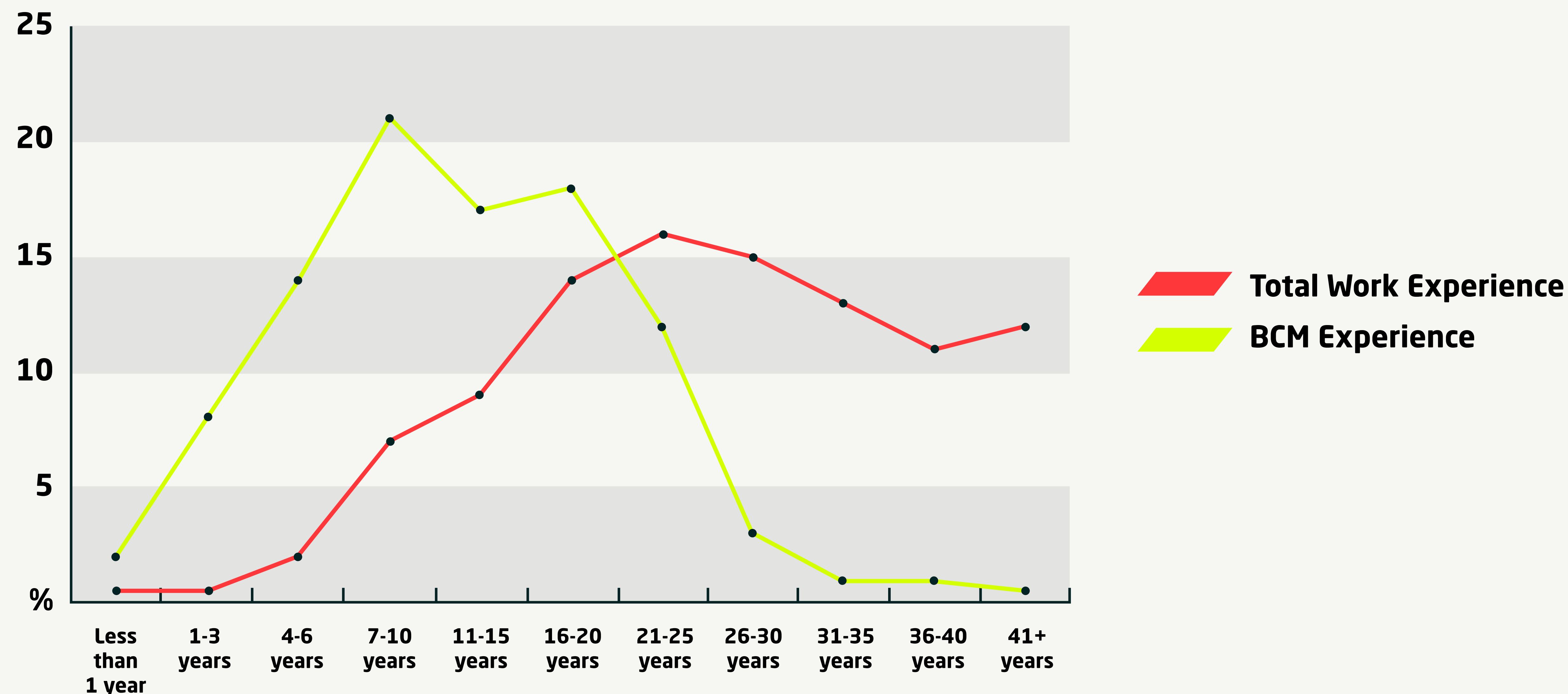
Compensation by Years Experience

Average Annual Base Compensation by Years Total Working Experience

Full-time, Permanent (USD)

| | | |
|-------------------|-----|-----------|
| Less than 3 years | <1% | \$71,683 |
| 4 - 6 years | 2% | \$85,848 |
| 7 - 10 years | 7% | \$98,764 |
| 11 - 15 years | 9% | \$103,906 |
| 16 - 20 years | 14% | \$134,192 |
| 21 - 25 years | 16% | \$134,449 |
| 26 - 30 years | 15% | \$144,421 |
| 31 - 35 years | 13% | \$149,067 |
| 36 - 40 years | 11% | \$154,911 |
| 41 - 45 years | 7% | \$138,234 |
| 46 - 50 years | 3% | \$131,142 |
| 51+ years | 1% | \$138,828 |

A Majority of Professionals were in a Previous Career Prior to Business Continuity Planning



INSIGHTS

Years of total work experience refers to the amount of time the respondent has been working overall, not just within Business Continuity or related disciplines. When comparing the years of total work experience to years expertise in Business Continuity, we discovered that **58% of the respondents have 16 - 35 years total working expertise while 56% have been working within Business Continuity planning for 7 - 20 years.**

Additionally, **67% of the professionals have over 20 years of total work experience, but only 18% indicate that same amount of work experience in Business Continuity planning.** This indicates that an overwhelming majority of Business Continuity/Resiliency professionals are focused on another discipline before settling on their current role/career.

It is common for the average compensation to decline for more experienced professionals as individuals will tend to trade compensation for a work/life balance.

Compensation by Years Experience

Average Annual Base Compensation by Previous Career

Full-time, Permanent (USD)

Top 10 Paying Previous Career Paths into Business Continuity Planning

On Average

| | | |
|-----------------------------|----|-----------|
| Finance | 3% | \$151,705 |
| IT-Data Center Recovery | 3% | \$142,629 |
| Consultant | 9% | \$139,079 |
| IT-Operations | 6% | \$138,655 |
| Student | 3% | \$137,568 |
| Military Services | 5% | \$135,781 |
| IT-Systems | 6% | \$135,462 |
| Management | 3% | \$135,130 |
| Program Management | 5% | \$130,784 |
| Risk Management-Operational | 3% | \$127,493 |

DATA HIGHLIGHTS

15% of the top paying previous careers leading to Business Continuity planning have an IT focus.

TOP CAREER PATHS

- Consultant: 9%
- IT - Systems: 6%
- IT - Operations: 6%
- Military Services: 5%
- Program Management: 5%
- Operations: 5%
- Government: 4%
- Administrative: 4%

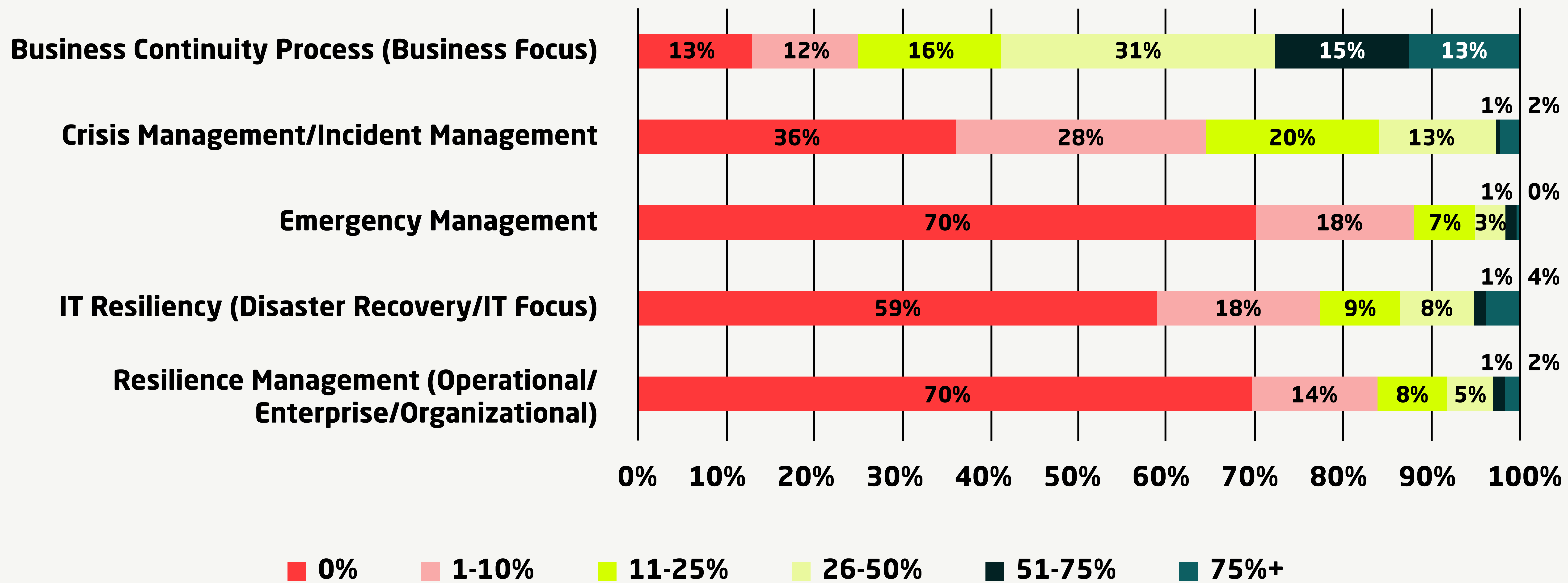
LESS LIKELY CAREER PATHS

- Manufacturing: <1%
- Environmental Assessment/Remediation: <1%
- Marketing: <1%
- IT - Cloud Services: <1%
- IT - Database Administration: <1%
- Third Party/Critical Supplier/Vendor Management: <1%
- Supply Chain Management: <1%
- Records Management: <1%

Compensation by Years Experience

Discipline Expertise as a Percent of Overall Responsibilities

Leading Disciplines & the Percent of Overall Responsibilities



Professionals noted their overall discipline expertise as a percentage of their overall responsibilities. From 32 different disciplines included in the study, the following above consumed the majority of daily responsibilities on average.

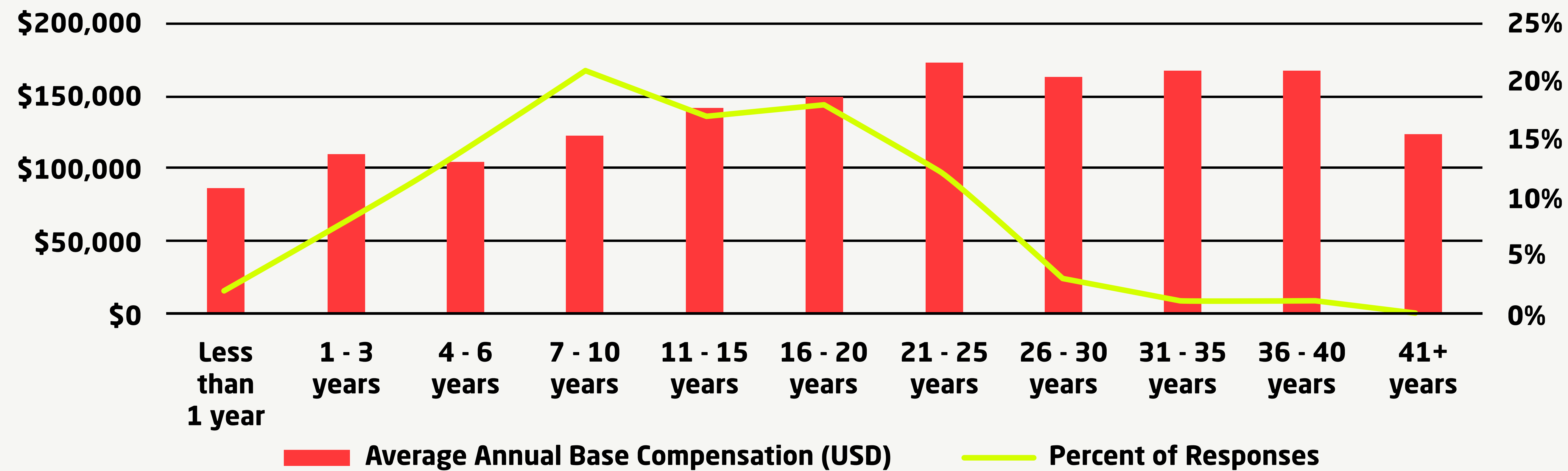
PRO TIP

Our customized **BCM Compensation Dashboards** highlight earning potential for all the above disciplines along with others not highlighted above (audit, change management, compliance, cyber resilience, governance/risk/compliance, media crisis management, enterprise risk management, technology risk, information security, supplier resiliency, and third-party risk management). **Participate in our annual [BCM Compensation Study](#) by November 30, 2023 to receive your very own customized BCM Compensation Peer Dashboard.**

Compensation by Years Experience

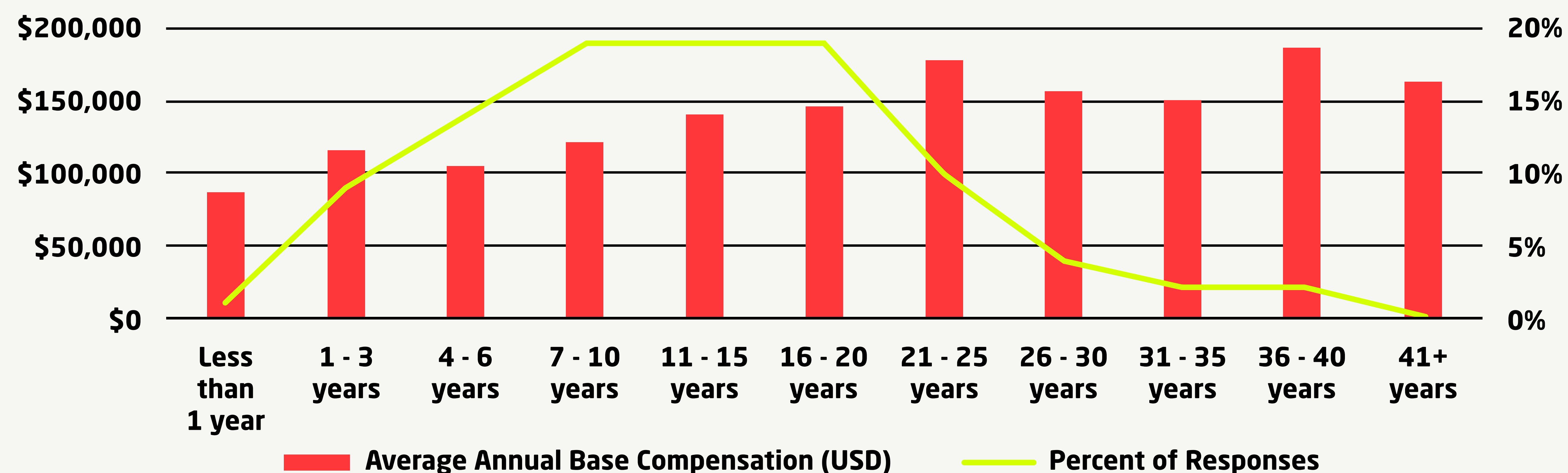
Average Annual Base Compensation by Years Business Continuity Planning Experience

Full-time, Permanent (USD)



Average Annual Base Compensation by Years Crisis/Incident Management Experience

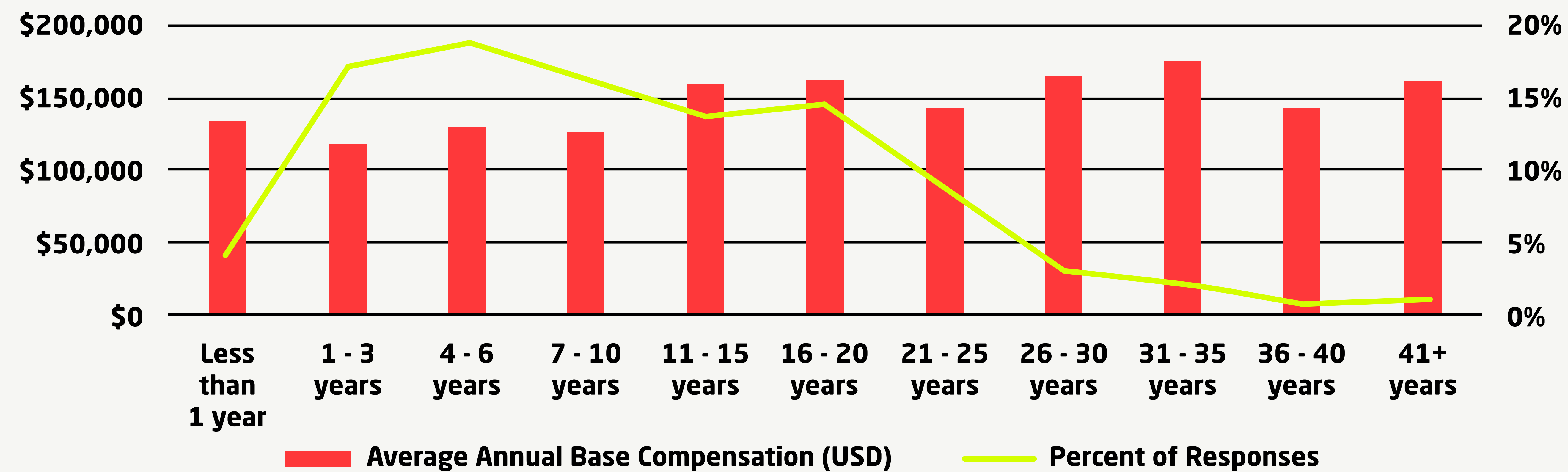
Full-time, Permanent (USD)



Compensation by Years Experience

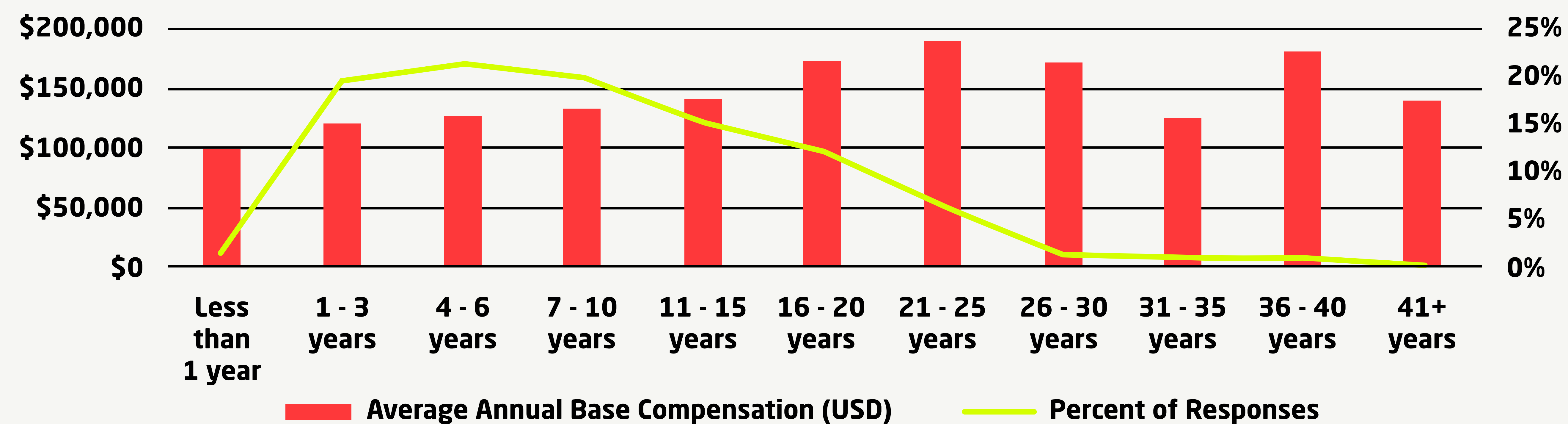
Average Annual Base Compensation by Years IT Resiliency Experience

Full-time, Permanent (USD)



Average Annual Base Compensation by Years Resilience Management (Operational, Enterprise, Organizational) Experience

Full-time, Permanent (USD)

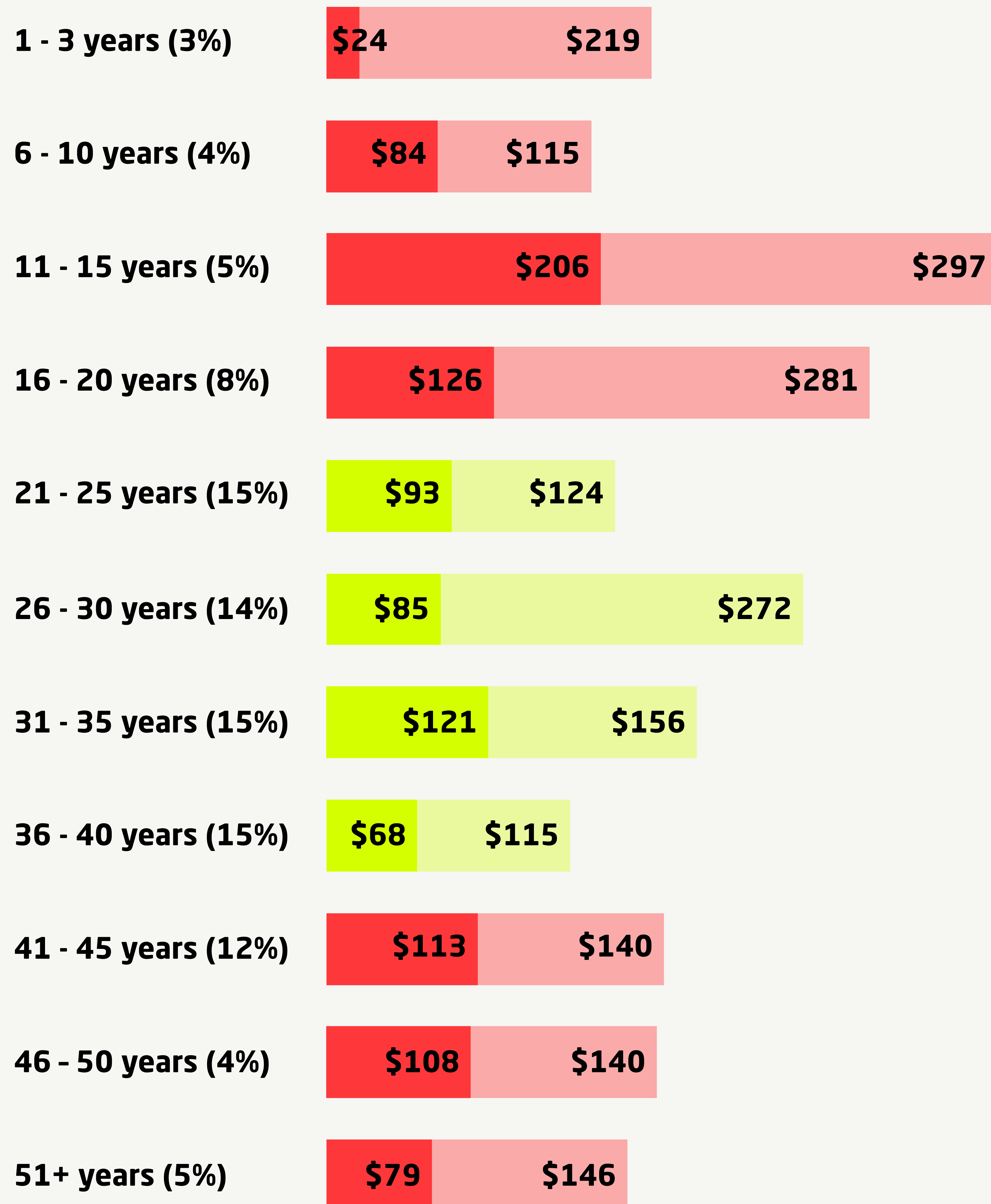


Note: For reporting purposes we chose to highlight average base compensation by years of experience in Business Continuity, Crisis Management, IT Resiliency, and Resilience Management as the data findings indicated that the study participants were more involved in these four disciplines than the other disciplines included in the study.

Compensation by Years Experience

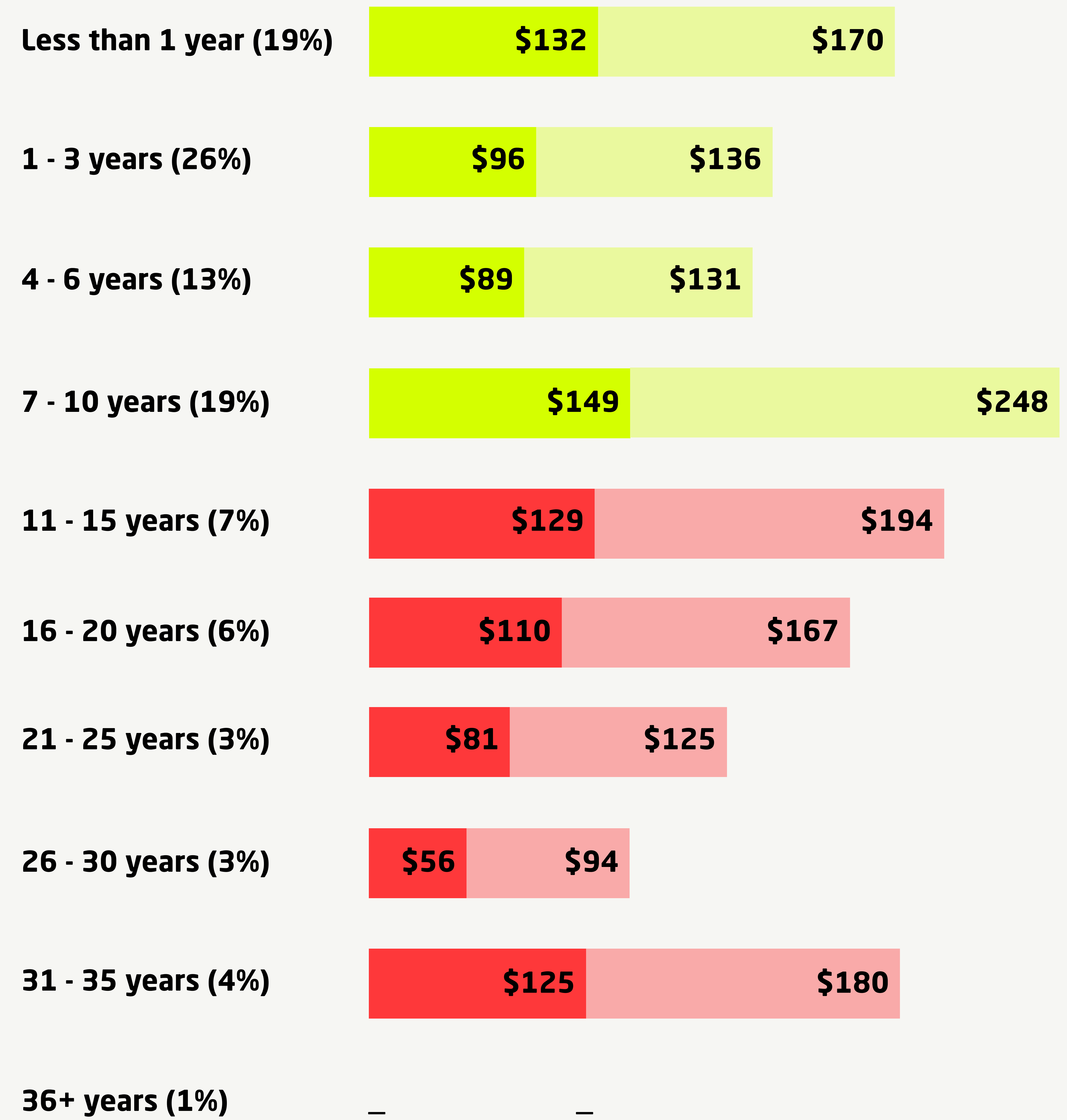
Average Low & High Hourly Rate by Years Total Working Experience

Self-Employed, Contract Consultants (USD)

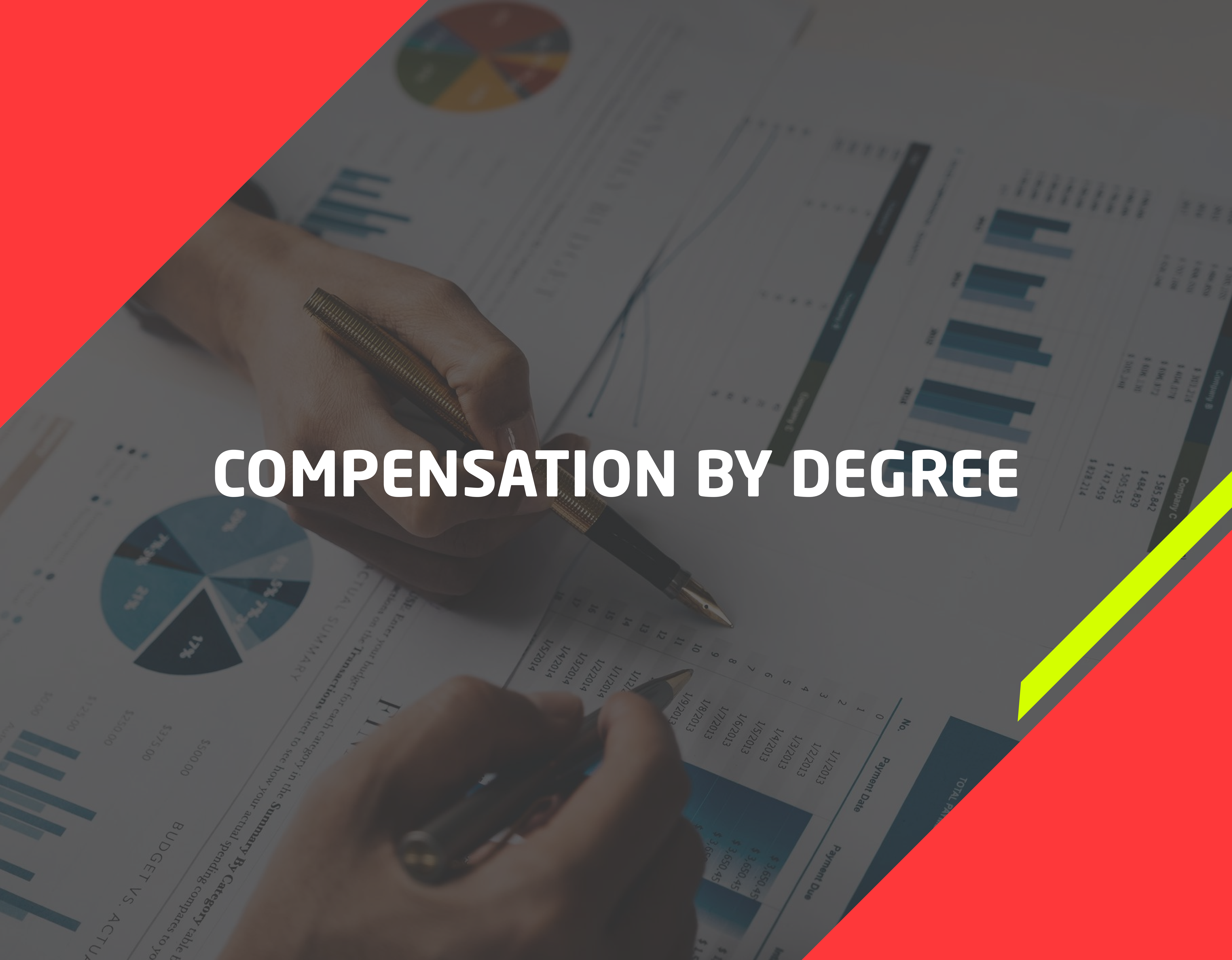


Average Low & High Hourly Rate by Years Working as an Independent Consultant

Self-Employed, Contract Consultants (USD)



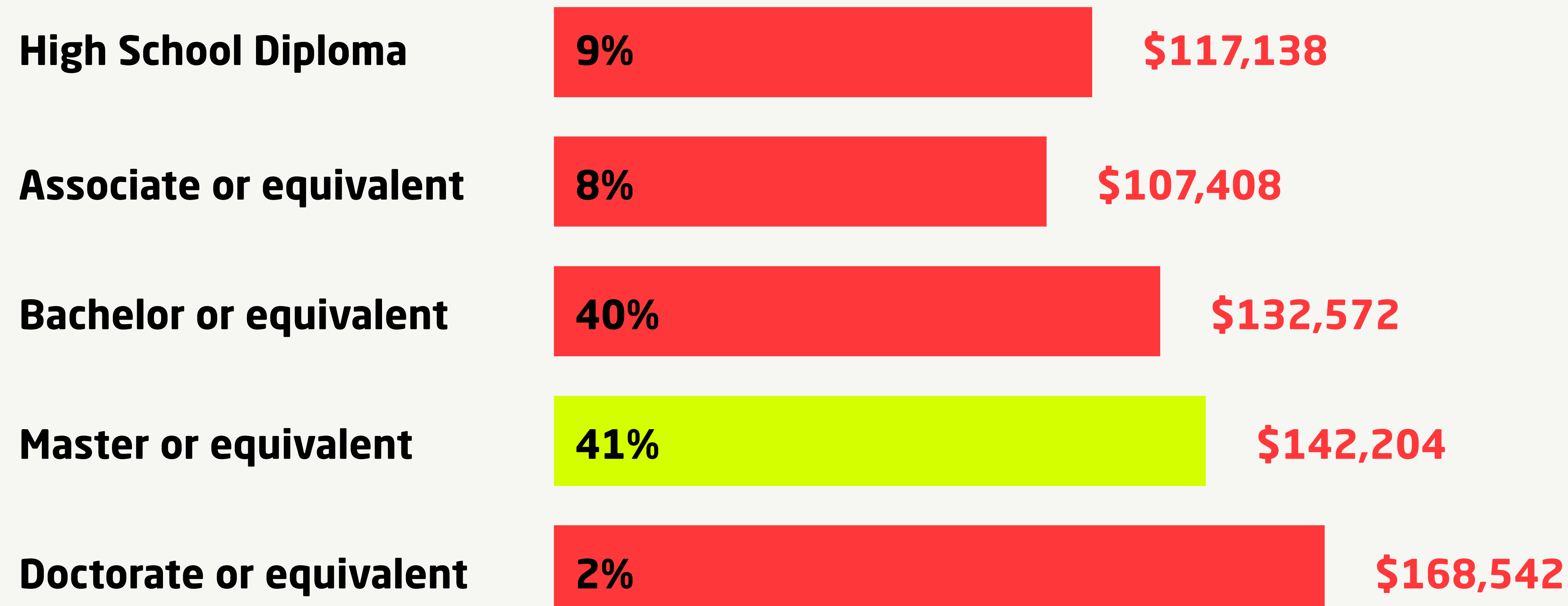
COMPENSATION BY DEGREE



Compensation by Degree

Average Annual Base Compensation by Degree

Full-time, Permanent (USD)



INSIGHTS

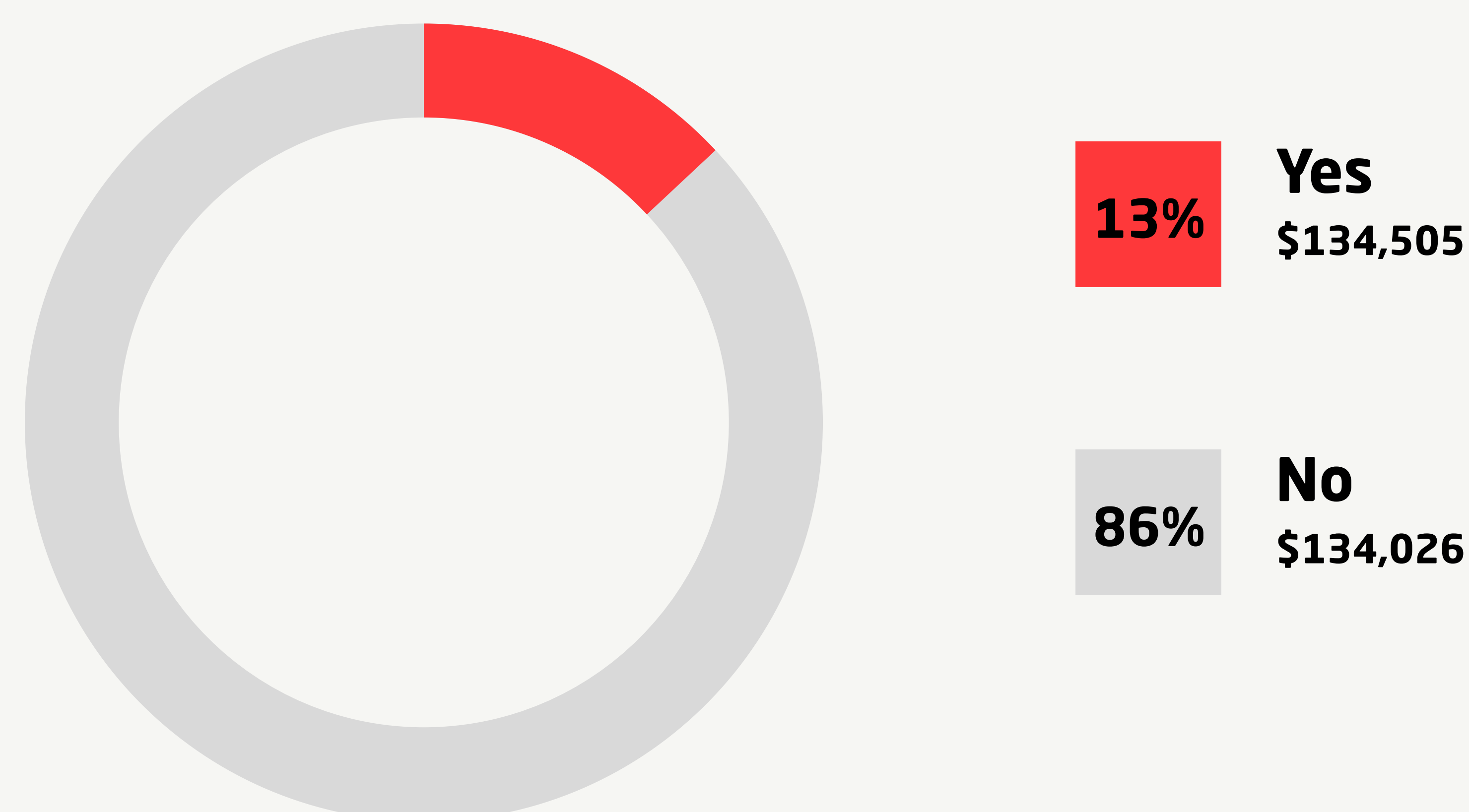
The data indicated that **83% of the respondents have obtained an advanced degree**, which is a slight increase from the **79%** that was reported in 2022. Additionally, this is the first year of reporting on compensations that **slightly more professionals noted a Master degree** over a Bachelor Degree.

71% of the professionals with a high school diploma have over 26 years total work experience and **28%** were in an IT focused career prior to Business Continuity planning.

Few respondents (**13%**) received an advanced degree related to Business Continuity/Resiliency planning. A full listing of available university programs is included on page 68.

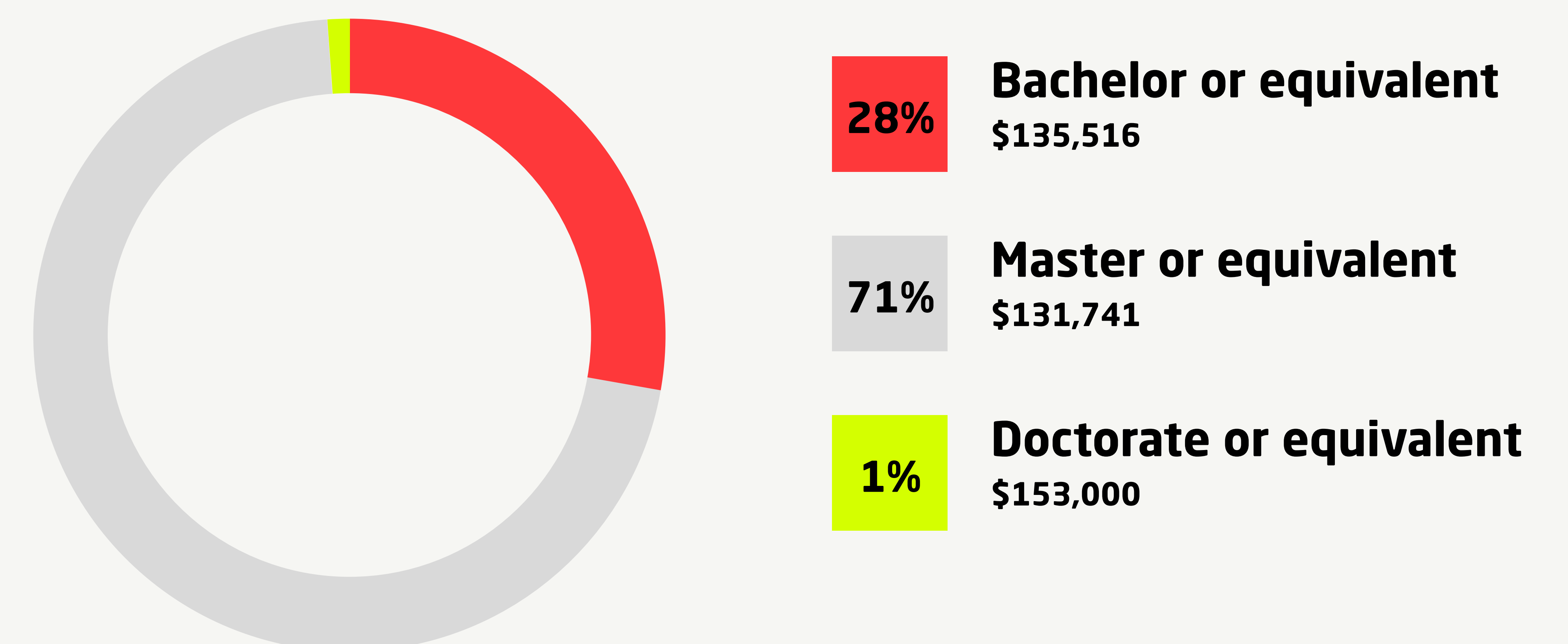
Average Annual Base Compensation by an Advanced Degree Related to Continuity/Resiliency Management

Full-time, Permanent (USD)



Average Annual Base Compensation by Level of Advanced Degree Related to Continuity/Resiliency Management

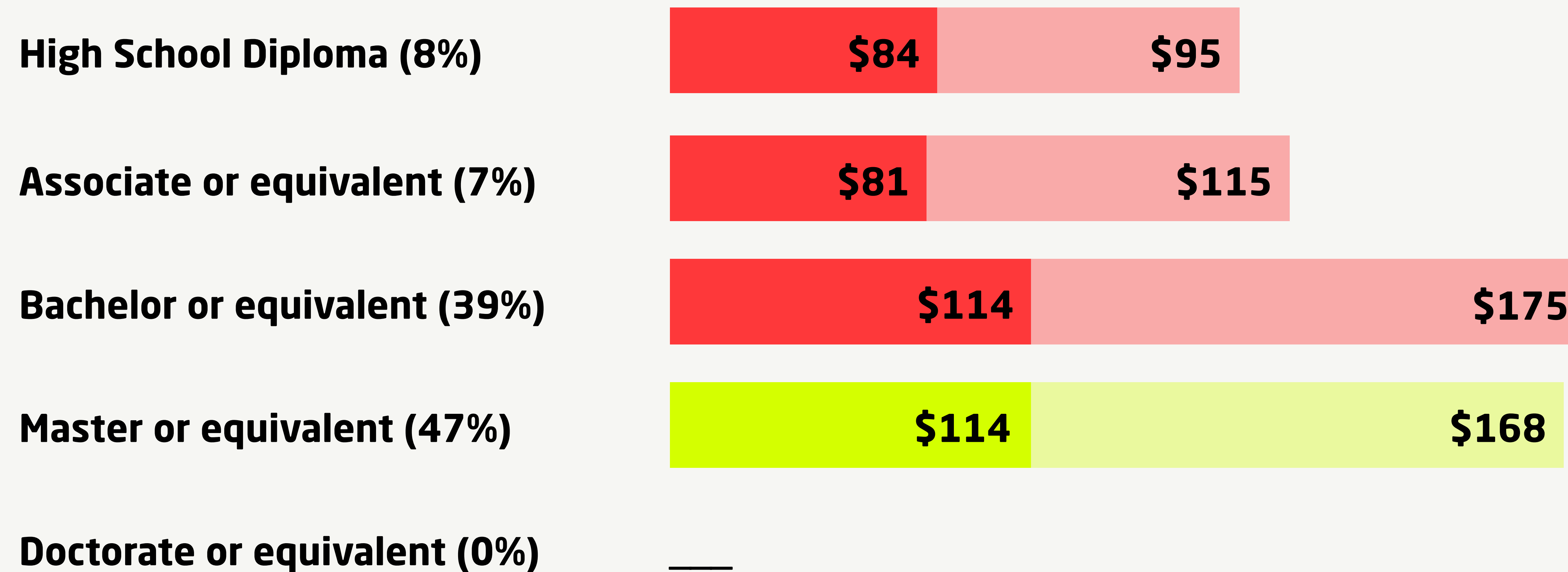
Full-time, Permanent (USD)



Compensation by Degree

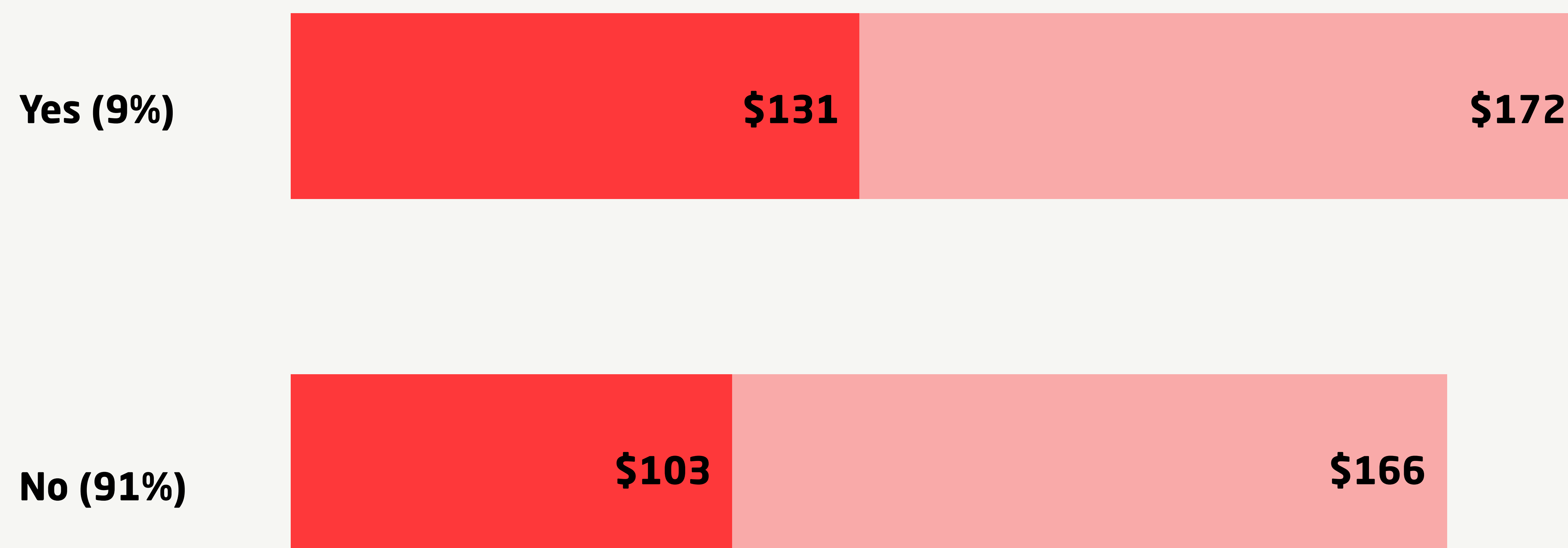
Average Low & High Hourly Rate by Degree

Self-Employed, Contract Consultants (USD)



Average Low & High Hourly Rate by an Advanced Degree Related to Continuity/Resiliency Management

Self-Employed, Contract Consultants (USD)



INSIGHTS

The data indicated that **86% of independent contractors have obtained an advanced degree**, which is similar to previous years.

Professionals who have an advanced degree will on average out earn their non-advanced degree counterparts by **22%**.

Slightly more independent consultants have obtained a Master's degree (47%) compared to their peers who are full-time, permanently employed (**41%**).

Few respondents (**9%**) received an advanced degree related to Business Continuity/Resiliency planning.

When reviewing the data findings, we discovered that **58% of the independent/fixed term contractors who possessed an advanced degree related to Continuity/Resiliency Management noted a Master or equivalent**. The average low hourly rate was \$77 USD while the average high was \$129 USD.

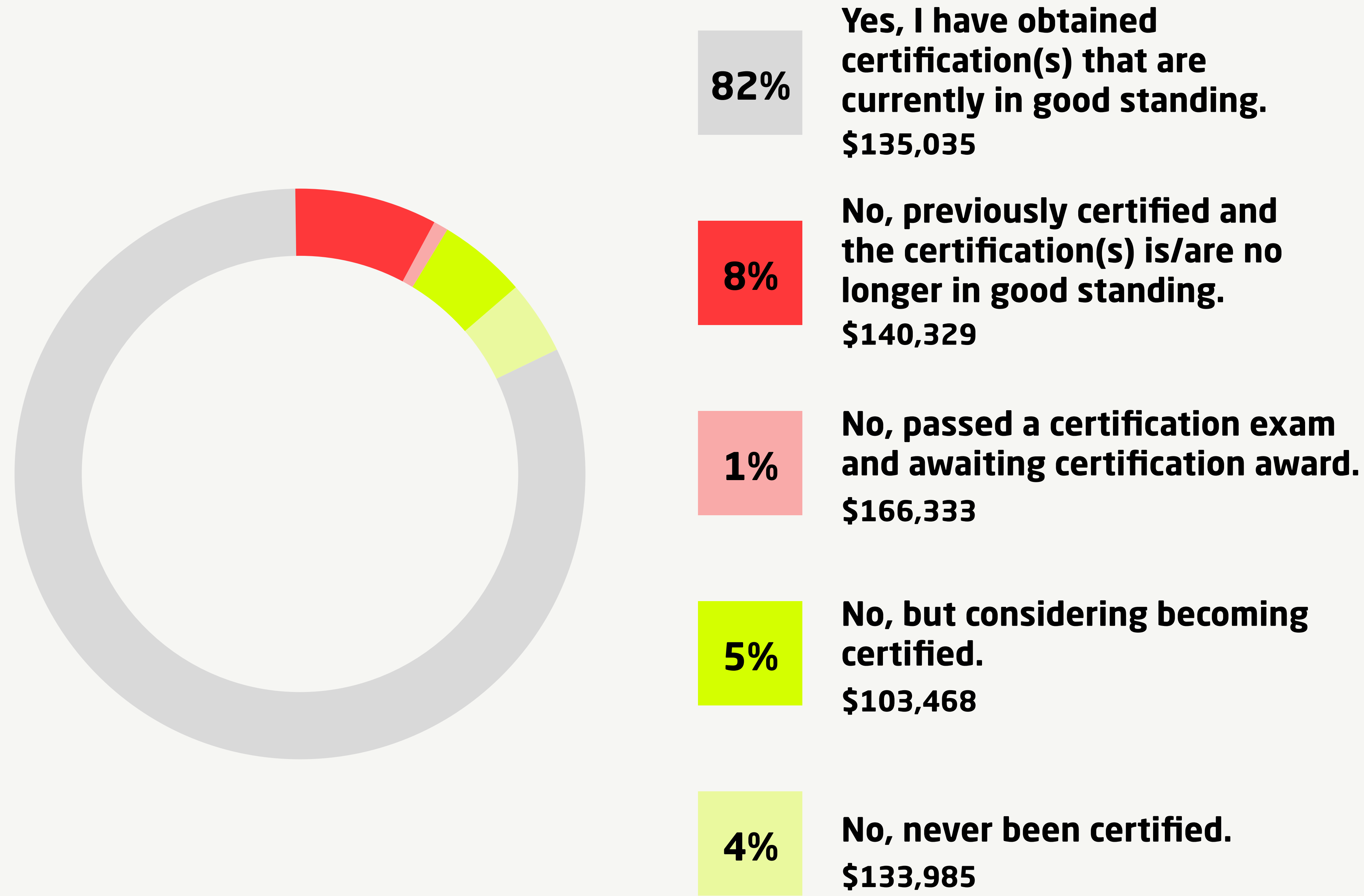
COMPENSATION BY CERTIFICATION & SECRET CLEARANCE



Compensation by Certification & Secret Clearance

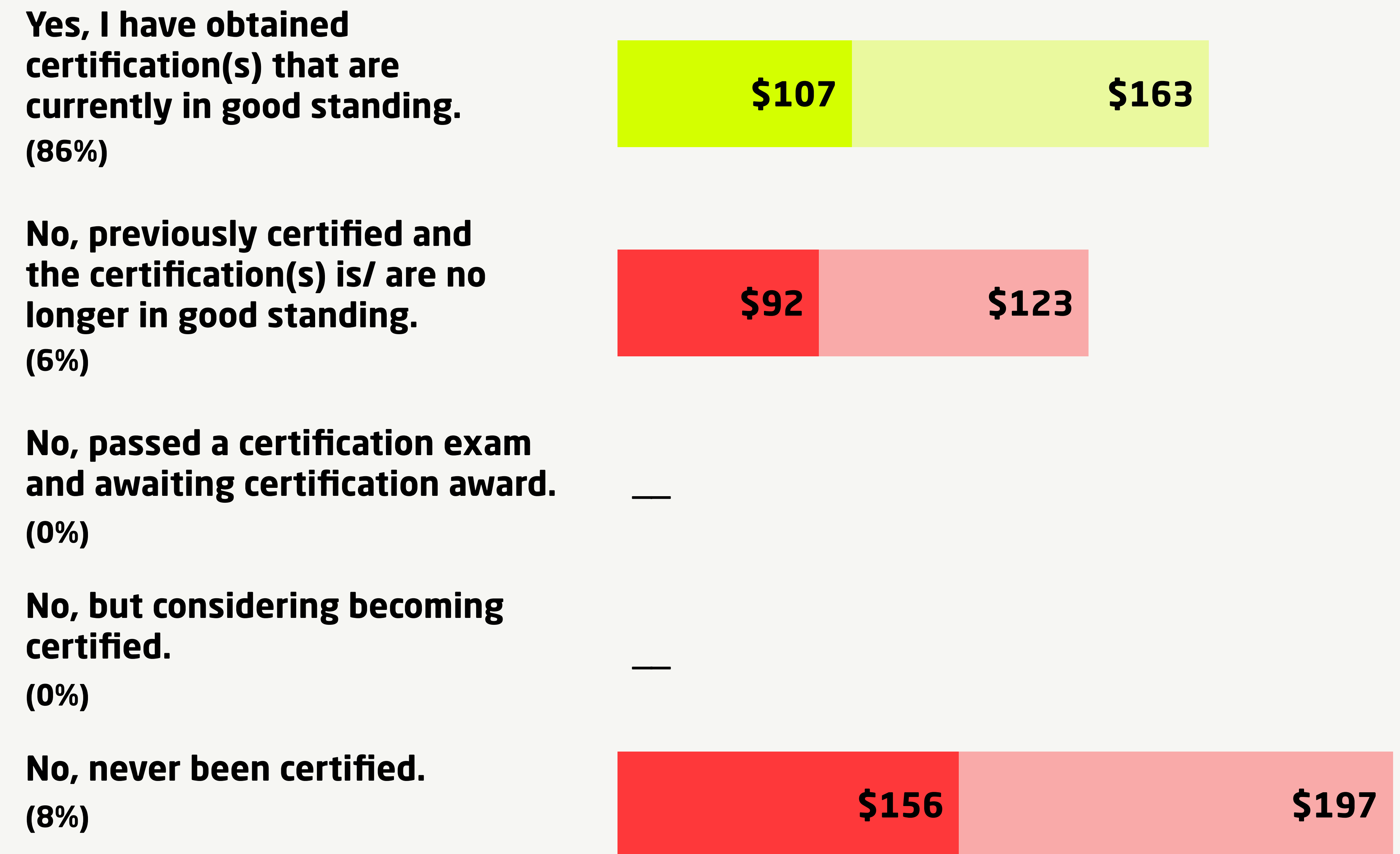
Average Annual Base Compensation by Certification Status

Full-time, Permanent (USD)



Average Low & High Hourly Rate by Certification Status

Self-Employed, Contract Consultants (USD)



INSIGHTS

Assessing how certification impacts earning potential continues to be an interesting trend as more Business Continuity professionals seek one or more certifications to advance their marketability among hiring managers.

Those professionals who are certified will on average out earn their non-certified counterparts by 4%.

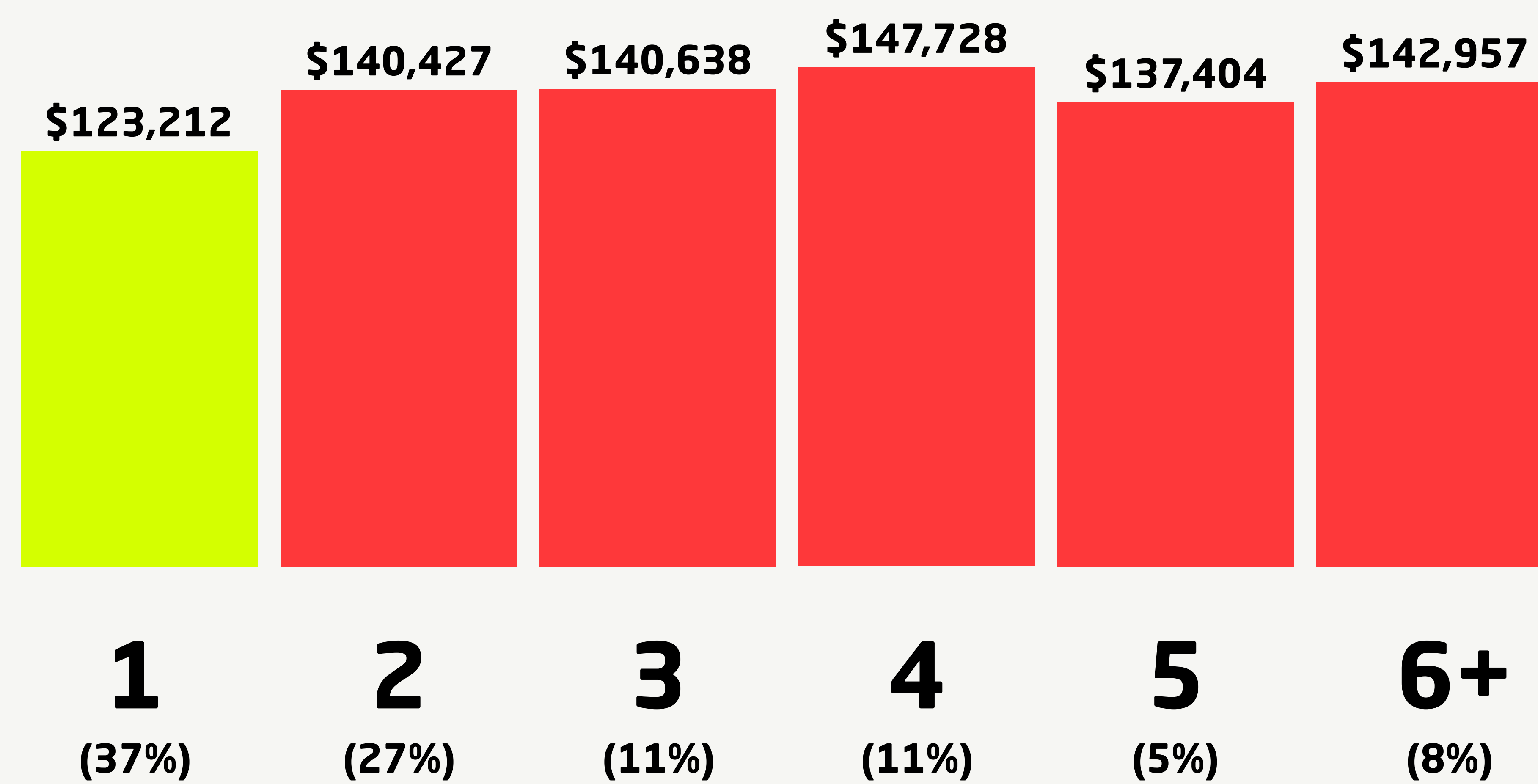
The majority of professionals are currently certified.

- **82%** Full-Time, Permanently Employed
- **86%** Self-Employed, Contract Consultants

Compensation by Certification & Secret Clearance

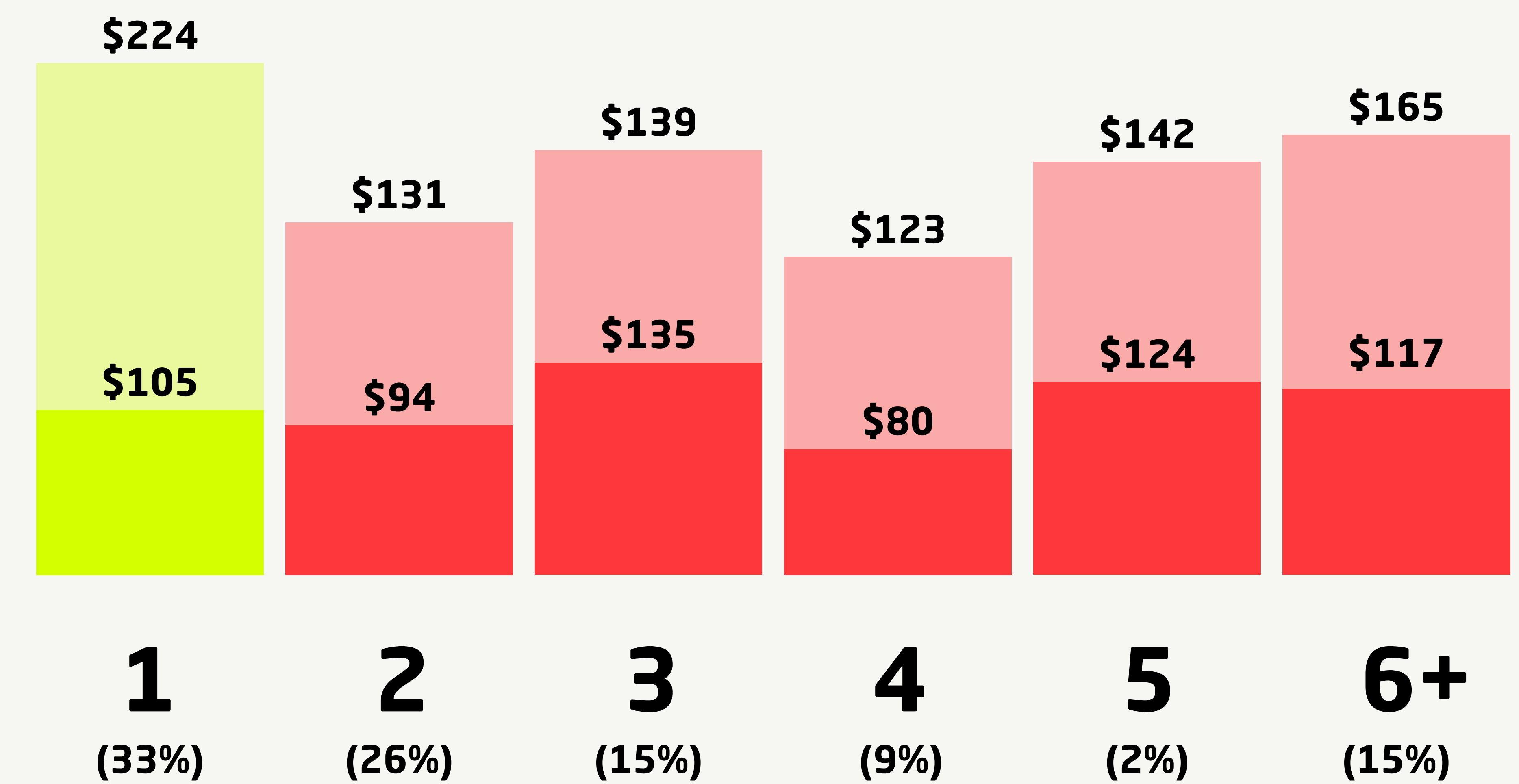
Average Annual Base Compensation by Number of Certifications (If Certified)

Full-time, Permanent (USD)



Average Low & High Hourly Rate by Number of Certifications (If Certified)

Self-Employed, Contract Consultants (USD)



INSIGHTS

The majority of professionals have obtained **multiple certifications** (**63%** permanently employed and **67%** independent contractors).

Those professionals with **multiple certifications on average will out earn their peers with one certification by 15%**.

PRO TIP

Be Selective. Although multiple certifications can increase your marketability to potential employers it may also be detrimental to your career. Employers are savvy in recognizing that having too many acronyms after your last name takes time to maintain. **We suggest being selective and choosing the top 2-4 certifications that will meet your current and future career goals.** The data also showed that many of the professionals with 6+ certifications have obtained several independent, self-study certifications such as CERT, NIMS, ICS, HSEEP and PDS. **A full certification listing is included on page 69.**

Compensation by Certification & Secret Clearance

Average Annual Base Compensation by Top Certifications

Full-time, Permanent (USD) - Will exceed 100% due to multiple selections.

| | | |
|--|-----|-----------|
| BSI: ISO 22301 BCMS CLIP | 8% | \$105,673 |
| The BCI: CBCI | 9% | \$118,212 |
| The BCI: AMBCI | 6% | \$94,090 |
| The BCI: MBCI | 21% | \$148,303 |
| DRII: ABCP | 6% | \$101,302 |
| DRII: CBCP | 45% | \$148,004 |
| DRII: MBCP | 12% | \$163,686 |
| Independent Study: Level 1, Professional Continuity Practitioner | 7% | \$132,982 |
| Independent Study: CERT | 8% | \$145,040 |
| Independent Study: NIMS | 13% | \$140,979 |
| Independent Study: ICS | 15% | \$133,045 |
| Independent Study: HSEEP | 10% | \$144,784 |
| Independent Study: PDS | 8% | \$140,032 |
| ITIL (Foundation) | 9% | \$146,702 |
| PMI: PMP | 6% | \$143,937 |

KEY

British Standards Institute (BSI)

- ISO 22301 BCMS CLIP - ISO 22301 Business Continuity Management System Certified Lead Implementer Professional

The Business Continuity Institute (BCI)

- CBCI - Certificate of The BCI
- AMBCI - Associate Member of The BCI
- MBCI - Member of The BCI

DRII International (DRII)

- ABCP - Associate Business Continuity Professional
- CBCP - Certified Business Continuity Professional
- MBCP - Master Business Continuity Professional

Independent Study Certifications are primarily offered via Emergency Management Institute (EMI), FEMA, or DHS (US Based)

- Level 1, Professional Continuity Practitioner
- CERT - Community Emergency Response Team
- NIMS - National Incident Management System
- ICS - Incident Command System
- HSEEP - Homeland Security Exercise & Evaluation Program
- PDS - Professional Development Series-Certificate of Completion

IT Infrastructure Library (ITIL)

Project Management Institute (PMI)

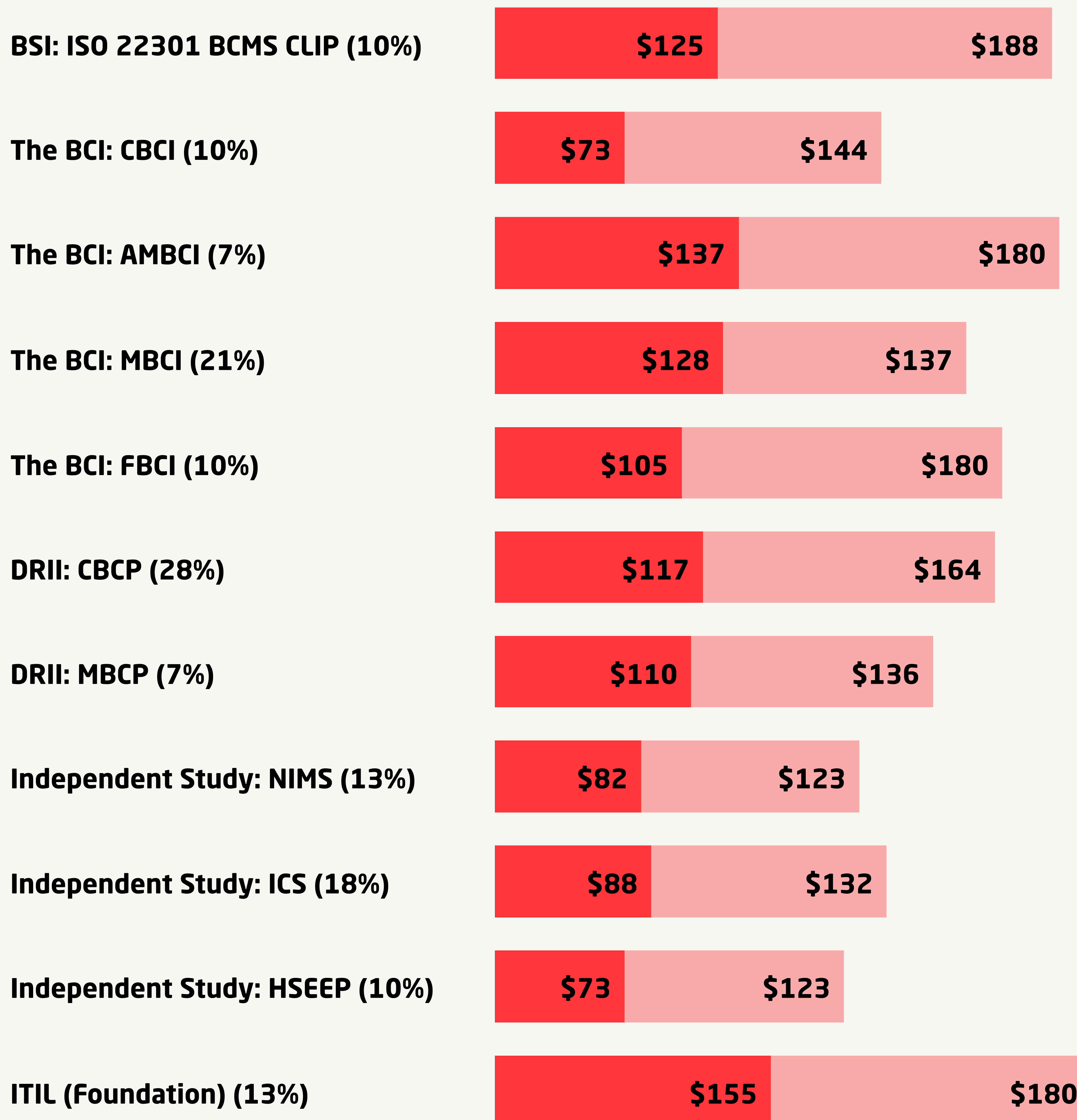
- PMP - Project Management Professional

A full listing of relevant certifications is highlighted on page 69.

Compensation by Certification & Secret Clearance

Average Low & High Hourly Rate by Top Certifications

Self-Employed, Contract Consultants (USD) - Will exceed 100% due to multiple selections.



KEY

British Standards Institute (BSI)

- ISO 22301 BCMS CLIP - ISO 22301 Business Continuity Management System Certified Lead Implementer Professional

The Business Continuity Institute (BCI)

- CBCI - Certificate of The BCI
- AMBCI - Associate Member of The BCI
- MBCI - Member of The BCI
- FBCI - Fellow of The BCI

DRI International (DRII)

- CBCP - Certified Business Continuity Professional
- MBCP - Master Business Continuity Professional

Independent Study Certifications are primarily offered via Emergency Management Institute (EMI), FEMA, or DHS (US Based)

- NIMS - National Incident Management System
- ICS - Incident Command System
- HSEEP - Homeland Security Exercise & Evaluation Program

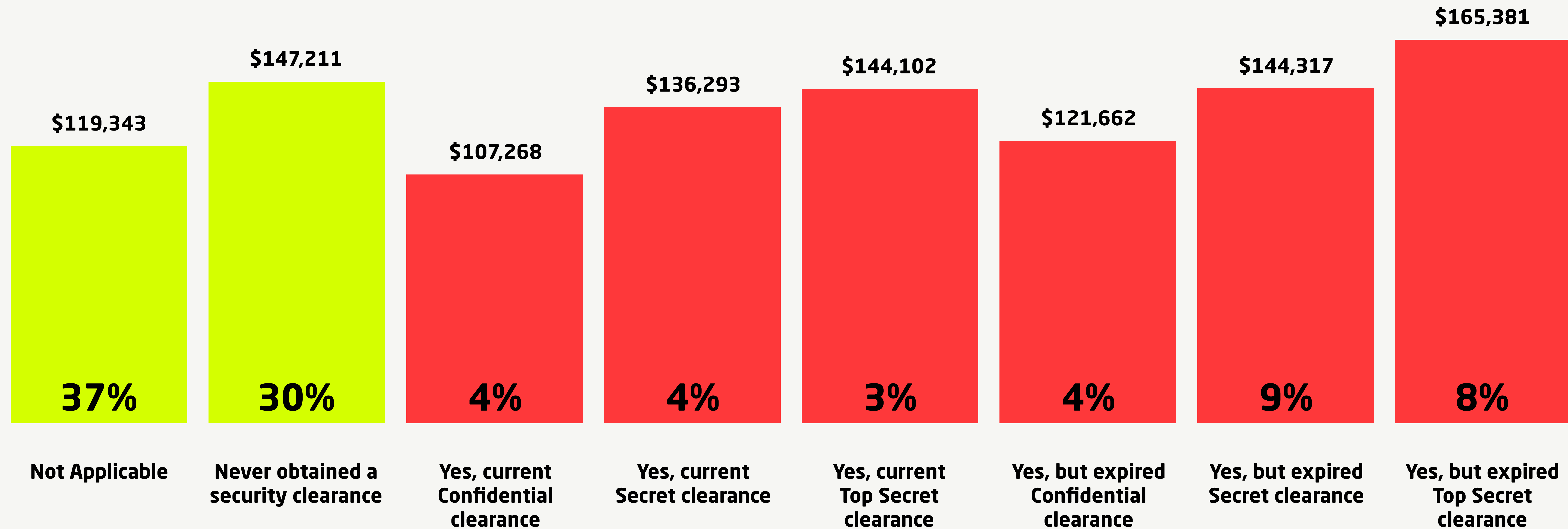
IT Infrastructure Library (ITIL)

A full listing of relevant certifications is highlighted on page 69.

Compensation by Certification & Secret Clearance

Average Annual Base Compensation by Secret Clearance Status

Full-time, Permanent (USD)



INSIGHTS

The majority of professionals have **never obtained a secret clearance, or it doesn't apply to them (67%)**.

For the professionals with an expired clearance, the majority (**52%**) noted over 30 years total work experience and 7 - 15 years Business Continuity planning expertise (**41%**).

For those who **currently have a clearance, the majority (58%)** noted a total work experience of 16 - 30 years and 7 - 20 years Business Continuity planning expertise (**66%**). Additionally, **16%** are working in the government industry sector.

Men (70%) were more likely to obtain a secret clearance (either current or expired) compared to **27% of women**.

The background features a hand holding a pen over a document with various charts and tables. A red diagonal shape is on the top left, and a yellow diagonal shape is on the bottom right. The text is centered in white.

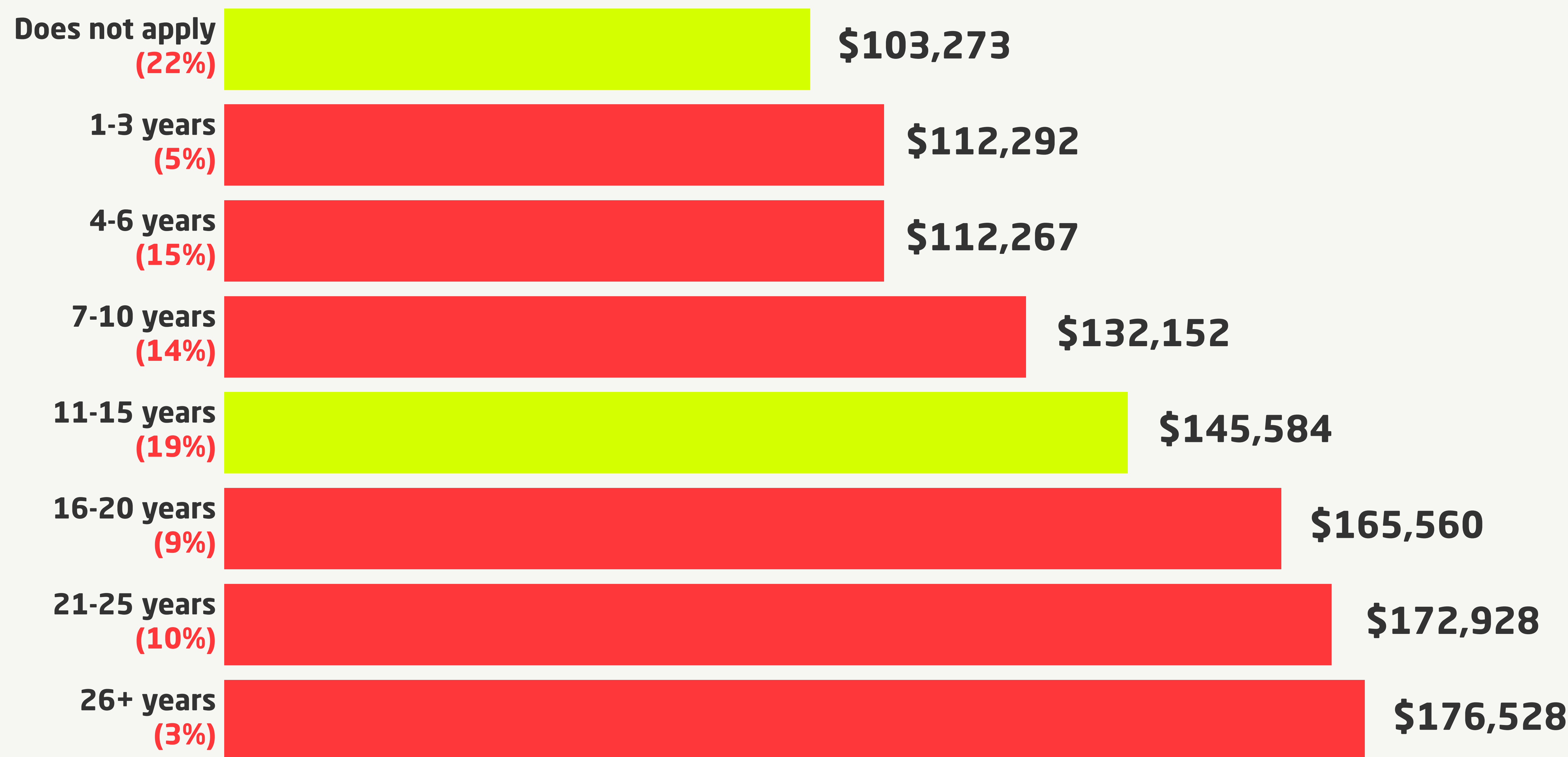
COMPENSATION BY MANAGEMENT & LEADERSHIP EXPERIENCE



Compensation by Management & Leadership Experience

Average Annual Base Compensation by BC Global Planning Experience (Administrative or Management)

Full-time, Permanent (USD)



PRO TIP

Adopting New Skills to Evolve as a Continuity & Resilience Professionals

Data shows that if you want to get hired, stay hired, and grow your career one must continually **add to their skills, grow professionally, and build a powerful personal brand.** This section highlights data findings on management, real-world, and leadership skills. We'll also provide helpful pro tips to help you in this endeavor.

INSIGHTS

Managing Business Continuity/Resilience Management initiatives and response to events globally can be a challenge and organizations are willing to compensate for this expertise. It is important to note that this question **doesn't imply that you are working in another country for a period of time,** but that one is either working on global Business Continuity/Resiliency planning in an administrative or management role.

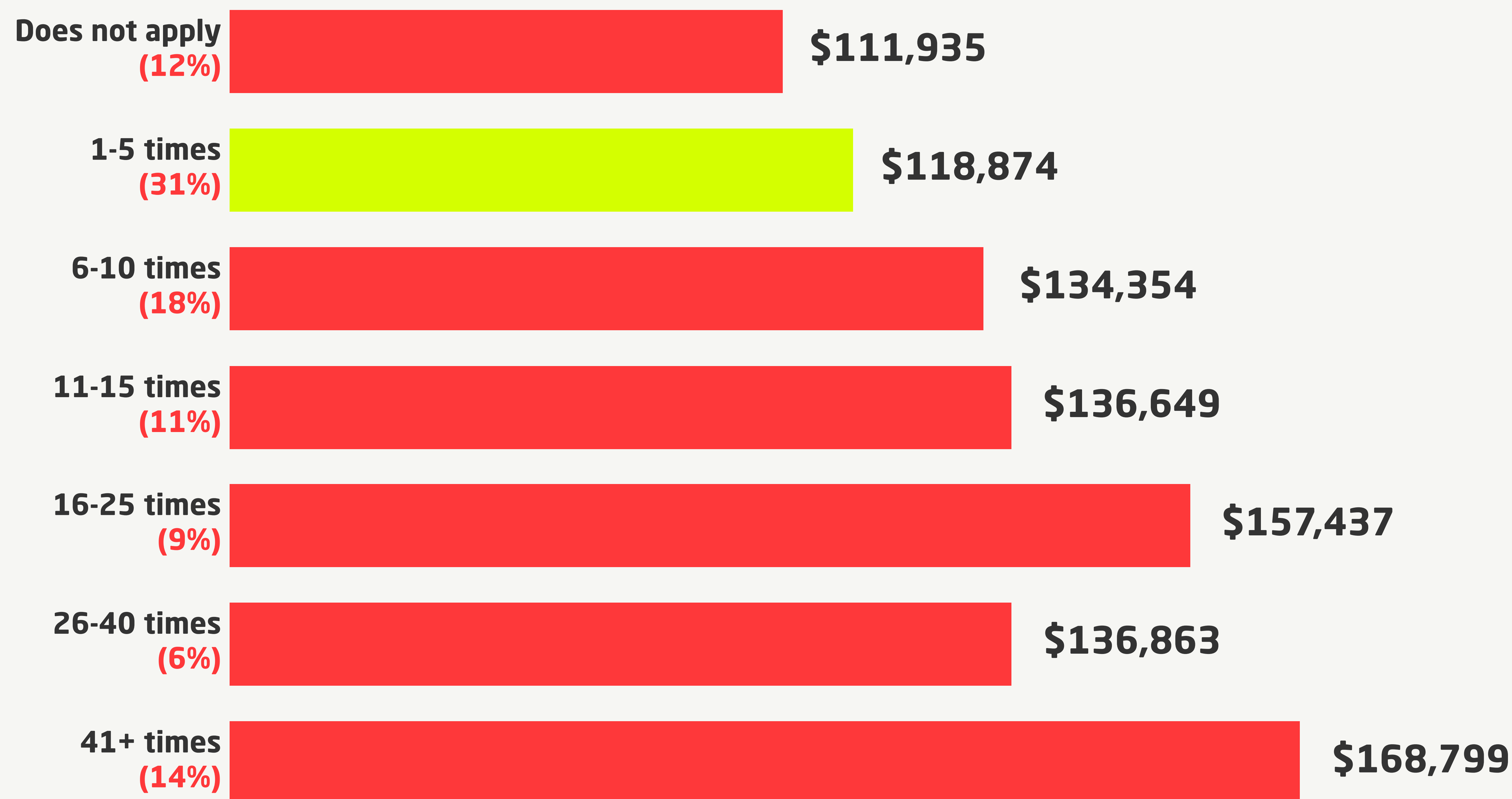
The data highlighted that **22%** either do not have this level of expertise or it doesn't apply to the organizations they've worked for.

In comparison, **41% have 11+ years of global Business Continuity planning expertise and these individuals on average may out earn professionals with less or no global planning expertise by 43%.** Additionally, **48%** of these professionals are currently working in a regional or global management role.

Compensation by Management & Leadership Experience

Average Annual Base Compensation by BC Program Activation Experience

Full-time, Permanent (USD)



PRO TIP

Successful leaders possess:

- **Traits and skills of successful leaders that apply in crisis and resilience:** Empathy, emotional intelligence, exceptional communication, clarity, and energy as common traits and skills of successful leaders in crisis and resilience management.
- **Role of experience in leadership development:** Experience, especially in crisis situations, strengthens the application of leadership traits and skills, and helps leaders anticipate and respond to challenges better.
- **Soft skills for crisis leadership:** Crisis situations require emotional intelligence, adaptability, empathy, and communication as the key soft skills for successful crisis leadership, and important in complex and high-pressure situations.
- **Hard skills for resilience management:** The ability to analyze pre-event data and insights, and to communicate the "why" of resilience standards and compliance are necessary skills for effective resilience management, along with company and industry knowledge and program management.

- Jennie Clinton (Advisory Board)

INSIGHTS

Activating a program/plan in response to a crisis is inevitable. This responsibility not only involves proven expertise and significant knowledge, but also situational awareness and emotional intelligence.

A majority (31%) of study respondents have activated programs/plans in response to a crisis **1 - 5 times**.

Our data shows that those **professionals in senior leadership roles will tend to be more experienced in this arena with 53% having to activate a program during a crisis 11+ more times** compared to all study respondents at **40%**.

Compensation by Management & Leadership Experience

Average Annual Base Compensation by Expertise Personally Managing Design & Implementation of a BC Program from Ground Up

Full-time, Permanent (USD)



INSIGHTS

Designing and implementing a Business Continuity program from the ground up in addition to developing and rolling out a training program across the organization seems to be an opportunity that few professionals experience multiple times.

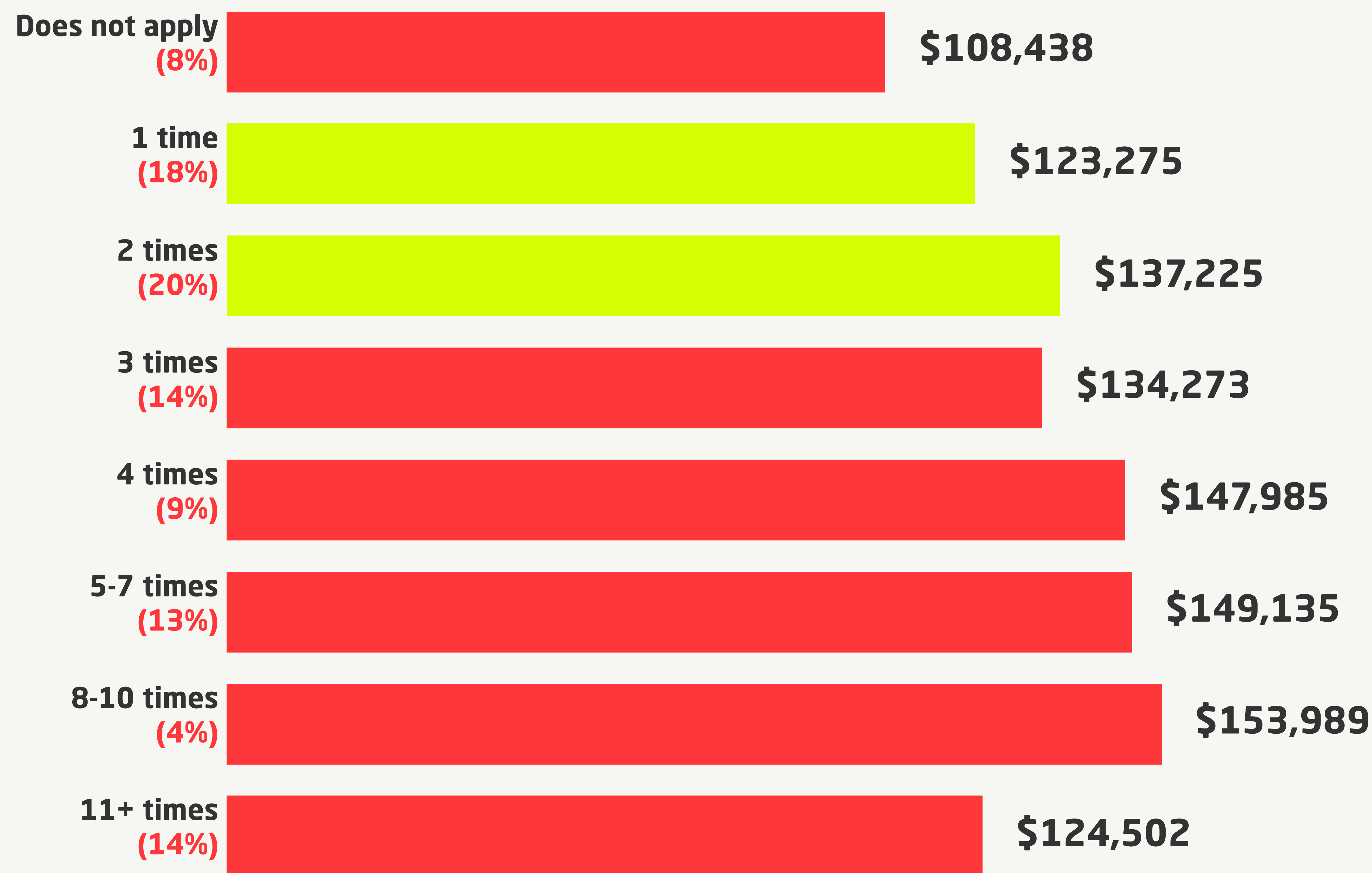
34% of the respondents indicated either developing a program from the ground up once or never.

It wasn't surprising when the data highlighted that **28% of the most senior professionals (VP and higher) have implemented programs from the ground up 5+ times**. Furthermore, our data indicated that designing and implementing programs, along with rolling out a training program, seems to be the specialty for consultants, with over half indicating the same level of expertise.

Compensation by Management & Leadership Experience

Average Annual Base Compensation by Expertise Personally Managing Design & Implementation of a BC Program Training Rollout

Full-time, Permanent (USD)



PRO TIP

"Data and industry experts will attest, successfully training program delivery has a direct impact in commensurate compensation increases. Training will always be a critical part to a sustainable program."

- Larry Chase (Advisory Board)

INSIGHTS

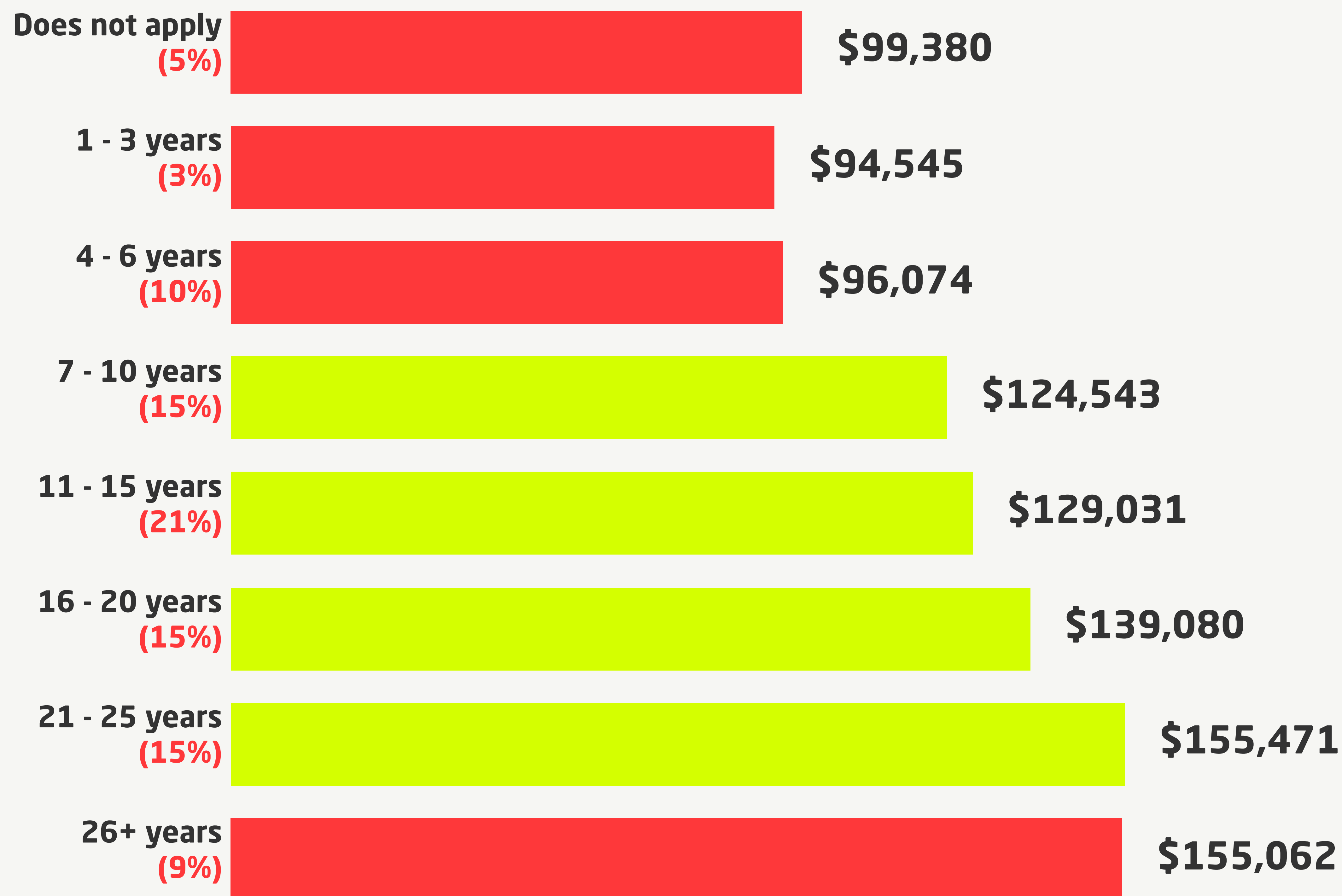
26% of the respondents indicated either designing and implementing a program training rollout either once or never.

Similarly to managing the design and implementation of a Business Continuity/Resilience Management program from the ground up, the data also highlighted that **38% of the most senior professionals (VP and higher) have designed and rolled out a training program 5+ times.**

Compensation by Management & Leadership Experience

Average Annual Base Compensation by Program Management Experience

Full-time, Permanent (USD)



PRO TIP

Elevate your marketability in obtaining one of these top project management certifications:

Axelos

- PRINCE2

EC-Council

- Certified Project Management (CPM)

Global Association for Quality Management (GAQM)

- Associate in Project Management (APM)
- Professional in Project Management (PPM)

International Association of Project Managers (IAPM)

- Certified Project Manager (CPM-IAPM)

Project Management Institute (PMI):

- Agile Certified Practitioner (ACP)
- Certified Associate in Project Management (CAPM)
- Project Management Professional (PMP)
- Program Management Professional (PgMP)

Scrum Alliance

- Certified ScrumMaster (CSM)

INSIGHTS

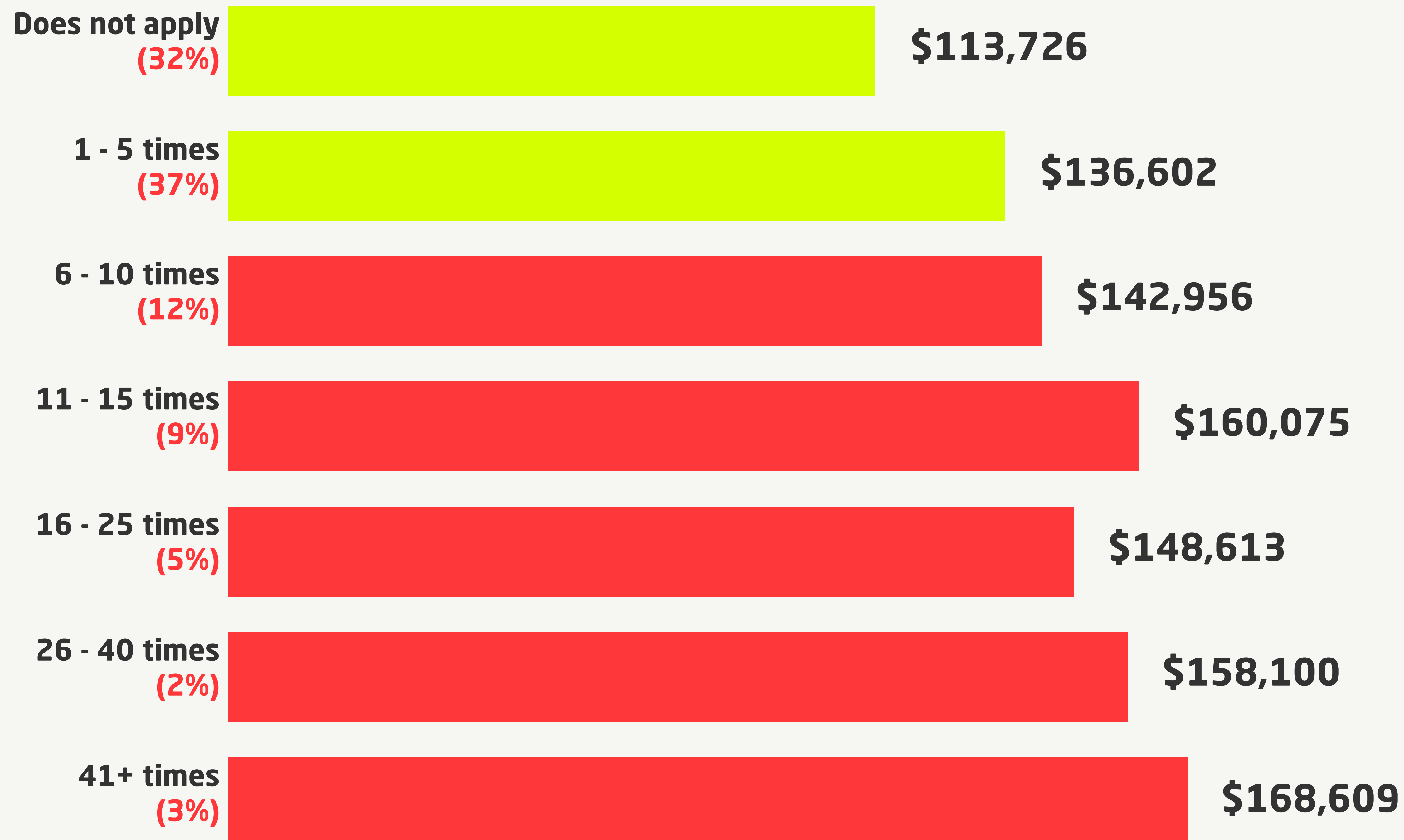
Business Continuity management is heavily involved in managing a program with changing timelines and deliverables; therefore, it wasn't surprising when the data highlighted that **39% of all professionals and 42% of senior professionals (VP and higher) have 16+ years expertise in managing a program.**

Program management (along with budget management and staff management) is a great example of skills that many professionals learn prior to becoming a Business Continuity, Crisis Management, Resilience Management professional; therefore, it isn't surprising that many professionals will be more experienced in these transferrable skills versus the BCM specific skills.

Compensation by Management & Leadership Experience

Average Annual Base Compensation by Presentation Experience

Full-time, Permanent (USD)



PRO TIP

Being viewed as a leader/champion in the profession will not only impact your earning potential, but it will also open up opportunities for your career growth. **It's important to note that anyone can develop their leadership skills at any point of their career.** One doesn't need to wait until they have 10+ years of experience and it's never too late.

"Able to present and share your valuable experiences will help BC professionals in the industry to learn and gain knowledge from you. This will showcase your thought leadership in BCM to guide new and young BCM Professionals to develop their career as well and importantly able to help their organizations to build a more resilience continuity plan."

- Wong Tew Kiat (Advisory Board)

INSIGHTS

Few professionals step outside of their comfort zone in giving presentations, publishing, or serving on an industry related board. Our data indicated that **69%** of the respondents have either never given a presentation or have only presented once.

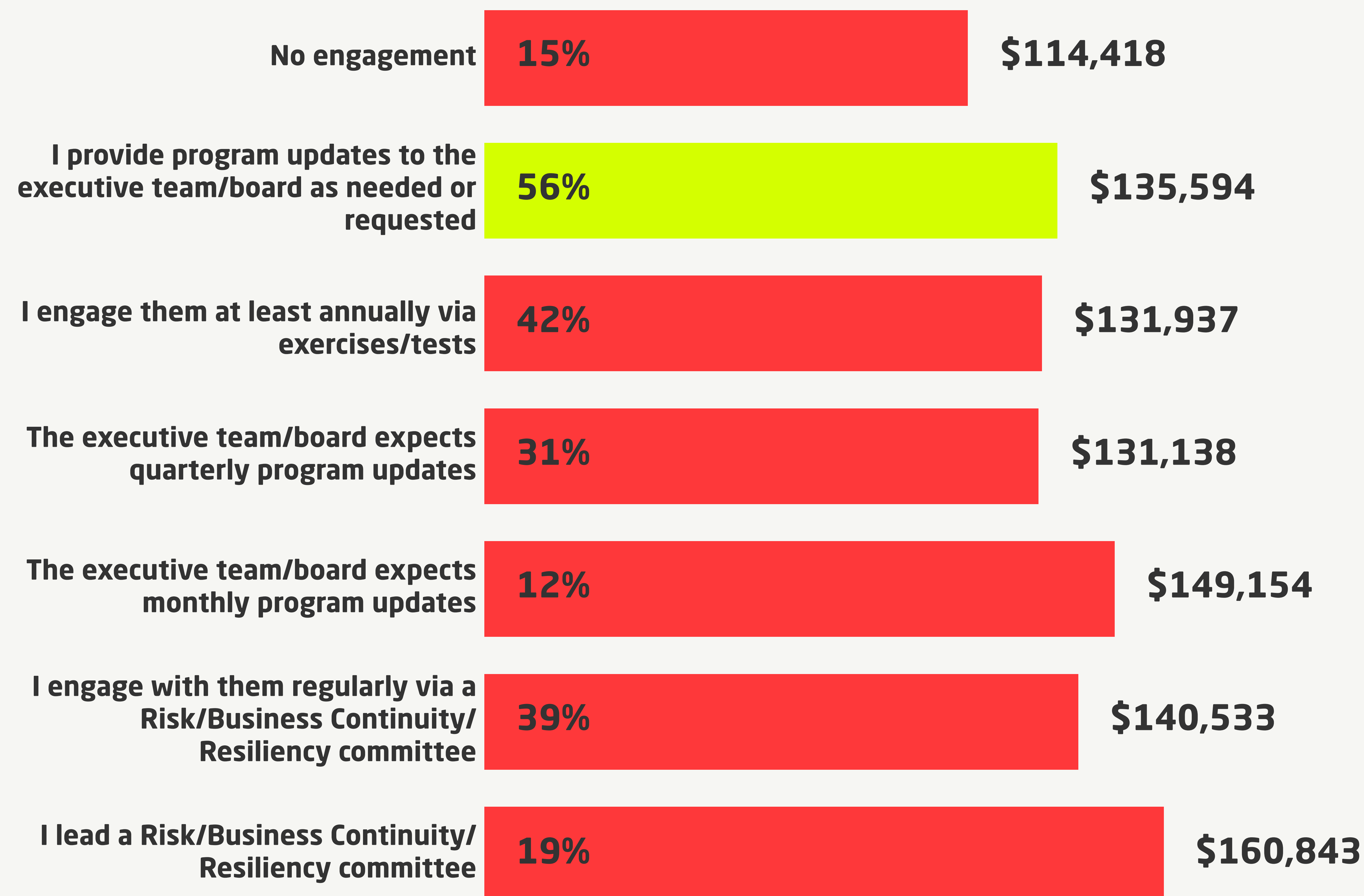
Only 19% of the respondents have presented more than 11 times and on average they may out earn their peers with less presentation expertise or none by **23%**.

The data also highlighted that a majority of professionals have never been published (**66%**) or served on an industry related board (**62%**), but for those who have served on a board usually do so for 1 - 4 years (**22%**).

Compensation by Management & Leadership Experience

Average Annual Base Compensation by Executive Team/ Board Involvement

Full-time, Permanent (USD) - Will exceed 100% due to multiple selections.



PRO TIP

"In my experience, first as a business continuity planner and then as a BC consultant for corporations, the best way to engage top management and/or the board on business continuity issues is to present them with reports in measurable terms. For example, potential business interruption impacts in terms of lost revenue, increased costs, and lost time.

In my opinion, more important than the frequency of BCM program updates (reporting), is the presentation of quantitative data of business interruption risks in measurable terms, as well as the costs of controls for mitigating those risks, preferably in monetary terms. In this way, top management and board will be able to assess the amount of inherent risk, residual risk, and controls in place. This will increase their involvement and interest in BC."

- Jorge Escalera Alcazar (Advisory Board)

INSIGHTS

Driving executive commitment is imperative for the program's success and this means regular engagement, not just as needed or requested, which **56%** of the respondents noted.

19% of the respondents noted that they lead a Risk/Business Continuity/Resiliency Committee. Of those, **26%** were VP/Directors, **24%** were Global Program Heads, and **17%** were Manager/Program Managers. Additionally, **63%** are men and **36%** are women.

COMPENSATION BY COMPANY DEMOGRAPHICS



| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
| 0 | 1/1/2013 | |
| 1 | 1/2/2013 | |
| 2 | 1/3/2013 | |
| 3 | 1/4/2013 | |
| 4 | 1/5/2013 | |
| 5 | 1/6/2013 | |
| 6 | 1/7/2013 | |
| 7 | 1/8/2013 | |
| 8 | 1/9/2013 | |
| 9 | 1/10/2013 | |
| 10 | 1/11/2013 | |
| 11 | 1/12/2013 | |
| 12 | 1/13/2013 | |
| 13 | 1/14/2013 | |
| 14 | 1/15/2013 | |
| 15 | 1/16/2013 | |
| 16 | 1/17/2013 | |
| 17 | 1/18/2013 | |
| 18 | 1/19/2013 | |
| 19 | 1/20/2013 | |
| 20 | 1/21/2013 | |

BUDGET VS. ACTUAL

\$500.00

\$375.00

\$250.00

\$125.00

\$0.00

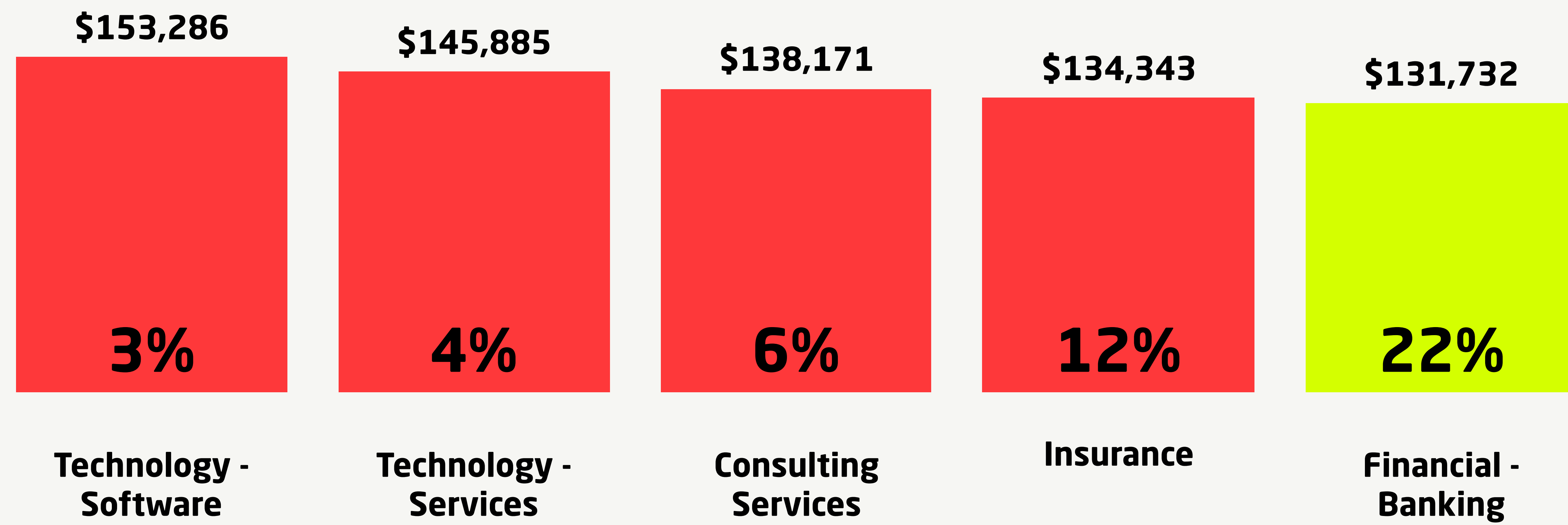
Compensation by Company Demographics

Average Annual Base Compensation by Industry

Full-time, Permanent (USD)

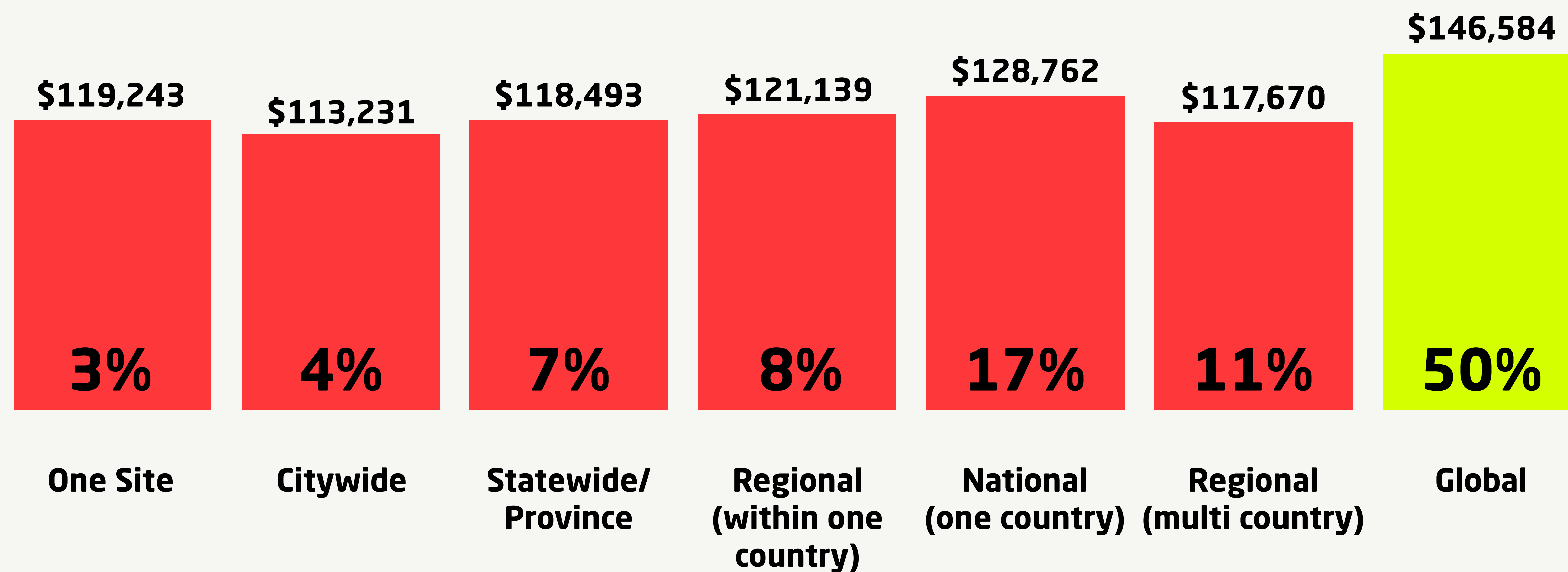
Top 5 Paying Industries

On average for industries with 3%+ of the study respondents.



Average Annual Base Compensation by Distribution of Organization

Full-time, Permanent (USD)



INSIGHTS

The data highlighted that the top paying industries included those from technology sectors, consulting, insurance, and financial-banking, while government, nonprofit, and transportation tended to be on the low end. **Half of the respondents work with global organizations with an average annual base compensation of \$146,542 USD.**

TOP RESPONDENTS BY INDUSTRY

- Financial - Banking (22%)
- Insurance (12%)
- Consulting Services (6%)
- Financial - Investment (5%)
- Technology - Services (4%)

Number of Company Employees & Compensation

- **1,000 - 20,000 Employees:** 48% of the respondents with an average annual base compensation of \$128,718 USD.

- **More than 20,000 Employees:** 41% of the respondents with an average annual base compensation of \$143,509 USD.

Organizational Revenues & Compensation

- **Less than \$1B Annual Gross Revenues:** 21% of the respondents with an average annual base compensation of \$117,513 USD.

- **\$1B+ Annual Gross Revenues:** 54% of the respondents with an average annual base compensation of \$148,053 USD.

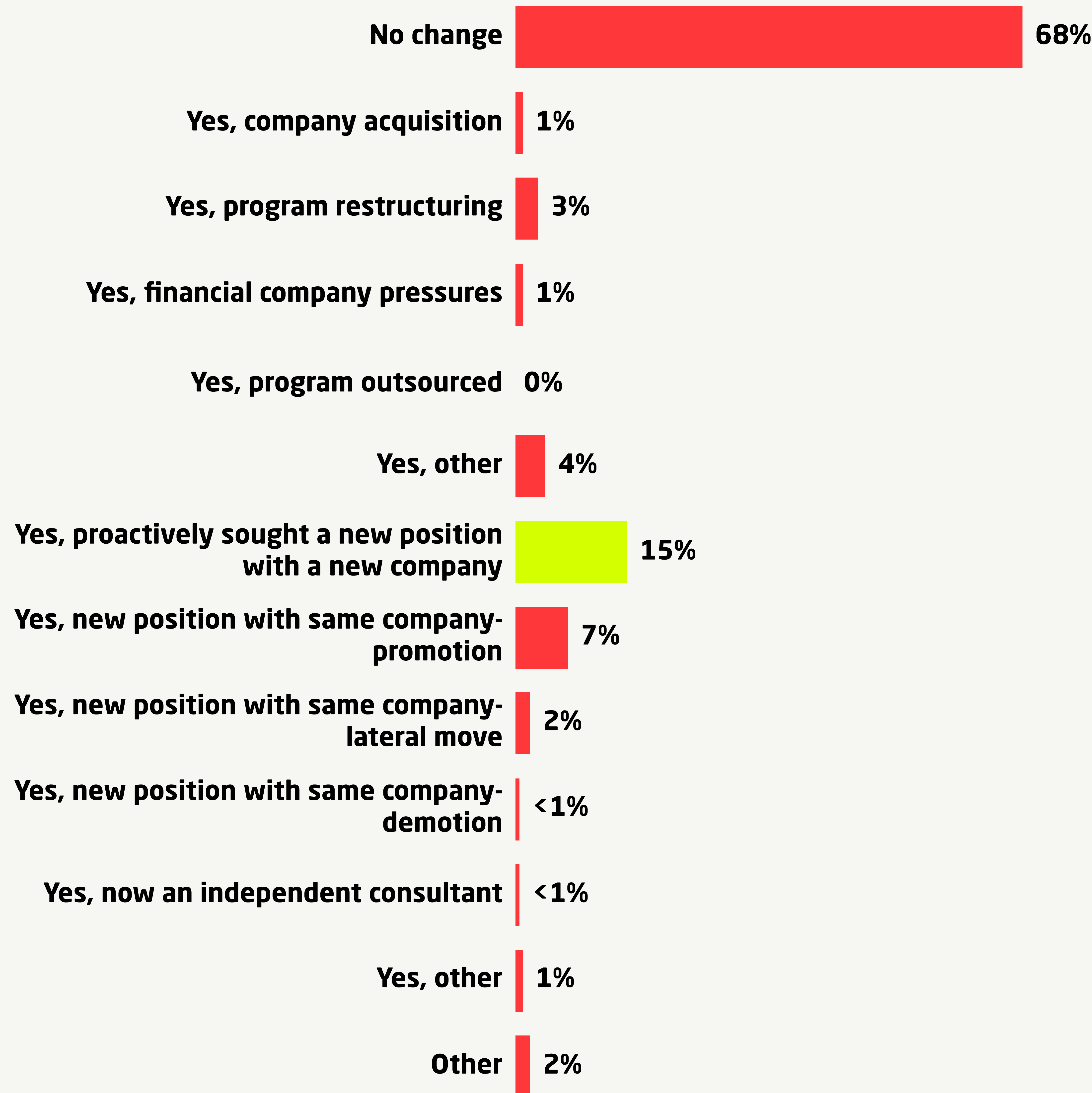
EMPLOYMENT MARKET ASSESSMENT



Employment Market Assessment

Percent of Respondents by Job Change in the Past Year

Full-time, Permanent



INSIGHTS

The increased demand for Resilience Management professionals continued throughout 2022 with **37%** of organizations noting that they were planning to hire new program personnel (data published in the 2022 BCM Trends Report). This is a significant increase from **14%** reported in 2018 and **25%** in 2021. Professionals responded to this increased demand by flirting with the job market.

The data indicated that **globally 32% of professionals made a job change in the last year with 15% noting that they proactively sought a new position with a new company.** This is similar to the **16%** who noted the same the year before and still a substantial increase from the data point (**9%**) reported in 2021.

The data graph on the next page also highlights that **51% have been employed with their current employer for less than three years, which is an increase from 46% reported in 2022.**

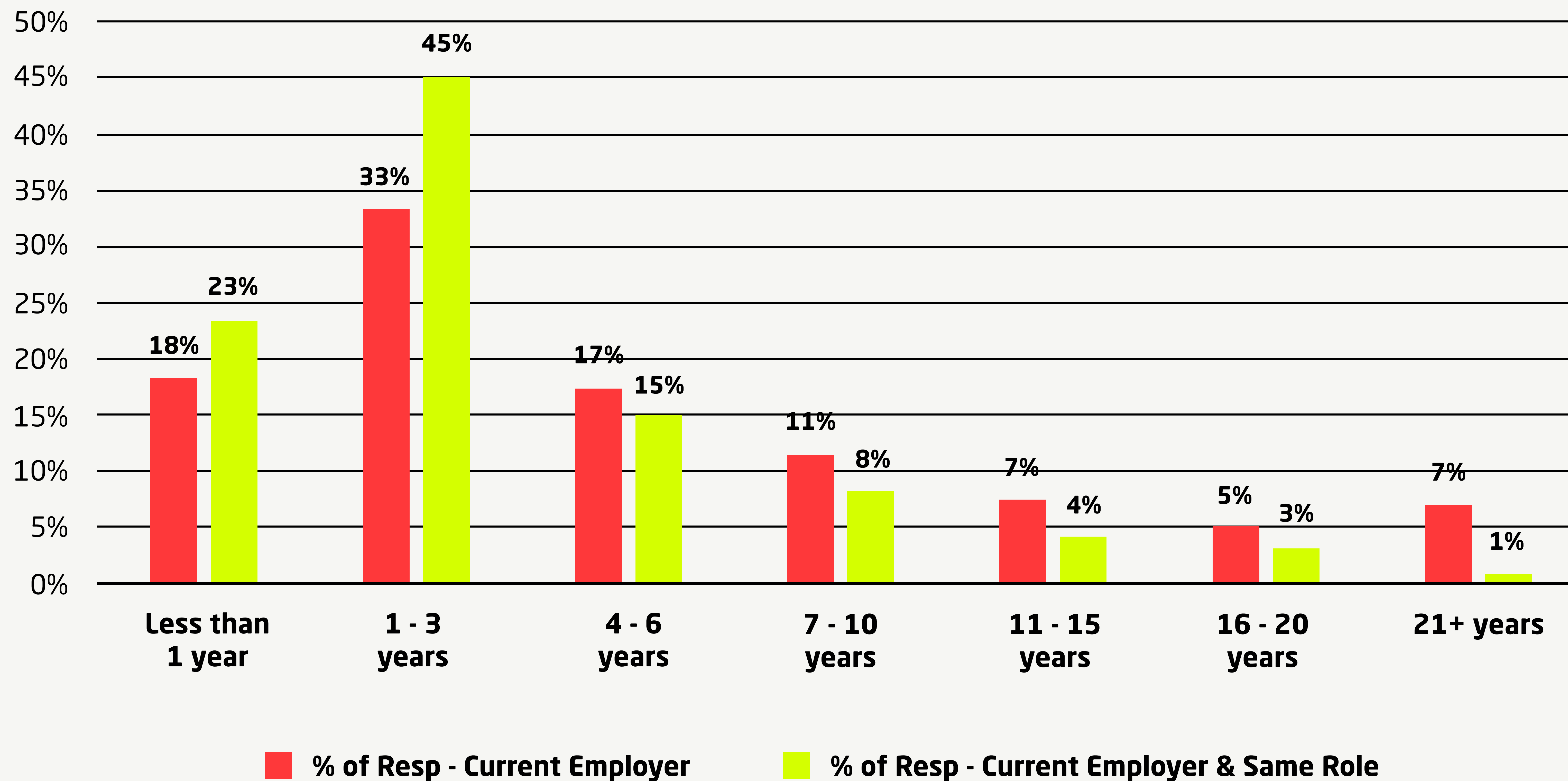
Additionally, the data highlighted that **25% were either likely or very likely to make a job change in the next year.** And while this may seem like a lot, the job market has been surging well over **25%** since April 2020. Also, **44%** indicated that they were unlikely to make a job change in the next year.

Employment Market Assessment

Percent of Respondents by Years Employed with Current Employer & by Years Employed with Current Employer & Same Role

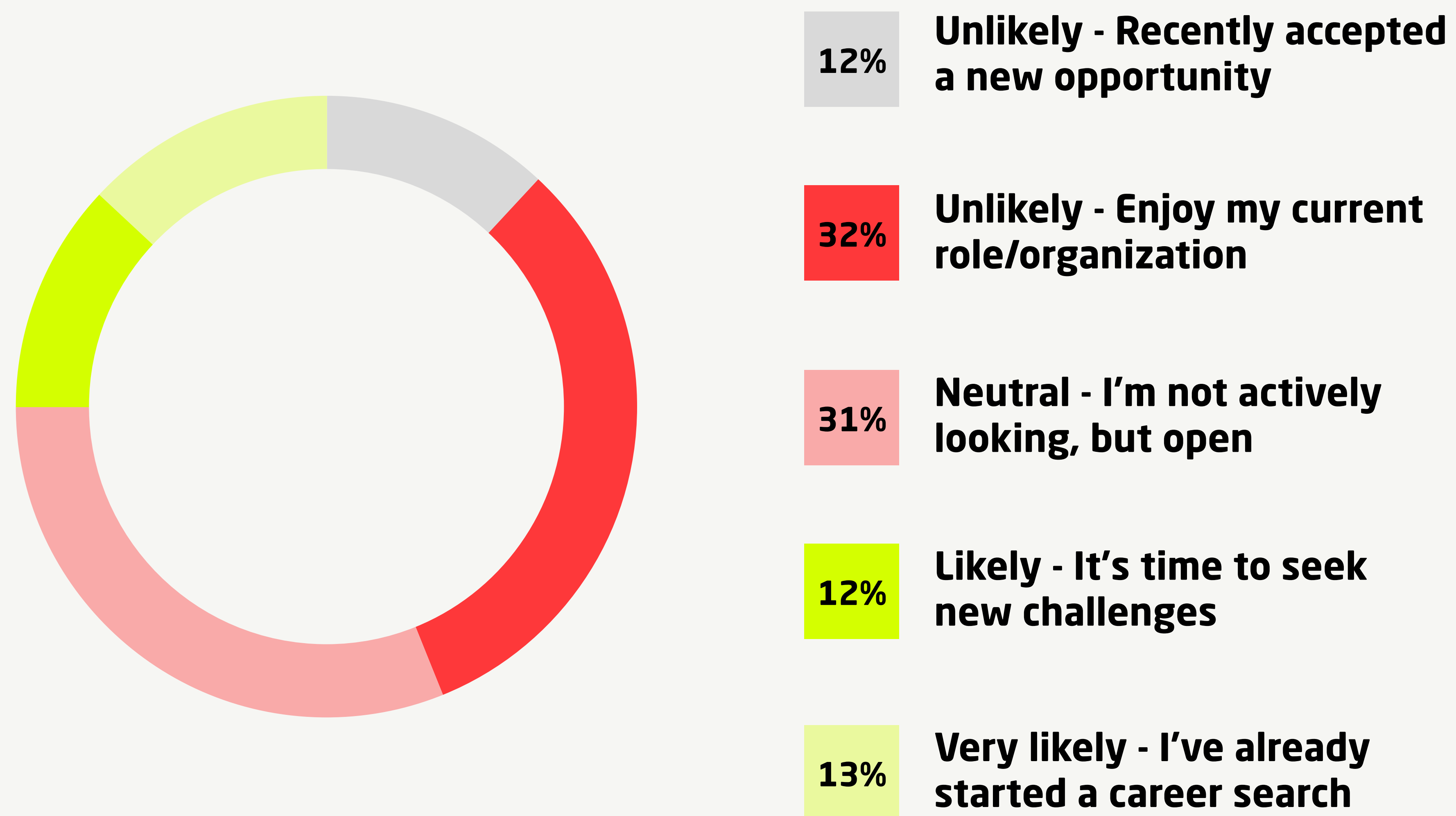
Full-time, Permanent

Tenure with Current Employer

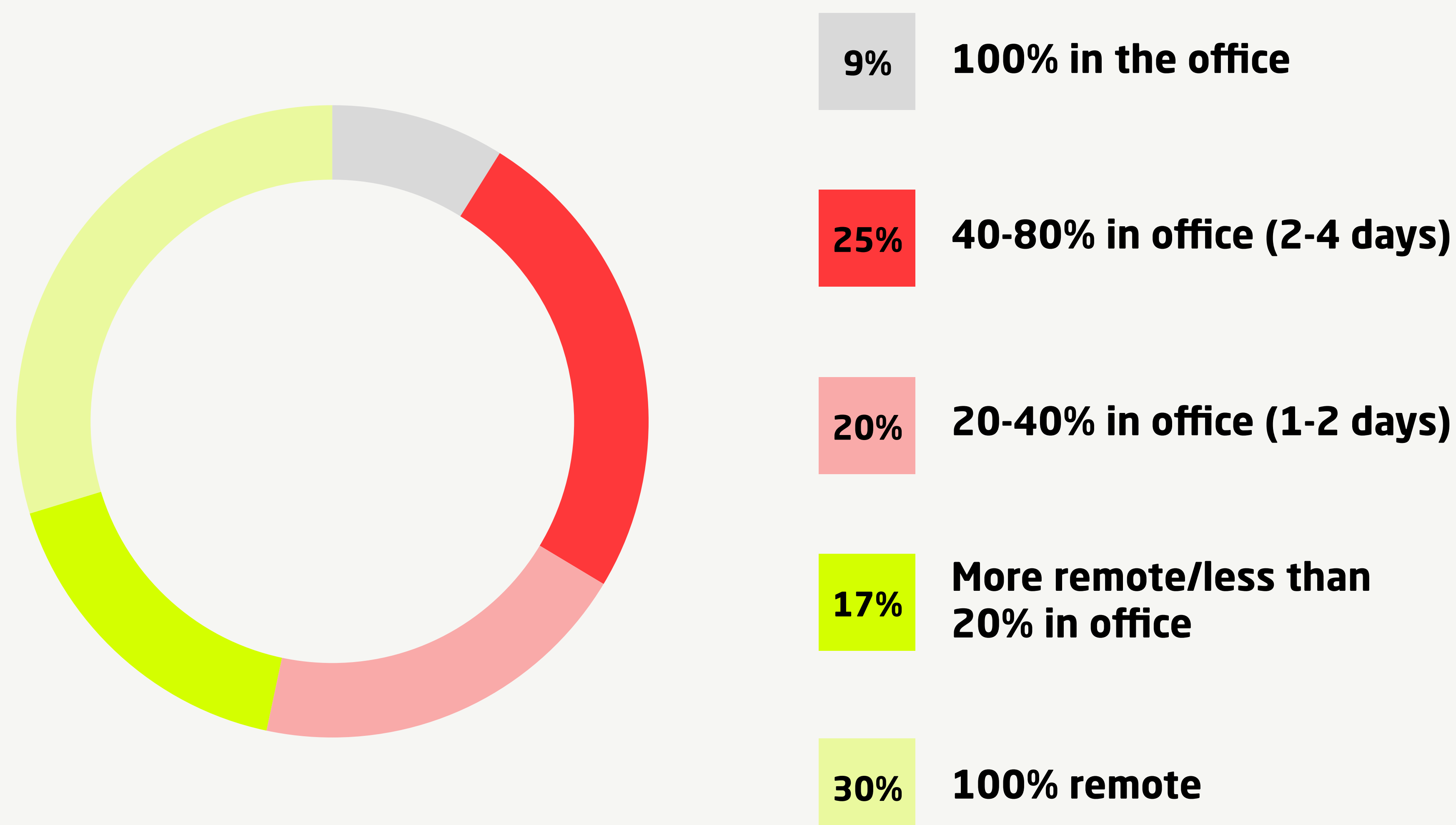


Employment Market Assessment

Percent of Respondents by Likelihood to Seek New Employment in the Next Year

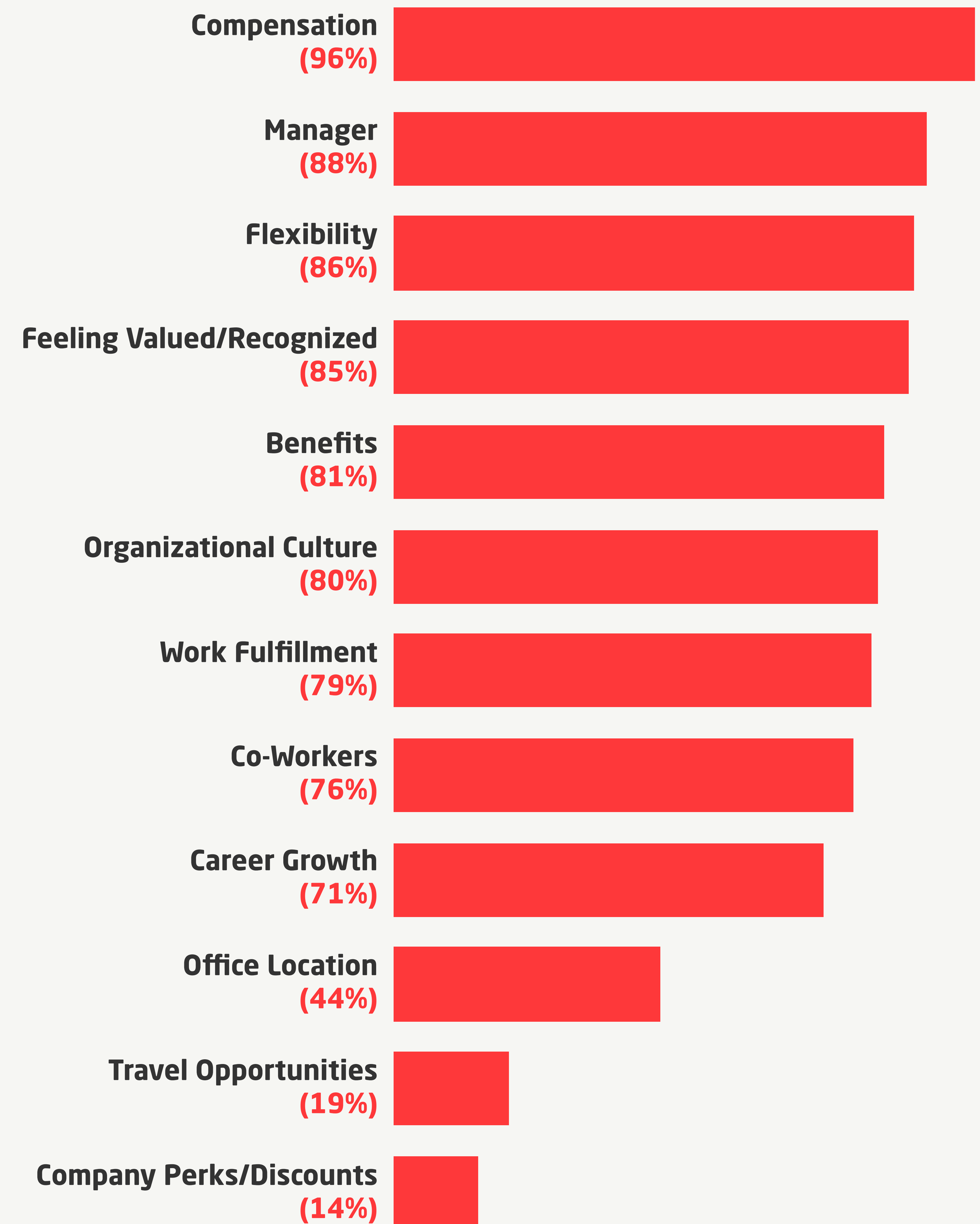


Percent of Respondents by Current Work Structure



Percent of Respondents by What Influences them to Stay with an Organization

Percent noted below is Important + Very Important ratings combined.



BONUS & BENEFIT ASSESSMENT



| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
| 0 | 1/1/2013 | |
| 1 | 1/2/2013 | |
| 2 | 1/3/2013 | |
| 3 | 1/4/2013 | |
| 4 | 1/5/2013 | |
| 5 | 1/6/2013 | |
| 6 | 1/7/2013 | |
| 7 | 1/8/2013 | |
| 8 | 1/9/2013 | |
| 9 | 1/10/2013 | |
| 10 | 1/11/2013 | |
| 11 | 1/12/2013 | |
| 12 | 1/13/2013 | |
| 13 | 1/14/2013 | |
| 14 | 1/15/2013 | |
| 15 | 1/16/2013 | |
| 16 | 1/17/2013 | |
| 17 | 1/18/2013 | |
| 18 | 1/19/2013 | |
| 19 | 1/20/2013 | |
| 20 | 1/21/2013 | |
| 21 | 1/22/2013 | |
| 22 | 1/23/2013 | |
| 23 | 1/24/2013 | |
| 24 | 1/25/2013 | |
| 25 | 1/26/2013 | |
| 26 | 1/27/2013 | |
| 27 | 1/28/2013 | |
| 28 | 1/29/2013 | |
| 29 | 1/30/2013 | |
| 30 | 1/31/2013 | |
| 31 | 2/1/2013 | |
| 32 | 2/2/2013 | |
| 33 | 2/3/2013 | |
| 34 | 2/4/2013 | |
| 35 | 2/5/2013 | |
| 36 | 2/6/2013 | |
| 37 | 2/7/2013 | |
| 38 | 2/8/2013 | |
| 39 | 2/9/2013 | |
| 40 | 2/10/2013 | |
| 41 | 2/11/2013 | |
| 42 | 2/12/2013 | |
| 43 | 2/13/2013 | |
| 44 | 2/14/2013 | |
| 45 | 2/15/2013 | |
| 46 | 2/16/2013 | |
| 47 | 2/17/2013 | |
| 48 | 2/18/2013 | |
| 49 | 2/19/2013 | |
| 50 | 2/20/2013 | |
| 51 | 2/21/2013 | |
| 52 | 2/22/2013 | |
| 53 | 2/23/2013 | |
| 54 | 2/24/2013 | |
| 55 | 2/25/2013 | |
| 56 | 2/26/2013 | |
| 57 | 2/27/2013 | |
| 58 | 2/28/2013 | |
| 59 | 2/29/2013 | |
| 60 | 3/1/2013 | |
| 61 | 3/2/2013 | |
| 62 | 3/3/2013 | |
| 63 | 3/4/2013 | |
| 64 | 3/5/2013 | |
| 65 | 3/6/2013 | |
| 66 | 3/7/2013 | |
| 67 | 3/8/2013 | |
| 68 | 3/9/2013 | |
| 69 | 3/10/2013 | |
| 70 | 3/11/2013 | |
| 71 | 3/12/2013 | |
| 72 | 3/13/2013 | |
| 73 | 3/14/2013 | |
| 74 | 3/15/2013 | |
| 75 | 3/16/2013 | |
| 76 | 3/17/2013 | |
| 77 | 3/18/2013 | |
| 78 | 3/19/2013 | |
| 79 | 3/20/2013 | |
| 80 | 3/21/2013 | |
| 81 | 3/22/2013 | |
| 82 | 3/23/2013 | |
| 83 | 3/24/2013 | |
| 84 | 3/25/2013 | |
| 85 | 3/26/2013 | |
| 86 | 3/27/2013 | |
| 87 | 3/28/2013 | |
| 88 | 3/29/2013 | |
| 89 | 3/30/2013 | |
| 90 | 3/31/2013 | |
| 91 | 4/1/2013 | |
| 92 | 4/2/2013 | |
| 93 | 4/3/2013 | |
| 94 | 4/4/2013 | |
| 95 | 4/5/2013 | |
| 96 | 4/6/2013 | |
| 97 | 4/7/2013 | |
| 98 | 4/8/2013 | |
| 99 | 4/9/2013 | |
| 100 | 4/10/2013 | |

BUDGET VS. ACTUAL

BUDGET BY CATEGORY table

Enter your budget for each category in the Summary By Category table

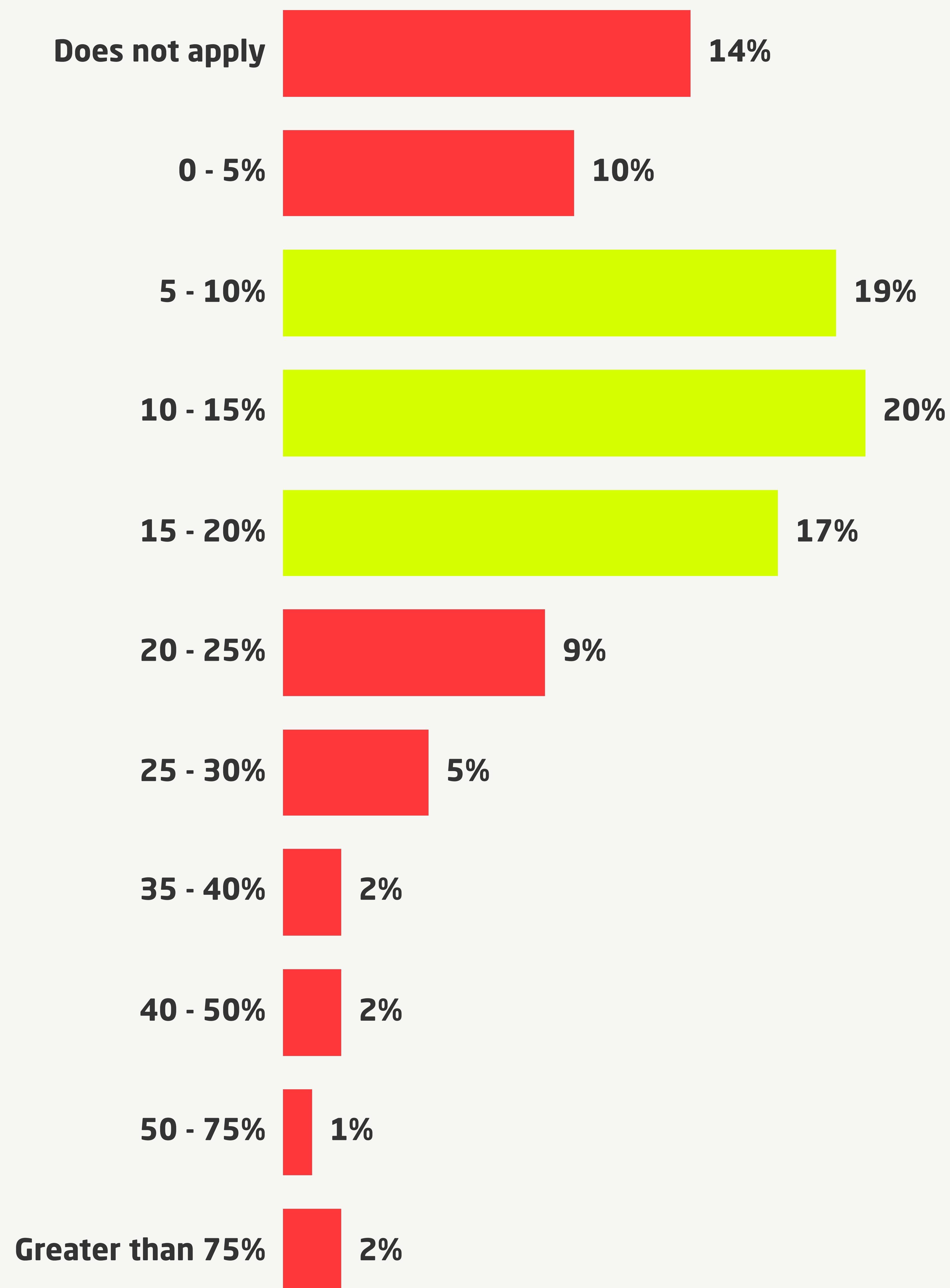
Actual spending compares to your budget

ACTUAL SUMMARY

Bonus & Benefit Assessment

Percent of Respondents Receiving a Bonus

Full-time, Permanent



INSIGHTS

The data indicates that **86%** (slightly up from **85%** in 2022, **76%** in 2021, and **67%** in 2020) of the respondents received a bonus payout in 2023 and **56% of those individuals received a bonus payout between 5 - 20%.**

WHEN ASSESSING BONUS PAY OUT WE DISCOVERED THE FOLLOWING:

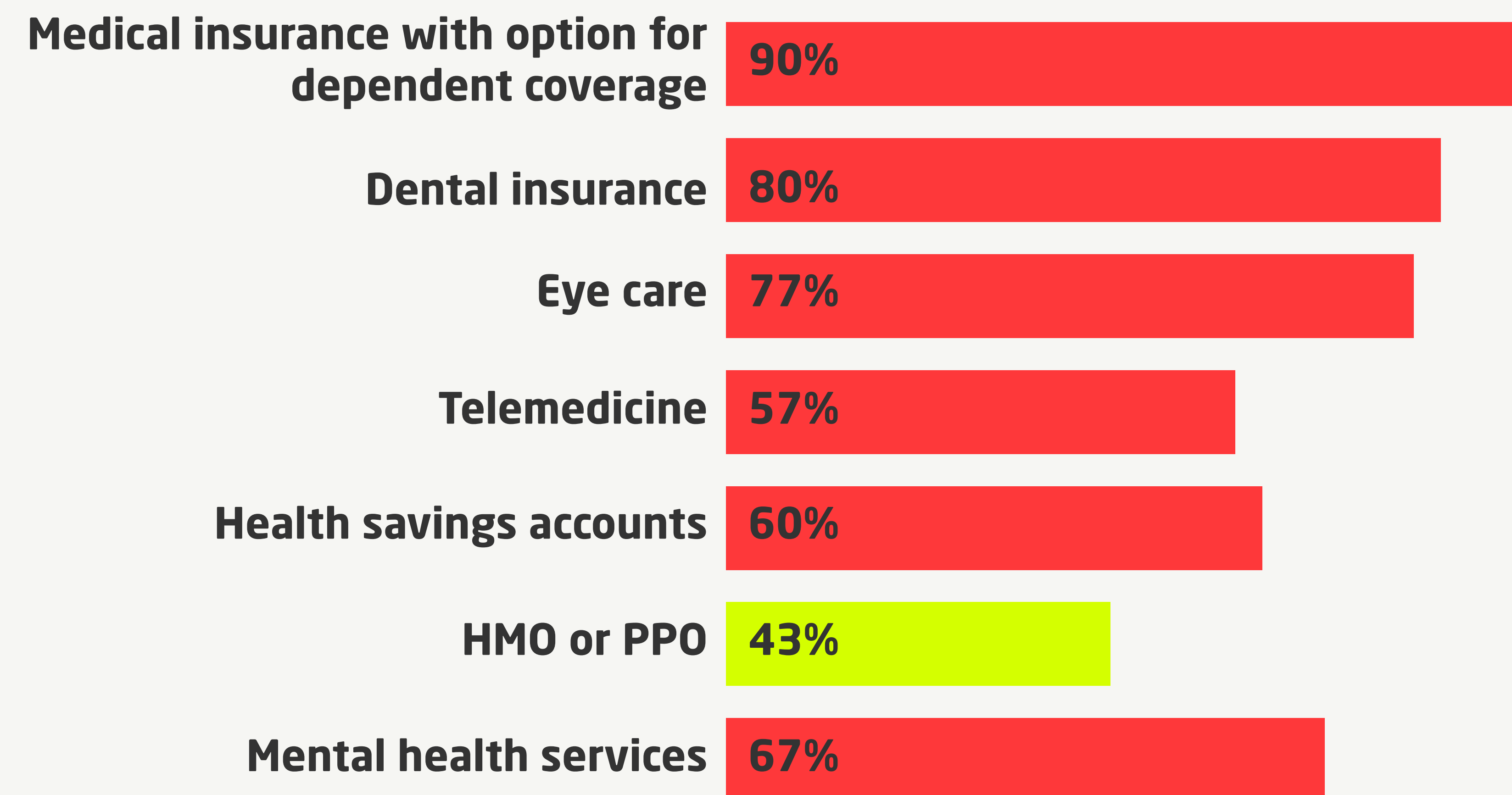
- **Entry-level/Planners:** **49%** between 1 - 10%
- **Subject Matter Expert/Solution Architect:** **65%** between 1 - 15%
- **Manager/Vice President:** **43%** between 10 - 20%
- **Regional Lead/Global Program Manager:** **45%** between 10 - 20%
- **Global Head/CXO:** **55%** between 15 - 30%

Bonus & Benefit Assessment

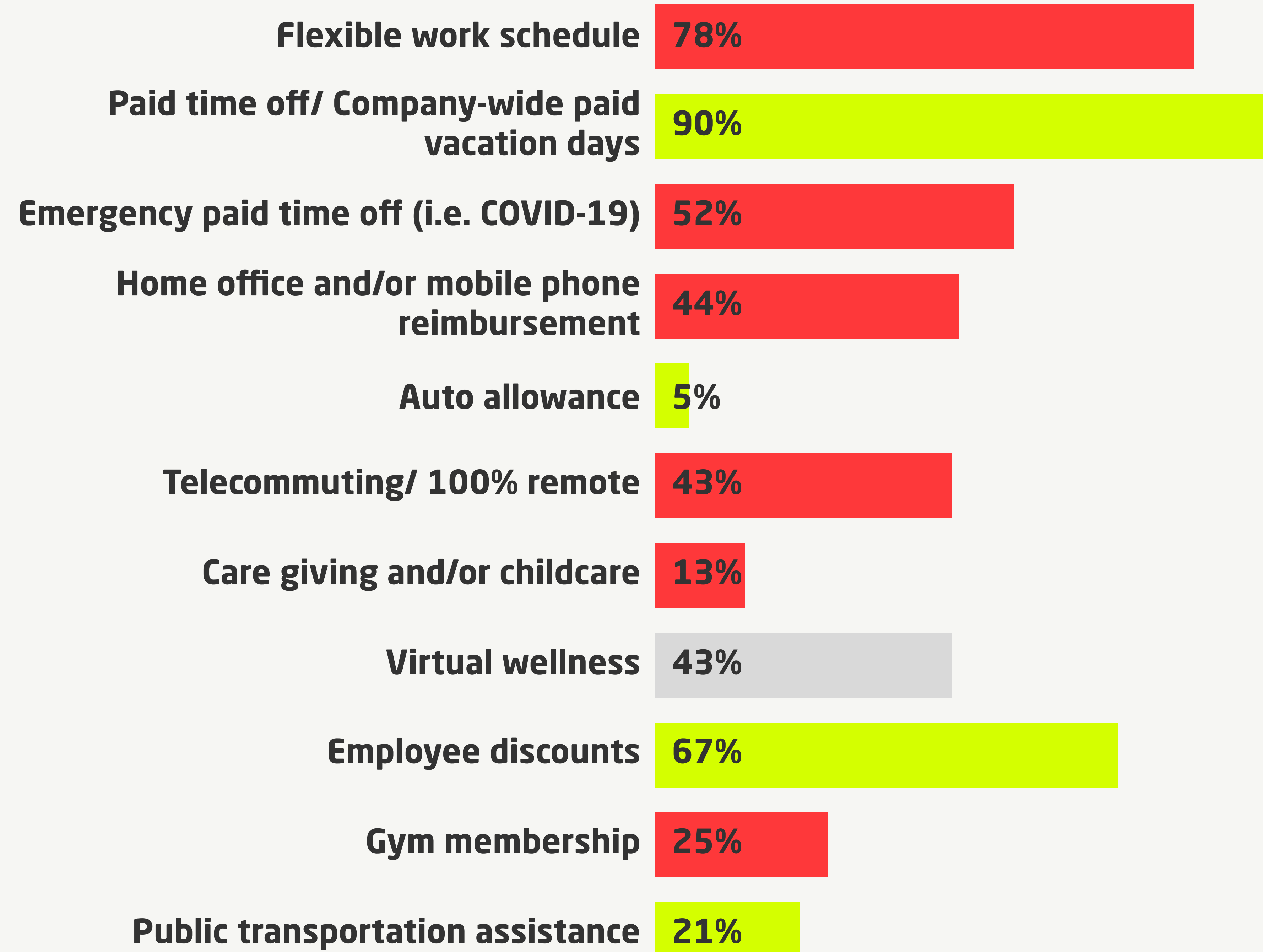
Percent of Respondents by Benefits Received

Full-time, Permanent

Health Benefits



Work Benefits



INSIGHTS

The benefits highlighted in **neon yellow** increased in comparison to the year before, while the benefits highlighted in **red** decreased in offerings since 2022. The other benefits stayed the same from the previous year.

On average, short-term incentive benefits noted the most increase as a category.

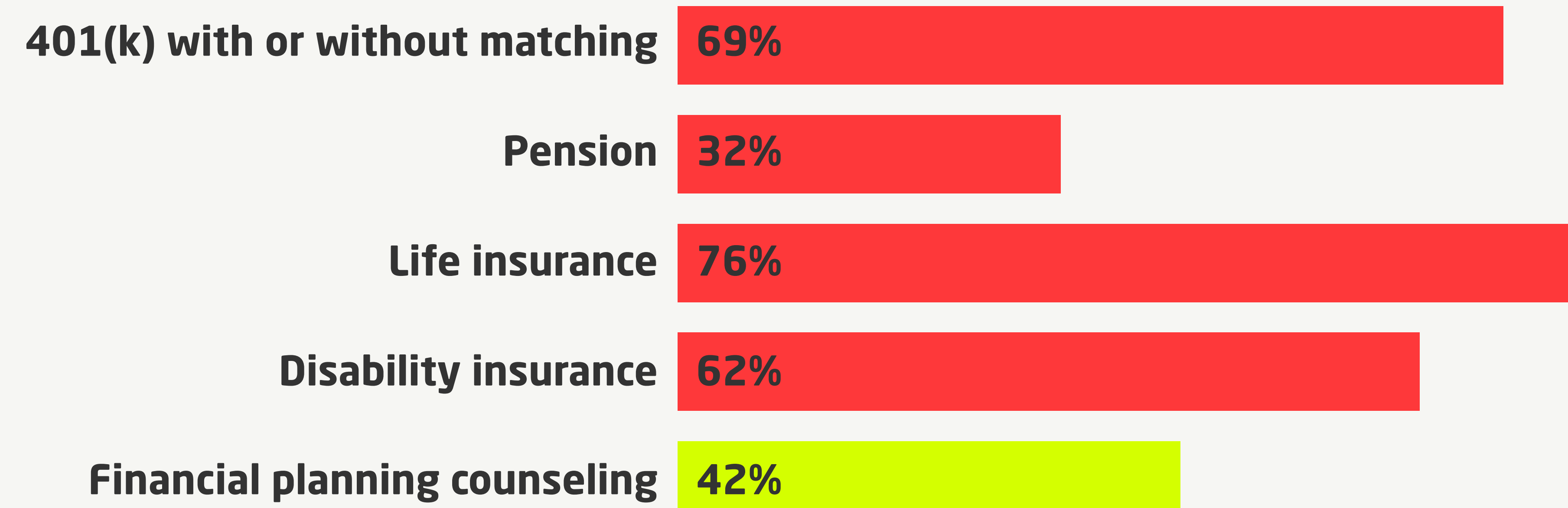
Overall, many of the benefits either increased or decreased on average from the previous year by **3%** or less.

Bonus & Benefit Assessment

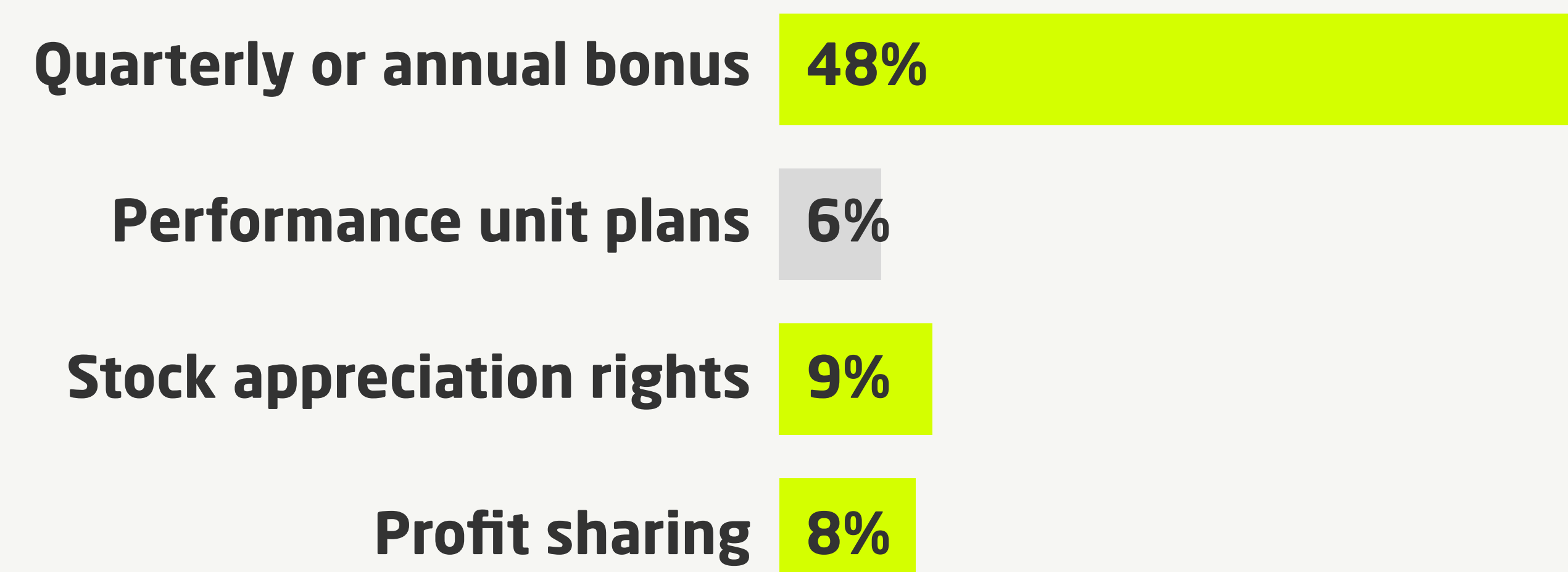
Percent of Respondents by Benefits Received

Full-time, Permanent

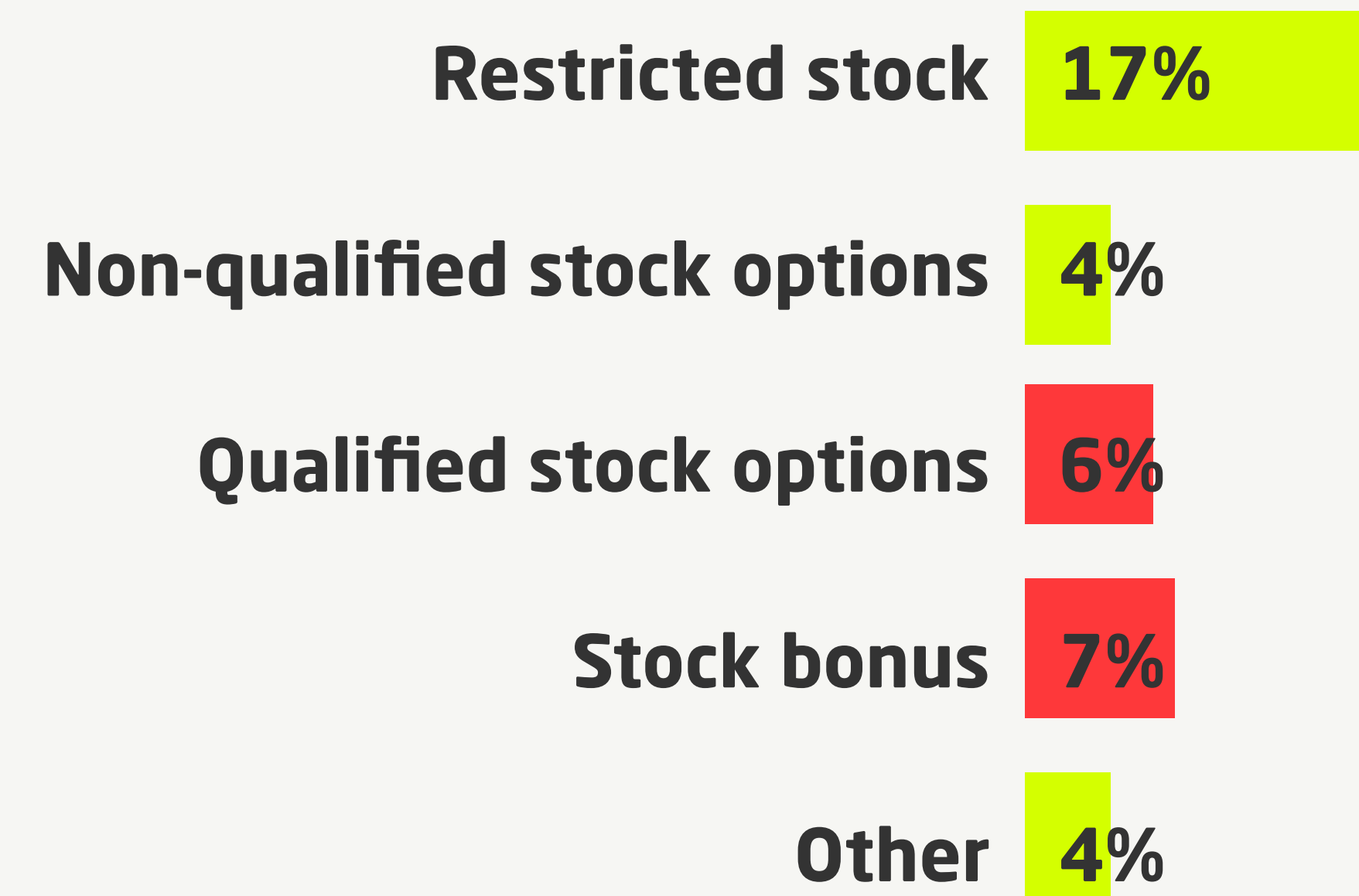
Financial Security Benefits



Short-term Incentive Benefits



Long-term Incentive Benefits



INSIGHTS

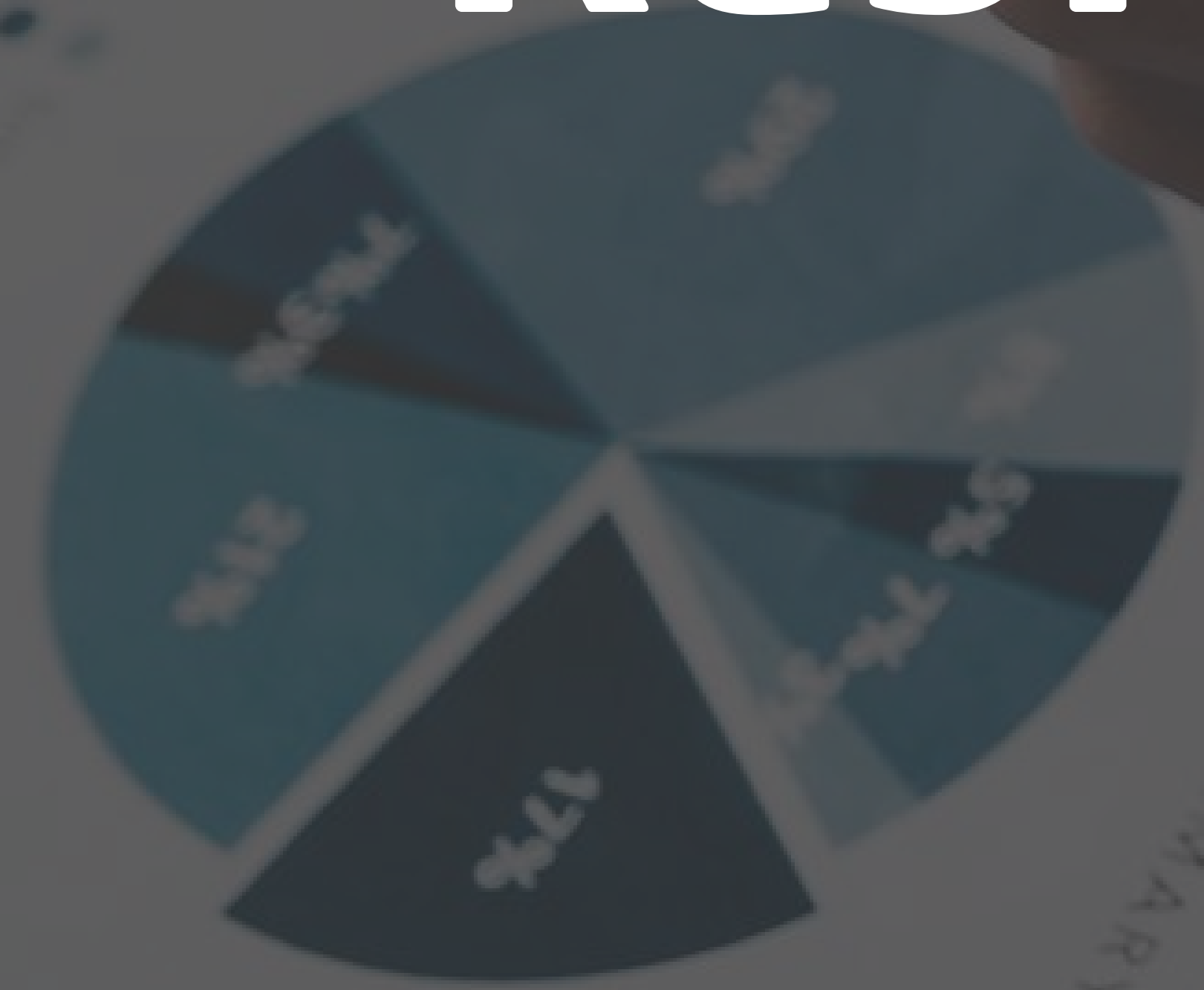
Benefits Noting the Largest Increase since 2022:

- Employee Discounts: + 6%
- Auto allowance: + 5%

Benefits Noting the Largest Decrease since 2022:

- Emergency paid time off (i.e. COVID-19): - 8%
- Health savings accounts: - 6%
- Eye care: - 4%
- Disability insurance: - 4%

RESPONDENT DEMOGRAPHICS



| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
| 0 | 1/1/2013 | |
| 1 | 1/2/2013 | |
| 2 | 1/3/2013 | |
| 3 | 1/4/2013 | |
| 4 | 1/5/2013 | |
| 5 | 1/6/2013 | |
| 6 | 1/7/2013 | |
| 7 | 1/8/2013 | |
| 8 | 1/9/2013 | |
| 9 | 1/10/2013 | |
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| 14 | 1/15/2013 | |
| 15 | 1/16/2013 | |
| 16 | 1/17/2013 | |
| 17 | 1/18/2013 | |
| 18 | 1/19/2013 | |
| 19 | 1/20/2013 | |
| 20 | 1/21/2013 | |

BUDGET VS. ACTUAL

BUDGET BY CATEGORY table

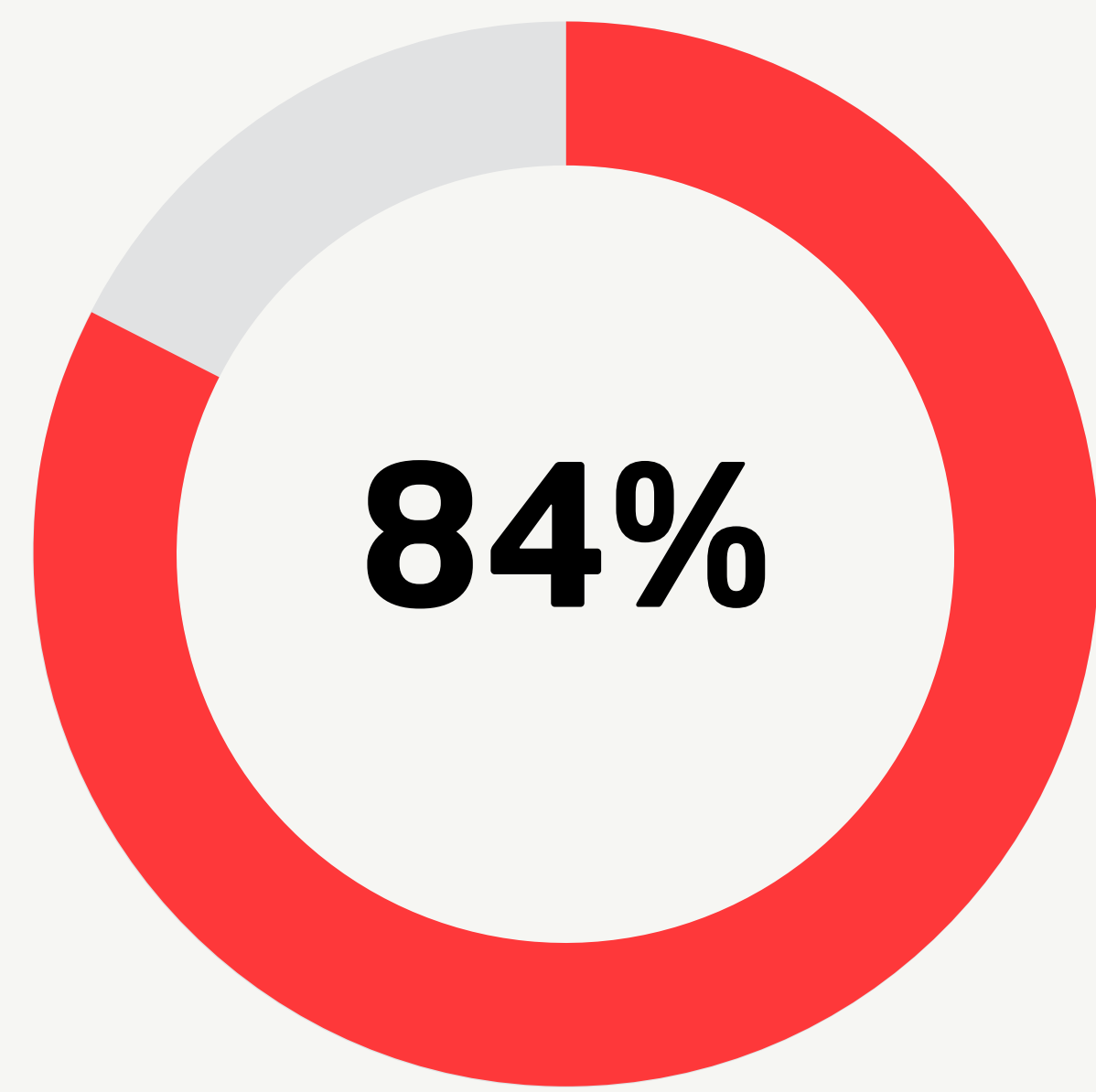
spending compares to yo

Summary By Category in the Summary sheet to see how your actual spending compares to yo

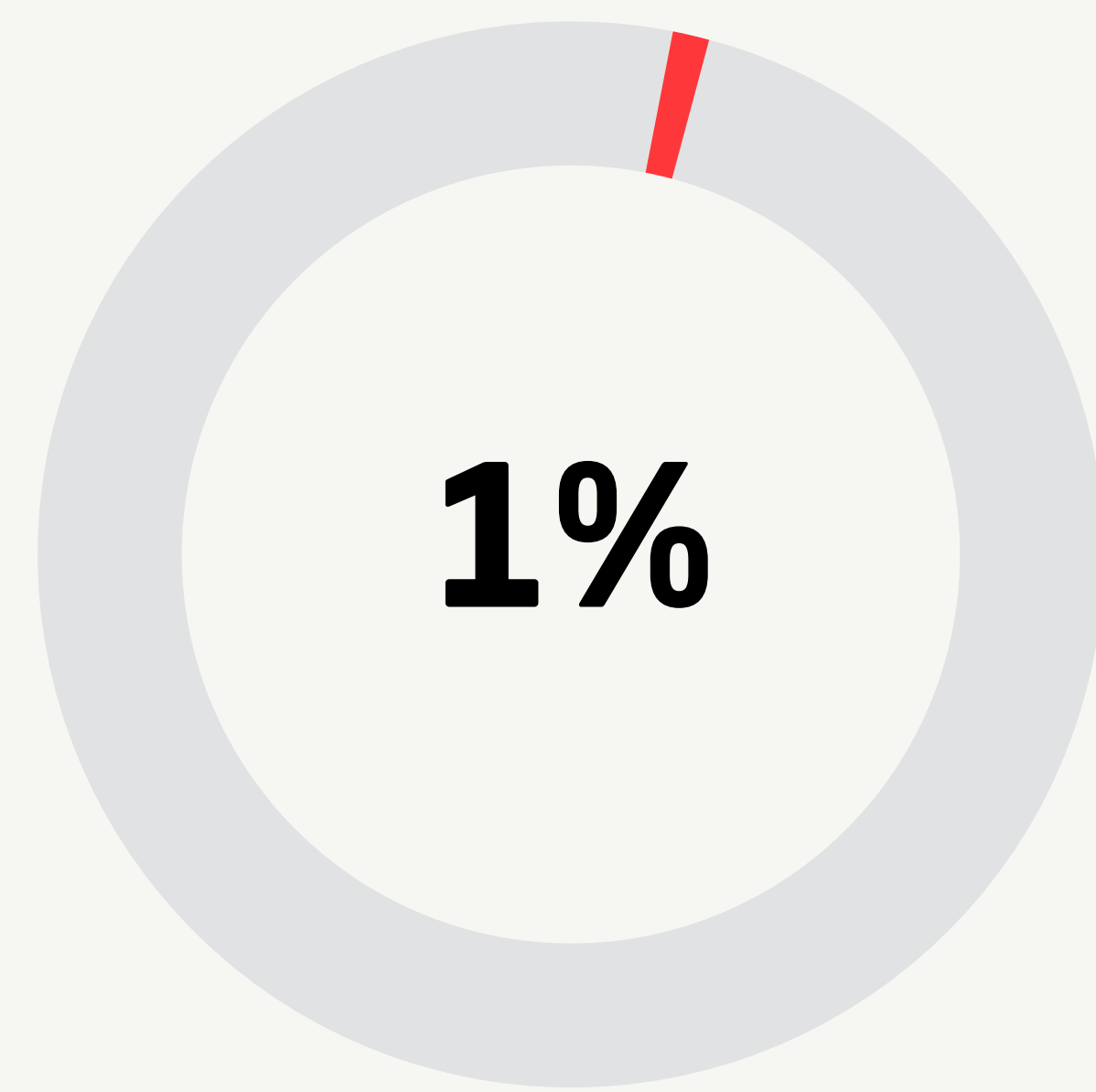
Enter your budget for each category in the Transactions sheet to see how your actual spending compares to yo

Respondent Demographics

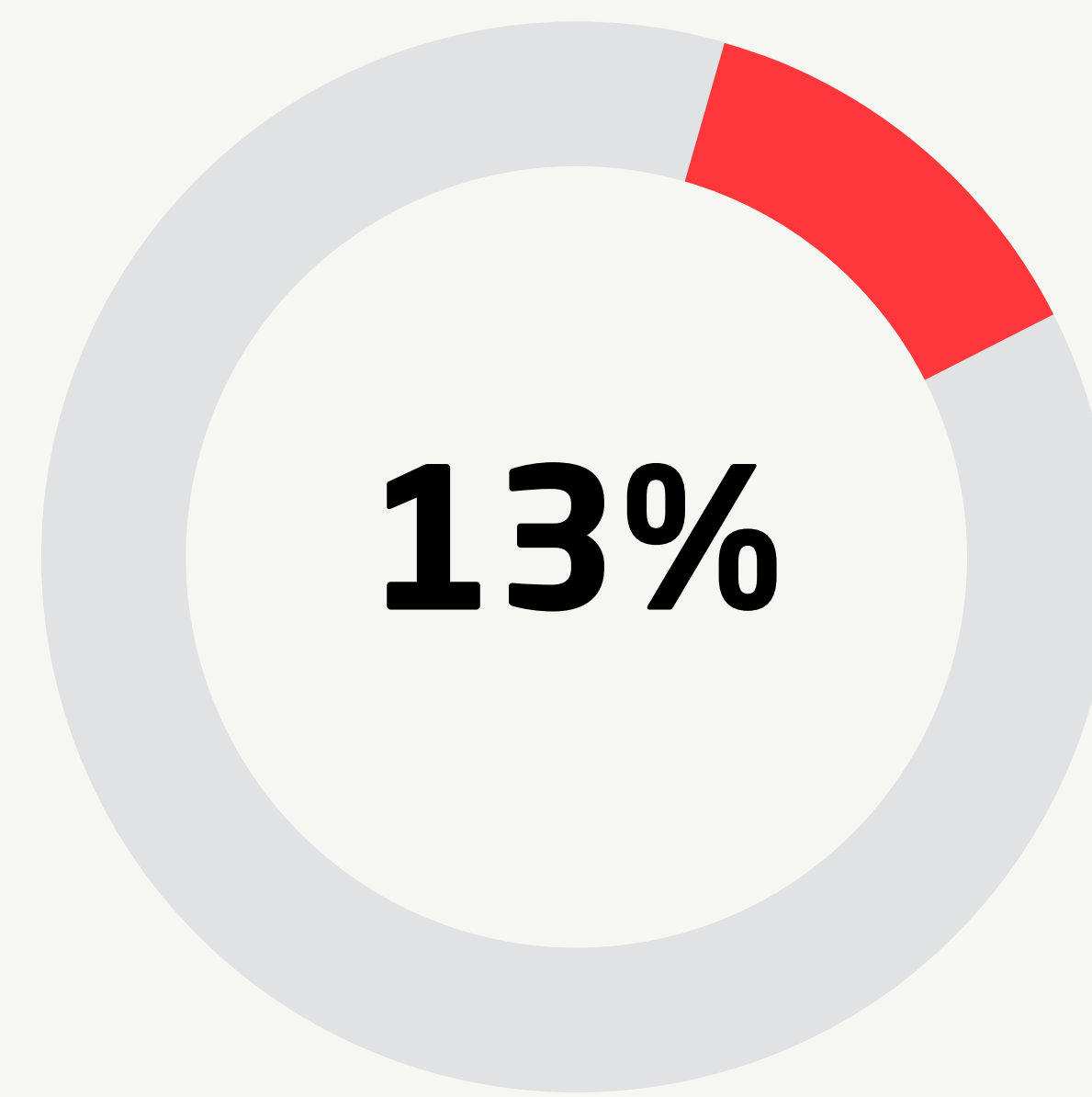
Percent of Respondents by Employment Status



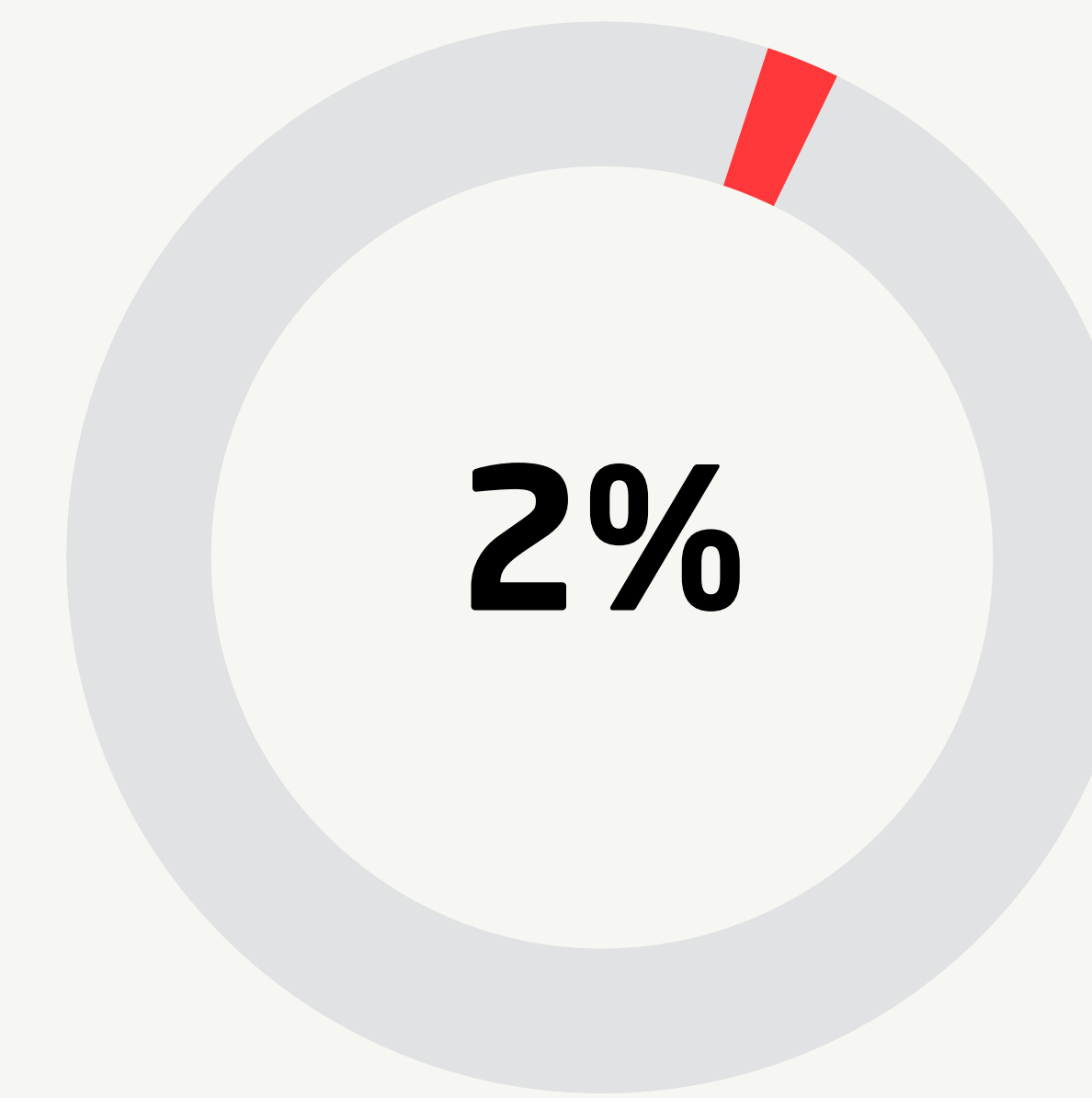
Employed Full-time



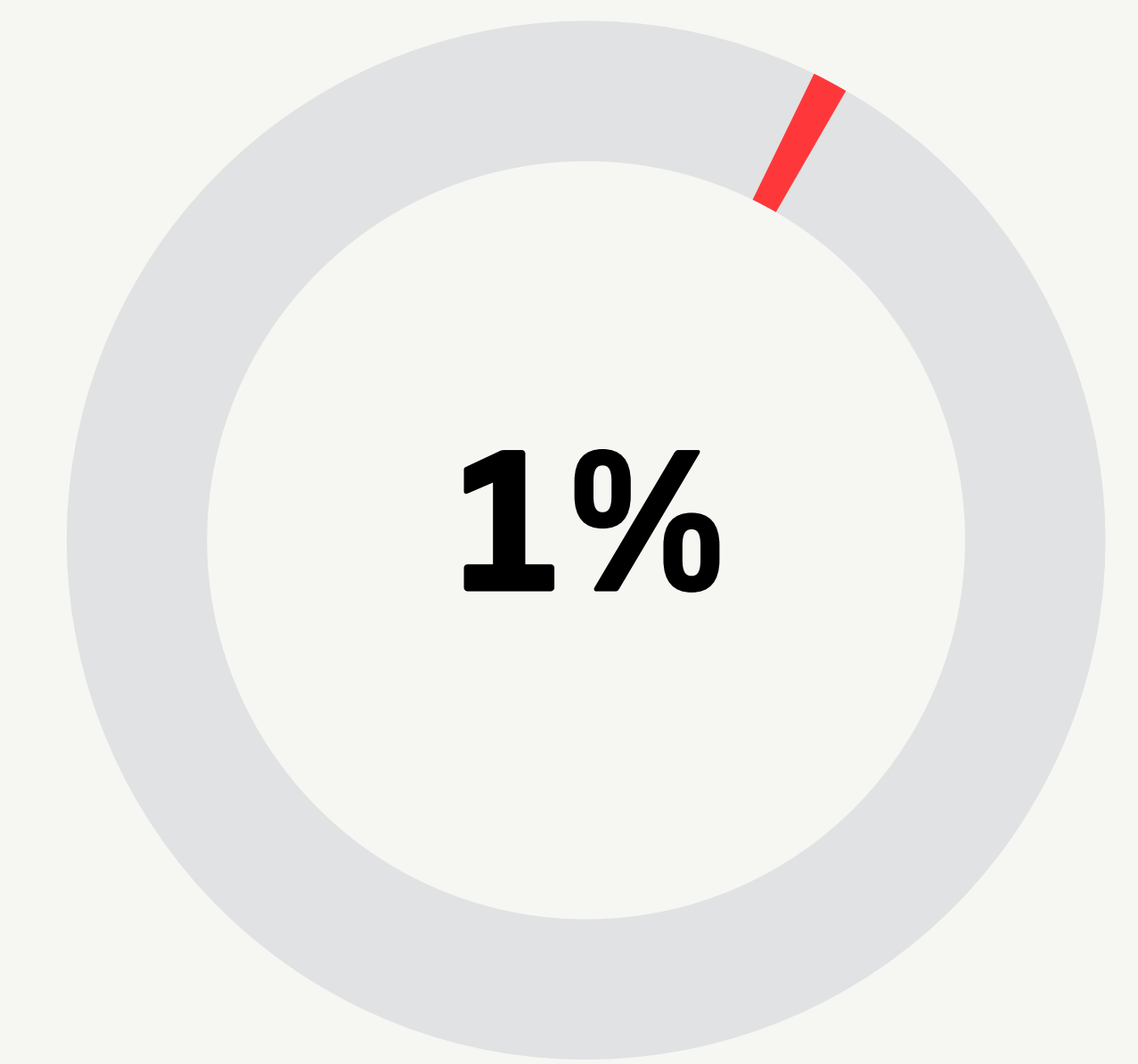
Employed Part-time



Independent Contractors



Unemployed

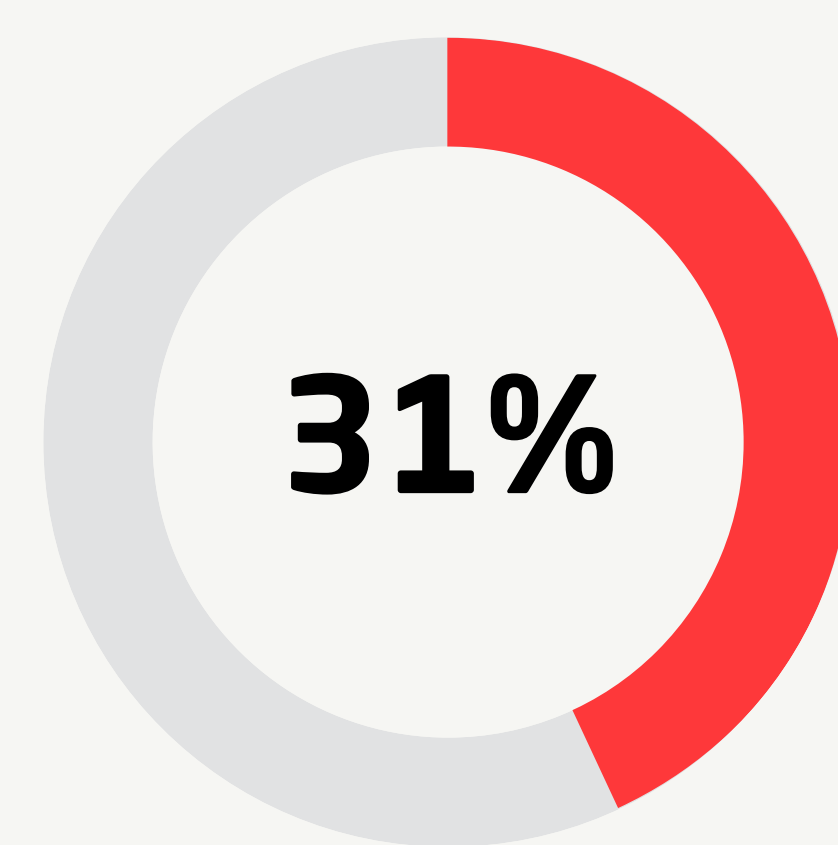


Retired

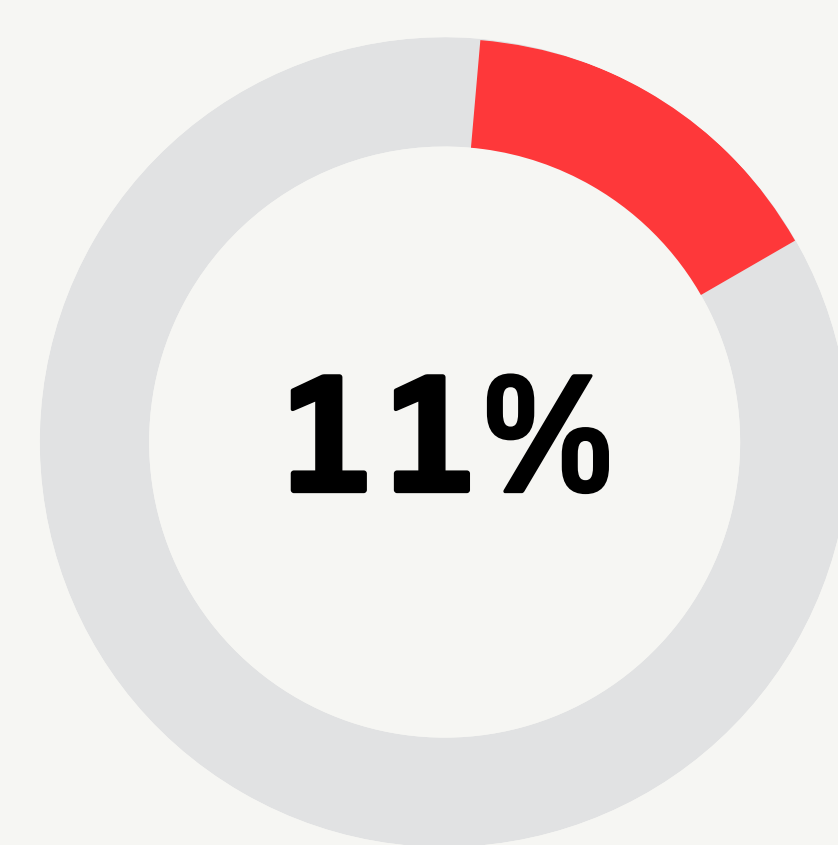
Percent of Respondents by Industry

Full-time, Permanent

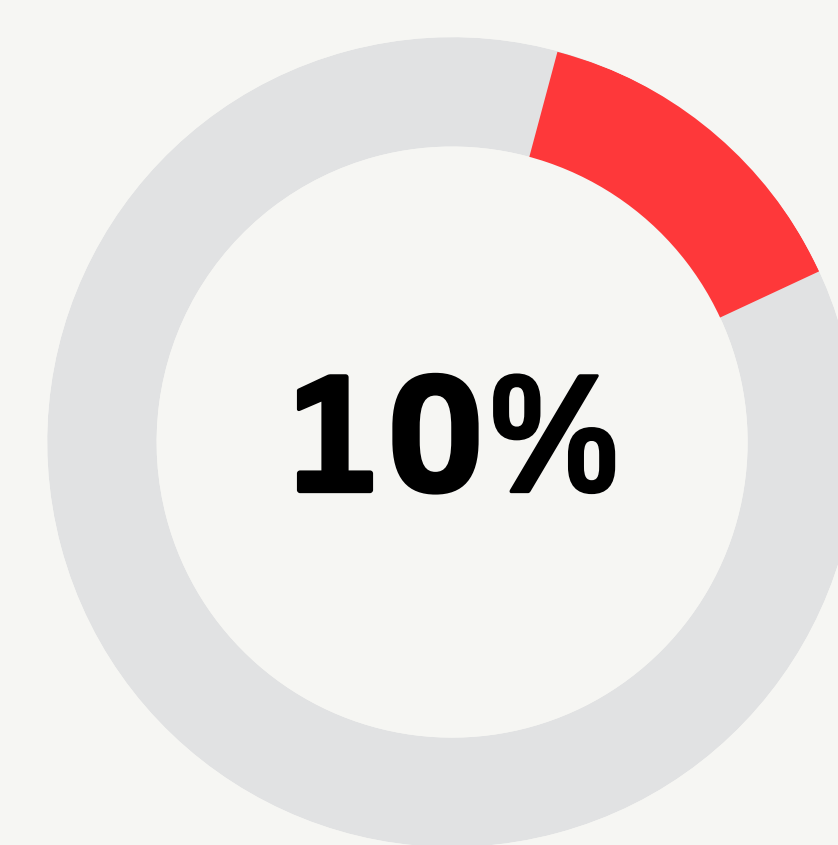
Top 10 Industries



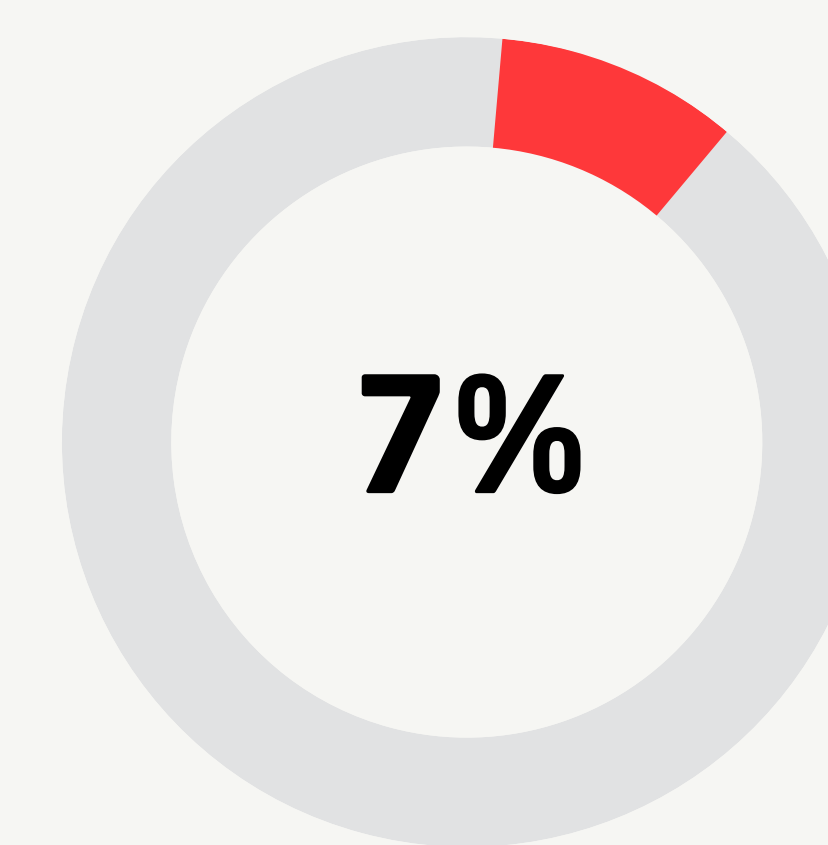
Financial



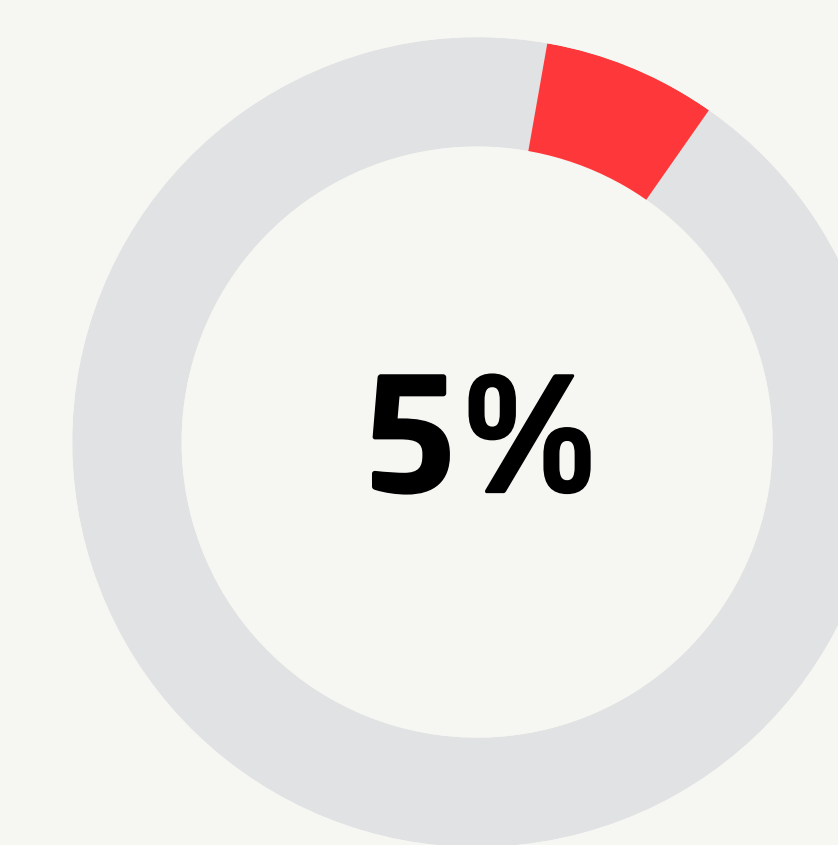
Insurance



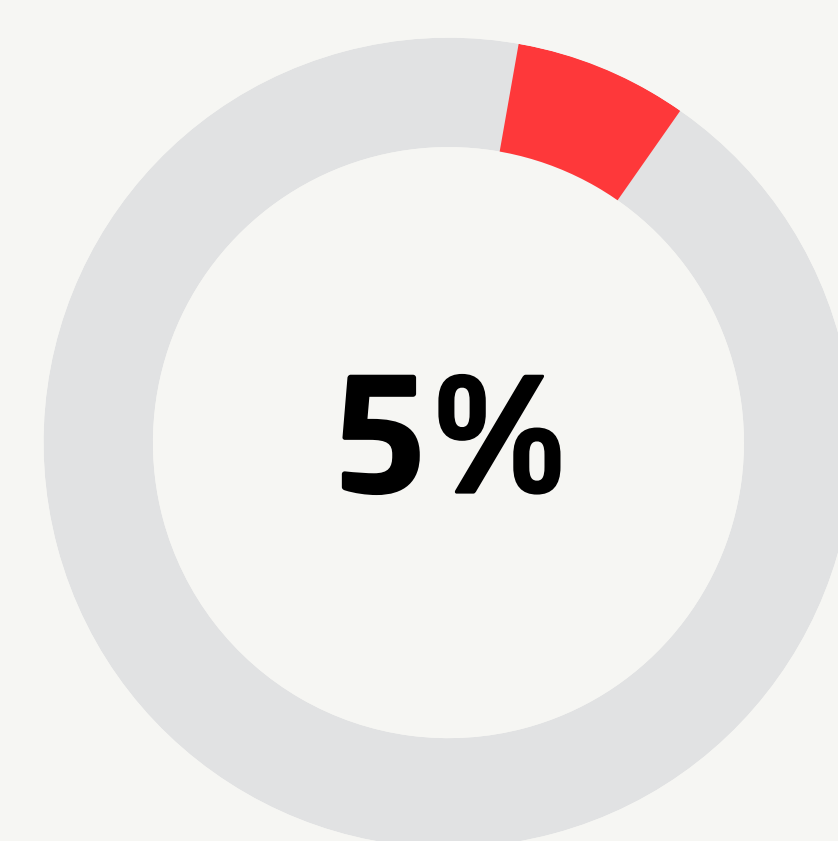
Technology



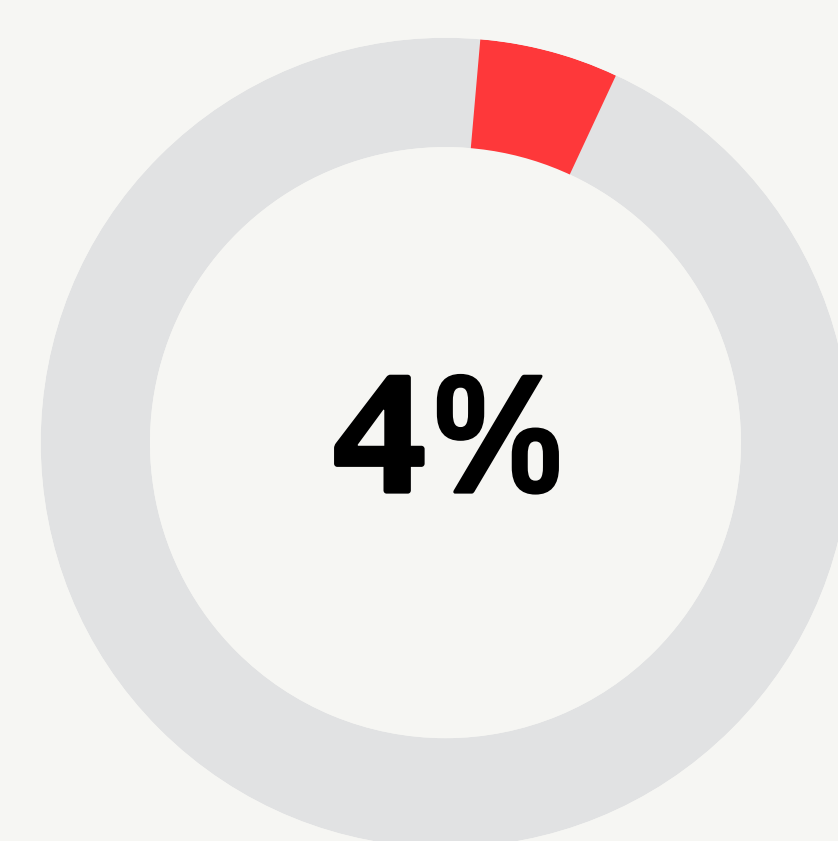
Consulting Services



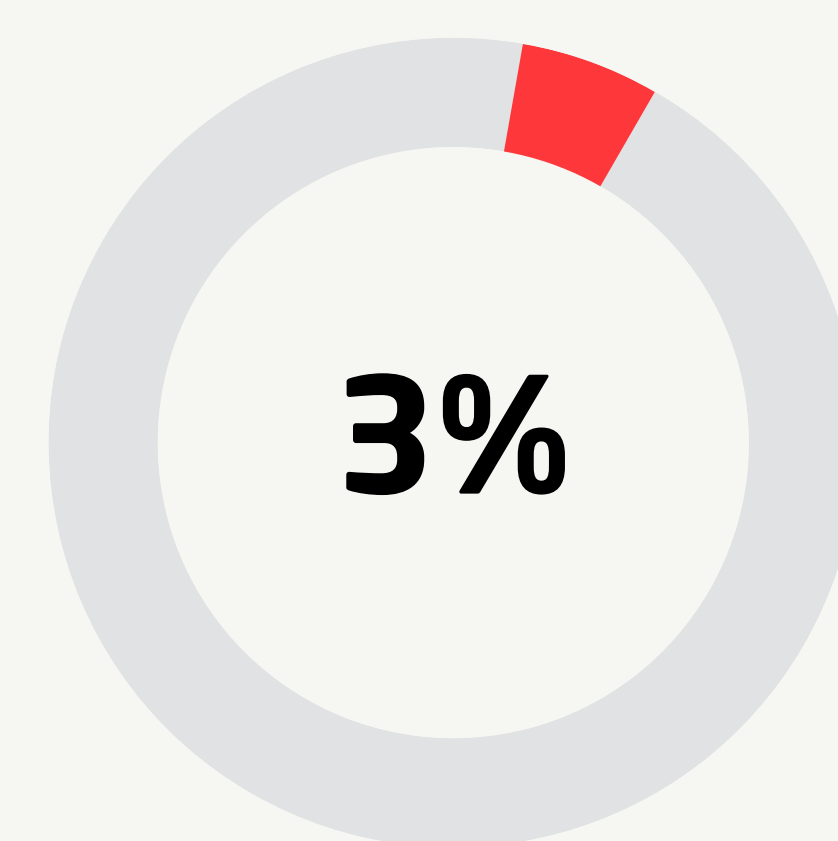
Government



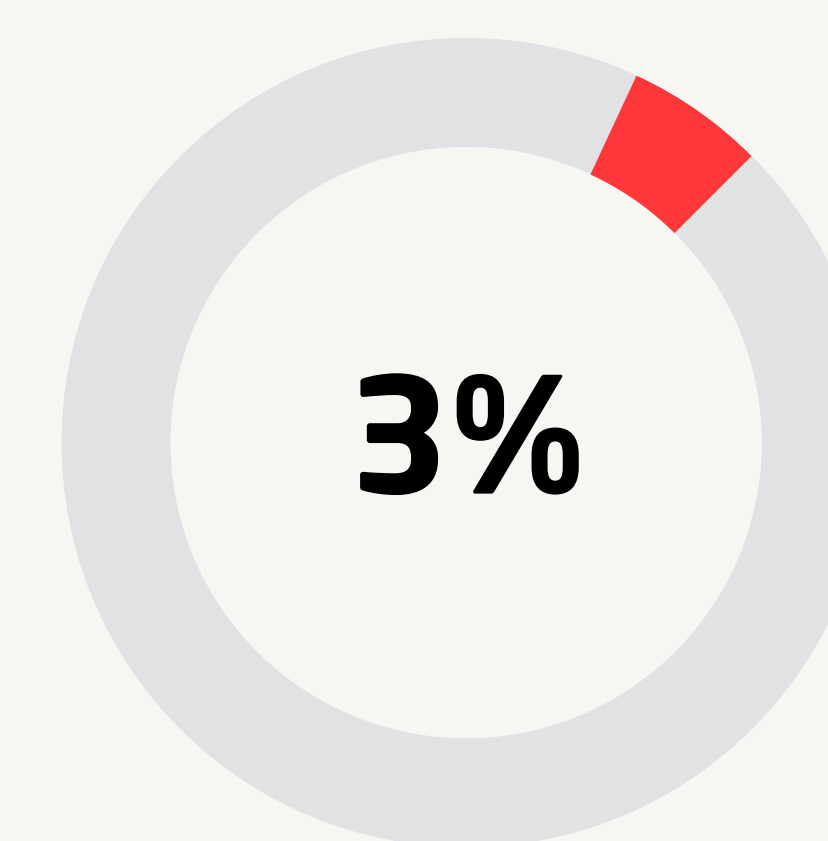
Healthcare/Medical



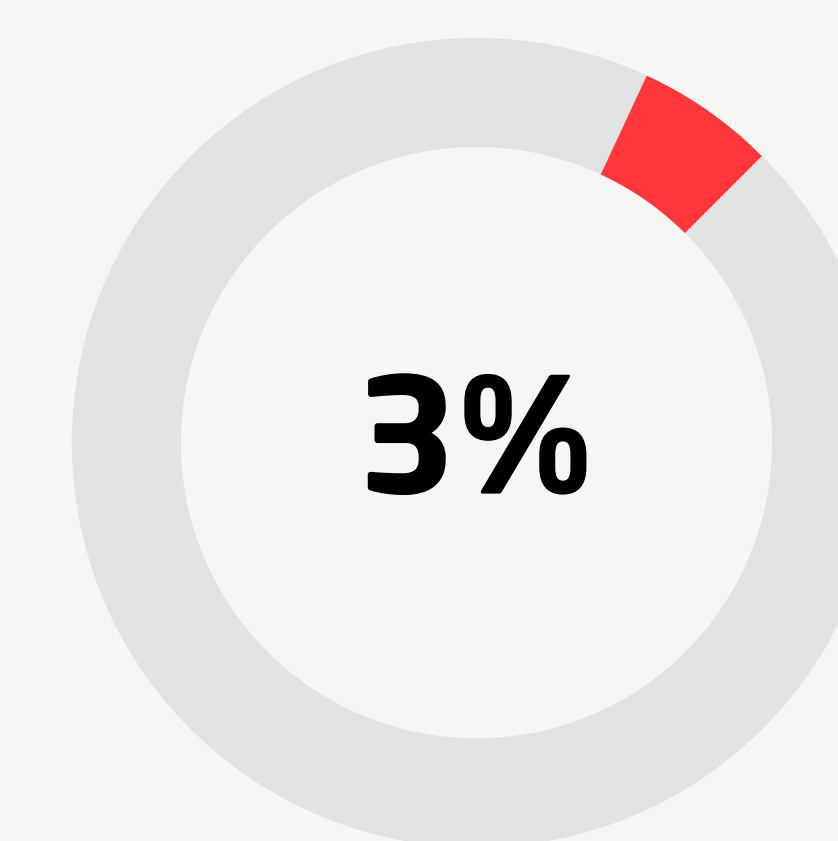
Utilities



Education



Manufacturing

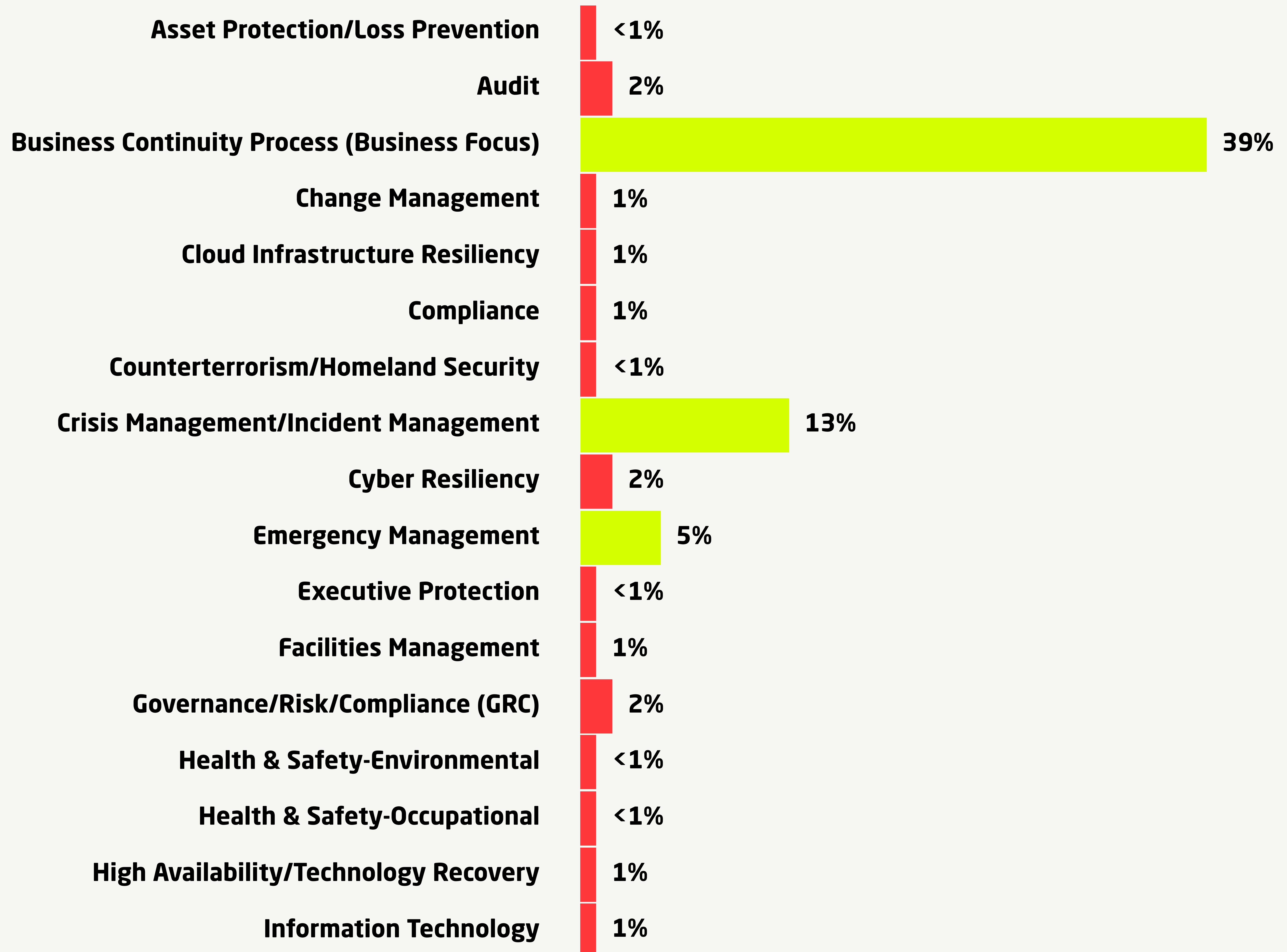


Transportation

Respondent Demographics

Percent of Respondents by Breakout of Responsibilities and Focus as a Percent of Job Focus

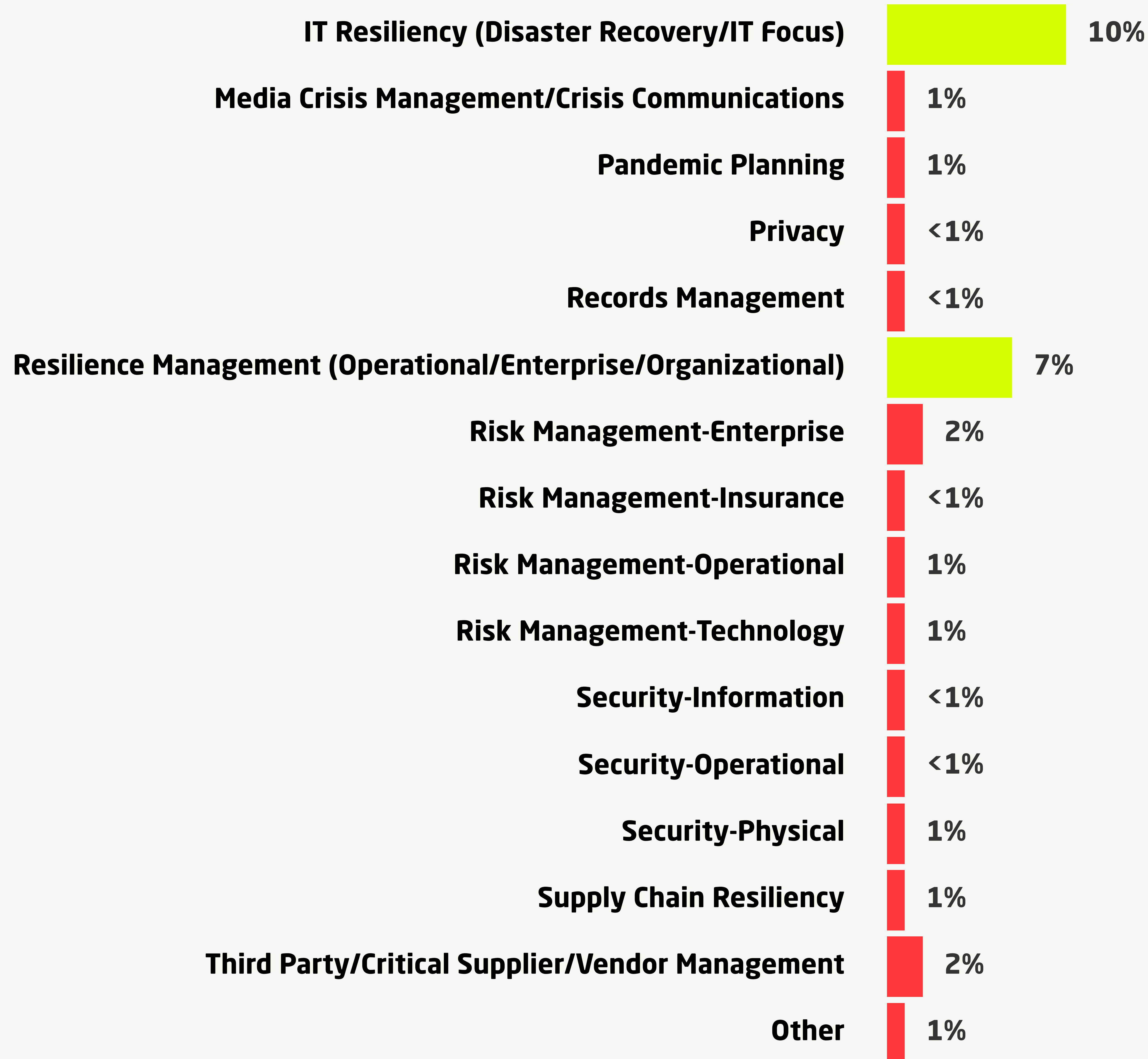
Full-time, Permanent



Respondent Demographics

Percent of Respondents by Breakout of Responsibilities and Focus as a Percent of Job Focus

Full-time, Permanent



BCM RESEARCH OVERVIEW



BCM Research Overview

Reporting History

Since 2001, BC Management has been gathering data on Business Continuity management programs and compensations to provide professionals with the information they need to elevate their programs. Each year our organization strives to improve upon the study questions, distribution of the study, and the reporting of the data collected.

Study Methodology

The on-line study was developed by the BC Management team in conjunction with The Business Continuity Institute (BCI), Witt O'Brien's, and the BC Management International Research Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assesses the data collected. The study was launched on January 19, 2023, and it will remain open through November 30, 2023. Participants were notified of the study primarily through e-newsletters and notifications from BC Management, The BCI, Witt O'Brien's, and from many other industry organizations. All participants are given the option of keeping their identity confidential.

Assessment of Data & Reporting

BC Management is continuously reviewing and verifying the data points received in the study. Data points in question are confirmed by contacting the respondent that completed that study. If the respondent did not include their contact information, then their response to the study may be removed. Data findings in many of the figures were rounded to whole numbers, thus the total percent may not equal 100%.

Participant Overview 878 study professionals

There were two study links available. Incomplete study responses were included in this data assessment.

Full-time, Permanently Employed, Retired, or Unemployed Professionals = **775** Participated & **597** Completed

Independent/Fixed Term Contract Consultants = **103** Participated & **70** Completed

Responses were received from **47** countries. The most significant responses are bolded and associated with a number. Afghanistan, Argentina, **Australia (19)**, Bahrain, Belgium, Bermuda, Brazil, **Canada (42)**, Chile, China, Colombia, Costa-Rica, **Denmark (7)**, Egypt, **Germany (5)**, **Hong Kong (6)**, Hungary, **India (25)**, **Ireland (5)**, Italy, **Japan (6)**, Kenya, Kuwait, **Malaysia (7)**, Mexico, **Netherlands (9)**, **New Zealand (5)**, Nigeria, Oman, Pakistan, Panama, Peru, **Philippines (5)**, **Poland (5)**, Republic of Madagascar, Romania, Saudi Arabia, **Singapore (8)**, **South Africa (9)**, Spain, Sri Lanka, Sweden, Switzerland, Taiwan, **United Arab Emirates (7)**, **United Kingdom (65)**, and **United States of America (495)**.

INTERNATIONAL RESEARCH ADVISORY BOARD



International Research Advisory Board

Thank you to BC Management's International Research Advisory Board

BC Management's International Research Advisory Board was instrumental in reviewing the study to ensure it focused on the topics that are of the greatest interest to resilience management professionals today. The goal was to develop a credible reporting tool that would add value to organizational resiliency.

Larry Chase

CBCP, CCRP Comp TIA A+ (USA) - Senior Vice President of Operational Risk Management for Enterprise Resilience, CitiGroup

Larry is the Director of Operational Resiliency Oversight in Citigroup's Operational Risk Management organization. An eight year United States Air Force veteran, Larry is a recognized and an industry leader in Enterprise Risk and Resiliency Management over the course of three decades. Credited with establishing global programs at Pfizer, Motorola, and most recently with Humana — His professional accomplishments include the 2017 BCI Continuity & Resiliency Team of the Year, 2015 DRI Program Leader of the Year, 2010 BCI Asia Group Excellence Award and the 2005 W.E Upjohn Award for Leadership. He spends a good portion of his free time as a professional musician around the Tampa Bay area and serving in different industry leadership roles; he is also credited as the co-founding of DRI Foundation's Veterans Outreach Program, providing scholarships to 700+ of our returning heroes.

Jennie Clinton

MBCP (USA) - Director, Enterprise Resilience & Crisis Management, Microsoft

Jennie Clinton understands the unexpected. She has been involved in the business of risk management, business continuity and crisis management for more than 20 years. Jennifer is uniquely qualified in her field not only due to her diverse Fortune 500 experience, but from her hands-on involvement in managing teams during the crisis. She has successfully managed response efforts for COVID-19, major product recall, power outages, hurricanes, floods, and terrorist attacks across North America.

Jennie's expertise is the design, implementation and management of innovative and effective enterprise-wide programs related to risk management, disaster recovery and business continuity.

Jennie has a proven ability to customize risk management, crisis, and business continuity programs for a variety of industries with diverse corporate cultures and strategic imperatives. Her expansive theoretical and experiential perspective allows her to be masterfully adept at preparing organizations for the unforeseen. She is a frequently requested speaker at local and international conferences, as well as an active member of several government, risk management and business continuity boards and organizations.

Kevin M. Cunningham

MS, CEM, CBCP (USA) - Director, Business Continuity Program Office, Equinix Inc.

Kevin is currently the Director of the Business Continuity Program Officer at Equinix Inc. Previously, he had spent 4 years as Vice President and Head of Global Business Continuity, Crisis Management and Emergency Services at NBCUniversal. Until May of 2013, he was Americas Regional Head of Business Continuity, Crisis Management for UBS AG. Prior to his tenure at UBS, Mr. Cunningham worked for the City of New York as a Preparedness Specialist for the New York City Office of Emergency Management.

Ing. Jorge Escalera

MBA, RM-31000, MBCP, CCRP, LA 22301 (Mexico)
Director, RISK MEXICO, SA DE CV.

Jorge Escalera Alcazar is President of the Organization Resilience Institute (IRO), Practice leader of Enterprise Risk Management, Business Continuity Management Systems, IT Disaster Recovery, Risk Management, and Insurance. More than 25 years of experience. Consultant for private sector multinational corporations and public-sector institutions. Chemical Administrator Engineer from Tec de Monterrey. MBA from EGADE Business School. Master Business Continuity Professional (MBCP) and Instructor by Disaster Recovery Institute International. Certified Risk Management Professional and Trainer (RM-31000) by IRO. Former President of the Mexican Technical Committee ISO/TC262 Risk Management. Coordinator in Mexico of WG2 Business Continuity of ISO/TC292 Security and Resiliency. Convenor of the Spanish Translation Task Force of ISO TC262/STTF - Risk Management. First President and founder of the RIMS Mexico Chapter.

International Research Advisory Board

Robert Fucito

(USA) - Vice President, Enterprise Resiliency,
Security and Crisis Management, Leading Mortgage
Lender

Experienced executive with a demonstrated history of working in the financial services industry. Skilled in Crisis Management, Enterprise Risk Management, IT Service Management, and IT Strategy. Strong professional with a Certificate focused in Design Thinking & Problem Solving from Massachusetts Institute of Technology - Sloan School of Management.

Guy Gryspeerdt

AMBCI (USA) - Vice President, Global Head of
Business Resilience,
Honeywell

Guy Gryspeerdt BA (Hons), AMBCI, has a strong experience in aligning the risk, business resilience and crisis management functions to the organization's strategic business goals and managing both the change process and subsequent organizational systems. He is outcome focused and sees a robust resilience program as a key business enabler to deliver a competitive advantage to the organization and value to customers. He has worked internationally across industry sectors, managing risk, business resilience, crisis management and security in the financial, retail, manufacturing and government sectors and has managed high level projects in these areas for leading organizations globally. Organizations have included Ernst & Young, Goldman Sachs, Reinsurance Group of America, The Westfield Group and Bridgewater.

Gayle Hedgecock

(UK) - Business Continuity & Resilience Specialist,
Clifford Chance

Gayle has over 20 years of Business Continuity experience in Financial services and less than 6 months in legal services, covering the full continuity lifecycle from completing BIA's through to creating and implementing BC policies and everything in between. Gayle was the chair of the BCI London Forum for 4 years.

Evan Hicks

CBCP (USA)

Evan began his Business Continuity career in Blacksburg, VA implementing Emergency Notification Systems across the United States for local government agencies. Motivated by the events of the 2007 Virginia Tech shooting, Evan moved to New York City to pursue a Master's Degree in Emergency Management from John Jay College of Criminal Justice. While completing his graduate studies, Evan held positions at Goldman Sachs' Crisis Management Center and NYC OEM's Training & Exercise division. This unique experience in both the public and private sector, led him to Washington, DC where he held multiple roles across Fannie Mae's Corporate Incident Management Team, Business Continuity Office, Risk and Controls, and Credit Portfolio Disaster Relief Team. In 2016, Evan pursued an opportunity in Portland, OR to establish a Business Recovery program for Nike's world headquarters and global business operations. During his tenure with Nike, Evan elevated Business Continuity to the Board of Directors, authored the COVID-19 Return to Work Playbook, and implemented a global continuity planning process inclusive of incident management, third party risk, technology recovery, facility management, enterprise risk management, supply chain, HR and other enterprise partners. Today, Evan is applying his crisis management expertise to his community in Portland where he's helping local charities address and resolve the social vulnerabilities revealed by COVID-19 and the BLM movement.

Alberto Jimenez

PMP, CBCP (USA) - Director, MiaTomi

Alberto is a founder and director with MiaTomi, a provider of business continuity management consulting services. Alberto has over 20 years of cross-industry experience, helping clients meet their business continuity, risk, compliance, and IT transformation needs. Prior to founding MiaTomi, Alberto was a national practice director at Datalink, Senior Manager at SunGard, Associate Director at Protiviti, and technology manager at Accenture.

International Research Advisory Board

Sohail Khimani

MBA, MBCP, AFBCI, OSSNHS, ISO 22301 LA (UAE)
- Business Continuity Relationship Head,
Confidential

An award-winning risk and resilience luminary with over 16 years of experience in all facets of risk and resilience. He is considered as an expert in providing and implementing bespoke end-to-end risk solutions and is a qualified and well-versed risk and resilience thought leader assisting organizations survive and thrive in challenging times.

Nicola Lawrence

BCom, MBCI (UK) - Business Resilience Manager,
Marex

Nicola Lawrence a business continuity professional that has worked in the Banking and Finance industry for 18 years, involved all aspects of resilience from planning and implementing BCM program to developing training and awareness opportunities. She is an active member of both The Investing and Saving Alliance (TISA) and Investment Association (IA) Operational Resilience Working Groups with the purpose of developing guidance for its member firms and supporting them through transition phase of the Operational Resilience regulatory changes in the UK.

Jayaraj Puthanveedu

CISSP, MBCI, ISO Lead Auditor (UK) - Managing
Director - Cyber & Technology RISK & Global head
of Operational Resilience & Third Party Tech Risk,
BNP Paribas

Jayaraj is a Senior Executive with over 21 years of experience in Cyber Security, Risk Management and Resilience, primarily focused on helping board level and CXO stakeholders in Tier1 Financial Services institutions in shaping their digital strategy to improve their Cyber Security and Resilience posture. In his current role as the Managing Director in BNP Paribas, he is the Global Head for Cyber Fraud, Cyber Resilience, Third Party Tech Risk, Data Breach Management, Business Continuity, IT Resilience and overall Operational Resilience. Prior to this, he has held various leadership roles in Deutsche Bank, Goldman Sachs, Northern Trust etc. covering Operational Risk, Cyber & Technology Risk and Resilience areas.

Malcom B. Reid

FBCI, CBCP, CPP, CFE (USA) - Director, Global
Security Operations Center, Confidential Company

Malcolm is a globally recognized, risk and resiliency thought leader. Among his many accomplishments includes the national critical infrastructure assessment of one of the top Liquefied Natural Gas (LNG) exporting nations. He has also led enterprise business continuity, security and risk advisory engagements for large global organizations. Malcolm is a graduate of the United States Military Academy at West Point and holds Masters degrees from Norwich University, Webster University and the University of Reading. He is a Fellow of the Business Continuity Institute and is Board Certified in Security Management. Malcolm is a member of a number of industry and community based boards including that of the BCI-USA chapter and the 2020 global board of ASIS International.

Wong Tew Kiat

CBCP, Fellow of BCI, CITBCM(S), CITPM(S),
COMIT(S), Fellow of Singapore Computer Society
(Singapore) - Managing Director & Founder,
Organisation Resilience Management Pte Ltd

More than 30 years of experience in IT Infra, Data Centre Infrastructure & Operations, Business Continuity Management, Pandemic Preparedness, Crisis & Incident Response, IT Disaster Recovery, Emergency Management and Data Centre (DC) Risk & Health Check. Managed a 100,000sqft Data Centre for the 30 years. Currently appointed as Chairman for the Data Centre Special Interest Group (DC SIG) by Singapore Computer Society (SCS) as a national platform for DC professionals to network and sharing of research & innovative ideas to meet the changing trends of the DC landscapes. A CBCP by DRII(USA) since 1997 and Fellow of BCI-UK since 2005. Also a Certified IT Project Manager, Certified Outsourcing IT Manager and Certified ITBCM Manager (CITBCM) by SCS. He was the President for the Business Continuity Group, a chapter in SCS from 2005-2008 & 2010-2011. In addition, he chaired the CITBCM Resource Panel to develop the Body of Knowledge and also chairs the Board of Assessors and he is also the authorised training provider for this CITBCM Certification Course.

International Research Advisory Board

Gilberto Tiburcio Freire Junior

(Brazil) - Global Workplace Recovery Sales Director,
LATAM, IWG

More than 45 years of experience with solid business knowledge in Sales of IT Services, with experience in IBM Brazil, IBM United Kingdom and REGUS. More than 20 years working as People Manager leading Services Organization (Infrastructure Services, Business Resilience Services, Business Continuity, Disaster Recovery, IT Security). He was responsible to implement a Business Recovery Organization in a IBM Brazil, afterwards he was responsible for this Business in all Latin America for more than 10 years. He is currently responsible in REGUS (IWG Parental company) for Workplace Recovery services in Latin America since 2016.

Sanjiv Tripathy

(India) - Managing Director and Risk & Security
Leader, Confidential Financial Firm

Sanjiv is a senior Risk leader and has managed Resilience & BCM for a global banks India set up (RBS Technology) comprising of ~15000 headcount size distributed over multiple locations working with Senior management / Silver & Gold global Incident management teams, partnering with businesses such as Banking business, Operations, Financial services and Risk services for India wide organisation (~25000 team size). Conceptualized & implemented fit for purpose Business Resilience, BC and Disaster Recovery strategies, reviewed them and implemented improvements as part of major incident review and Regulatory review. Fostered strong stakeholder relationships, developed specialised team, managed Resilience & BC critical processes, reviewed BCM program framework and standards, assessed large global critical 3rd party service providers BCM capabilities, assessed organizations effectiveness of BC/ Resiliency and presented BCM preparedness to Internal audit, External auditor and Regulators.

Thomas Wagner

(USA) - Managing Director, Major Trade Association

Tom is a recognized expert and innovative thought leader in the Business Continuity Management space with over 25 years' experience as a practitioner, management consultant and technology executive in the financial services industry. Tom is currently the Managing Director for a major trade association and he previously served in senior BCM roles at HSBC, Marsh, Gartner, Booz Allen and the NYSE. While at Booz Allen, Tom consulted to the President's Commission for Critical Infrastructure Protection (PCCIP), the White House Critical Infrastructure Assurance Office (CIAO / Homeland Security) and Intelligence Communities where he conducted risk assessments and helped develop strategies to protect the financial services industry from terrorism and natural disasters. Tom is also a recognized thought-leader in the IT Controls and Risk Management space having served as a SME with ISACA ITGI for the on-going development of CobiT and the IT Risk and Governance frameworks.

Kiyoshi Yoshikawa

(Japan) - Sr. Manager - Confidential Company

Mr. Yoshikawa has been a BCM professional for over 15 years in the financial and manufacturing industries. He started his career as an IT network engineer and build backup data centers and sites. He brings a sound knowledge of the financial regulations of the APAC countries and understands the residual risks in the production lines and supply chain.

DISTRIBUTING ORGANIZATIONS



| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
| 0 | 1/1/2013 | |
| 1 | 1/2/2013 | |
| 2 | 1/3/2013 | |
| 3 | 1/4/2013 | |
| 4 | 1/5/2013 | |
| 5 | 1/6/2013 | |
| 6 | 1/7/2013 | |
| 7 | 1/8/2013 | |
| 8 | 1/9/2013 | |
| 9 | 1/10/2013 | |
| 10 | 1/11/2013 | |
| 11 | 1/12/2013 | |
| 12 | 1/13/2013 | |
| 13 | 1/14/2013 | |
| 14 | 1/15/2013 | |
| 15 | 1/16/2013 | |
| 16 | 1/17/2013 | |
| 17 | 1/18/2013 | |
| 18 | 1/19/2013 | |
| 19 | 1/20/2013 | |
| 20 | 1/21/2013 | |
| 21 | 1/22/2013 | |
| 22 | 1/23/2013 | |
| 23 | 1/24/2013 | |
| 24 | 1/25/2013 | |
| 25 | 1/26/2013 | |
| 26 | 1/27/2013 | |
| 27 | 1/28/2013 | |
| 28 | 1/29/2013 | |
| 29 | 1/30/2013 | |
| 30 | 1/31/2013 | |
| 31 | 2/1/2013 | |
| 32 | 2/2/2013 | |
| 33 | 2/3/2013 | |
| 34 | 2/4/2013 | |
| 35 | 2/5/2013 | |
| 36 | 2/6/2013 | |
| 37 | 2/7/2013 | |
| 38 | 2/8/2013 | |
| 39 | 2/9/2013 | |
| 40 | 2/10/2013 | |
| 41 | 2/11/2013 | |
| 42 | 2/12/2013 | |
| 43 | 2/13/2013 | |
| 44 | 2/14/2013 | |
| 45 | 2/15/2013 | |
| 46 | 2/16/2013 | |
| 47 | 2/17/2013 | |
| 48 | 2/18/2013 | |
| 49 | 2/19/2013 | |
| 50 | 2/20/2013 | |
| 51 | 2/21/2013 | |
| 52 | 2/22/2013 | |
| 53 | 2/23/2013 | |
| 54 | 2/24/2013 | |
| 55 | 2/25/2013 | |
| 56 | 2/26/2013 | |
| 57 | 2/27/2013 | |
| 58 | 2/28/2013 | |
| 59 | 2/29/2013 | |
| 60 | 3/1/2013 | |
| 61 | 3/2/2013 | |
| 62 | 3/3/2013 | |
| 63 | 3/4/2013 | |
| 64 | 3/5/2013 | |
| 65 | 3/6/2013 | |
| 66 | 3/7/2013 | |
| 67 | 3/8/2013 | |
| 68 | 3/9/2013 | |
| 69 | 3/10/2013 | |
| 70 | 3/11/2013 | |
| 71 | 3/12/2013 | |
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| 75 | 3/16/2013 | |
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| 82 | 3/23/2013 | |
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| 84 | 3/25/2013 | |
| 85 | 3/26/2013 | |
| 86 | 3/27/2013 | |
| 87 | 3/28/2013 | |
| 88 | 3/29/2013 | |
| 89 | 3/30/2013 | |
| 90 | 3/31/2013 | |
| 91 | 4/1/2013 | |
| 92 | 4/2/2013 | |
| 93 | 4/3/2013 | |
| 94 | 4/4/2013 | |
| 95 | 4/5/2013 | |
| 96 | 4/6/2013 | |
| 97 | 4/7/2013 | |
| 98 | 4/8/2013 | |
| 99 | 4/9/2013 | |
| 100 | 4/10/2013 | |

BUDGET VS. ACTUAL

Summary By Category table
actual spending compares to yo

TOTAL PAID

Distributing Organizations

Thank You Distributing Organizations

BC Management also greatly appreciates the efforts of those organizations that assisted in this global effort. Below is a list of participating organizations that assisted in distributing our annual study. The contribution of each individual organization does not indicate an endorsement of the study findings or the activities of BC Management. This is NOT a complete list of distributing organizations.



APPENDIX



| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
| 0 | 1/1/2013 | |
| 1 | 1/2/2013 | |
| 2 | 1/3/2013 | |
| 3 | 1/4/2013 | |
| 4 | 1/5/2013 | |
| 5 | 1/6/2013 | |
| 6 | 1/7/2013 | |
| 7 | 1/8/2013 | |
| 8 | 1/9/2013 | |
| 9 | 1/10/2013 | |
| 10 | 1/11/2013 | |
| 11 | 1/12/2013 | |
| 12 | 1/1/2014 | |
| 13 | 1/2/2014 | |
| 14 | 1/3/2014 | |
| 15 | 1/4/2014 | |
| 16 | 1/5/2014 | |
| 17 | | |
| 18 | | |

BUDGET VS. ACTUAL

Summary By Category table

Enter your budget for each category in the Summary By Category table. The actual spending compares to your budget.

Appendix

Job Title Definitions

Entry-level/Analyst - Assists with program only for the departments, organization or government sector (includes local country and/or global). No project management responsibilities. No staff management.

Planner/Coordinator/Administrator - Partial program management for a department of a corporation or government sector (includes local country and/or global). No staff management.

Subject Matter Expert/Technologist/Engineer (Non-manager) - Expertise in one aspect of the program (business or technology focused). No involvement in program management or staff management. May serve as a subject matter expert within a defined niche specialty.

Solution Architect - Responsible for the end to end design and implementation of an IT resiliency solution. This may include: network, storage, systems, as well as specialized hardware or software. May or may not manage staff.

Manager/Assistant Vice President/Program Manager - Program management for an entire division, corporation or government sector (local country only). No staff management.

Regional Lead/Manager - Manages and oversees the program on a regional basis including a geography of multiple countries. With or without direct staff management.

Global Program Manager - Manages and oversees the entire program globally with no regional support leads. No direct staff management.

Vice President/Director - Program management for an entire division, corporation or government sector (local country only). Direct staff management.

Global Program Head - Manages and oversees the entire program globally - including direct staff management.

Chief Officer - Executive level within a corporation. Includes Chief Continuity Officer, Chief Risk Officer, and Chief Security Officer.

President - President of an organization (Not Professional Consulting) providing BC/DR/Risk Management/Information Security/Emergency/Crisis Management Services-Software, Notification, etc.

Sales/Marketing/Product Management - Non-Management (no direct staff management)

Consulting (Permanently Employed)

- **Consultant** - Assists client companies with a variety of BC/DR engagements. No staff management.
- **Sr. Consultant** - May manage a client engagement through a full-life cycle and indirectly manage staff.
- **Managing Consultant/Program Manager** - Manages multiple client engagements and little to no business development responsibility. Direct staff management.
- **Sr. Manager/Director** - Manages multiple client engagements and responsible for business development of new client engagements. Direct staff management.
- **Practice Leader/Principal** - Manages a regional or national practice with managing client engagements, staff management and business development. Direct staff management.
- **Global Practice Leader/Principal** - Manages a global practice with managing client engagements and business development. Direct staff management.

Appendix

Educational Institutions

American Public University - BA & MS (USA)
 Anna Maria College - MS (USA)
 Arizona State University - BAsC & MS (USA)
 Arkansas State University - MS (USA)
 Arkansas Tech University - BS & MS (USA)
 Auckland University of Technology - BSc & MSc (New Zealand)
 Bellevue University - MS (USA)
 Boston University, Medical Campus - MS (USA)
 Boston University, Metropolitan College - MSM (USA)
 Brandon University - BD (Canada)
 Buckinghamshire New University (UK)
 California State University, Long Beach - MS (USA)
 Capella University - MS & Ph.D. (USA)
 Coventry University (UK)
 Cranfield University - MSc (UK)
 Dublin City University - MSc (Ireland)
 Ealde Business School - MD (Spain)
 East Carolina University - MS (USA)
 Eastern Kentucky University - MD (USA)
 Eastern Michigan University - MS (USA)
 Elmira College - MS (USA)
 Florida A&M University - BA (USA)
 Florida Atlantic University - MBA (USA)
 Florida State University - MPA (USA)
 George Washington University - MS & D.Sc. (USA)
 Georgia State University - MPA & Ph.D. (Ph.D. joint GA Tech) (USA)
 Glasgow Caledonian University - MS (UK)
 Indiana University - Purdue University Indianapolis - MS (USA)
 Iona College - MD (USA)
 Jacksonville State University - BS, MS, MPA, MD & D.Sc. (USA)
 Karlstad University - MSc (Sweden)
 Kingston University London - BSc (UK)
 Leiden University - MSc (The Netherlands)
 Long Island University - MS (USA)
 Louisiana State University - MA & Ph.D. (USA)

Macquarie University - MD (Australia)
 Massachusetts Maritime University - BS & MS (USA)
 Maynooth University - MSc (Ireland)
 Metropolitan College of New York - MPA (USA)
 Middlesex University - MSc (UK)
 Millersville University of Pennsylvania - MSDM (USA)
 National University - BD (USA)
 Naval Postgraduate School - MA (US)
 New Jersey Institute of Technology - MS (USA)
 North Dakota State University - BS, MS & Ph.D. (USA)
 Northeastern University - MD (USA)
 Norwich University - MD (USA)
 Oklahoma State University - MS (USA)
 Park University - MD (USA)
 Queensland University of Technology - MBA (Australia)
 Regis University - MS (USA)
 Rivier University - BD (USA)
 Rochester Institute of Technology - MD (USA)
 Royal Roads University - MA (Canada)
 Saint Louis University - MS, MD (USA)
 Savannah State University - BA (USA)
 State University of New York (SUNY) - BT (USA)
 Southern Cross University - MS (Australia)
 Southern Illinois University - BS & MS (USA)
 Southern New Hampshire University - MS (USA)
 Texas A&M University - MS (USA)
 Thomas Edison State College - BD (USA)
 Trident University - MD (USA)
 Université Paris 1 Panthéon-Sorbonne - MS (France)
 University Institute of Argentina Federal Police - BS (Argentina)
 University of Akron - BS (USA)
 University of Alaska Fairbanks - BD (USA)
 University of Central Missouri - BS (USA)
 University of Chicago - MD (USA)
 University of Copenhagen - MS (Denmark)
 University of Delaware - MS & Ph.D. (USA)
 University of East Anglia - MBA (UK)

University of Florida - BS & MS (USA)
 University of Illinois, Chicago - MS (USA)
 University of Johannesburg - BT (South Africa)
 University of Leicester - MD (UK)
 University of Lincoln - MSc (UK)
 University of Maryland - BS & MS (USA)
 University of Nevada, Las Vegas - MS & MD (USA)
 University of New Orleans - MPA (USA)
 University of North Carolina at Chapel Hill - MSDM (USA)
 University of North Carolina at Charlotte - MPA (USA)
 University of North Texas - BS, MD, MPA & Ph.D. (USA)
 University of Portsmouth - BS (UK)
 University of Richmond - BS & MS (USA)
 University of Southern California - MD (USA)
 University of Tennessee at Chattanooga - BS (USA)
 University of Tennessee - Knoxville - MS (USA)
 University of Washington - MS (USA)
 University of Wolverhampton - PGC & MSc (UK)
 Unyleya College - MBA (Brazil)
 Upper Iowa University - BS (USA)
 Utah Valley University - BD (USA)
 Virginia Commonwealth University - BA & MA (USA)
 Webster University - MA (USA)
 West Texas A&M University - BAA (USA)
 Western Carolina University - BS (USA)
 Western Illinois University - BS (USA)
 Western Washington University - BA (USA)
 York University (Canada)

Further Information:

This document highlights a few of the educational institutions offering Bachelor, Masters, or Doctorate programs within Business Continuity, Disaster Recovery, Crisis Management, and Emergency Management. This list is not all encompassing. Please contact BC Management at info@bcmmanagement.com with additions, inquiries, or questions regarding this document.

Appendix

Professional Certifications

American College of Forensic Examiners International (ACFEI) - <http://www.acfei.com>

CHS Level I - V - Certified in Homeland Security

American Institute for Chartered Property Casualty Underwriter (CPCU) - <http://www.aicpcu.org>

ARM - Associate Risk Manager

ARM-P - Associate Risk Manager for Public Entities

American Society for Industrial Security (ASIS) - <http://www.asisonline.org>

CPP - Certified Protection Professional

American Society for Quality (ASQ) - <http://www.asq.org/certification/>

CMQ/OE - Certified Manager of Quality/Organizational Excellence

CQA - Certified Quality Assessor

SSBB - Certified Six Sigma Black Belt

SSGB - Certified Six Sigma Green Belt

SSYB - Certified Six Sigma Yellow Belt

The APM Group Limited (APMG) -

<http://www.apmgroup.co.uk>

PRINCE2 - www.prince2.org.uk

CPMQ - Competent Project Manager Qualification

Associate of Certified Fraud Examiners (ACFE) -

<http://www.acfe.com>

CFE - Certified Fraud Examiner

BAI Bankers Training & Certification Center (BAI) -

<http://www.bai.org>

CRP - Certified Risk Professional

Board of Environmental, Health and Safety Auditor Certifications (BEAC) - <http://www.beac.org>

CPEA - Certified Professional Environmental Auditor

British Computer Society (BCS) - <http://www.bcs.org>

Certificate in Information Security Management Principles

Practitioner Certificate in Information Risk Management

British Standards Institution (BSI) - <http://www.bsigroup.com>

BSI ISO 22301 Lead Auditor

BSI ISO 22301 Lead Implementer

The Business Continuity Institute (BCI) - <http://www.thebci.org>

Affiliate Member

CBCI - Certificate of The BCI

AMBCI - Associate Member of The BCI

MBCI - Member of The BCI

FBCI - Fellow of The BCI

Business Continuity Management Institute (BCM Institute) - <http://www.bcm-institute.org>

BCCP - BC Certified Planner

BCCS - BC Certified Specialist

BCCE - BC Certified Expert

DRCS - DR Certified Specialist

DRCE - DR Certified Expert

BCCA - BC Certified Auditor

BCCLA - BC Certified Lead Auditor

Business Resilience Certification Consortium International (BRCCI) - <http://www.brcci.org>

CBRS - Certified Business Resilience Specialist

CBRP - Certified Business Resilience Professional

CBRM - Certified Business Resilience Manager

CBRA - Certified Business Resilience Auditor

MABR - Masters Achievement in Business Resilience

CBRITP - Certified Business Resilience IT Professional

Capability Maturity Model Integration Institute (CMMI Institute) - <http://cmminstitute.com>

CMMI Certified

DRI International (DRI Int'l) - <http://www.drii.org>

CBCV - Certified Business Continuity Vendor

BCA - Certified Business Continuity Auditor

CBCLA - Certified Business Continuity Lead Auditor

ABCP - Associate Business Continuity Professional

CFCP - Certified Functional Continuity Professional

CBCP - Certified Business Continuity Professional

MBCP - Master Business Continuity Professional

CCRP - Certified Cyber Resilience Professional

APSCP - Associate Public Sector Continuity Professional

CPSCP - Certified Public Sector Continuity Professional

AHPCP - Associate Healthcare Provider Continuity Professional

CHPCP - Certified Healthcare Provider Continuity Professional

ARMP - Associate Risk Management Professional

CRMP - Certified Risk Management Professional

EC-Council - <http://www.eccouncil.org>

CEH - Certified Ethical Hacker

CSCU - Certified Secure Computer User

CHFI - Computer Hacking Forensic Investigator

ECSA - EC-Council Certified Security Analyst

ECSP - EC-Council Certified Secure Programmer

LPT - Licensed Penetration Tester

Emergency Management Institute (EMI) - <http://training.fema.gov/>

Level I, Professional Continuity Practitioner

Level II, Master Continuity Practitioner

CERT - Community Emergency Response Team

NIMS - National Incident Management System

ICS - Incident Command System

HSEEP - Homeland Security Exercise and Evaluation Program

MEP - Master Exercise Practitioner

PDS - Professional Development Series - Certificate of Completion

<http://training.fema.gov/EMIWEB/PDS/>

Appendix

Professional Certifications

Emergency Planning Society (EPS) - <http://the-eps.org>

Student
Associate
MEPS - Member of the Emergency Planning Society
FEPS - Fellow of the Emergency Planning Society

Global Information Assurance Certification (GIAC) - <http://www.giac.org>

GSEC - GIAC Security Essentials
GCIH - GIAC Certified Incident Handler
GCIA - GIAC Certified Intrusion Analyst
GPEN - GIAC Penetration Tester
GWAPT - GIAC Web Application Penetration Tester
GCFW - GIAC Certified Firewall Analyst
GCWN - GIAC Certified Windows Security Administrator
GAWN - GIAC Assessing & Auditing Wireless Networks
GCUX - GIAC Certified UNIX Security Administrator
GISF - GIAC Information Security Fundamentals
GCED - GIAC Certified Enterprise Defender
GXPN - GIAC Exploit Researcher & Advanced Penetration Tester
GMOB - GIAC Mobile Device Security Analyst
GICSP - Global Industrial Cyber Security Professional
GSLC - GIAC Security Leadership
G2700 - GIAC Certified ISO-2700 Specialist
GISP - GIAC Information Security Professional
GCPM - GIAC Certified Project Manager
GSNA - GIAC Systems & Network Auditor

Global Risk Management Institute, Inc (GRMI) - <http://www.grm.institute>

CRM - Canadian Risk Management

Information Assurance Certification Review Board (IACRB) - <http://www.iacertification.org>

CEPT - Certified Expert Penetration Tester
CASS - Certified Application Security Specialist
CREA - Certified Reverse Engineering Analyst
CPT - Certified Penetration Tester

CDRP - Certified Data Recovery Professional
CCFE - Certified Computer Forensics Examiner
CWSS - Certified Windows Security Specialist
CWAPT - Certified Web App Penetration Tester

Information Systems Audit & Control Association (ISACA) - <http://www.isaca.org>

CISA - Certified Information Systems Auditor
CISM - Certified Information Security Manager
CGEIT - Certified in the Governance of Enterprise IT
CRISC - Certified in Risk and Information Systems Controls

Institute for Certification of Computing Professionals - <http://www.iccp.org/>

ACP - Associate Computing Professional
CBIP - Certified Business Intelligence Professional
CCP - Certified Computing Professional
CDMP - Certified Data Management Professional
CITCP - Certified IT Compliance Professional
CITC - Certified IT Consultant
ISA - Information Systems Analyst
ISP - Information Systems Professional

Institute of Certified Records Managers (ICRM) - <http://www.icrm.org>

CRM - Certified Records Manager

Institute of Civil Protection & Emergency Management (ICPEM) - <http://theicpem.org/>

Student
Associate
MICPEM - Member
FICPEM - Fellow

Institute of Hazardous Materials Management (IHMM) - <http://www.ihmm.org>

CHMP - Certified Hazardous Materials Practitioner
CHMM - Certified Hazardous Materials Manager

Institute of Internal Auditors (IIA) - <http://www.theiia.org>

CIA - Certified Internal Auditor
CCSA - Certification in Control Self Assessment
CGAP - Certified Government Auditing Professional
CFSA - Certified Financial Services Auditor
CRMA - Certification in Risk Management Assurance

Institute of Management Consultants (IMC) - <http://www.imcusa.org>

CMC - Certified Management Consultant

Institute of Risk Management (IRM) - <http://www.theirm.org>

IRM-ERM - International Certificate in Enterprise Risk Management
IRM-FS - International Certificate in Financial Services Risk Management
IRM-DRM - Certificate in Digital Risk Management
IRM-SUPP - Certificate in Supply Chain Risk Management

International Association of Risk and Compliance Professionals (IARCP) - <http://www.crcmp.net>

CRCMP - Certified Risk & Compliance Management Professional

International Association of Emergency Managers (IAEM) - <http://www.iaem.com>

AEM - Associate Emergency Manager
CEM - Certified Emergency Manager

The International Board for Certification of Safety Managers (IBFCSM) - <http://ibfcs.org>

CHSP - Certified Healthcare Safety Professional
CHSP-FSM - Certified Healthcare Safety Professional - Fire Safety Management
CHCM - Certified Hazard Control Manager
CPSO - Certified Patient Safety Officer
CHEP - Certified Healthcare Emergency Professional
CHEP-FSM - Certified Healthcare Emergency Professional - Fire Safety Management
CPSM - Certified Product Safety Manager

Appendix

Professional Certifications

The International Consortium for Organizational Resilience (The ICOR) - <http://www.theicor.org>

CORA - Certified Organizational Resilience Associate
CORS - Certified Organizational Resilience Specialist
CORM - Certified Organizational Resilience Manager
CORP - Certified Organizational Resilience Professional
CORE - Certified Organizational Resilience Executive
CMCP - Crisis Management & Communication Professional
CETa - Critical Environments Technician Associate
CET - Critical Environments Technician
CEM - Critical Environments Manager
CEE - Critical Environments Engineer
CEA - Critical Environments Auditor
SCRA - Supply Chain Risk Associate
CCP - Crisis Communication Planner
BCMS Auditor/ISO 22301 Lead Auditor
BCMM Assessor
CDCP - Certified Data Center Professional
CDCS - Certified IT Compliance Specialist

International Facility Management Association (IFMA) - <http://www.ifma.org>

CFM - Certified Facility Manager

International Information Systems Security Certification Consortium ((ISC) 2) - <http://www.isc2.org>

SSCP - Systems Security Certified Practitioner
CAP - Certified Authorization Professional
CISSP - Certified Information Systems Security Professional
ISSAP - Information Systems Security Architecture Professional
ISSEP - Information Systems Security Engineering Professional
ISSMP - Information Systems Security Management Professional
CCFP - Certified Cyber Forensics Professional
HCISPP - HealthCare Information Security & Privacy Practitioner

IT Infrastructure Library (ITIL) Certifications -

<http://itsm.fwtk.org/Certification.htm>

ITIL (The Foundation Certificate)

ITIL (The Intermediate Certificate)

ITIL (The Expert Certificate)

ITIL (The Master Certificate)

MIT Professional Certificate Program -

<https://professional.mit.edu/course-catalog/crisis-management-business-resiliency>

Certificate of Completion for Crisis Management & Business Resiliency

National Institute for Business Continuity Management (NIBCM) - <http://www.nibcm.org>

ACM - Associate Continuity Manager

CCM - Certified Continuity Manager

Open Compliance & Ethics Group (OCEG) -

<http://www.oceg.org>

GRCP - GRC Professional

Professional Evaluation & Certification Board (PECB) - <http://www.pecb.com>

PECB Certified Disaster Recovery Foundation

PECB Certified Disaster Recovery Manager

PECB Certified Lead Disaster Recovery Manager

PECB Certified EBIOS Risk Manager

PECB Certified MEHARI Risk Manager

PECB Certified ISO 19600 Foundation

PECB Certified ISO 19600 Lead Compliance Manager

PECB Certified ISO 22301 Foundation

PECB Certified ISO 22301 Lead Implementer

PECB Certified ISO 22301 Lead Auditor

PECB Certified ISO 22316 Foundation

PECB Certified ISO 22317 Foundation

PECB Certified ISO 22320 Foundation

PECB Certified ISO 27001 Foundation

PECB Certified ISO 27001 Lead Implementer

PECB Certified ISO 27001 Lead Auditor

PECB Certified ISO 27799 Foundation

PECB Certified ISO 27799 Lead Manager

PECB Certified ISO 28000 Foundation

PECB Certified ISO 28000 Lead Implementer

PECB Certified ISO 28000 Lead Auditor

PECB Certified ISO 31000 Foundation

PECB Certified ISO 31000 Risk Manager

PECB Certified ISO 31000 Lead Risk Manager

PECB Certified ISO/IEC 27005 Foundation

PECB Certified ISO/IEC 27005 Risk Manager

PECB Certified ISO/IEC 27005 Lead Risk Manager

PECB Certified ISO/IEC 27002 Foundation

PECB Certified ISO/IEC 27002 Manager

PECB Certified ISO/IEC 27002 Lead Manager

PECB Certified ISO/IEC 27032 Lead Cybersecurity Manager

PECB Certified ISO/IEC 27034 Foundation

PECB Certified ISO/IEC 27034 Lead Implementer

PECB Certified ISO/IEC 27035 Foundation

PECB Certified ISO/IEC 27035 Lead Incident Manager

PECB Certified ISO/IEC 38500 Foundation

PECB Certified ISO/IEC 38500 IT Corporate Governance Manager

PECB Certified ISO/IEC 38500 Lead IT Corporate Governance Manager

Project Management Institute (PMI) -

<http://www.pmi.org>

CAPM - Certified Associate in Project Management

PMP - Project Management Professional

PMI-ACP - PMI Agile Certified Practitioner

PMI-RMP - PMI-Risk Management Professional

Risk Management Institution of Australasia (RMIA) -

<http://www.rmia.org.au/>

CPRM - Certified Practising Risk Manager

CRMT - Certified Risk Management Technician

Risk Management Society (RIMS) -

<http://www.rims.org>

RIMS-CRMP - RIMS-Certified Risk Management Professional

Appendix

Professional Certifications

Risk Managers & Consultants Association -

<http://www.rmcaj.com/>

BCM-RM (Risk Manager)

BCM-ITSC (IT Services Continuity)

ScrumAlliance - <http://scrumalliance.org>

CSM - Certified ScrumMaster

Shared Assessments - <http://sharedassessments.org>

CTPRP - Certified Third-Party Risk Professional

CTPRA - Certified Third-Party Risk Assessor

Software Engineering Institute (SEI) -

<http://seicertification.clearmodel.com/>

CERT - CSIH - Certified Computer Security Incident Handler

CERT - RMM (Resilience Management Model) Lead Appraiser

SOX Institute - <http://www.soxinstitute.org>

CSOX - Certified in Sarbanes-Oxley

CSOXP - Certified SOX Professional

CSOXM - Certified SOX Manager

Further Information:

This document highlights the well-known certifying bodies and their certifications relating to

Business Continuity, Disaster Recovery, Crisis Management, or Emergency Management.

This list may not be all encompassing as new certifications are created regularly.

ABOUT WITT O'BRIEN'S



ACTUAL SUMMARY

| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
| 0 | 1/1/2013 | |
| 1 | 1/2/2013 | |
| 2 | 1/3/2013 | |
| 3 | 1/4/2013 | |
| 4 | 1/5/2013 | |
| 5 | 1/6/2013 | |
| 6 | 1/7/2013 | |
| 7 | 1/8/2013 | |
| 8 | 1/9/2013 | |
| 9 | 1/10/2013 | |
| 10 | 1/11/2013 | |
| 11 | 1/12/2013 | |
| 12 | 1/1/2014 | |
| 13 | 1/2/2014 | |
| 14 | 1/3/2014 | |
| 15 | 1/4/2014 | |
| 16 | 1/5/2014 | |

BUDGET VS. ACTUAL

Summary By Category table

Enter your budget for each category in the Summary By Category table. The actual spending compares to your budget.

TOTAL PAYMENT

About Witt O'Brien's

1/3 of the Fortune **100** have entrusted Witt O'Brien's to assist with their resiliency programs. Our team is here to support you every step of the way to develop and implement an integrated program to make your organization more resilient.

We serve as strategic consultants to create detailed plans, and training in Crisis Management, Business Continuity, and Crisis Communications. Our experienced team is innovative, flexible, and experienced. We are here for you to design and implement customized programs that work.

WITH YOU WHEN IT COUNTS

info@wittobriens.com

T: +1 281 320 9796

F: +1 281 320 9700

Contact Us

WITT O'BRIEN'S

ambipar[®]
response

ABOUT BC MANAGEMENT



| No. | Payment Date | Payment Due |
|-----|--------------|-------------|
| 0 | | |
| 1 | 1/1/2013 | |
| 2 | 1/2/2013 | |
| 3 | 1/3/2013 | |
| 4 | 1/4/2013 | |
| 5 | 1/5/2013 | |
| 6 | 1/6/2013 | |
| 7 | 1/7/2013 | |
| 8 | 1/8/2013 | |
| 9 | 1/9/2013 | |
| 10 | 1/10/2013 | |
| 11 | 1/11/2013 | |
| 12 | 1/12/2013 | |
| 13 | 1/13/2013 | |
| 14 | 1/14/2013 | |
| 15 | 1/15/2013 | |
| 16 | 1/16/2013 | |
| 17 | 1/17/2013 | |
| 18 | 1/18/2013 | |
| 19 | 1/19/2013 | |
| 20 | 1/20/2013 | |

BUDGET VS. ACTUAL

BUDGET BY CATEGORY table compares to yo

ACTUAL SUMMARY

Enter your budget for each category in the Summary By Category table

Transactions sheet to see how your actual spending compares to yo

About BC Management

BC Management (powered by Witt O'Brien's), founded in 2000, is a **staffing** and **research** firm solely dedicated to the resilience management, business continuity, disaster recovery, risk management, emergency management, crisis management, and security professions. With decades of industry expertise, our staff has a unique understanding of the challenges professionals face with hiring, benchmarking, and analyzing best practices within these niche fields.

WHY BC MANAGEMENT?



We're "In" Resilience Management!

We have 25+ years of dedicated experience. We understand the language and can identify the skills needed to be successful.



The Hidden 60,000

We have the largest network of passive resilience management candidates in the world! Many won't be found actively looking for a job or on LinkedIn.



We're Fast

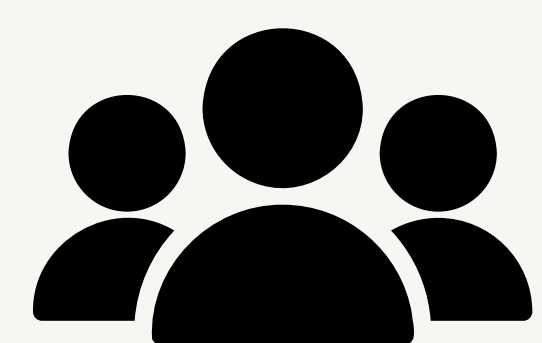
We have a proven process that gets results quickly. We also communicate frequently so you always know the status of your search.



Global Reach

From Detroit to Delhi - We have worked in dozens of countries.

OUR SERVICES



Global Staffing Services

Direct-Hire, Staff Augmentation, Contract-to-Hire, & Contractor-on-Demand



Complimentary & Customized Data Research

Crisis Management, Program Assessments, Trends, & Compensation

BC Management
CONTACT US



info@bcmanagement.com