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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
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).
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
marling@wittobriens.com

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
**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

### Asian & Pacific

- **Australia**
  - $115,971/$120,626

- **Hong Kong**
  - $207,666/NA

- **Japan**
  - $91,170/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

- **Hong Kong**
  - $207,666/NA

- **Japan**
  - $91,170/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

- **Kuwait**
  - $117,264/NA

- **Oman**
  - $103,587/NA

### Middle East

- **Republic of Madagascar**
  - $82,116/NA

- **South Africa**
  - $63,604/$70,569

- **Saudi Arabia**
  - $184,477/NA

- **United Arab Emirates**
  - $196,876/NA

**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
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**

**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)

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

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

## 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)

- **Female**
  - 33%
  - $123,097

- **Male**
  - 66%
  - $138,601

- **Choose not to disclose**
  - 1%
  - $177,270

Average Low & High Hourly Rate by Gender
Self-Employed, Contract Consultants (USD)

- **Female**
  - 31%
  - $124
  - $181

- **Male**
  - 63%
  - $102
  - $153

- **Choose not to disclose**
  - 6%
  - $109
  - $154

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%**.
### 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.

<table>
<thead>
<tr>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant</td>
<td>9%</td>
</tr>
<tr>
<td>Administrative</td>
<td>8%</td>
</tr>
<tr>
<td>IT - Operations</td>
<td>6%</td>
</tr>
<tr>
<td>Operations</td>
<td>6%</td>
</tr>
<tr>
<td>Student</td>
<td>6%</td>
</tr>
<tr>
<td>Program Management</td>
<td>5%</td>
</tr>
</tbody>
</table>

---

**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, our [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)*

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
<th>Average Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American/Black</td>
<td>3%</td>
<td>$142,866</td>
</tr>
<tr>
<td>American Indian &amp; Alaska Native (AIAN)</td>
<td>&lt;1%</td>
<td>$175,000</td>
</tr>
<tr>
<td>Asian (includes Central Asian, East Asian, South Asian &amp; Southeast Asian)</td>
<td>10%</td>
<td>$102,431</td>
</tr>
<tr>
<td>Asian &amp; Pacific Islander American (APIA)</td>
<td>1%</td>
<td>$93,413</td>
</tr>
<tr>
<td>Caribbean</td>
<td>1%</td>
<td>$89,958</td>
</tr>
<tr>
<td>Caucasian</td>
<td>70%</td>
<td>$141,080</td>
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<tr>
<td>Hispanic/Latinx/o/a</td>
<td>7%</td>
<td>$122,560</td>
</tr>
<tr>
<td>Middle Eastern/West Asian</td>
<td>1%</td>
<td>$165,732</td>
</tr>
<tr>
<td>Multi-racial</td>
<td>2%</td>
<td>$148,715</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
<td>$108,711</td>
</tr>
<tr>
<td>Choose not to disclose</td>
<td>5%</td>
<td>$133,695</td>
</tr>
</tbody>
</table>

#### Average Low & High Hourly Rate by Ethnicity
*Self-Employed, Contract Consultants (USD)*

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Percentage</th>
<th>Low Rate</th>
<th>High Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American/Black</td>
<td>3%</td>
<td>$90</td>
<td>$113</td>
</tr>
<tr>
<td>American Indian &amp; Alaska Native (AIAN)</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian (includes Central Asian, East Asian, South Asian &amp; Southeast Asian)</td>
<td>10%</td>
<td>$117</td>
<td>$463</td>
</tr>
<tr>
<td>Asian &amp; Pacific Islander American (APIA)</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caribbean</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caucasian</td>
<td>65%</td>
<td>$114</td>
<td>$142</td>
</tr>
<tr>
<td>Hispanic/Latinx/o/a</td>
<td>3%</td>
<td>$70</td>
<td>$133</td>
</tr>
<tr>
<td>Middle Eastern/West Asian</td>
<td>3%</td>
<td>$180</td>
<td>$250</td>
</tr>
<tr>
<td>Multi-racial</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
<td>$80</td>
<td>$138</td>
</tr>
<tr>
<td>Choose not to disclose</td>
<td>8%</td>
<td>$131</td>
<td>$173</td>
</tr>
</tbody>
</table>

### 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)*

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

### Consulting (Permanently Employed)

*5% of all Respondents*

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Percentage</th>
<th>Base Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultant</td>
<td>12%</td>
<td>$112,534</td>
</tr>
<tr>
<td>Sr. Consultant</td>
<td>23%</td>
<td>$96,457</td>
</tr>
<tr>
<td>Managing Consultant/Program Manager</td>
<td>15%</td>
<td>$142,781</td>
</tr>
<tr>
<td>Sr. Manager/Director</td>
<td>35%</td>
<td>$144,115</td>
</tr>
<tr>
<td>Practice Leader/Principal</td>
<td>12%</td>
<td>$145,847</td>
</tr>
<tr>
<td>Global Practice Leader/Principal</td>
<td>4%</td>
<td>$268,216</td>
</tr>
</tbody>
</table>

### Study 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)*

<table>
<thead>
<tr>
<th>Level of Separation</th>
<th>Percentage</th>
<th>Compensation (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>3%</td>
<td>$156,485</td>
</tr>
<tr>
<td>1</td>
<td>24%</td>
<td>$153,801</td>
</tr>
<tr>
<td>2</td>
<td>30%</td>
<td>$137,262</td>
</tr>
<tr>
<td>3</td>
<td>25%</td>
<td>$127,958</td>
</tr>
<tr>
<td>4</td>
<td>12%</td>
<td>$105,060</td>
</tr>
<tr>
<td>5</td>
<td>5%</td>
<td>$115,596</td>
</tr>
<tr>
<td>6</td>
<td>1%</td>
<td>$132,268</td>
</tr>
<tr>
<td>7+</td>
<td>&lt;1%</td>
<td>$35,716</td>
</tr>
</tbody>
</table>

### 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
Compensation by Years Experience

Average Annual Base Compensation by Years Total Working Experience
Full-time, Permanent (USD)

<table>
<thead>
<tr>
<th>Total Work Experience</th>
<th>BCM Experience</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 3 years</td>
<td>&lt;1%</td>
<td>$71,683</td>
</tr>
<tr>
<td>4 - 6 years</td>
<td>2%</td>
<td>$85,848</td>
</tr>
<tr>
<td>7 - 10 years</td>
<td>7%</td>
<td>$98,764</td>
</tr>
<tr>
<td>11 - 15 years</td>
<td>9%</td>
<td>$103,906</td>
</tr>
<tr>
<td>16 - 20 years</td>
<td>14%</td>
<td>$134,192</td>
</tr>
<tr>
<td>21 - 25 years</td>
<td>16%</td>
<td>$134,449</td>
</tr>
<tr>
<td>26 - 30 years</td>
<td>15%</td>
<td>$144,421</td>
</tr>
<tr>
<td>31 - 35 years</td>
<td>13%</td>
<td>$149,067</td>
</tr>
<tr>
<td>36 - 40 years</td>
<td>11%</td>
<td>$154,911</td>
</tr>
<tr>
<td>41 - 45 years</td>
<td>7%</td>
<td>$138,234</td>
</tr>
<tr>
<td>46 - 50 years</td>
<td>3%</td>
<td>$131,142</td>
</tr>
<tr>
<td>51+ years</td>
<td>1%</td>
<td>$138,828</td>
</tr>
</tbody>
</table>

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*

<table>
<thead>
<tr>
<th>Career Path</th>
<th>Percentage</th>
<th>Average Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>3%</td>
<td>$151,705</td>
</tr>
<tr>
<td>IT-Data Center Recovery</td>
<td>3%</td>
<td>$142,629</td>
</tr>
<tr>
<td>Consultant</td>
<td>9%</td>
<td>$139,079</td>
</tr>
<tr>
<td>IT-Operations</td>
<td>6%</td>
<td>$138,655</td>
</tr>
<tr>
<td>Student</td>
<td>3%</td>
<td>$137,568</td>
</tr>
<tr>
<td>Military Services</td>
<td>5%</td>
<td>$135,781</td>
</tr>
<tr>
<td>IT-Systems</td>
<td>6%</td>
<td>$135,462</td>
</tr>
<tr>
<td>Management</td>
<td>3%</td>
<td>$135,130</td>
</tr>
<tr>
<td>Program Management</td>
<td>5%</td>
<td>$130,784</td>
</tr>
<tr>
<td>Risk Management-Operational</td>
<td>3%</td>
<td>$127,493</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Discipline</th>
<th>0%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Continuity Process (Business Focus)</td>
<td>13%</td>
<td>12%</td>
<td>16%</td>
<td>31%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crisis Management/Incident Management</td>
<td>36%</td>
<td></td>
<td>28%</td>
<td>20%</td>
<td>13%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Management</td>
<td></td>
<td></td>
<td>70%</td>
<td>18%</td>
<td>7%</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Resiliency (Disaster Recovery/IT Focus)</td>
<td></td>
<td></td>
<td></td>
<td>18%</td>
<td>9%</td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resilience Management (Operational/Enterprise/Organizational)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>14%</td>
<td>8%</td>
<td>5%</td>
<td></td>
<td>2%</td>
</tr>
</tbody>
</table>

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)*

![Graph showing average annual base compensation by years of IT resiliency experience.]

Average Annual Base Compensation by Years Resilience Management (Operational, Enterprise, Organizational) Experience
*Full-time, Permanent (USD)*

![Graph showing average annual base compensation by years of resilience management experience.]

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)*

<table>
<thead>
<tr>
<th>Years</th>
<th>Low Hourly Rate</th>
<th>High Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 3 years</td>
<td>$24</td>
<td>$219</td>
</tr>
<tr>
<td>6 - 10 years</td>
<td>$84</td>
<td>$115</td>
</tr>
<tr>
<td>11 - 15 years</td>
<td>$206</td>
<td>$297</td>
</tr>
<tr>
<td>16 - 20 years</td>
<td>$126</td>
<td>$281</td>
</tr>
<tr>
<td>21 - 25 years</td>
<td>$93</td>
<td>$124</td>
</tr>
<tr>
<td>26 - 30 years</td>
<td>$85</td>
<td>$272</td>
</tr>
<tr>
<td>31 - 35 years</td>
<td>$121</td>
<td>$156</td>
</tr>
<tr>
<td>36 - 40 years</td>
<td>$68</td>
<td>$115</td>
</tr>
<tr>
<td>41 - 45 years</td>
<td>$113</td>
<td>$140</td>
</tr>
<tr>
<td>46 - 50 years</td>
<td>$108</td>
<td>$140</td>
</tr>
<tr>
<td>51+ years</td>
<td>$79</td>
<td>$146</td>
</tr>
</tbody>
</table>

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

*Self-Employed, Contract Consultants (USD)*

<table>
<thead>
<tr>
<th>Years</th>
<th>Low Hourly Rate</th>
<th>High Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>$132</td>
<td>$170</td>
</tr>
<tr>
<td>1 - 3 years</td>
<td>$96</td>
<td>$136</td>
</tr>
<tr>
<td>4 - 6 years</td>
<td>$89</td>
<td>$131</td>
</tr>
<tr>
<td>7 - 10 years</td>
<td>$149</td>
<td>$248</td>
</tr>
<tr>
<td>11 - 15 years</td>
<td>$129</td>
<td>$194</td>
</tr>
<tr>
<td>16 - 20 years</td>
<td>$110</td>
<td>$167</td>
</tr>
<tr>
<td>21 - 25 years</td>
<td>$81</td>
<td>$125</td>
</tr>
<tr>
<td>26 - 30 years</td>
<td>$56</td>
<td>$94</td>
</tr>
<tr>
<td>31 - 35 years</td>
<td>$125</td>
<td>$180</td>
</tr>
<tr>
<td>36+ years</td>
<td>_</td>
<td>_</td>
</tr>
</tbody>
</table>
COMPENSATION BY DEGREE
Compensation by Degree

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

<table>
<thead>
<tr>
<th>Degree</th>
<th>Percentage</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Diploma</td>
<td>9%</td>
<td>$117,138</td>
</tr>
<tr>
<td>Associate or equivalent</td>
<td>8%</td>
<td>$107,408</td>
</tr>
<tr>
<td>Bachelor or equivalent</td>
<td>40%</td>
<td>$132,572</td>
</tr>
<tr>
<td>Master or equivalent</td>
<td>41%</td>
<td>$142,204</td>
</tr>
<tr>
<td>Doctorate or equivalent</td>
<td>2%</td>
<td>$168,542</td>
</tr>
</tbody>
</table>

Average Annual Base Compensation by an Advanced Degree Related to Continuity/Resiliency Management
Full-time, Permanent (USD)

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 Level of Advanced Degree Related to Continuity/Resiliency Management
Full-time, Permanent (USD)

28% Bachelor or equivalent $135,516
71% Master or equivalent $131,741
1% Doctorate or equivalent $153,000
Compensation by Degree

Average Low & High Hourly Rate by Degree

Self-Employed, Contract Consultants (USD)

<table>
<thead>
<tr>
<th>Degree</th>
<th>Low Rate (USD)</th>
<th>High Rate (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Diploma (8%)</td>
<td>$84</td>
<td>$95</td>
</tr>
<tr>
<td>Associate or equivalent (7%)</td>
<td>$81</td>
<td>$115</td>
</tr>
<tr>
<td>Bachelor or equivalent (39%)</td>
<td>$114</td>
<td>$175</td>
</tr>
<tr>
<td>Master or equivalent (47%)</td>
<td>$114</td>
<td>$168</td>
</tr>
<tr>
<td>Doctorate or equivalent (0%)</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>

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

Self-Employed, Contract Consultants (USD)

<table>
<thead>
<tr>
<th>Advanced Degree</th>
<th>Yes (9%)</th>
<th>No (91%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$131</td>
<td>$103</td>
<td></td>
</tr>
<tr>
<td>$172</td>
<td>$166</td>
<td></td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
<th>Annual Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, I have obtained certification(s) that are currently in good standing.</td>
<td>$135,035</td>
<td></td>
</tr>
<tr>
<td>No, previously certified and the certification(s) is/are no longer in good standing.</td>
<td>$140,329</td>
<td></td>
</tr>
<tr>
<td>No, passed a certification exam and awaiting certification award.</td>
<td>$166,333</td>
<td></td>
</tr>
<tr>
<td>No, but considering becoming certified.</td>
<td>$103,468</td>
<td></td>
</tr>
<tr>
<td>No, never been certified.</td>
<td>$133,985</td>
<td></td>
</tr>
</tbody>
</table>

Average Low & High Hourly Rate by Certification Status

Self-Employed, Contract Consultants (USD)

<table>
<thead>
<tr>
<th>Status</th>
<th>Description</th>
<th>Low Hourly Rate</th>
<th>High Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, I have obtained certification(s) that are currently in good standing.</td>
<td>$107</td>
<td>$163</td>
<td></td>
</tr>
<tr>
<td>No, previously certified and the certification(s) is/are no longer in good standing.</td>
<td>$92</td>
<td>$123</td>
<td></td>
</tr>
<tr>
<td>No, passed a certification exam and awaiting certification award.</td>
<td>—</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>No, but considering becoming certified.</td>
<td>—</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>No, never been certified.</td>
<td>$156</td>
<td>$197</td>
<td></td>
</tr>
</tbody>
</table>

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
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%**.

**INSIGHTS**

**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 Number of Certifications (If Certified)**

*Full-time, Permanent (USD)*

<table>
<thead>
<tr>
<th>Certifications</th>
<th>Compensation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6+</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$123,212</td>
<td>$140,427</td>
<td>$140,638</td>
<td>$147,728</td>
<td>$137,404</td>
<td>$142,957</td>
<td></td>
</tr>
</tbody>
</table>

| Average Low & High Hourly Rate by Number of Certifications (If Certified) |
|-----------------------------|--------------|---|---|---|---|---|----|
| Full-time, Permanent (USD)  | $105         | $94 | $135 | $131 | $139 | $123 | $142 | $165 |

| Self-Employed, Contract Consultants (USD) |
|-------------------------------------------|--------------|---|---|---|---|---|----|
| $224                                      | $139         | $139 | $135 | $123 | $142 | $117 |

**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%**.
### Compensation by Certification & Secret Clearance

**Average Annual Base Compensation by Top Certifications**

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

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

---

### 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

**DRI 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)**

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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.*

<table>
<thead>
<tr>
<th>Certification</th>
<th>Low Hourly Rate</th>
<th>High Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSI: ISO 22301 BCMS CLIP (10%)</td>
<td>$125</td>
<td>$188</td>
</tr>
<tr>
<td>The BCI: CBCI (10%)</td>
<td>$73</td>
<td>$144</td>
</tr>
<tr>
<td>The BCI: AMBCI (7%)</td>
<td>$137</td>
<td>$180</td>
</tr>
<tr>
<td>The BCI: MBCI (21%)</td>
<td>$128</td>
<td>$137</td>
</tr>
<tr>
<td>The BCI: FBCI (10%)</td>
<td>$105</td>
<td>$180</td>
</tr>
<tr>
<td>DRII: CBCP (28%)</td>
<td>$117</td>
<td>$164</td>
</tr>
<tr>
<td>DRII: MBCP (7%)</td>
<td>$110</td>
<td>$136</td>
</tr>
<tr>
<td>Independent Study: NIMS (13%)</td>
<td>$82</td>
<td>$123</td>
</tr>
<tr>
<td>Independent Study: ICS (18%)</td>
<td>$88</td>
<td>$132</td>
</tr>
<tr>
<td>Independent Study: HSEEP (10%)</td>
<td>$73</td>
<td>$123</td>
</tr>
<tr>
<td>ITIL (Foundation) (13%)</td>
<td>$155</td>
<td>$180</td>
</tr>
</tbody>
</table>

### 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)*

<table>
<thead>
<tr>
<th>Certification Status</th>
<th>Average Compensation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Applicable</td>
<td>$119,343</td>
<td>37%</td>
</tr>
<tr>
<td>Never obtained a security clearance</td>
<td>$147,211</td>
<td>30%</td>
</tr>
<tr>
<td>Yes, current Confidential clearance</td>
<td>$107,268</td>
<td>4%</td>
</tr>
<tr>
<td>Yes, current Secret clearance</td>
<td>$136,293</td>
<td>4%</td>
</tr>
<tr>
<td>Yes, current Top Secret clearance</td>
<td>$144,102</td>
<td>3%</td>
</tr>
<tr>
<td>Yes, but expired Confidential clearance</td>
<td>$121,662</td>
<td>4%</td>
</tr>
<tr>
<td>Yes, but expired Secret clearance</td>
<td>$144,317</td>
<td>9%</td>
</tr>
<tr>
<td>Yes, but expired Top Secret clearance</td>
<td>$165,381</td>
<td>8%</td>
</tr>
</tbody>
</table>

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**.
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)

<table>
<thead>
<tr>
<th>Experience Range</th>
<th>Compensation</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does not apply</td>
<td>$103,273</td>
<td>(22%)</td>
</tr>
<tr>
<td>1-3 years</td>
<td>$112,292</td>
<td>(5%)</td>
</tr>
<tr>
<td>4-6 years</td>
<td>$112,267</td>
<td>(15%)</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$132,152</td>
<td>(14%)</td>
</tr>
<tr>
<td>11-15 years</td>
<td>$145,584</td>
<td>(19%)</td>
</tr>
<tr>
<td>16-20 years</td>
<td>$165,560</td>
<td>(9%)</td>
</tr>
<tr>
<td>21-25 years</td>
<td>$172,928</td>
<td>(10%)</td>
</tr>
<tr>
<td>26+ years</td>
<td>$176,528</td>
<td>(3%)</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Range</th>
<th>Frequency</th>
<th>Compensation (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does not apply</td>
<td>(12%)</td>
<td>$111,935</td>
</tr>
<tr>
<td>1-5 times</td>
<td>(31%)</td>
<td>$118,874</td>
</tr>
<tr>
<td>6-10 times</td>
<td>(18%)</td>
<td>$134,354</td>
</tr>
<tr>
<td>11-15 times</td>
<td>(11%)</td>
<td>$136,649</td>
</tr>
<tr>
<td>16-25 times</td>
<td>(9%)</td>
<td>$157,437</td>
</tr>
<tr>
<td>26-40 times</td>
<td>(6%)</td>
<td>$136,863</td>
</tr>
<tr>
<td>41+ times</td>
<td>(14%)</td>
<td>$168,799</td>
</tr>
</tbody>
</table>

**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%.
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)*

<table>
<thead>
<tr>
<th>Rollout Frequency</th>
<th>Percentage</th>
<th>Annual Base Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does not apply</td>
<td>(8%)</td>
<td>$108,438</td>
</tr>
<tr>
<td>1 time</td>
<td>(18%)</td>
<td>$123,275</td>
</tr>
<tr>
<td>2 times</td>
<td>(20%)</td>
<td>$137,225</td>
</tr>
<tr>
<td>3 times</td>
<td>(14%)</td>
<td>$134,273</td>
</tr>
<tr>
<td>4 times</td>
<td>(9%)</td>
<td>$147,985</td>
</tr>
<tr>
<td>5-7 times</td>
<td>(13%)</td>
<td>$149,135</td>
</tr>
<tr>
<td>8-10 times</td>
<td>(4%)</td>
<td>$153,989</td>
</tr>
<tr>
<td>11+ times</td>
<td>(14%)</td>
<td>$124,502</td>
</tr>
</tbody>
</table>

**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**.
**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.

---

**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)
Compensation by Management & Leadership Experience

Average Annual Base Compensation by Presentation Experience

Full-time, Permanent (USD)

<table>
<thead>
<tr>
<th>Presentation Experience</th>
<th>Average Annual Base Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does not apply</td>
<td>$113,726</td>
</tr>
<tr>
<td>1 - 5 times</td>
<td>$136,602</td>
</tr>
<tr>
<td>6 - 10 times</td>
<td>$142,956</td>
</tr>
<tr>
<td>11 - 15 times</td>
<td>$160,075</td>
</tr>
<tr>
<td>16 - 25 times</td>
<td>$148,613</td>
</tr>
<tr>
<td>26 - 40 times</td>
<td>$158,100</td>
</tr>
<tr>
<td>41+ times</td>
<td>$168,609</td>
</tr>
</tbody>
</table>

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 (52%), 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.*

<table>
<thead>
<tr>
<th>Involvement</th>
<th>Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>No engagement</td>
<td>$114,418</td>
</tr>
<tr>
<td>I provide program updates to the executive team/board as needed or requested</td>
<td>$135,594</td>
</tr>
<tr>
<td>I engage them at least annually via exercises/tests</td>
<td>$131,937</td>
</tr>
<tr>
<td>The executive team/board expects quarterly program updates</td>
<td>$131,138</td>
</tr>
<tr>
<td>The executive team/board expects monthly program updates</td>
<td>$149,154</td>
</tr>
<tr>
<td>I engage with them regularly via a Risk/Business Continuity/Resiliency committee</td>
<td>$140,533</td>
</tr>
<tr>
<td>I lead a Risk/Business Continuity/Resiliency committee</td>
<td>$160,843</td>
</tr>
</tbody>
</table>

### 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
### 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.

- **Technology - Software**: $153,286 (3%)
- **Technology - Services**: $145,885 (4%)
- **Consulting Services**: $138,171 (6%)
- **Insurance**: $134,343 (12%)
- **Financial - Banking**: $131,732 (22%)

**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.

---

### Average Annual Base Compensation by Distribution of Organization

*Full-time, Permanent (USD)*

- **One Site**: $119,243 (3%)
- **Citywide**: $113,231 (4%)
- **Statewide/Province**: $118,493 (7%)
- **Regional (within one country)**: $121,139 (8%)
- **National (one country)**: $128,762 (17%)
- **Regional (multi country)**: $117,670 (11%)
- **Global**: $146,584 (50%)
EMPLOYMENT MARKET ASSESSMENT
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

<table>
<thead>
<tr>
<th>Tenure</th>
<th>% of Resp - Current Employer</th>
<th>% of Resp - Current Employer &amp; Same Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>1 - 3 years</td>
<td>23%</td>
<td>17%</td>
</tr>
<tr>
<td>4 - 6 years</td>
<td>45%</td>
<td>15%</td>
</tr>
<tr>
<td>7 - 10 years</td>
<td>33%</td>
<td>8%</td>
</tr>
<tr>
<td>11 - 15 years</td>
<td>18%</td>
<td>7%</td>
</tr>
<tr>
<td>16 - 20 years</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>21+ years</td>
<td>1%</td>
<td>3%</td>
</tr>
</tbody>
</table>
Employment Market Assessment

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

- **Unlikely - Recently accepted a new opportunity**: 12%
- **Unlikely - Enjoy my current role/organization**: 32%
- **Neutral - I'm not actively looking, but open**: 31%
- **Likely - It's time to seek new challenges**: 12%
- **Very likely - I've already started a career search**: 13%

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

Percent noted below is Important + Very Important ratings combined.

- **Compensation**: 96%
- **Manager**: 88%
- **Flexibility**: 86%
- **Feeling Valued/Recognized**: 85%
- **Benefits**: 81%
- **Organizational Culture**: 80%
- **Work Fulfillment**: 79%
- **Co-Workers**: 76%
- **Career Growth**: 71%
- **Office Location**: 44%
- **Travel Opportunities**: 19%
- **Company Perks/Discounts**: 14%

Percent of Respondents by Current Work Structure

- **100% in the office**: 9%
- **40-80% in office (2-4 days)**: 25%
- **20-40% in office (1-2 days)**: 20%
- **More remote/less than 20% in office**: 17%
- **100% remote**: 30%
BONUS & BENEFIT ASSESSMENT
Percent of Respondents Receiving a Bonus

Full-time, Permanent

- Does not apply: 14%
- 0 - 5%: 10%
- 5 - 10%: 19%
- 10 - 15%: 20%
- 15 - 20%: 17%
- 20 - 25%: 9%
- 25 - 30%: 5%
- 35 - 40%: 2%
- 40 - 50%: 2%
- 50 - 75%: 1%
- Greater than 75%: 2%

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*

<table>
<thead>
<tr>
<th>Health Benefits</th>
<th>Full-time, Permanent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical insurance with option for dependent coverage</td>
<td>90%</td>
</tr>
<tr>
<td>Dental insurance</td>
<td>80%</td>
</tr>
<tr>
<td>Eye care</td>
<td>77%</td>
</tr>
<tr>
<td>Telemedicine</td>
<td>57%</td>
</tr>
<tr>
<td>Health savings accounts</td>
<td>60%</td>
</tr>
<tr>
<td>HMO or PPO</td>
<td>43%</td>
</tr>
<tr>
<td>Mental health services</td>
<td>67%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Work Benefits</th>
<th>Full-time, Permanent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible work schedule</td>
<td>78%</td>
</tr>
<tr>
<td>Paid time off/ Company-wide paid vacation days</td>
<td>90%</td>
</tr>
<tr>
<td>Emergency paid time off (i.e. COVID-19)</td>
<td>52%</td>
</tr>
<tr>
<td>Home office and/or mobile phone reimbursement</td>
<td>44%</td>
</tr>
<tr>
<td>Auto allowance</td>
<td>5%</td>
</tr>
<tr>
<td>Telecommuting/ 100% remote</td>
<td>43%</td>
</tr>
<tr>
<td>Care giving and/or childcare</td>
<td>13%</td>
</tr>
<tr>
<td>Virtual wellness</td>
<td>43%</td>
</tr>
<tr>
<td>Employee discounts</td>
<td>67%</td>
</tr>
<tr>
<td>Gym membership</td>
<td>25%</td>
</tr>
<tr>
<td>Public transportation assistance</td>
<td>21%</td>
</tr>
</tbody>
</table>

**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
- 401(k) with or without matching: 69%
- Pension: 32%
- Life insurance: 76%
- Disability insurance: 62%
- Financial planning counseling: 42%

#### Short-term Incentive Benefits
- Quarterly or annual bonus: 48%
- Performance unit plans: 6%
- Stock appreciation rights: 9%
- Profit sharing: 8%

#### Long-term Incentive Benefits
- Restricted stock: 17%
- Non-qualified stock options: 4%
- Qualified stock options: 6%
- Stock bonus: 7%
- Other: 4%

### 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
Respondent Demographics

Percent of Respondents by Employment Status

- Employed Full-time: 84%
- Employed Part-time: 1%
- Independent Contractors: 13%
- Unemployed: 2%
- Retired: 1%

Percent of Respondents by Industry

*Full-time, Permanent*

Top 10 Industries

- Financial: 31%
- Insurance: 11%
- Technology: 10%
- Consulting Services: 7%
- Government: 5%
- Healthcare/Medical: 5%
- Utilities: 4%
- Education: 3%
- Manufacturing: 3%
- Transportation: 3%
Respondent Demographics

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

*Full-time, Permanent*

- **Asset Protection/Loss Prevention**: <1%
- **Audit**: 2%
- **Business Continuity Process (Business Focus)**: 39%
- **Change Management**: 1%
- **Cloud Infrastructure Resiliency**: 1%
- **Compliance**: 1%
- **Counterterrorism/Homeland Security**: <1%
- **Crisis Management/Incident Management**: 13%
- **Cyber Resiliency**: 2%
- **Emergency Management**: 5%
- **Executive Protection**: <1%
- **Facilities Management**: 1%
- **Governance/Risk/Compliance (GRC)**: 2%
- **Health & Safety-Environmental**: <1%
- **Health & Safety-Occupational**: <1%
- **High Availability/Technology Recovery**: 1%
- **Information Technology**: 1%
Respondent Demographics

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

*Full-time, Permanent*

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Resiliency (Disaster Recovery/IT Focus)</td>
<td>10%</td>
</tr>
<tr>
<td>Media Crisis Management/Crisis Communications</td>
<td>1%</td>
</tr>
<tr>
<td>Pandemic Planning</td>
<td>1%</td>
</tr>
<tr>
<td>Privacy</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Records Management</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Resilience Management (Operational/Enterprise/Organizational)</td>
<td>7%</td>
</tr>
<tr>
<td>Risk Management-Enterprise</td>
<td>2%</td>
</tr>
<tr>
<td>Risk Management-Insurance</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Risk Management-Operational</td>
<td>1%</td>
</tr>
<tr>
<td>Risk Management-Technology</td>
<td>1%</td>
</tr>
<tr>
<td>Security-Information</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Security-Operational</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Security-Physical</td>
<td>1%</td>
</tr>
<tr>
<td>Supply Chain Resiliency</td>
<td>1%</td>
</tr>
<tr>
<td>Third Party/Critical Supplier/Vendor Management</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>
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).
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, MBCC, CBCP, CRCP, LA 22301 (Mexico)
Director, RISK MEXICO, SA DE CV.

**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 BIAs 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) - Director, Enterprise Resiliency, Security and Crisis Management, Leading Mortgage Lender  
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 OEMS 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 2018, 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, MiaTomli  
Alberto is a founder and director with MiaTomli, 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 MiaTomli, 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, DSNWS, 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 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**

CISPP, 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, CBP, 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), CITFPM(S), CDIT(IS), 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 DRF(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 2009–2008 & 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 authorized 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 (PCICP), 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 ongoing 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
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
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)
Eaide 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)
Unleya 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@bcmanagement.com with additions, inquiries, or questions regarding this document.
Appendix

Professional Certifications

American College of Forensic Examiners International (ACFEI) - [http://www.acfei.com](http://www.acfei.com)
CHS Level I – V – Certified in Homeland Security

American Institute for Chartered Property Casualty Underwriter (CPCU) - [http://www.cpcu.org](http://www.cpcu.org)
ARM - Associate Risk Manager
ARM-P - Associate Risk Manager for Public Entities

American Society for Industrial Security (ASIS) - [http://www.asisonline.org](http://www.asisonline.org)
CPP - Certified Protection Professional

American Society for Quality (ASQ) - [http://www.asq.org/certification/](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](http://www.apmgroup.co.uk)
PRINCE2 - [www.prince2.org.uk](http://www.prince2.org.uk)
CPMQ - Competent Project Manager Qualification

Associate of Certified Fraud Examiners (ACFE) - [http://www.acfe.com](http://www.acfe.com)
CFE - Certified Fraud Examiner

BAI Bankers Training & Certification Center (BAI) - [http://www.bai.org](http://www.bai.org)
CRP - Certified Risk Professional

Board of Environmental, Health and Safety Auditor Certifications (BEAC) - [http://www.beac.org](http://www.beac.org)
CPEA - Certified Professional Environmental Auditor

British Computer Society (BCS) - [http://www.bcs.org](http://www.bcs.org)
Certificate in Information Security Management Principles
Practitioner Certificate in Information Risk Management

British Standards Institution (BSI) - [http://www.bsigroup.com](http://www.bsigroup.com)
BSISO 22301 Lead Auditor
BSISO 22301 Lead Implementer

The Business Continuity Institute (BCI) - [http://www.thebci.org](http://www.thebci.org)
Affiliate Member
BCI – 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://wwwbcm-institute.org](http://wwwbcm-institute.org)
BCCP – BC Certified Planner
BCCS – BC Certified Specialist
BCCU – BC Certified Auditor

Business Resilience Certification Consortium International (BRCCI) - [http://www.brcci.org](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
CRRTP – Certified Business Resilience IT Professional

Capability Maturity Model Integration Institute (CMMI Institute) - [http://cmmiinstitute.com](http://cmmiinstitute.com)
CMMI Certified

DRI International (DRI Int’l) - [http://www.dri.org](http://www.dri.org)
CBCV – Certified Business Continuity Vendor
CBCA - 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](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

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
MARP – Master Exercise Practitioner
PDS – Professional Development Series - Certificate of Completion

Appendix

Professional Certifications

**Emergency Planning Society (EPS)** - [http://the-eps.org](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](http://www.giac.org)
- GSEC – GIAC Security Essentials
- GCICH – GIAC Certified Incident Handler
- GCCIA – GIAC Certified Intrusion Analyst
- GPEN – GIAC Penetration Tester

**Global Risk Management Institute, Inc (GRMI)** - [http://www.grmi.org](http://www.grmi.org)
- CRM – Certified Risk Management Professional

**Information Assurance Certification Review Board (IACRB)** - [http://www.iacertification.org](http://www.iacertification.org)
- CEPT – Certified Expert Penetration Tester
- CASS – Certified Application Security Specialist
- CREA – Certified Reverse Engineering Analyst
- CPT – Certified Penetration Tester

**Information Systems Audit & Control Association (ISACA)** - [http://www.isaca.org](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

- 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](http://www.icrm.org)
- CRM – Certified Records Manager

**Institute of Civil Protection & Emergency Management (ICPEM)** - [http://www.icpem.org/](http://www.icpem.org/)
- Student
- Associate
- MICPEM – Member
- FICPEM – Fellow

**Institute of Hazardous Materials Management (IHMM)** - [http://www.ihmm.org](http://www.ihmm.org)
- CHMP – Certified Hazardous Materials Practitioner
- CHMM – Certified Hazardous Materials Manager

**Institute of Internal Auditors (IIA)** - [http://www.theiia.org](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](http://www.imcusa.org)
- CMC – Certified Management Consultant

**Institute of Risk Management (IRM)** - [http://www.theirm.org](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 (IARC-P)** - [http://www.crmp.net](http://www.crmp.net)
- CRCMP – Certified Risk & Compliance Management Professional

**International Association of Emergency Managers (IAEM)** - [http://www.iaem.com](http://www.iaem.com)
- AEM – Associate Emergency Manager
- CEM – Certified Emergency Manager

**The International Board for Certification of Safety Managers (IBFCSM)** - [http://www.ibfcsm.org](http://www.ibfcsm.org)
- CHSP – Certified Healthcare Safety Professional
- CHSP-FSM – Certified Healthcare Safety Professional – Fire Safety Management
- CHCM – Certified Hazard Control Manager
- CPFO – 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
CET - Critical Environments Technician
CET - Critical Environments Manager
CET - 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
CDDCS - Certified IT Compliance Specialist

International Facility Management Association (IFMA) – http://www.ifma.org
CFM - Certified Facility Manager

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)

Certificate of Completion for Crisis Management & Business Resilience

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
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 27001 Foundation
PECB Certified ISO/IEC 27001 Risk Manager
PECB Certified ISO/IEC 27001 Lead Risk Manager
PECB Certified ISO/IEC 27002 Foundation
PECB Certified ISO/IEC 27002 Lead Implementer
PECB Certified ISO/IEC 27002 Lead Auditor
PECB Certified ISO/IEC 27002 Lead Lead Auditor
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.soxisstitute.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
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.
ABOUT BC MANAGEMENT
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.

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.

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.

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