

2024 Global Compensation Report for Resiliency Professionals

Permanently Employed & Self-Employed/
Independent Contract Consultants

bcci Leading the way
to resilience

22ND EDITION

WITT O'BRIEN'S
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response

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STUDY PARTNER



About BCI

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

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

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

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

For more information visit www.thebci.org

About the Report

This report focuses on the many factors that impact the earning potential for both full-time, permanently employed professionals and self-employed, independent contract consultants within all things Resiliency (Business Continuity, Disaster Recovery, Emergency Management, and Crisis Management). The data highlighted throughout this report was gathered in BC Management's 22nd Edition Global Compensation Study for Resiliency professionals between January 10th through April 3rd, 2024. 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 [Resiliency Compensation Peer Benchmarking Data Dashboard](#), of which all study participants could choose their top three preferences by either years of 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, 2024** via the [master link](#) to our study. 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 22nd Edition Compensation Report for Resiliency Professionals highlights how different factors may impact a professional's earning potential and 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 Resiliency (Business Continuity, Disaster Recovery, Crisis Management, and Emergency Management) profession on a global scale. The report highlights several trends and insights that remained consistent with 2023, albeit with a slight downturn in the market. Before you delve into the data analysis and career resiliency pro tips presented in this report, let's first examine some important key findings beyond the global data points highlighted under the insights section on this page and discuss the current employment market (and future outlook) for Resiliency professionals.

Globally, the data reveals a moderate 4.1% uptick in yearly earnings for independent consultants, along with an almost 10% surge in average hourly rates compared to 2023. However, amidst this positive development, the data also indicates a marginal global decline of 2.5% in the average annual base compensation for full-time, permanent professionals. This decrease represents a significant shift from the 7% growth reported globally last year, prompting us to conduct a more thorough analysis of the data. Upon further investigation, we found that the study consistently attracted a balanced representation of professionals participating from 2023 to 2024 - with similar percentages across job titles, years of experience, and other factors. Subsequently, we extended our analysis by examining compensations for those countries with the highest number of respondents consistently over the past two years and discovered growth in annual earnings. The data highlights the following for the three countries with the most study participants in 2023 and 2024.

Change in Average Annual Base Compensation from 2023 to 2024:

- Canada (6% of study respondents): ↑ **8.4%**
- United Kingdom (8% of study respondents): ↑ **8.1%**
- United States of America (58% of study respondents): ↑ **2.4%**

While all of the data points above present a more positive outlook compared to the 2.5% decline in the global average annual base compensation reported this year, it's worth noting that in 2023, there was a significant surge in compensation for full-time, permanently employed professionals in the USA. During that period, there was an average annual base compensation increase of 10% from 2022 to 2023. The question arises: should the profession be worried about this considerable shift in the average annual compensation increase in the USA, from 10% to 2.4%, and what might the future hold?

INSIGHTS

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

\$131,387 ↓ **2.5%***

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

\$10,000 - \$380,000

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

\$140,097 ↑ **4.1%***

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

\$10,000 - \$335,000

Global Average Low & High Hourly Rate
(All Independent/Self-Employed Consultants - USD)

LOW

\$106 ↓ **3.8%***

HIGH

\$177 ↑ **9.9%***

*From 2023

Executive Summary

In short, no. In 2023, Resiliency professionals found themselves in a favorable position as global financial markets were rebounding post the COVID-19 pandemic. In the US specifically, the unemployment rate reached a 50-year low, and GDP growth was on an upward trajectory. Moreover, our data indicated a significant uptick in organizations planning to hire Resiliency professionals, surpassing 30% in both 2022 and 2023—an increase from 25% in 2021 and 14% in 2018. While the drop from a 10% to a 2.4% increase may seem drastic, it's worth noting that the average annual compensation increase for Resiliency professionals in the US has historically hovered around 2.9% over the past 25 years. The 10% surge observed in 2023 marked the highest increase recorded since we began analyzing compensation data in 2000, and compensations have been consistently rising for Resiliency professionals since 2020 (average annual base compensation increased in the USA from \$129,192 in 2020 to \$157,918 in 2024).

Fortunately, the job market has been remarkably buoyant for our profession post the COVID-19 pandemic. Despite a recent moderation, which should be seen as a necessary adjustment since ongoing compensation surges would be unsustainable, what lies ahead? Let's explore the positive impacts and challenges in the job market, specifically for Resiliency professionals.

Positives:

- Cyber concerns, geopolitical conflicts, supplier/third-party resiliency, archaic technology upgrades, regulatory demands, and cloud migrations have prompted the continued demand for resiliency professionals (up from 14% looking to add personnel in 2018 to 39% in 2024), with increased visibility and involvement of the C-suite driving this demand.
- A continued tight labor market with the Baby Boomer generation retiring coupled with many organizations preferring hybrid personnel. Both factors have significantly narrowed the available candidate pool. Additionally, the unemployment rate for the USA has been below 4% for 26 consecutive months.
- The [CEO confidence](#) also improved in Q1 2024 for the first time in 2 years.

Challenges:

- Global inflation impacting organizations with higher labor costs, delayed expansion, and a reduction in hiring.
- Geopolitical conflicts leading to economic uncertainty, changes in government regulations, and international trade/supply chain disruptions.
- The political uncertainty ahead of the US elections resulting in cautious behavior (hiring freezes or delays) in recruitment decisions.

INSIGHTS

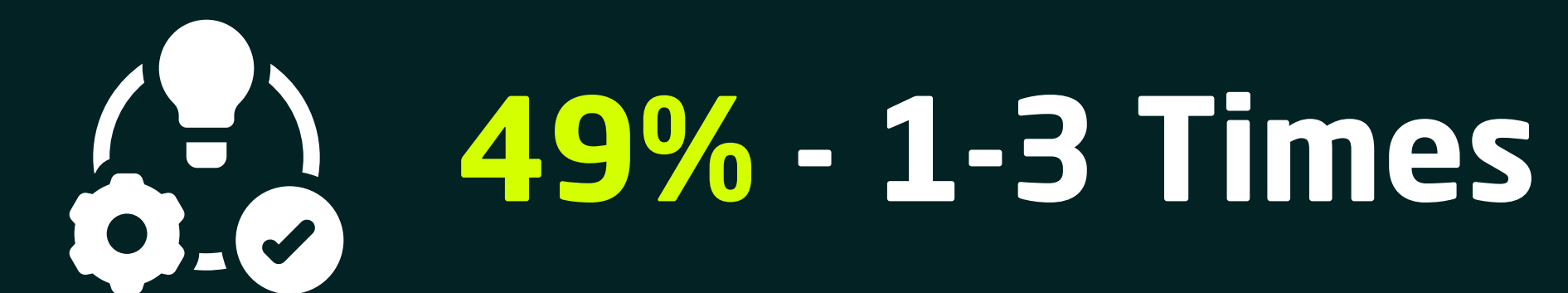
Professionals with an Advanced Degree



Respondents Who are Certified



Professionals who have Designed & Implemented a Program from Scratch



Professionals who have Activated a Program/Plans During a Crisis



Respondents & Public Speaking



Executive Summary

While compensation increases have tempered compared to 2023, this likely reflects a market adjustment rather than a worrisome trend. Additionally, the Resiliency profession's future job market outlook appears resilient compared to other professions, driven by sustained demand and increased recognition at the executive level. While we anticipate hiring decisions to plateau or experience a slight dip, we expect that the hiring trends will continue to surpass pre-pandemic levels.

How can this report benefit you and your organization? For over two decades, professionals and organizations have depended on our compensation insights to make informed decisions regarding [compensation benchmarking](#), career planning, and recruitment strategies. Our annual report provides valuable information to [assess marketability](#), and we've included several pro tips to kick-start your career planning goals - so dig in and enjoy!

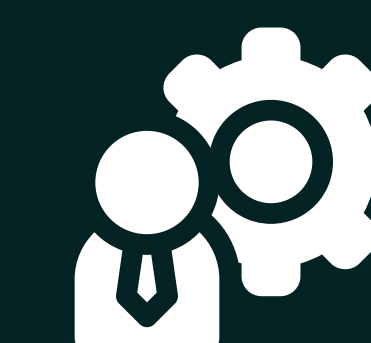
We want to thank all of those who responded to the survey, our [advisory board](#), and everyone from the [Witt O'Brien's \(an Ambipar Response Company\) team](#) for their efforts in developing this valuable report. Also, a special thank you to [The Business Continuity Institute \(The BCI\)](#) for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



Cheyene Marling, Hon MBCI
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INSIGHTS

Professionals with Global Program Planning Expertise (Administrative or Management)



47% - 4-15 Years

Participants Received from



54 Countries

This report focuses on current **annual compensation** for both **full time, permanent employees and contract/temporary/self-employed consultants**. All compensations were converted to the **US dollar currency** for alignment in reporting purposes. Additionally, we highlighted **low and high hourly rates** for contract consultants. Participants were also able to respond to the study as part-time, permanent employees, currently unemployed, or retired, but these responses were not included within the data assessment used for this 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, 2024** if you'd like to receive a more in depth, customized peer assessment.



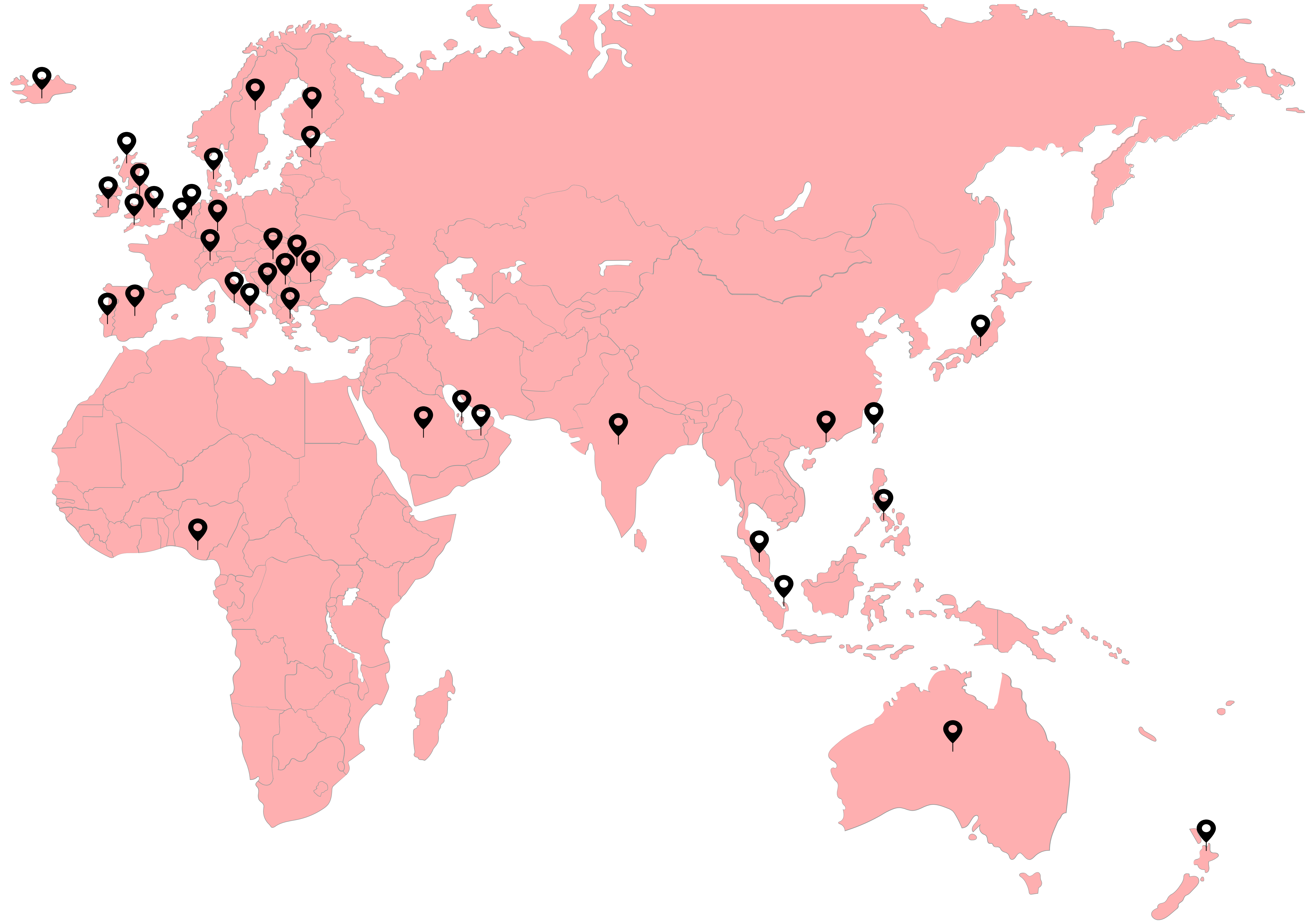
Compensation by Geography

Average Annual Base Compensation by Country -Noted in Local Country Currency

KEY:
Full-time, Permanent/Self-employed, Independent Contract Consultants (only included based on number of respondents)

Europe

Belgium 130,089 EUR	Ireland 86,460 EUR	Sweden 592,552 SEK
Bulgaria 64,429 BGN	Italy 64,984 EUR	Switzerland 137,567 CHF
Croatia 39,201 EUR	Netherlands 125,062 EUR	
Denmark 852,877 DKK	Portugal 50,048 EUR	
Estonia 54,017 EUR	Romania 91,795 RON	
Finland 70,356 EUR	Serbia and Montenegro 5,394,532 RSD	
Germany 93,780 EUR	Spain 75,425 EUR	
Greece 92,530 EUR	United Kingdom	83,723 GBP
Hungary 21,765,406 HUF	England (London)	100,401 GBP
Iceland 9,712,541 ISK	England (outside London)	74,871 GBP
	Scotland	59,263 GBP
	Wales	23,957 GBP



Asia & Pacific

Australia 156,371 AUD / 180,372 AUD	Hong Kong 1,119,870 HKD	Japan 11,901,315 JPY	New Zealand 138,137 NZD/ 176,153 NZD	Singapore 219,730 SGD
Brisbane 134,257 AUD	India 28,52,144 INR/ 32,99,136 INR	Malaysia 288,954 MYR	Philippines 1,986,661 PHP	Taiwan 2,314,982 TWD
Melbourne 159,470 AUD				
Sydney 173,600 AUD				

Middle East

Qatar 99,770 QAR	Saudi Arabia 812,653 SAR
United Arab Emirates 334,506 AED	

Africa

Nigeria 55,562,500 NGN

Average Annual Base Compensation by Country -Noted in Local Country Currency

KEY:
Full-time, Permanent/Self-employed, Independent Contract Consultants
(only included based on number of respondents)

Americas & Caribbean

Barbados

142,521 BBD

Brazil

651,271 BRL

Canada

133,201 CAD/115,577 CAD

Chile

37,000,883 CLP

Colombia

199,178,897 COP

Mexico

1,871,891 MXN

Panama

130,000 PAB

Peru

356,142 PEN

Trinidad and Tobago

357,701 TTD

United States of America

\$157,918 USD/\$159,125 USD



Average Annual Base Compensation (CAD) by Province

KEY:
Full-time, Permanent Only

Canada 131,756 CAD

British Columbia 124,300 CAD

Vancouver 129,787 CAD

Manitoba 121,089 CAD

Ontario 137,914 CAD

Durham/York 129,096 CAD

Ottawa 112,253 CAD

Sudbury 127,108 CAD

SW Ontario 136,601 CAD

Toronto 150,332 CAD

Quebec 109,329 CAD

Montreal 108,575 CAD

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

Alabama	\$142,167	Georgia	\$166,767	Minnesota	\$153,363
Birmingham	\$135,250	Atlanta (Metropolitan)	\$168,291	Minneapolis	\$144,042
Arizona	\$181,430	Illinois	\$161,125	St. Paul	\$153,480
East Phoenix	\$189,250	Chicago (Downtown Loop)	\$148,071	Missouri	\$146,768
Phoenix	\$165,790	Chicago (Northwestern Suburbs)	\$146,874	St. Louis	\$159,653
Arkansas	\$140,000	Indiana	\$134,250	Nebraska	\$131,854
California	\$183,929	Kansas	\$113,160	New Jersey	\$206,250
Los Angeles	\$199,714	Kansas City	\$105,200	New York	\$177,970
Orange County	\$190,250	Maryland	\$159,617	Buffalo	\$108,333
San Diego	\$150,333	Frederick/Silver Spring	\$188,175	Rochester	\$205,152
San Francisco Bay Area	\$204,500	Massachusetts	\$166,810	New York City	\$149,250
San Francisco Downtown	\$215,750	Boston	\$156,000	North Carolina	\$158,234
Colorado	\$164,855	Boston Suburbs	\$166,333	Charlotte	\$147,577
Delaware	\$162,400	Framingham/Worcester	\$173,226	Raleigh	\$169,744
Florida	\$143,877	Michigan	\$137,620	Ohio	\$141,769
Tampa Bay/St. Petersburg	\$147,889			Cleveland	\$130,500
				Columbus	\$154,250

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

Oklahoma	\$119,667	South Carolina	\$129,667	Virginia	\$177,667
		Columbia	\$118,600	Arlington	\$188,500
Oregon	\$158,740	Tennessee	\$133,520	Washington	\$165,125
Portland	\$143,175	Memphis	\$132,668	Seattle	\$179,600
Pennsylvania	\$159,689	Nashville	\$142,125	Washington, D.C.	\$185,000
Bethlehem/Reading/ King of Prussia	\$172,375	Texas	\$155,279	Wisconsin	\$128,319
Philadelphia	\$167,730	Austin	\$122,150		
		Dallas	\$153,515		
		Houston	\$161,635		

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 still work remotely (**45% 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](#).

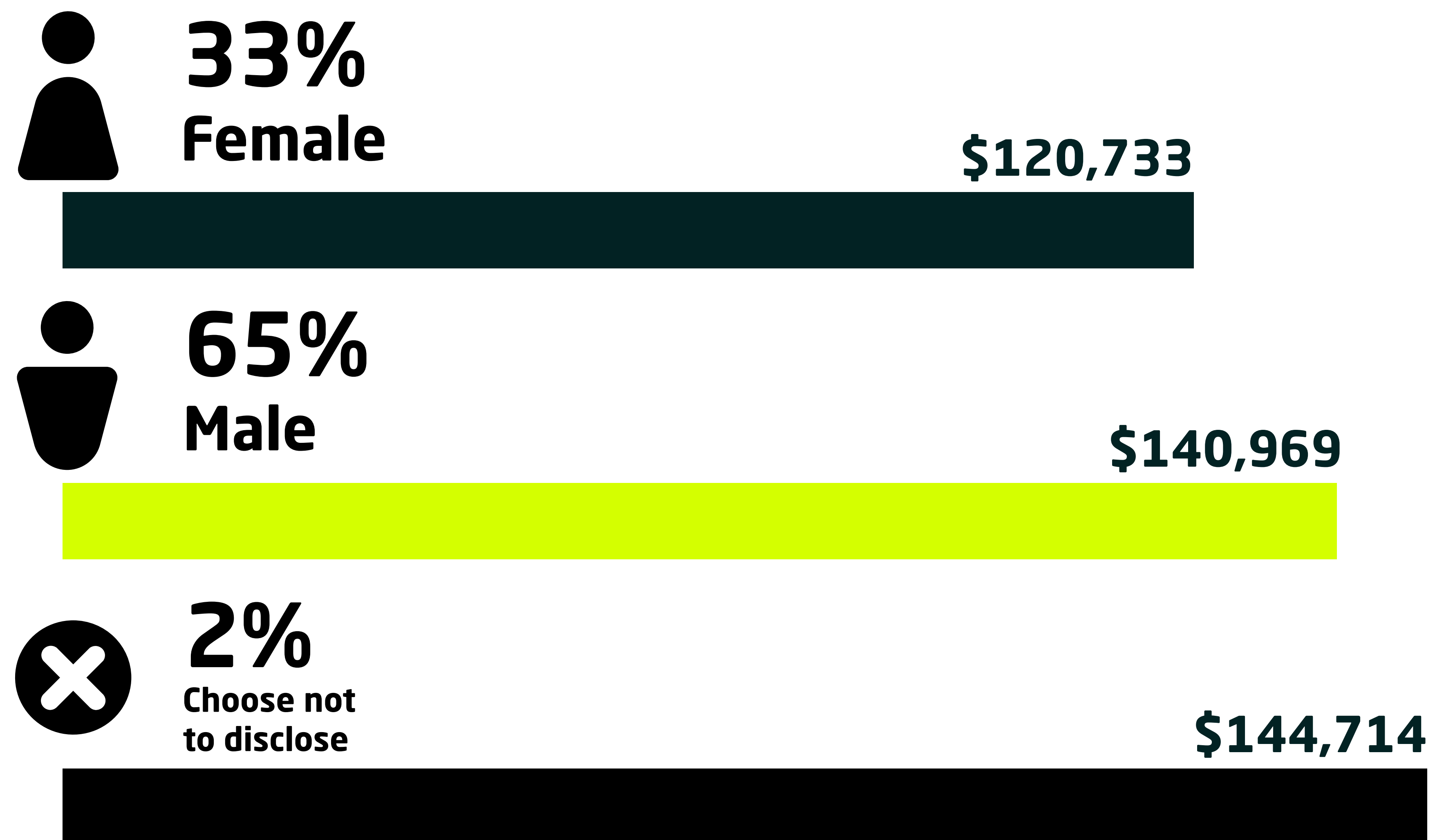
The background of the slide features a blurred, high-angle view of a large crowd of people, likely at a conference or event. The image is dark and desaturated, with a blue-green tint. In the top-left corner, there is a large, bright yellow abstract shape that curves downwards and to the right. In the bottom-right corner, there is another bright yellow abstract shape that curves upwards and to the left. The text is centered in the middle of the slide.

COMPENSATION BY GENDER & ETHNICITY

Compensation by Gender & Ethnicity

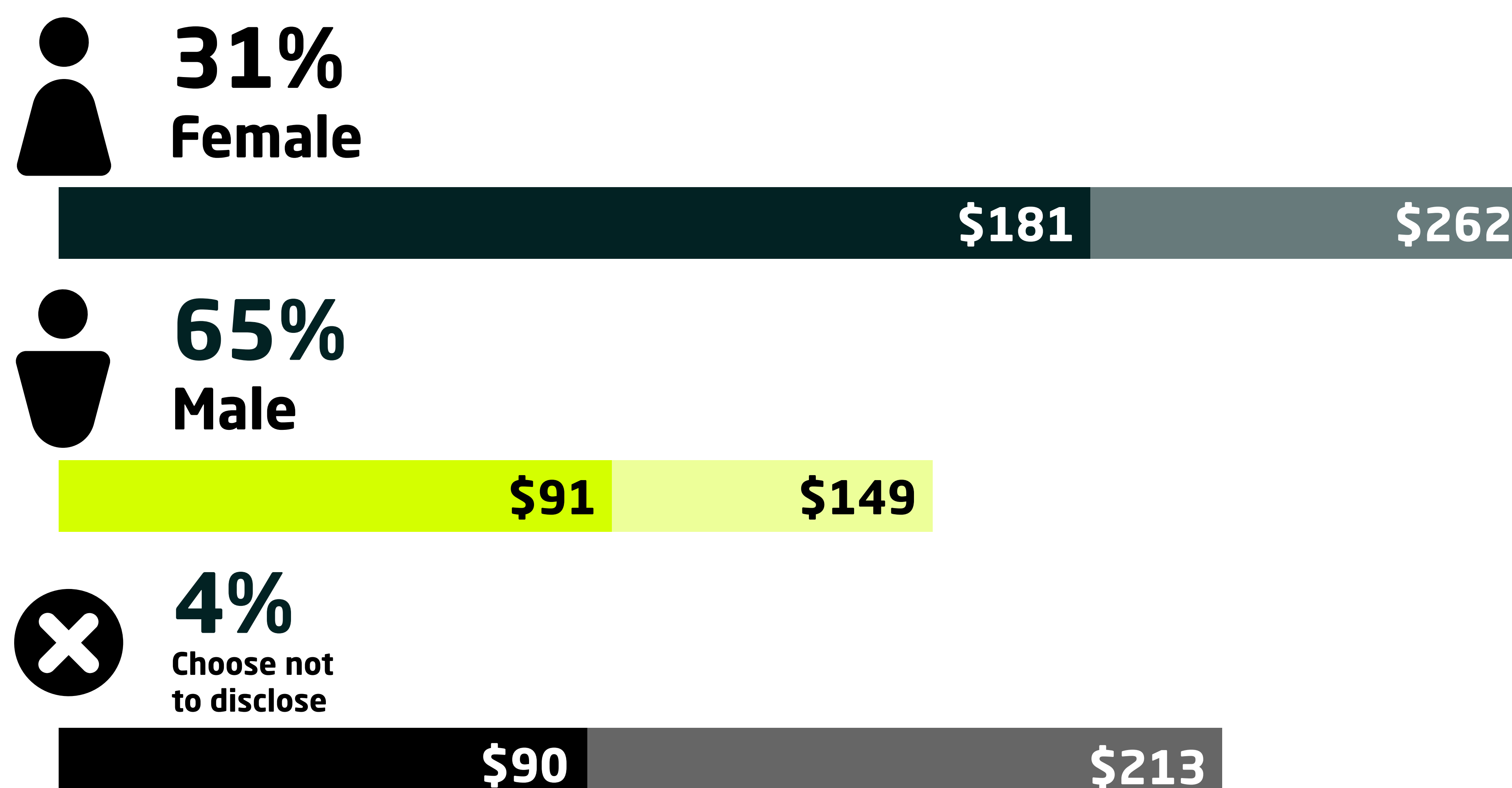
Average Annual Base Compensation by Gender

Full-time, Permanent (USD)



Average Low & High Hourly Rate by Gender

Self-Employed, Contract Consultants (USD)



INSIGHTS

The data findings indicated men on average out earn their female counterparts by **16.7%**. 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.

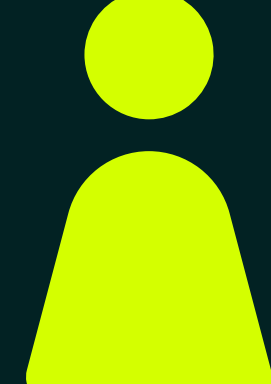
- Advanced degree
- Currently certified
- Global planning experience
- Level of separation from executive committee
- Association board leadership
- Lead a Risk/BC/Resiliency committee
- Publishing experience

Although women are less likely to work as independent consultants (**31%** versus **65%**), on average they out earned their male counterparts by a staggering **84.6%**.

Average full-time, permanent compensation

 **+16.7%**

Average hourly rate for consultants

 **+84.6%**

Compensation by Gender & Ethnicity

Men v. Women

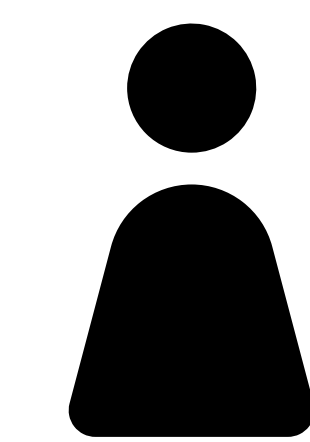
- Men **have more years of total work experience** (20+ years) (69% versus 58%) and men have **more years of experience (10+ years) in Business Continuity/Resiliency** (57% versus 50%).
- More men are in **management roles (Vice President and higher)** (50% versus 42%).
- Men have more experience **building a Business Continuity/Resiliency program from the ground up** (55% versus 42%).
- **Men are more likely to receive a higher bonus** (42% of men received a bonus of 15% or higher compared to 27% of women).
- Men are **more experienced activating a program during a crisis** (43% versus 33%).
- **Men are more experienced in staff management** (49% versus 29% indicated 11+ years).

PRO TIP

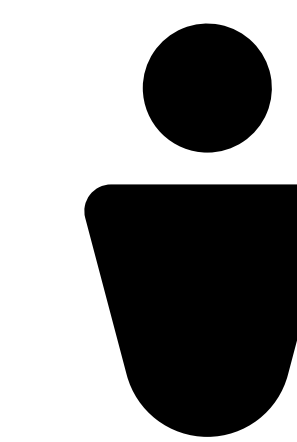
Watch this [video](#) to gain insight on how to better utilize our compensation report when benchmarking your own fair market-value estimate. Additionally, a [customized Resiliency Compensation Peer Dashboard](#) is available to all professionals who confidentially contribute to our [compensation study](#) by **November 30, 2024**. [Learn more](#) about our studies and complimentary dashboards.

Top 5 Careers

Top 5 most prevalent careers leading to a Business Continuity/Resiliency or related role.



Female



Male

8%
Consultant

9%
Consultant

7%
Administrative

9%
IT - Operations

5%
Student

7%
Military Services

5%
Finance

5%
IT - Systems

5%
Government

4%
Risk Management
- Operational

Compensation by Gender & Ethnicity

Average Annual Base Compensation by Ethnicity

Full-time, Permanent (USD)

African American/Black 3%

\$154,972

American Indian & Alaska Native (AIAN) <1%

\$265,000

Asian (includes Central Asian, East Asian, South Asian & Southeast Asian) 13%

\$92,891

Asian & Pacific Islander American (APIA) 1%

\$118,360

Caribbean 1%

\$92,185

Caucasian 69%

\$140,505

Hispanic/Latinx/o/a 6%

\$153,219

Middle Eastern/West Asian 1%

\$149,859

Multi-racial 3%

\$159,958

Other 4%

\$98,023

Choose not to disclose 3%

\$153,250

Average Low & High Hourly Rate by Ethnicity

Self-Employed, Contract Consultants (USD)

African American/Black 2%

—

American Indian & Alaska Native (AIAN) 0%

—

Asian (includes Central Asian, East Asian, South Asian & Southeast Asian) 10%

\$63 \$110

Asian & Pacific Islander American (APIA) 0%

—

Caribbean 2%

\$60 \$150

Caucasian 49%

\$156 \$241

Hispanic/Latinx/o/a 10%

\$92 \$137

Middle Eastern/West Asian 4%

\$116 \$231

Multi-racial 8%

\$83 \$113

Other 10%

\$128 \$192

Choose not to disclose 8%

\$100 \$194

INSIGHTS

The data findings for both permanently employed and contract consultant equally indicated that the majority of respondents (**69% & 49%, respectively**) noted **Caucasian**. As a profession, we need to strive for increased diversity. **A diverse workforce improves creativity, innovation, and strategic thinking because individuals coming from different backgrounds draw upon their unique experiences, which inspires new approaches to resilience management.**



COMPENSATION BY JOB TITLE & REPORTING STRUCTURE

Compensation by Job Title & Reporting Structure

Average Annual Base Compensation by Job Title

Full-time, Permanent (USD)

Entry-level/Analyst	1%	\$59,766
Planner/Coordinator/Administrator	6%	\$94,138
Subject Matter Expert/Technologist/Engineer (Non-manager)	14%	\$110,394
Solution Architect	1%	\$120,822
Manager/Assistant Vice President/Program Manager	17%	\$110,366
Regional Lead/Manager	10%	\$125,340
Global Program Manager	10%	\$137,282
Vice President/Director	15%	\$157,726
Global Program Head	13%	\$197,036
Chief Officer	2%	\$200,760
Sales/Marketing/Product Management: Non-Management	<1%	
Other	<1%	
Consultant*	2%	\$91,382
Sr. Consultant*	2%	\$117,566
Managing Consultant/Program Manager*	3%	\$104,499
Sr. Manager/Director*	3%	\$152,286
Practice Leader/Principal*	1%	\$140,502
Global Practice Leader/Principal*	1%	\$148,143
Principal/President*	1%	\$152,082

*Full-time, permanently employed professionals who indicated consulting roles with professional services (I.E. BDO, Cognizant, D&T, E&Y, Insight, KPMG, Kyndryl, KPMG, and others).

INSIGHTS

Study respondents were provided generic job titles and corresponding job descriptions, which can be found on page 68. **The purpose of these generic job descriptions is to provide a level of conformity when assessing the data.** A Program Manager (as an example) may have different levels of responsibilities between different organizations.

The data indicated that a **slight majority of the respondents (17%) noted Manager/Assistance 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 (\$17,749 to \$225,000 USD).**

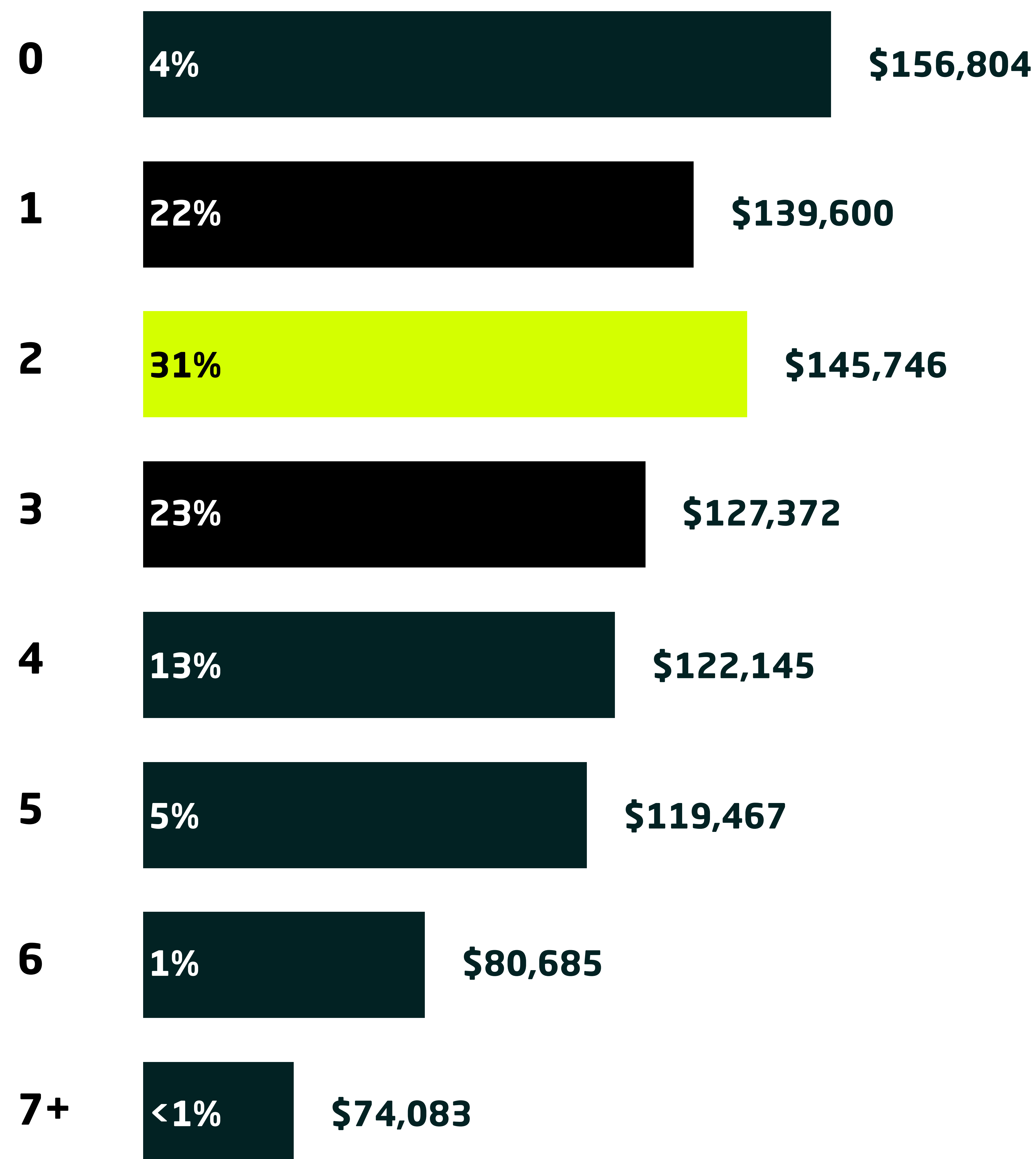
1% of respondents globally indicated **Entry-level/Analyst with a compensation distribution between \$14,460 to \$120,000 USD** while **2%** noted **Chief Officer with a compensation distribution of \$96,690 to \$245,000 USD**, which is substantially lower than the high of **\$570,000 USD** noted last year. 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.

13% 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 **\$123,255 USD with a compensation distribution of \$13,255 USD to \$336,000 USD.**

Compensation by Job Title & Reporting Structure

Average Annual Base Compensation by Level of Separation from Executive Management

Full-time, Permanent (USD)



INSIGHTS

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

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

- **41%** of Vice President level or higher were positioned at the CXO level or one layer below.
- **40%** of Global Program Heads or higher were positioned at the CXO level or one layer below.
- **89%** of CXO professionals were positioned at the CXO level or one layer below.

A majority (**76%**) of respondents noted 1 to 3 levels of separation from the executive management team.

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

 **67%**

 **31%**



COMPENSATION BY YEARS EXPERIENCE

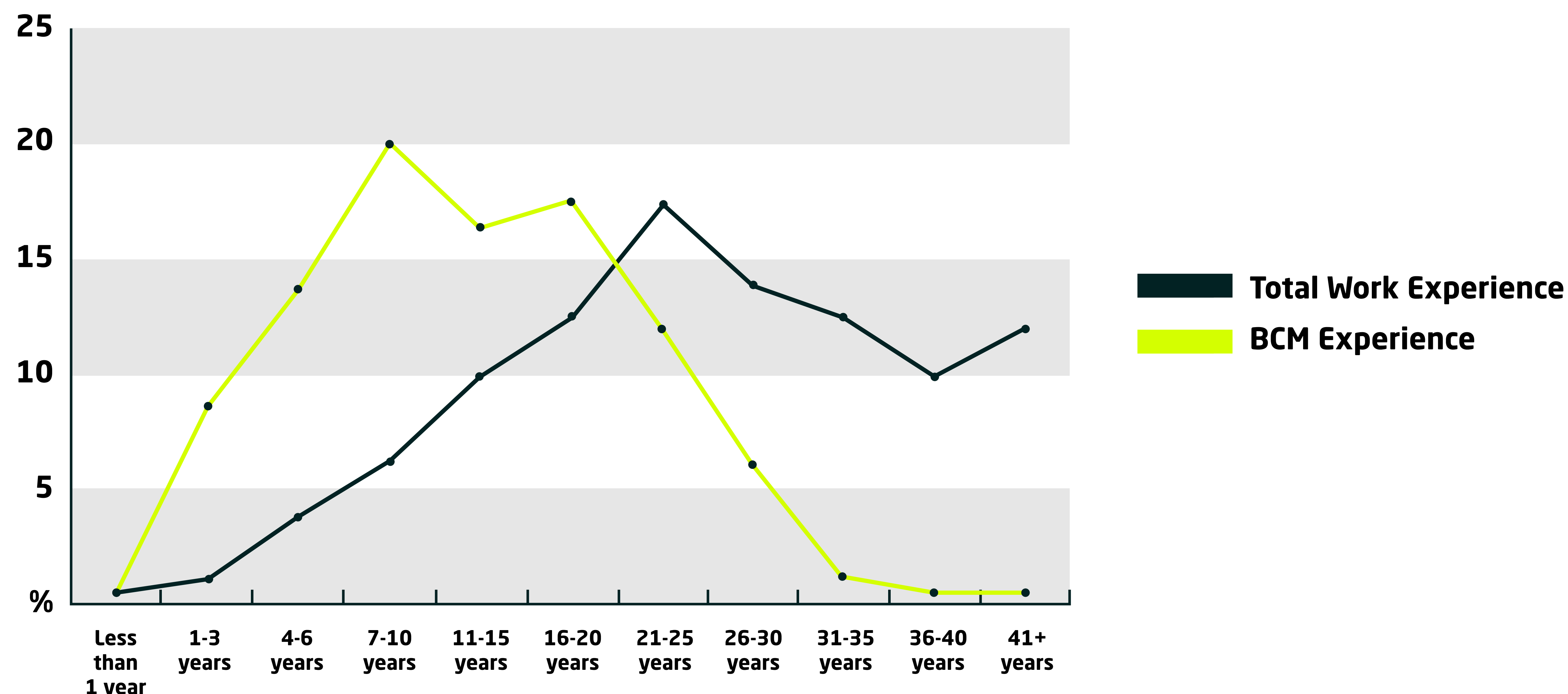
Compensation by Years Experience

Average Annual Base Compensation by Years Total Working Experience

Full-time, Permanent (USD)

Less than 1 year	<1%	
1 - 3 years	2%	\$59,429
4 - 6 years	4%	\$74,542
7 - 10 years	6%	\$98,934
11 - 15 years	10%	\$123,029
16 - 20 years	12%	\$127,948
21 - 25 years	17%	\$143,612
26 - 30 years	14%	\$148,484
31 - 35 years	13%	\$151,646
36 - 40 years	10%	\$143,313
41 - 45 years	9%	\$133,871
46 - 50 years	2%	\$138,158
51+ years	1%	\$145,526

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



INSIGHTS

Years of total work experience refers to the amount of time the respondent has been working overall, not just within Resiliency (Business Continuity, Disaster Recovery, Crisis Management, or Emergency Management). When comparing the years of total work experience to years expertise in Resiliency, we discovered that **56%** of the respondents have 16 - 35 years total working expertise while **55% have been working within a Resiliency planning role for 7 - 20 years.**

Additionally, **66% of the professionals have over 20 years of total work experience, but only 21% indicate that same amount of work experience in Resiliency planning.** This indicates that an overwhelming majority of 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.

PRO TIP

Resiliency professionals on average spend 15 years in another profession. Managers should consider this when hiring as candidates will likely have excellent transferable skills (outside of Resiliency planning) that will elevate their compensation objectives.

Compensation by Years Experience

Average Annual Base Compensation by Previous Career

Full-time, Permanent (USD)

Top 10 Paying Career Paths Leading to Resiliency Planning

On Average for Previous Career Paths Receiving 3%+ of the Respondents.

Finance	4%	\$149,017
Operations	4%	\$139,483
Consultant	10%	\$144,894
IT-Operations	7%	\$152,989
Risk Management-Enterprise	4%	\$131,676
Military Services	5%	\$153,066
IT-Systems	5%	\$145,954
Management	3%	\$148,429
Program Management	3%	\$134,793
Risk Management-Operational	4%	\$130,644

DATA HIGHLIGHTS

12% of the top paying previous careers leading to Resiliency planning have an IT focus, while **8%** noted a previous focus in Risk Management.

TOP CAREER PATHS

- Consultant: **9%**
- IT-Operations: **7%**
- Government: **4%**
- IT-Systems: **4%**
- Military Services: **4%**
- Risk Management-Enterprise: **4%**
- Governance/Risk/Compliance (GRC): **4%**
- Risk Management-Operational: **4%**

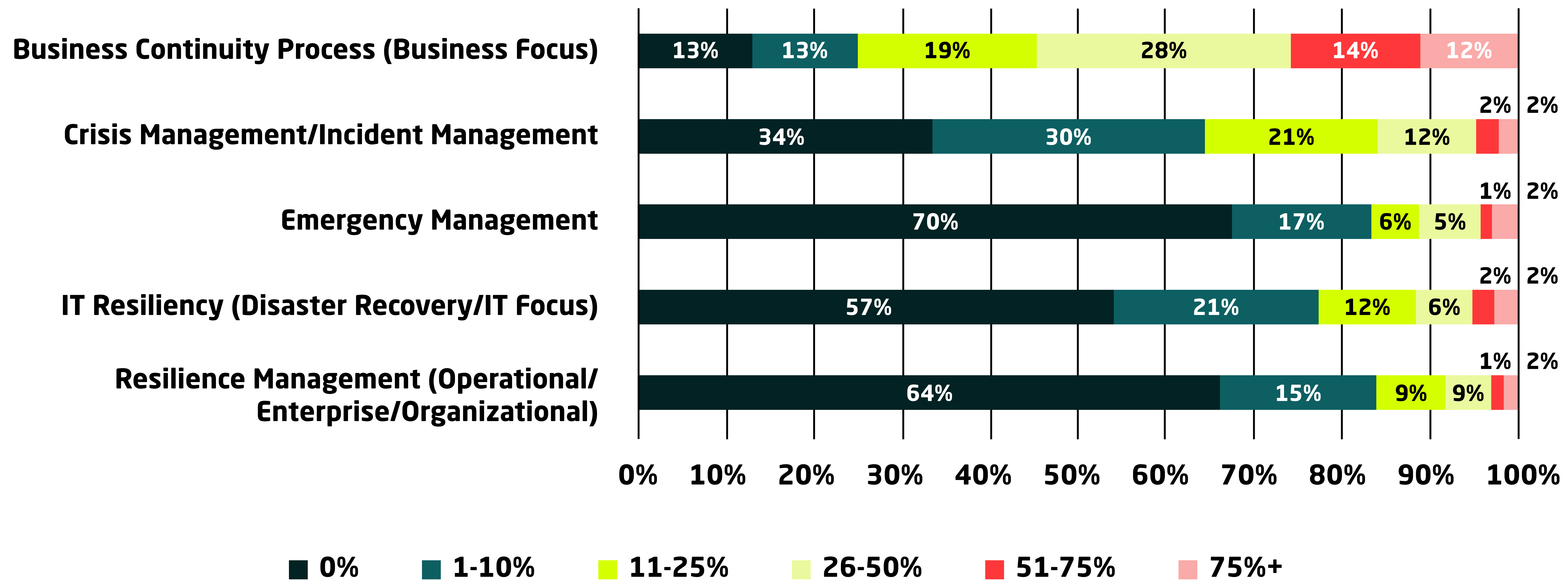
LESS LIKELY CAREER PATHS

- Environmental Assessment/Remediation: **1%**
- IT-Cloud Services: **1%**
- Supply Chain Management: **1%**
- Training: **1%**
- Risk Management-Insurance: **<1%**
- Third Party/Critical Supplier/Vendor Management: **<1%**
- Asset Protection: **<1%**
- IT-Database Administration: **<1%**
- IT-Virtualization: **<1%**
- Marketing: **<1%**

Compensation by Years Experience

Discipline Expertise as a Percent of Overall Responsibilities

Leading Disciplines & the Percent of Overall Responsibilities



Professionals noted their 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.

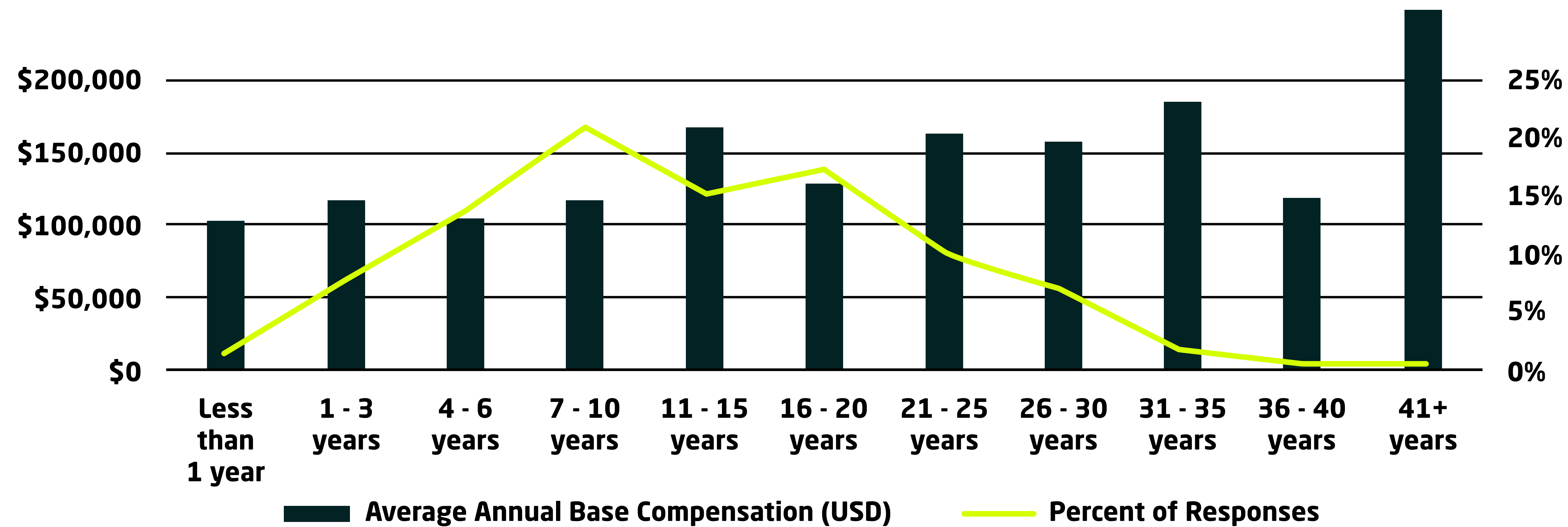
PRO TIP

Our customized [Resiliency 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 [Resilience Compensation Study](#) by November 30, 2024 to receive your very own customized Resiliency Compensation Peer Dashboard.**

Compensation by Years Experience

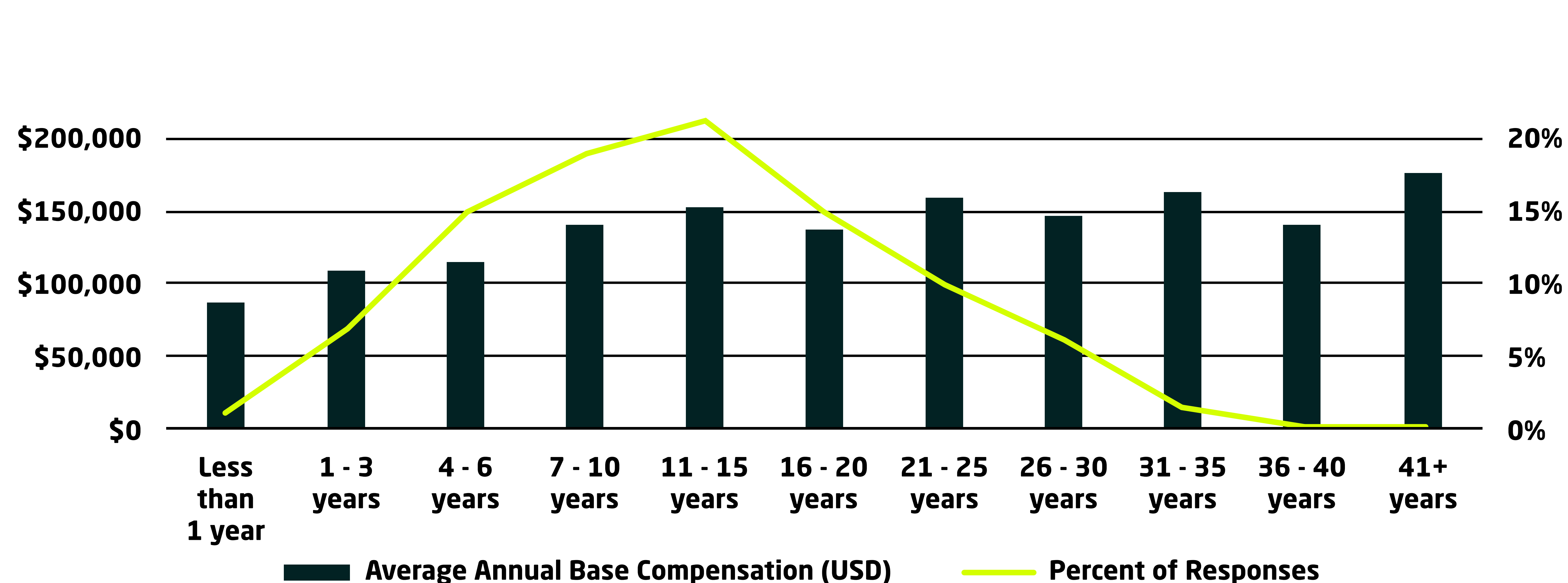
Average Annual Base Compensation by Years Business Continuity Planning Experience

Full-time, Permanent (USD)



Average Annual Base Compensation by Years Crisis/Incident Management Experience

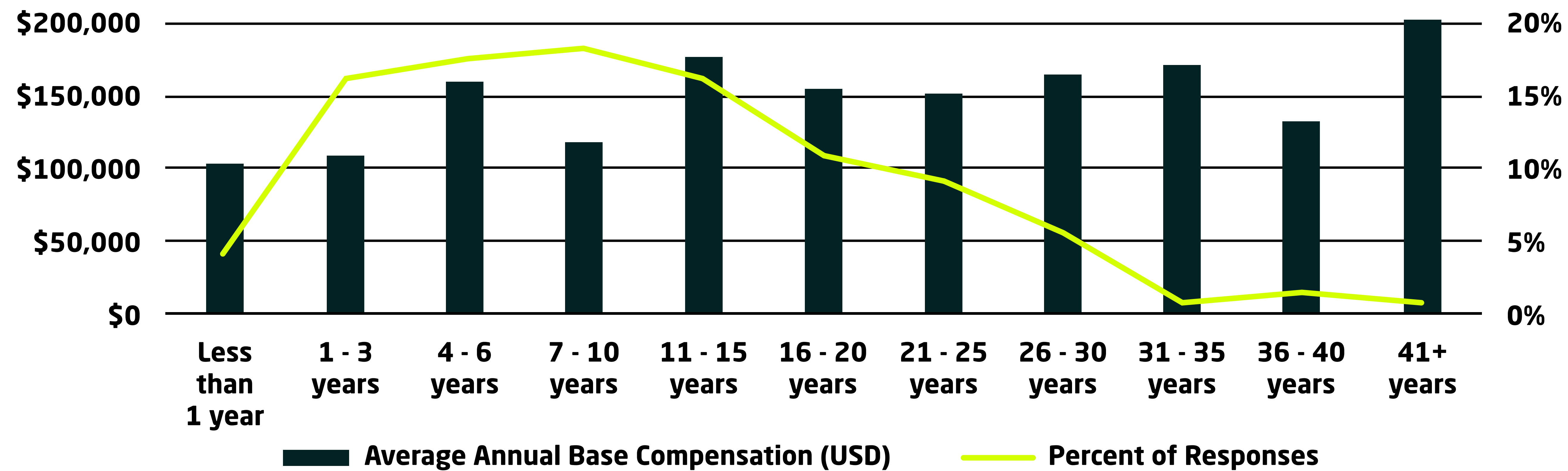
Full-time, Permanent (USD)



Compensation by Years Experience

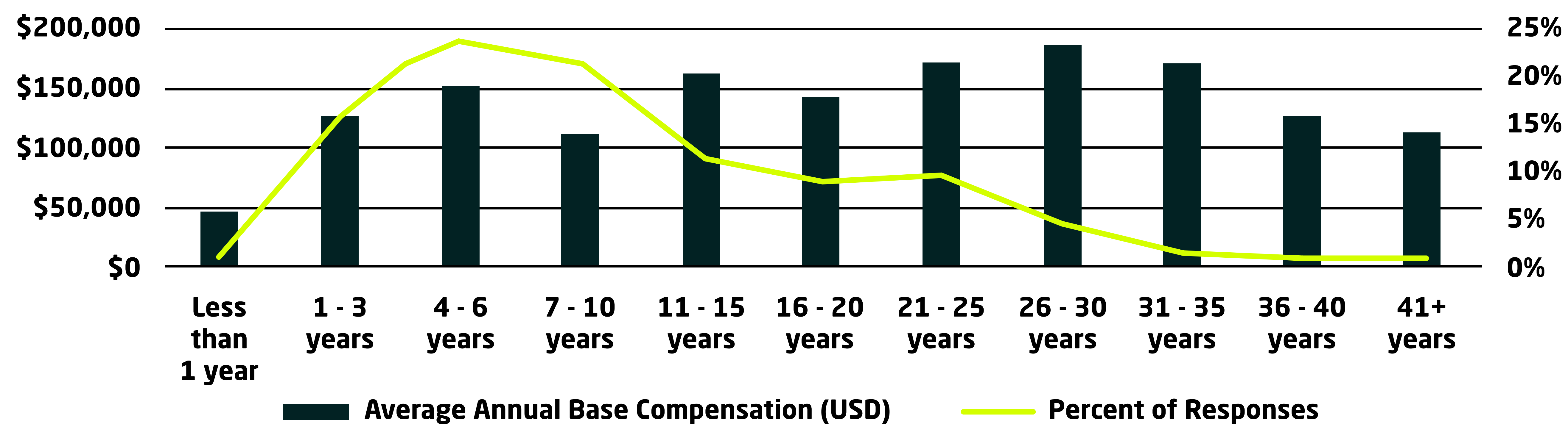
Average Annual Base Compensation by Years IT Resiliency Experience

Full-time, Permanent (USD)



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

Full-time, Permanent (USD)

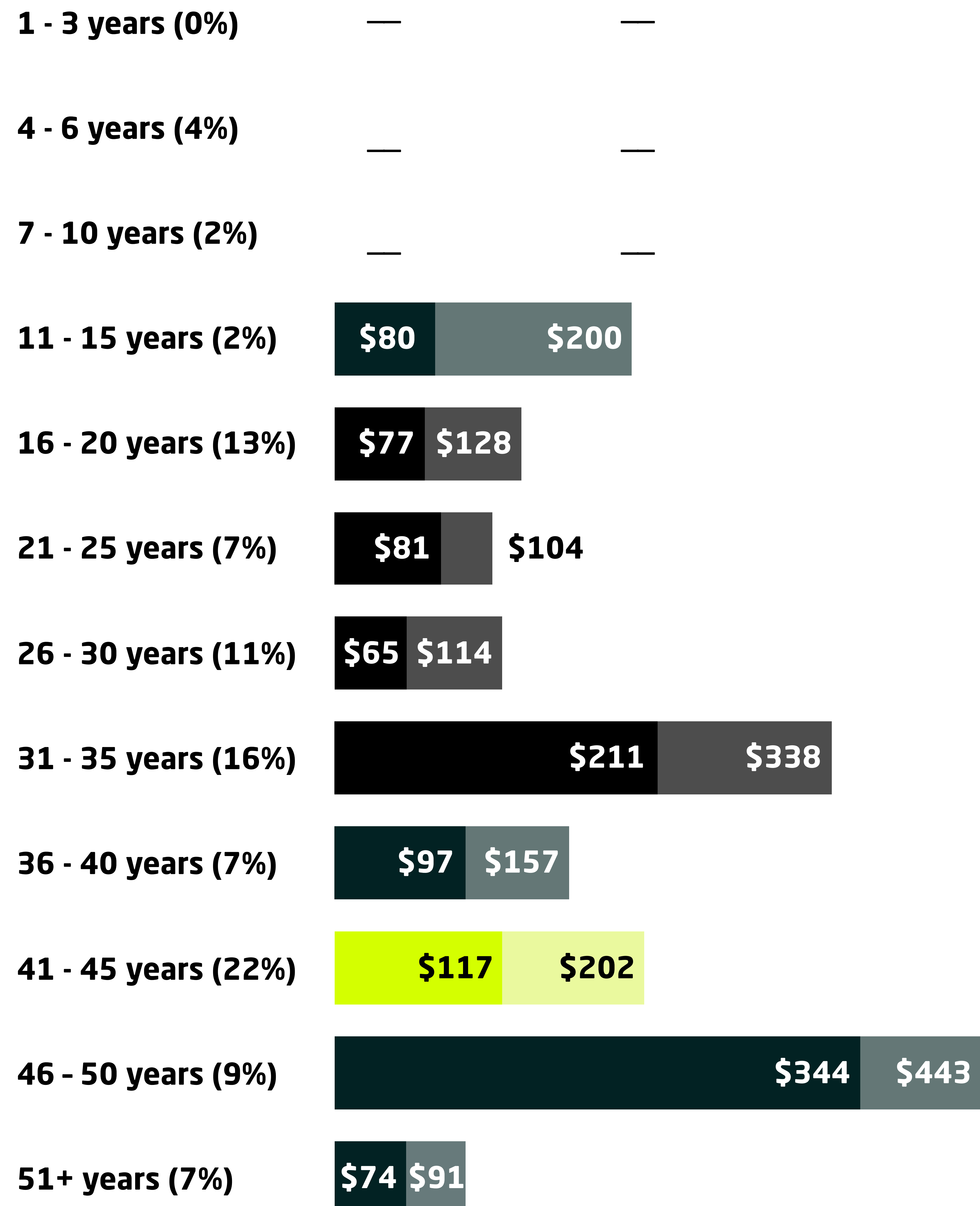


Note: For reporting purposes we chose to highlight average base compensation by years of experience in Business Continuity, Crisis Management, IT Resiliency, and Resilience Management as the data findings indicated that the study participants were more involved in these four disciplines than the other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

Compensation by Years Experience

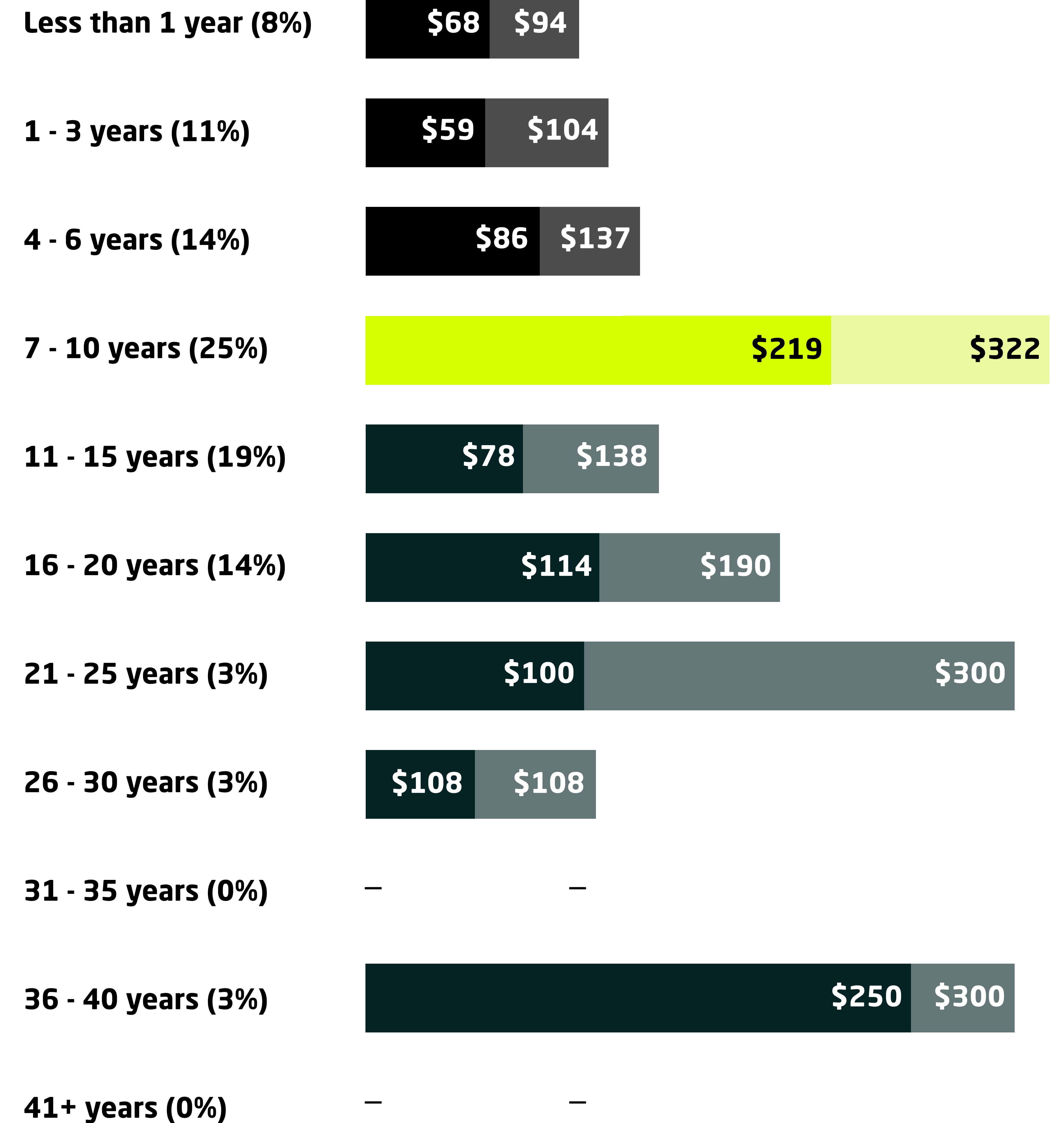
Average Low & High Hourly Rate by Years Total Working Experience

Self-Employed, Contract Consultants (USD)



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

Self-Employed, Contract Consultants (USD)



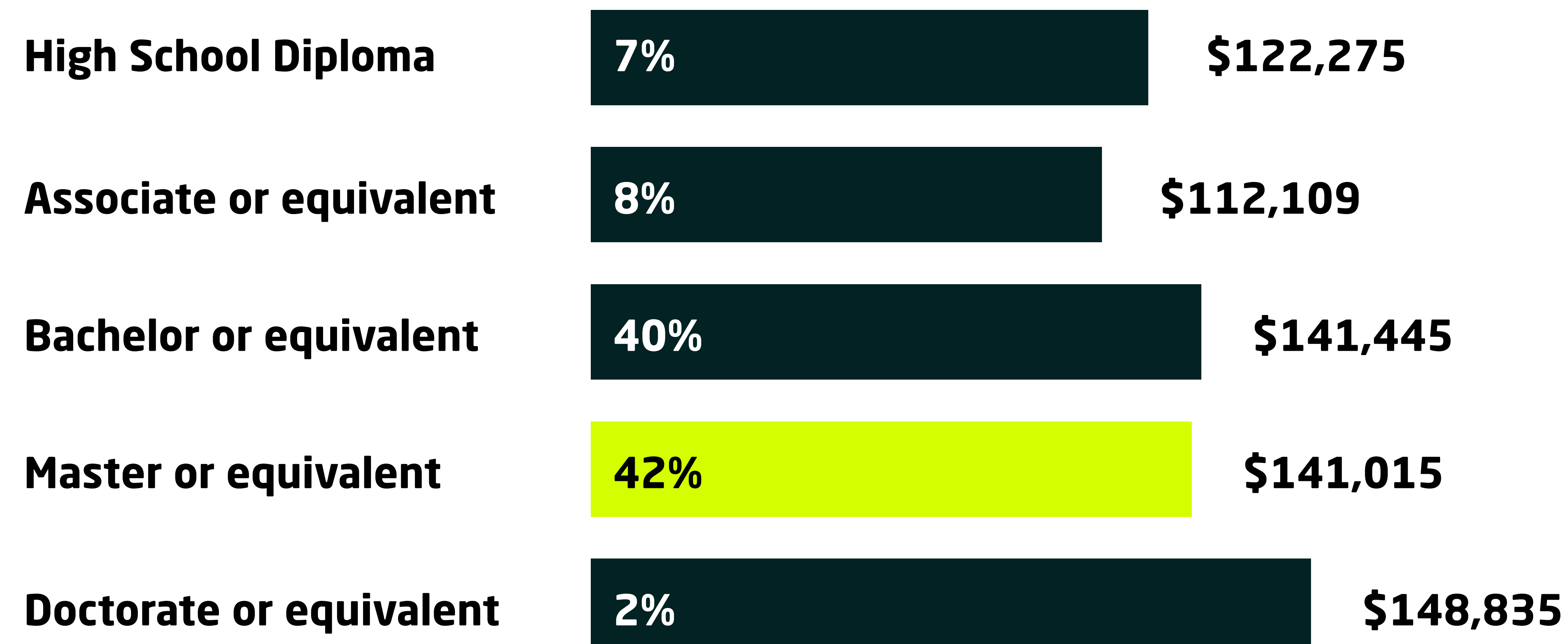


**COMPENSATION
BY DEGREE**

Compensation by Degree

Average Annual Base Compensation by Degree

Full-time, Permanent (USD)



INSIGHTS

The data indicated that **84% of the respondents have obtained an advanced degree**, which is a continued increase from the **79%** that was reported in 2022 and **83%** in 2023.

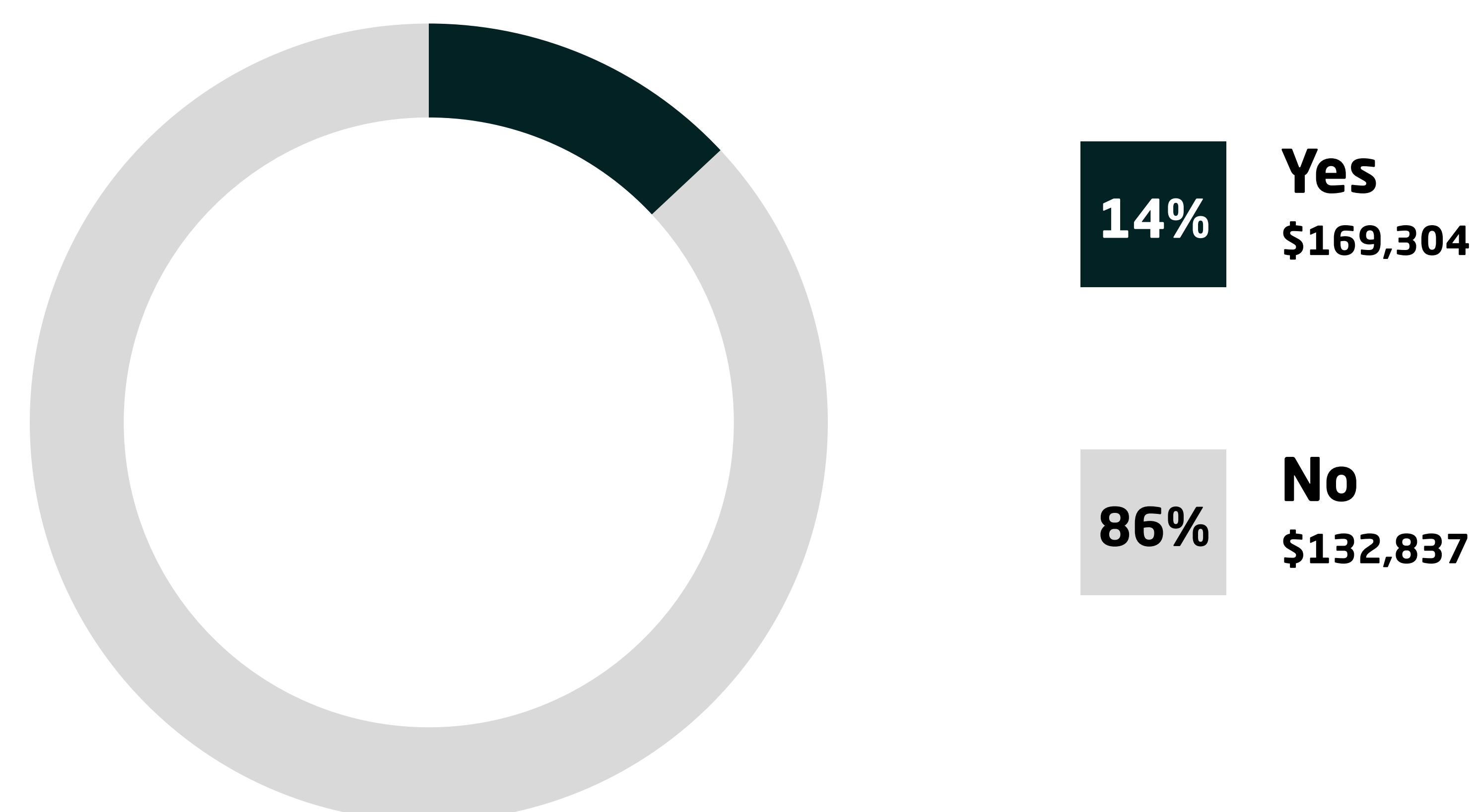
Additionally, this is the second consecutive year of reporting on compensations that **slightly more professionals noted a Master's degree** over a Bachelor's degree.

73% of the professionals with a high school diploma have over 26 years total work experience and **30%** were in an IT focused career prior to Resiliency planning.

Few respondents (**14%**) received an advanced degree related to Business Continuity/Resiliency planning. A full listing of available university programs is included on pages 69 - 70.

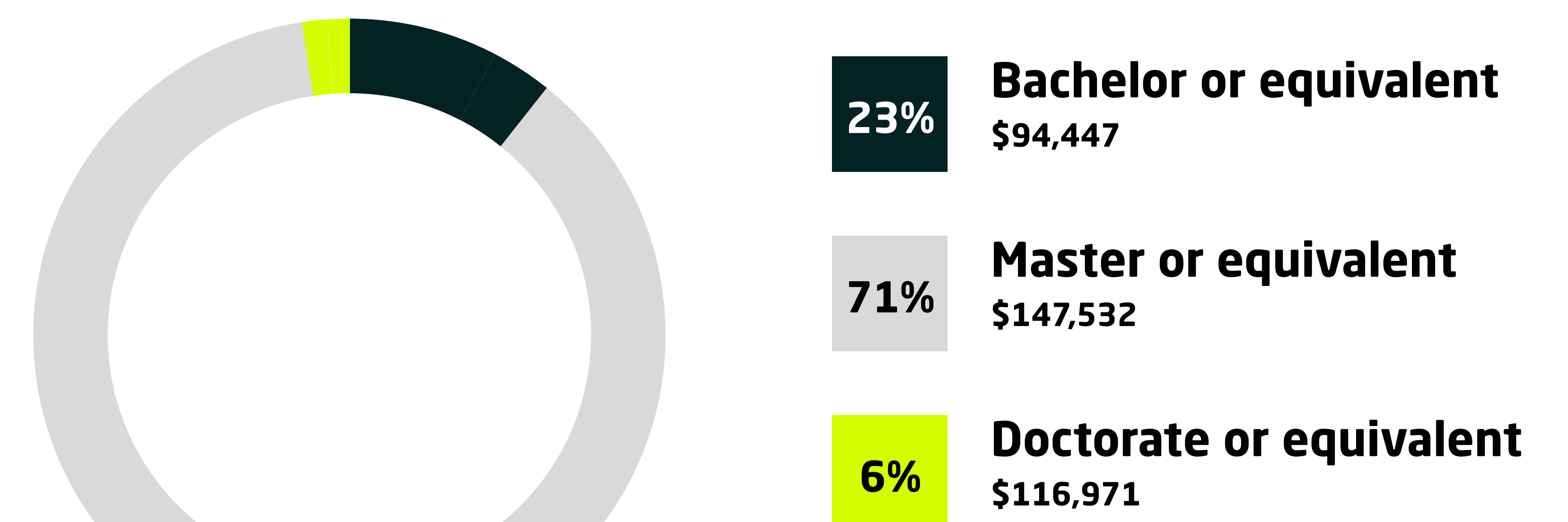
Average Annual Base Compensation by an Advanced Degree Related to Resiliency Planning

Full-time, Permanent (USD)



Average Annual Base Compensation by Level of Advanced Degree Related to Resiliency Planning

Full-time, Permanent (USD)

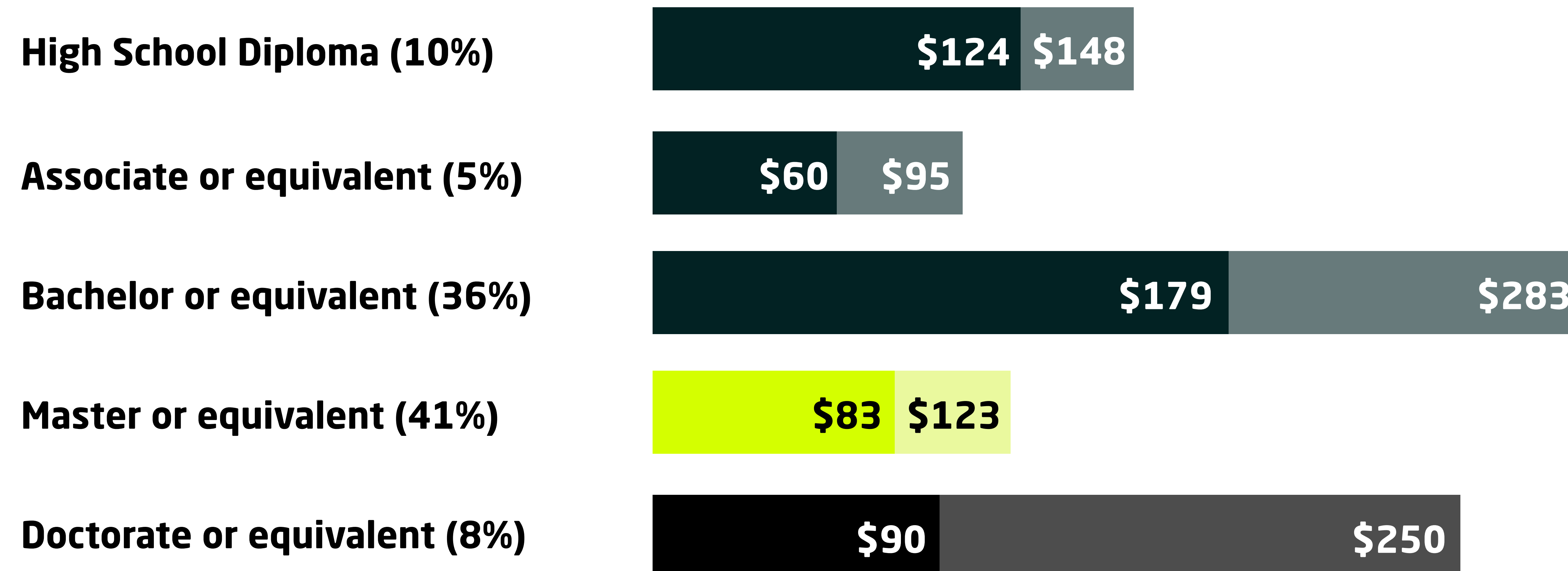


* Percent of those respondents who answered yes to having an advanced degree related to Resiliency planning.

Compensation by Degree

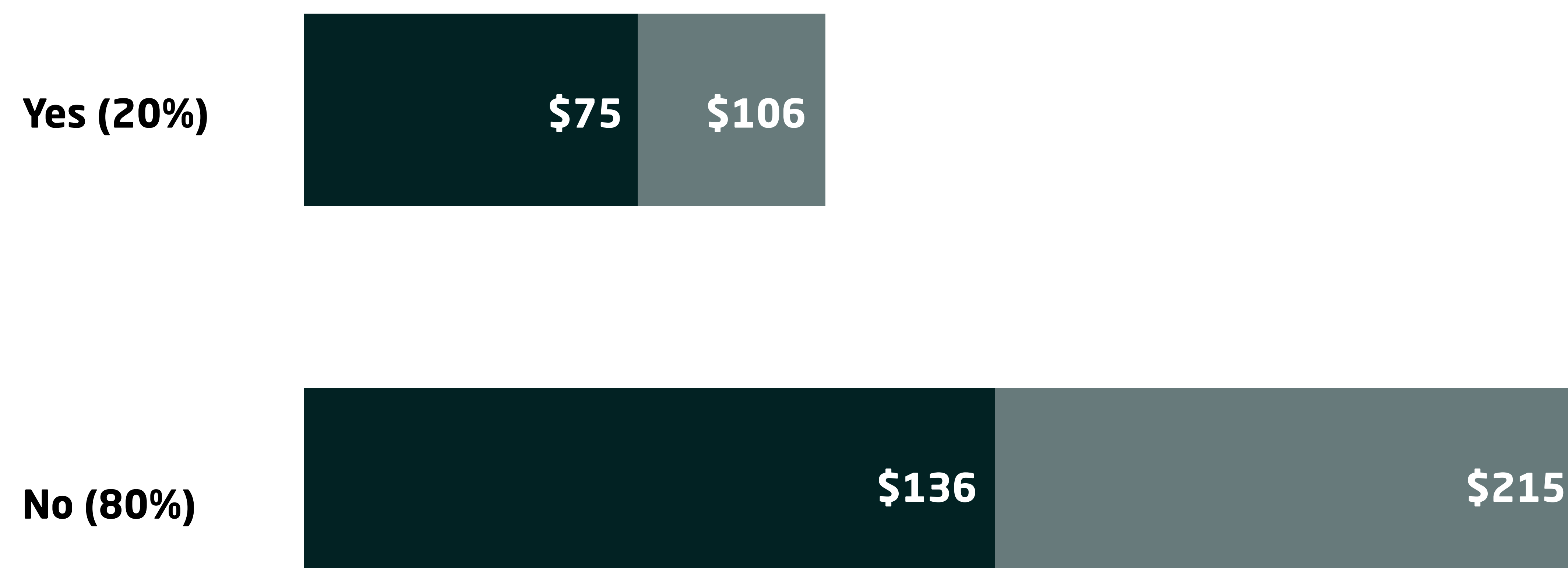
Average Low & High Hourly Rate by Degree

Self-Employed, Contract Consultants (USD)



Average Low & High Hourly Rate by an Advanced Degree Related to Resiliency Planning

Self-Employed, Contract Consultants (USD)



INSIGHTS

The data indicated that **85% 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 **12%**.

Slightly less independent consultants have obtained a Master's degree (41%) compared to their peers who are full-time, permanently employed (**42%**).

More independent consultants (**8%**) have obtained their doctorate or Ph.D. in comparison to their full-time, permanently employed peers (**2%**).

Few respondents (**20%**) received an advanced degree related to Resiliency planning.

When reviewing the data findings, we discovered that **19% of independent/fixed term contractors noted a Master's degree or equivalent related to Resiliency planning**. The average low hourly rate was **\$83 USD** while the average high was **\$110 USD**.

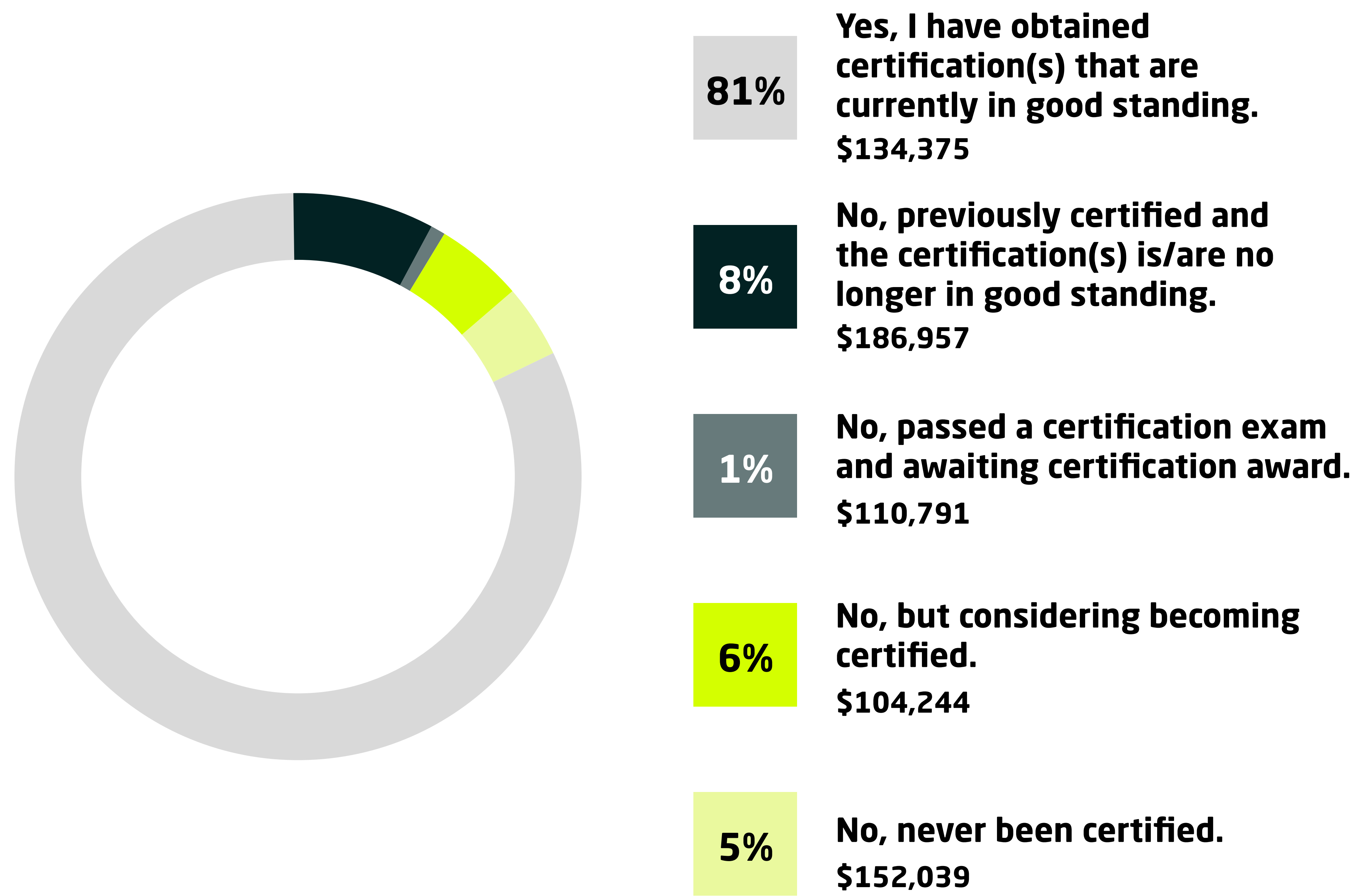
COMPENSATION BY CERTIFICATE & SECRET CLEARANCE



Compensation by Certification & Secret Clearance

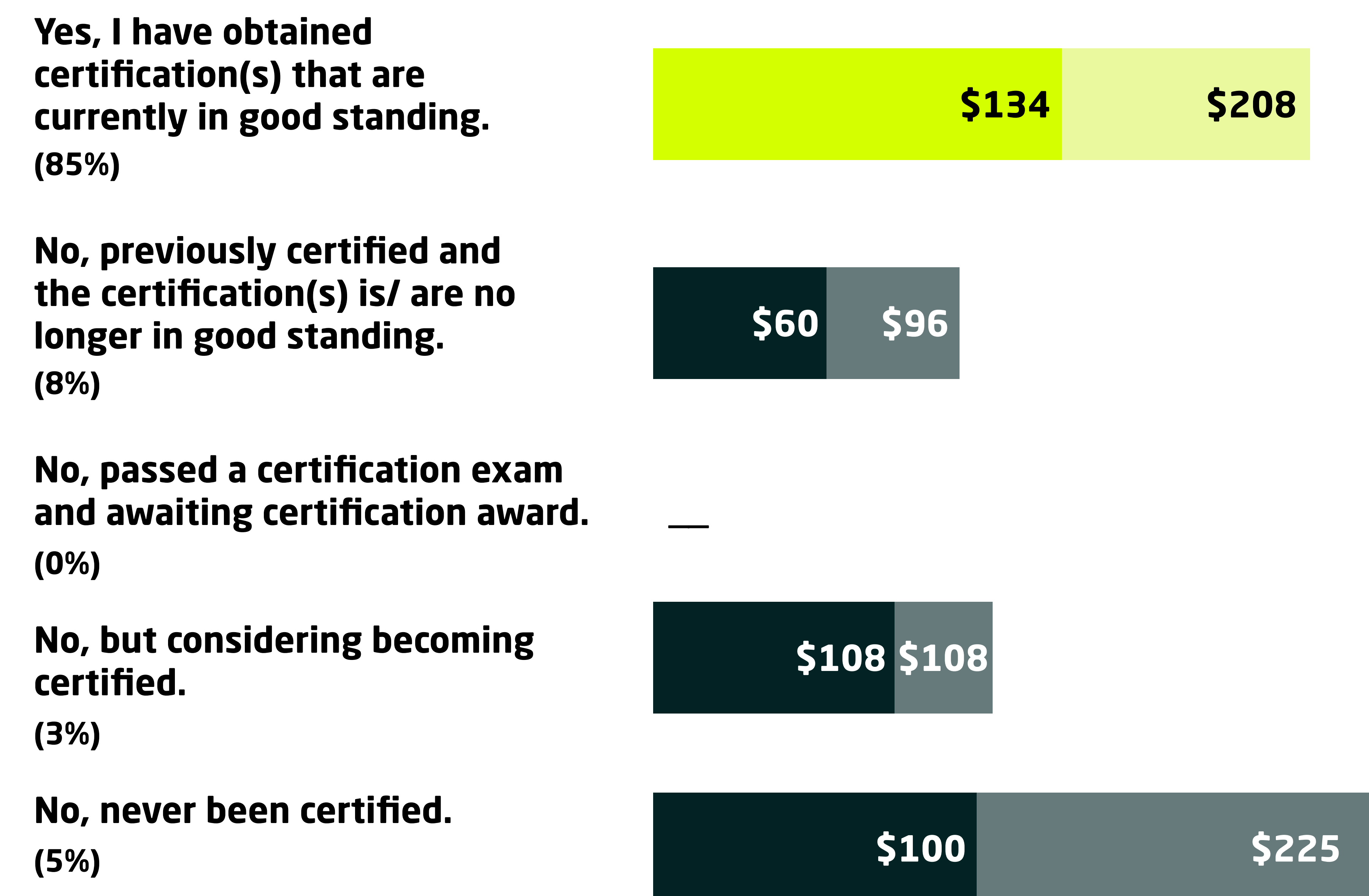
Average Annual Base Compensation by Certification Status

Full-time, Permanent (USD)



Average Low & High Hourly Rate by Certification Status

Self-Employed, Contract Consultants (USD)



INSIGHTS

Assessing how certification impacts earning potential continues to be an interesting trend as more Resiliency professionals seek one or more certifications to advance their marketability among hiring managers. Additionally, so many new certifications have been added over the last five years to accommodate the expansion into cyber, supplier/third-party resiliency, and risk.

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

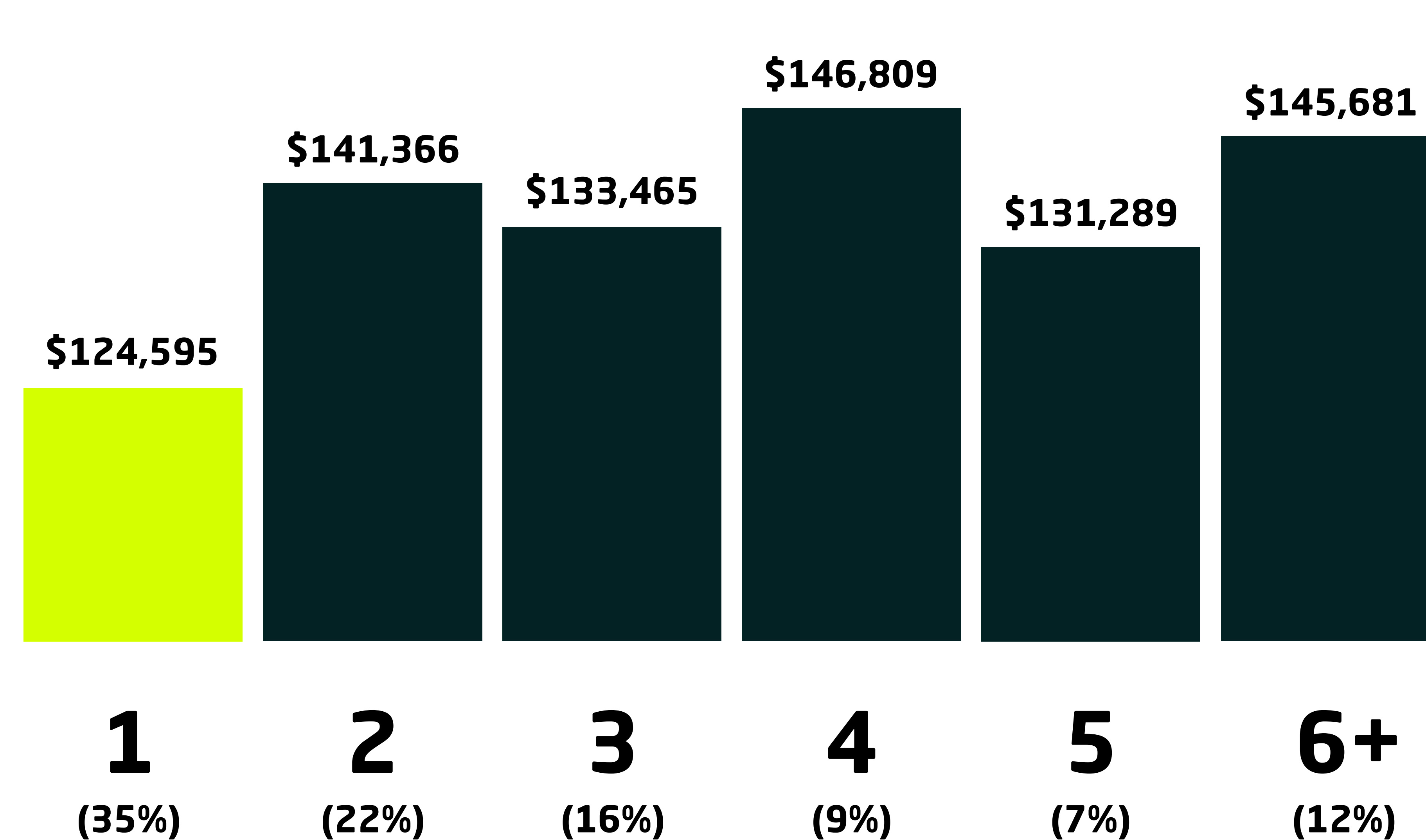
The majority of professionals are currently certified.

- **81%** Full-Time, Permanently Employed
- **85%** Self-Employed, Contract Consultants

Compensation by Certification & Secret Clearance

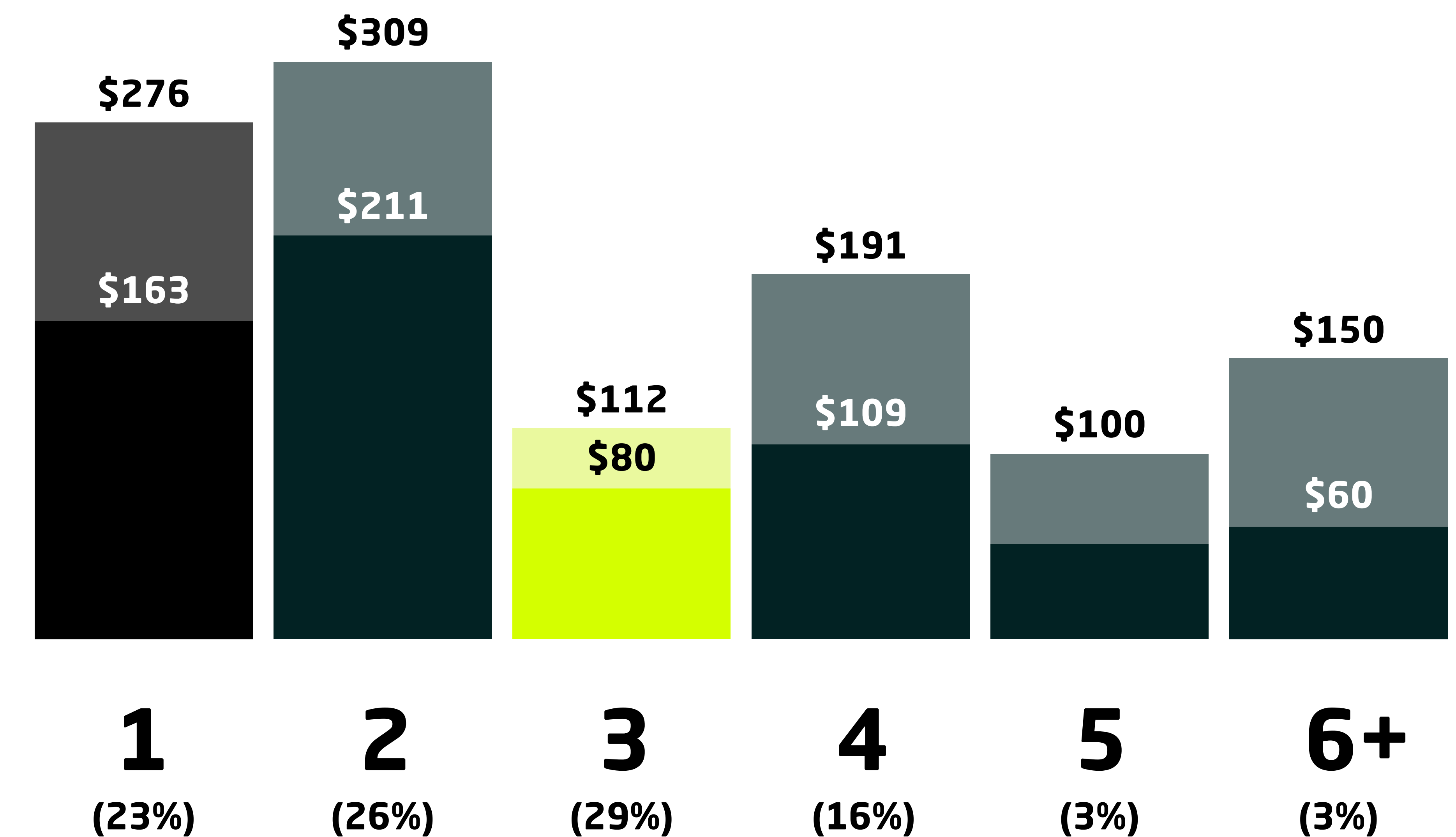
Average Annual Base Compensation by Number of Certifications (If Certified)

Full-time, Permanent (USD)



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

Self-Employed, Contract Consultants (USD)



INSIGHTS

The majority of certified professionals have obtained **multiple certifications** (65% permanently employed and 77% independent contractors).

Those professionals with **multiple certifications on average will out earn their peers with one certification by 13%.**

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 pages 71 - 74.**

Compensation by Certification & Secret Clearance

Average Annual Base Compensation by Top Certifications

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

BSI: ISO 22301 BCMS CLIP	12%	\$104,636
The BCI: CBCI	10%	\$110,899
The BCI: AMBCI	6%	\$91,276
The BCI: MBCI	21%	\$135,937
DRII: ABCP	4%	\$113,563
DRII: CBCP	48%	\$146,041
DRII: MBCP	11%	\$174,735
Independent Study: Level 1, Professional Continuity Practitioner	6%	\$153,431
Independent Study: CERT	12%	\$150,090
Independent Study: NIMS	17%	\$143,682
Independent Study: ICS	21%	\$141,107
Independent Study: HSEEP	12%	\$150,453
Independent Study: PDS	9%	\$142,651
BSI ISO 22301 Lead Auditor	4%	\$119,626
ITIL (Foundation)	14%	\$145,209
PMI: PMP	7%	\$164,409

KEY

British Standards Institute (BSI)

- ISO 22301 Lead Auditor
- 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)

Project Management Institute (PMI)

- PMP - Project Management Professional

A full listing of relevant certifications are highlighted on pages 71 - 74.

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.

BSI: ISO 22301 BCMS CLIP (12%)	\$60	\$168
The BCI: AMBCI (9%)	\$334	\$407
The BCI: MBCI (29%)	\$118	\$236
The BCI: FBCI (9%)	\$165	\$241
DRII: CBCP (41%)	\$92	\$157
Independent Study: CERT (12%)	\$83	\$161
Independent Study: NIMS (15%)	\$88	\$165
Independent Study: ICS (18%)	\$114	\$162
Independent Study: HSEEP (9%)	\$75	\$108
BSI ISO 22301 Lead Auditor (9%)	\$95	\$157
ISACA: CISA (9%)	\$96	\$160
ITIL (Foundation) (12%)	\$74	\$108

KEY

British Standards Institute (BSI)

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

The Business Continuity Institute (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

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

- CERT - Community Emergency Response Team
- NIMS - National Incident Management System
- ICS - Incident Command System
- HSEEP - Homeland Security Exercise & Evaluation Program

Information Systems Audit & Control Association (ISACA)

- CISA - Certified Information Systems Auditor

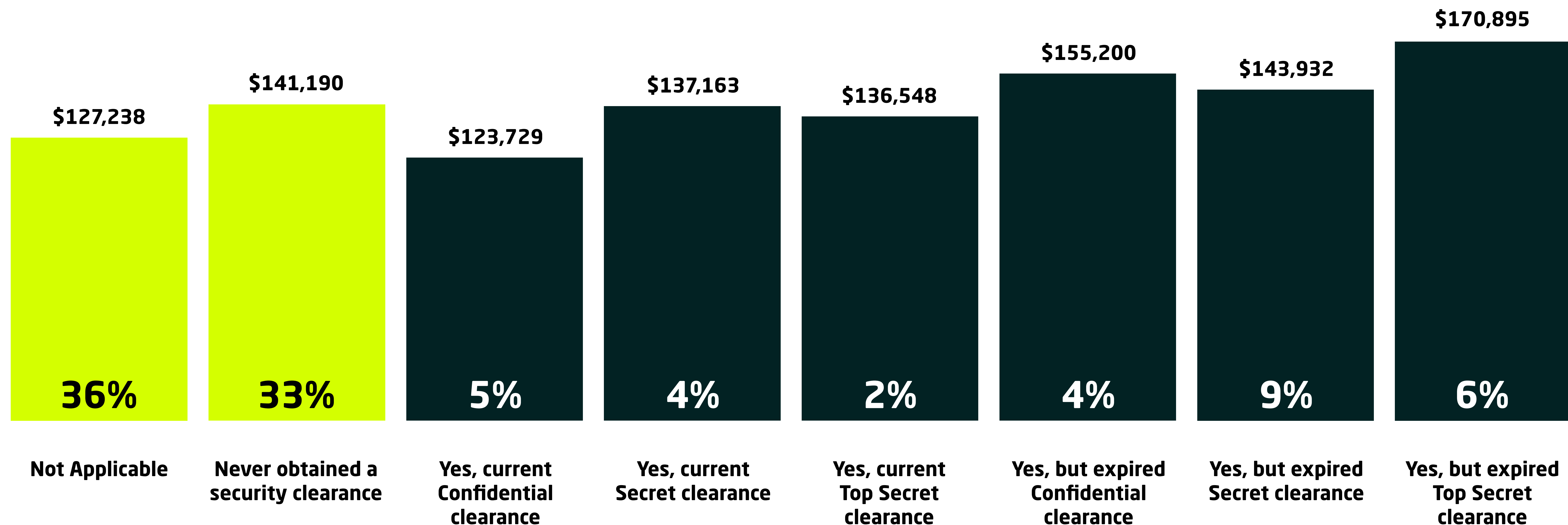
IT Infrastructure Library (ITIL)

A full listing of relevant certifications are highlighted on pages 71 - 74.

Compensation by Certification & Secret Clearance

Average Annual Base Compensation by Secret Clearance Status

Full-time, Permanent (USD)



INSIGHTS

The majority of professionals have **never obtained a secret clearance, or it doesn't apply to them (69%)**.

For the professionals with an expired clearance, the majority (**63%**) noted over 25 years total work experience and 16 - 25 years Business Continuity/Resiliency planning expertise (**35%**). **12%** noted a previous career in counterterrorism/homeland security or government before Resiliency planning.

For those who **currently have a clearance, the majority (49%)** noted a total work experience of **16 - 30 years** and **7 - 20 years Business Continuity/Resiliency planning expertise (52%)**. Additionally, **23%** are working in the government industry sector.

Men (71%) were more likely to obtain a secret clearance (either current or expired) compared to **27% of women**.

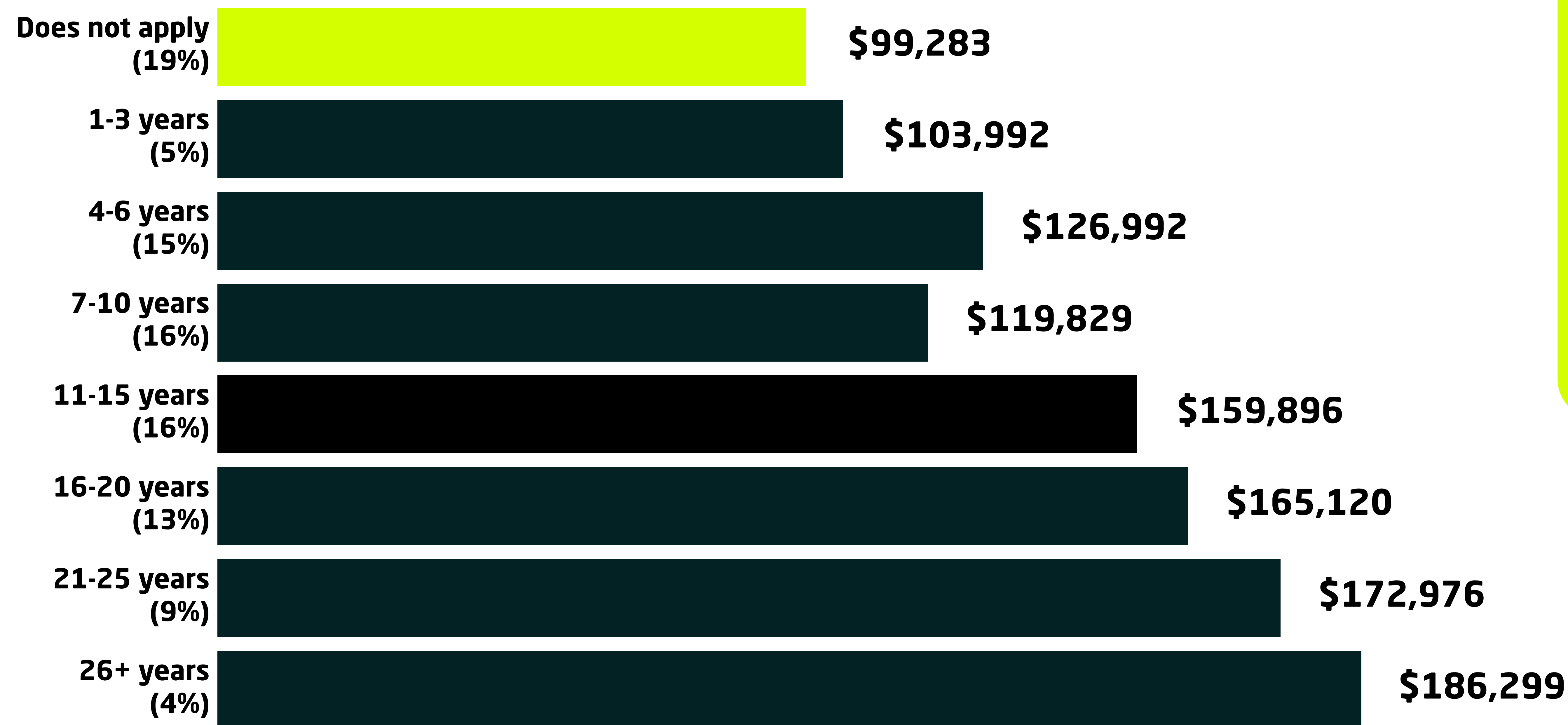
A hand holding a blue figure among a group of wooden figures. The background is dark blue with yellow abstract shapes in the top-left and bottom-right corners. The text is centered over the image.

COMPENSATION BY MANAGEMENT & LEADERSHIP EXPERIENCE

Compensation by Management & Leadership Experience

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

Full-time, Permanent (USD)



PRO TIP

Adopting New Skills to Evolve as a Resiliency Professional

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**. Throughout this section highlighting data findings on management, real-world, and leadership skills, we'll also provide helpful pro tips to help you in this endeavor.

INSIGHTS

Managing Resiliency program strategies and responding to crises globally can be a challenge and organizations are willing to compensate for this expertise. It is important to note that this question regarding "global planning experience" **doesn't imply that you are working in another country for a period of time**, but that one is either working on global resiliency planning in an administrative or management role.

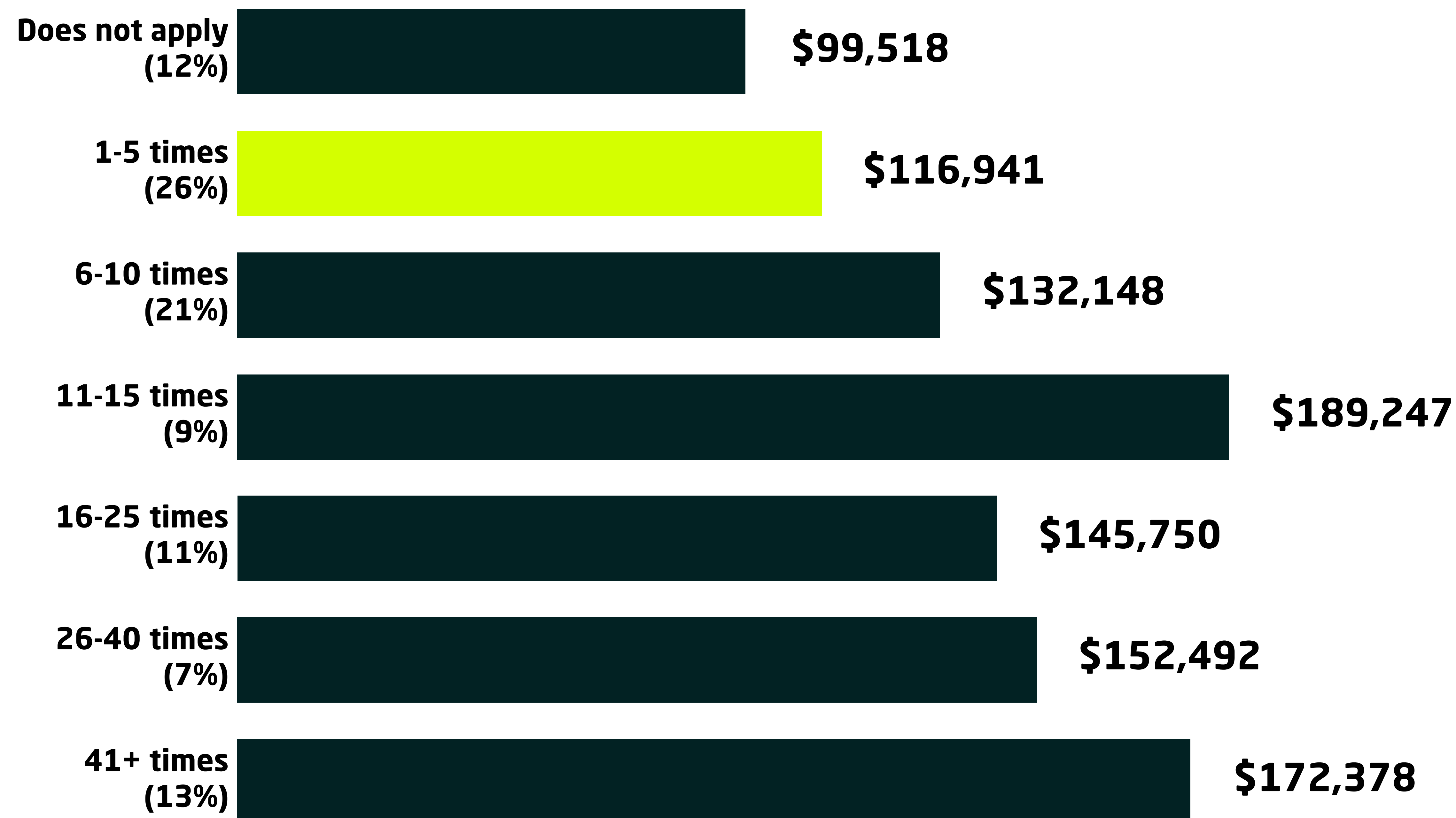
The data highlighted that **19%** either do not have this level of expertise or it doesn't apply to the organizations they've worked for.

In comparison, **42%** have **11+ years of global Business Continuity/Resiliency planning expertise and these individuals on average may out earn professionals with less or no global planning expertise by 45%**. Additionally, **46%** of these professionals are currently working in a regional or global management role.

Compensation by Management & Leadership Experience

Average Annual Base Compensation by Program Activation Experience

Full-time, Permanent (USD)



PRO TIP

Successful leaders possess:

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

- Jennie Clinton (Advisory Board)

INSIGHTS

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

A majority (**26%**) of study respondents have activated programs/plans in response to a crisis 1 - 5 times.

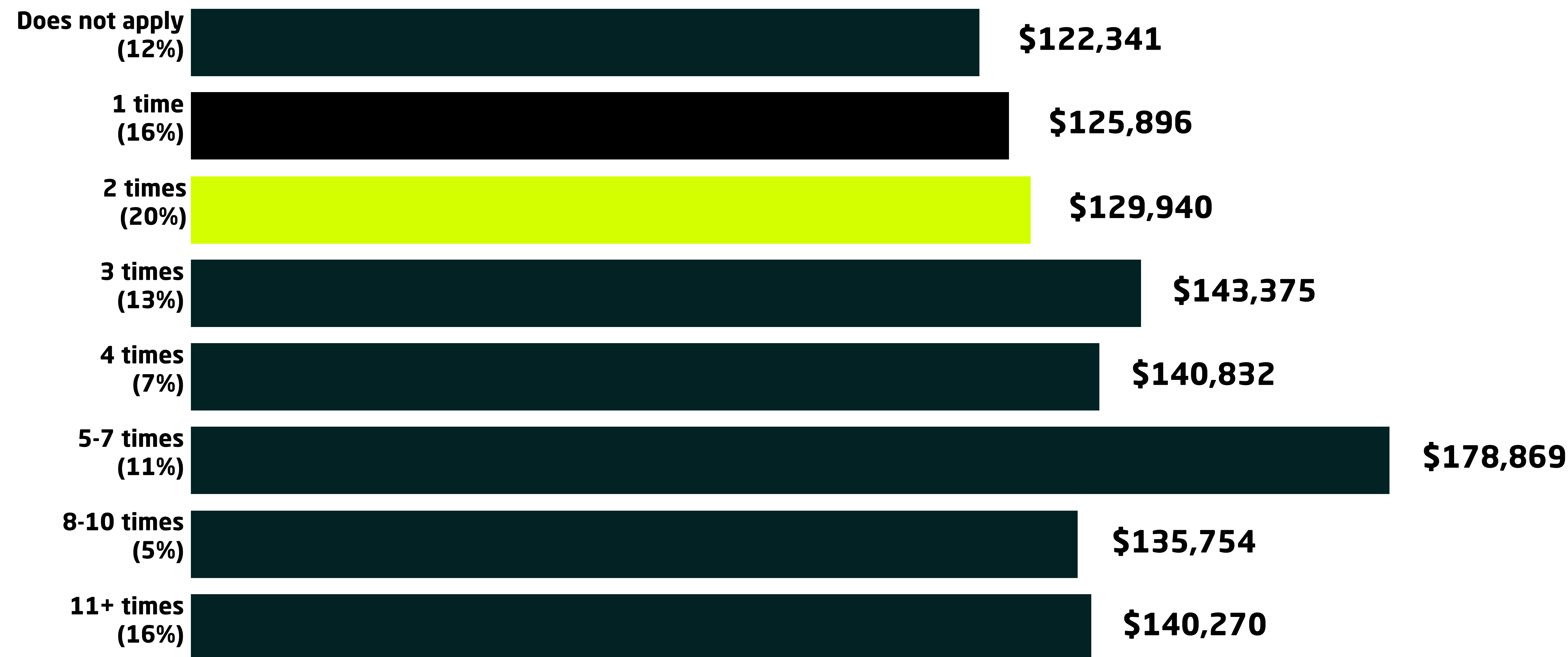
Our data shows that those **professionals in senior leadership roles will tend to be more experienced in this arena with 63% having to activate a program during a crisis 11+ more times** compared to all study respondents at **40%**.

There are professionals who thrive in crisis management roles and those who prefer a governance focused position. It's important to **follow your passion and plan your career appropriately.**

Compensation by Management & Leadership Experience

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

Full-time, Permanent (USD)



INSIGHTS

Designing and implementing a Resiliency related 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.

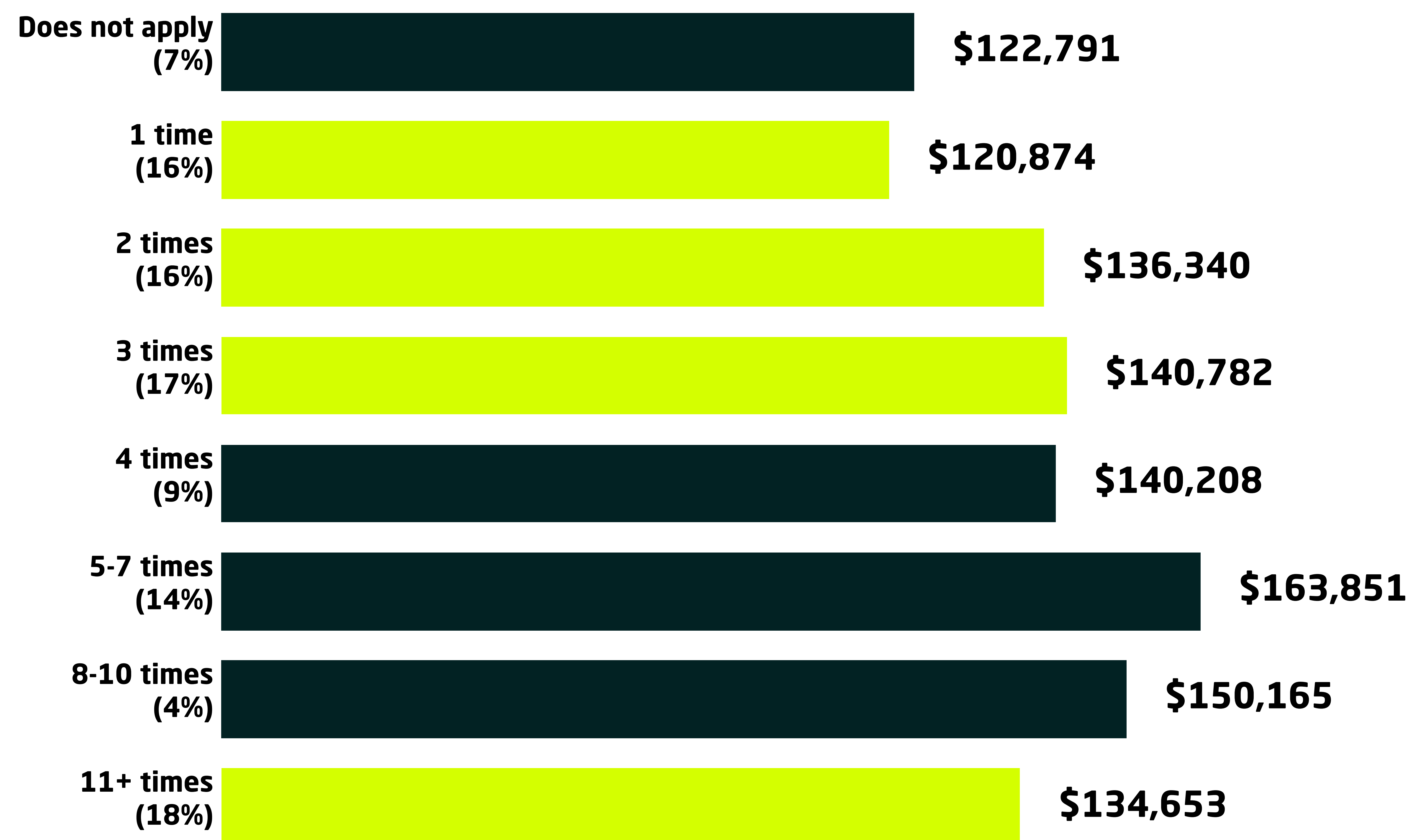
28% of the respondents indicated either developing a program from the ground up once or never.

It wasn't surprising when the data highlighted that **61% of the most senior professionals (VP and higher) have implemented programs from the ground up 3+ times**, while **41%** of less senior respondents noted the same. Furthermore, our data indicated that designing and implementing programs, along with rolling out a training program, seems to be the specialty for consultants, with a staggering **84%** indicating the same level of expertise.

Compensation by Management & Leadership Experience

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

Full-time, Permanent (USD)



PRO TIP

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

- Larry Chase (Advisory Board)

INSIGHTS

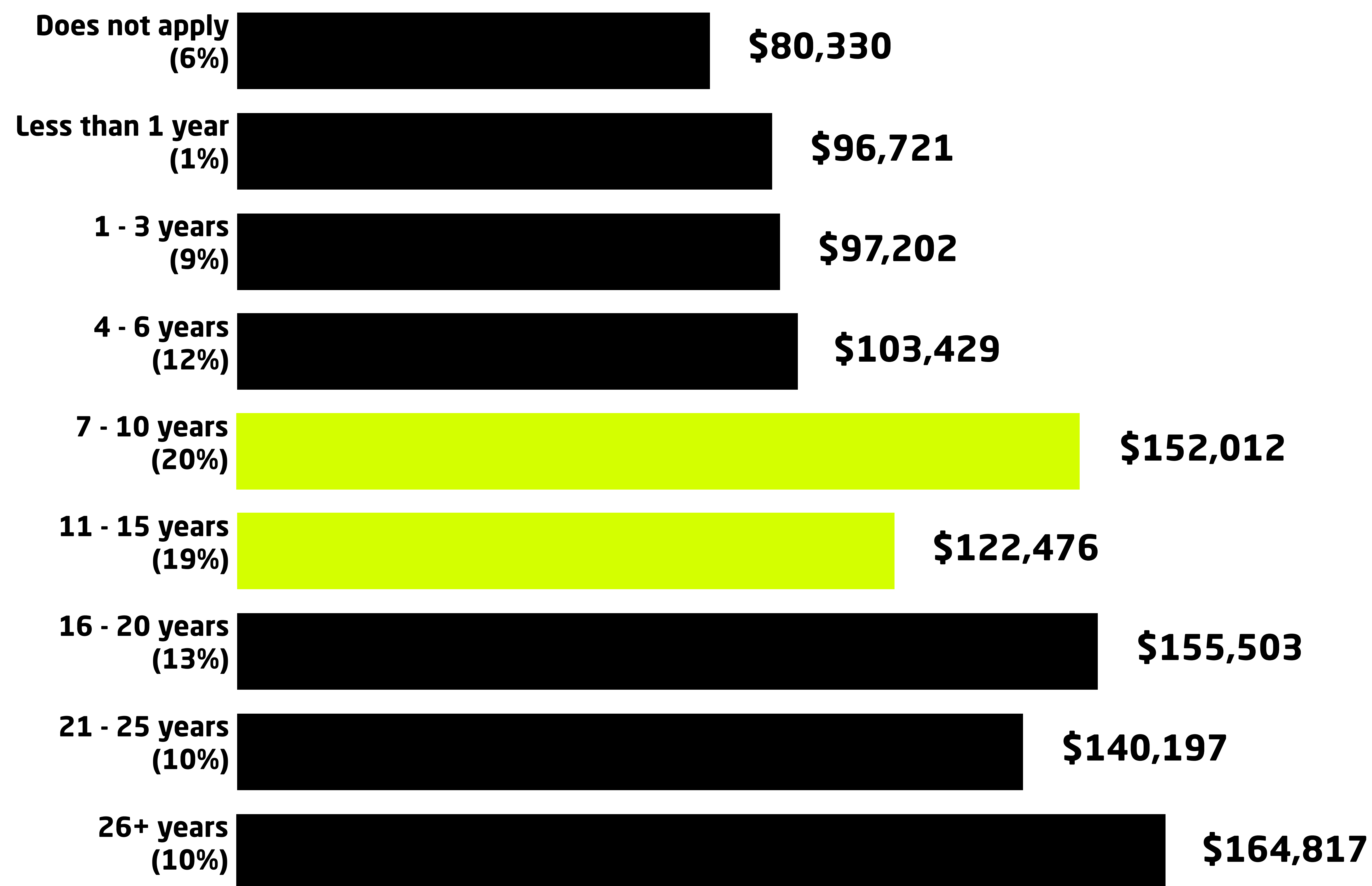
23% of the respondents indicated either designing and implementing a program training rollout either once or never.

Similarly to managing the design and implementation of a Business Continuity/Resilience Management program from the ground up, the data also highlighted that **40% of the most senior professionals (VP and higher) have designed and rolled out a training program 5+ times**, while **32%** of less senior respondents noted the same.

Compensation by Management & Leadership Experience

Average Annual Base Compensation by Program Management Experience

Full-time, Permanent (USD)



PRO TIP

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

Axelos

- PRINCE2

EC-Council

- Certified Project Management (CPM)

Global Association for Quality Management (GAQM)

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

International Association of Project Managers (IAPM)

- Certified Project Manager (CPM-IAPM)

Project Management Institute (PMI)

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

Scrum Alliance

- Certified ScrumMaster (CSM)

INSIGHTS

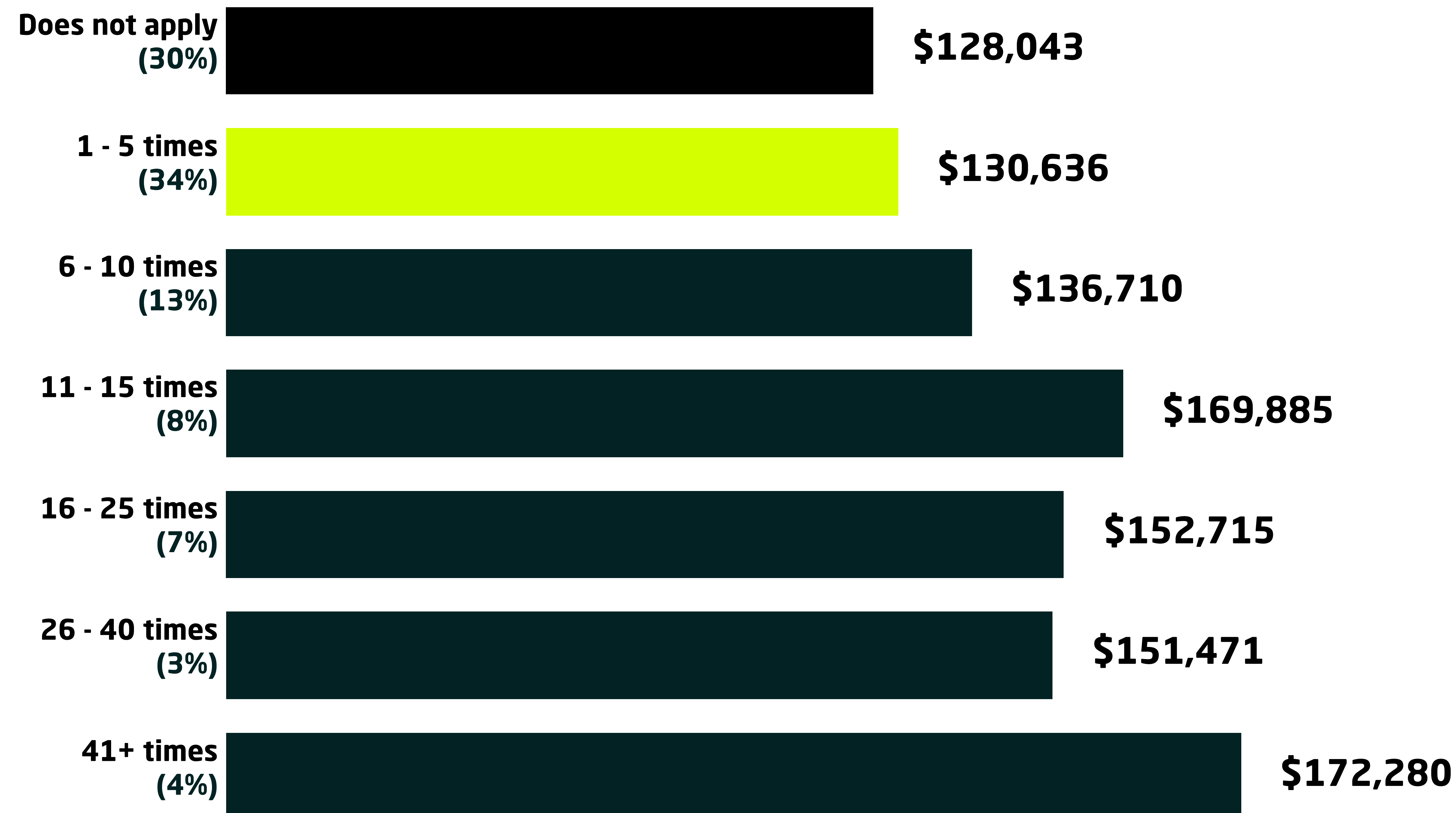
Resilience management is heavily involved in managing a program with changing timelines and deliverables; therefore, it wasn't surprising when the data highlighted that **52% of all professionals and 68% of senior professionals (VP and higher) have 11+ years expertise in managing a program.**

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

Compensation by Management & Leadership Experience

Average Annual Base Compensation by Presentation Experience

Full-time, Permanent (USD)



PRO TIP

Being viewed as a leader/champion in the profession will not only impact your earning potential, but it will also open up opportunities for your career growth. If a company sees that you are a leader in the profession, they'll likely expect you to lead within their program too. **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.

Moreover, leadership is not solely defined by hierarchical roles or managerial responsibilities. Even without formally managing programs or staff, individuals can exhibit leadership qualities through their actions, attitudes, and contributions to their profession or community. Traits such as integrity, initiative, communication skills, and the ability to collaborate effectively can all contribute to being perceived as a leader, regardless of one's official title or position within an organization. Thus, anyone can demonstrate leadership qualities and make a positive impact, irrespective of their role or level of authority.

INSIGHTS

Few professionals step outside of their comfort zone in giving presentations, publishing, or serving on an industry related board. Our data indicated that **64%** of the respondents have either never given a presentation or have presented less than 5 times.

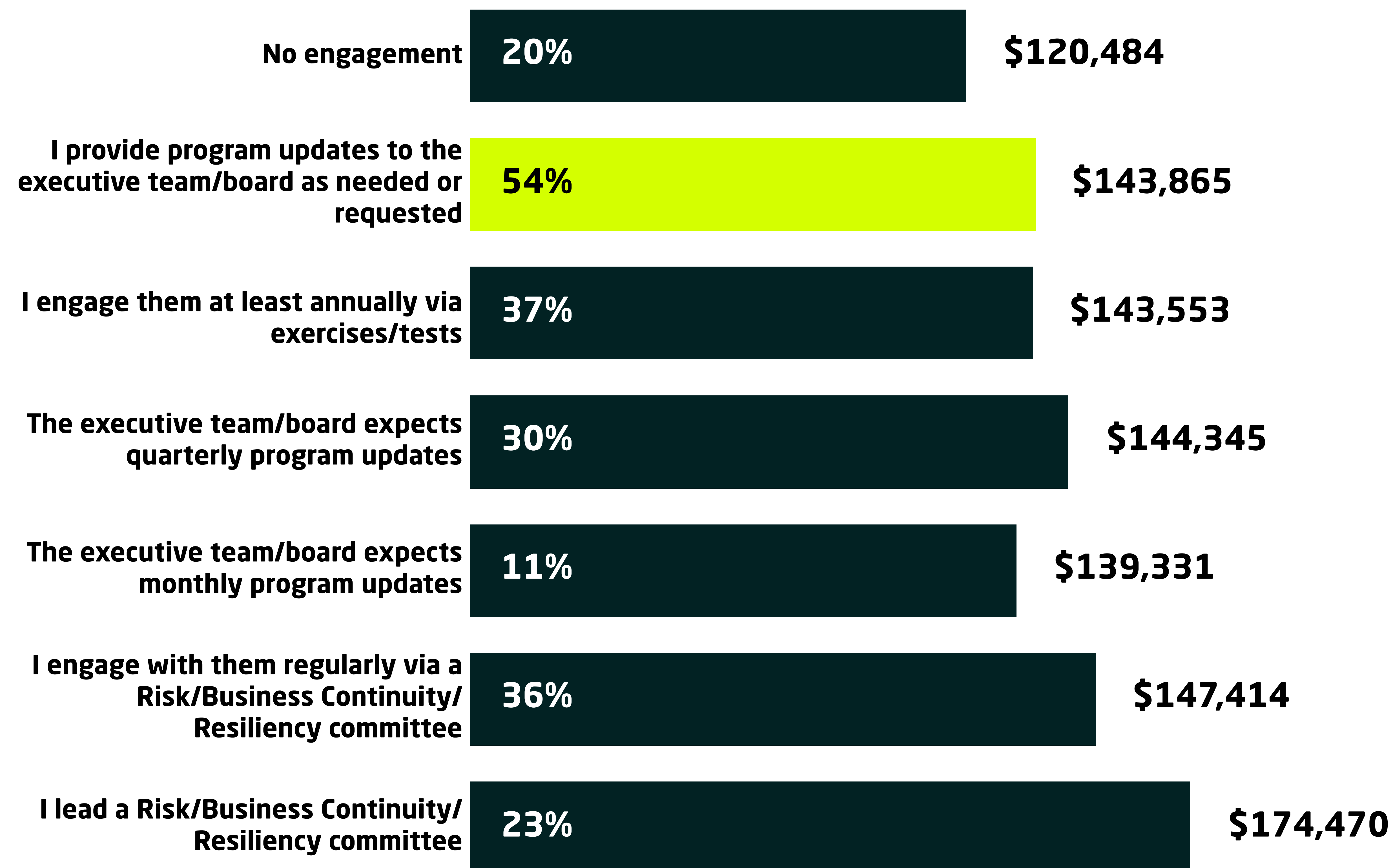
Only 22% of the respondents have presented more than 11 times and on average they may out earn their peers with less presentation expertise or none by 29%.

The data also highlighted that a majority of professionals have never been published (**59%**) or served on an industry related board (**62%**), but for those who have served on a board usually do so for 5+ years (**17%**).

Compensation by Management & Leadership Experience

Average Annual Base Compensation by Executive Team/Board Involvement

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



PRO TIP

More crucial than the frequency of updates regarding Resilience Management strategies is the provision of quantitative data on business interruption risks in measurable terms, including the costs of controls to mitigate those risks, preferably in monetary terms. Such information enables top management and the board to evaluate the level of inherent risk, residual risk, and effectiveness of controls, thereby enhancing their engagement and interest in the Resilience Management efforts.


"As expected, practitioners with visibility as the highest levels of an organization and who are leading executive-level engagements are among those who are compensated the highest."

-Kevin Cunningham (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 **54%** of the respondents noted.

23% of the respondents noted that they lead a Risk/Business Continuity/Resiliency Committee. Of those, **19%** were VP/Directors, **22%** were Global Program Heads, and **16%** were Manager/Program Managers. Additionally, **69%** are men and **31%** are women.

A group of diverse professionals, including men and women of various ages, are gathered in a factory or industrial setting. They are wearing white lab coats and hard hats, suggesting a technical or engineering environment. The background shows industrial equipment and a worker in a blue uniform. A large, bright yellow graphic element is visible in the top-left corner of the image.

COMPENSATION BY COMPANY DEMOGRAPHICS

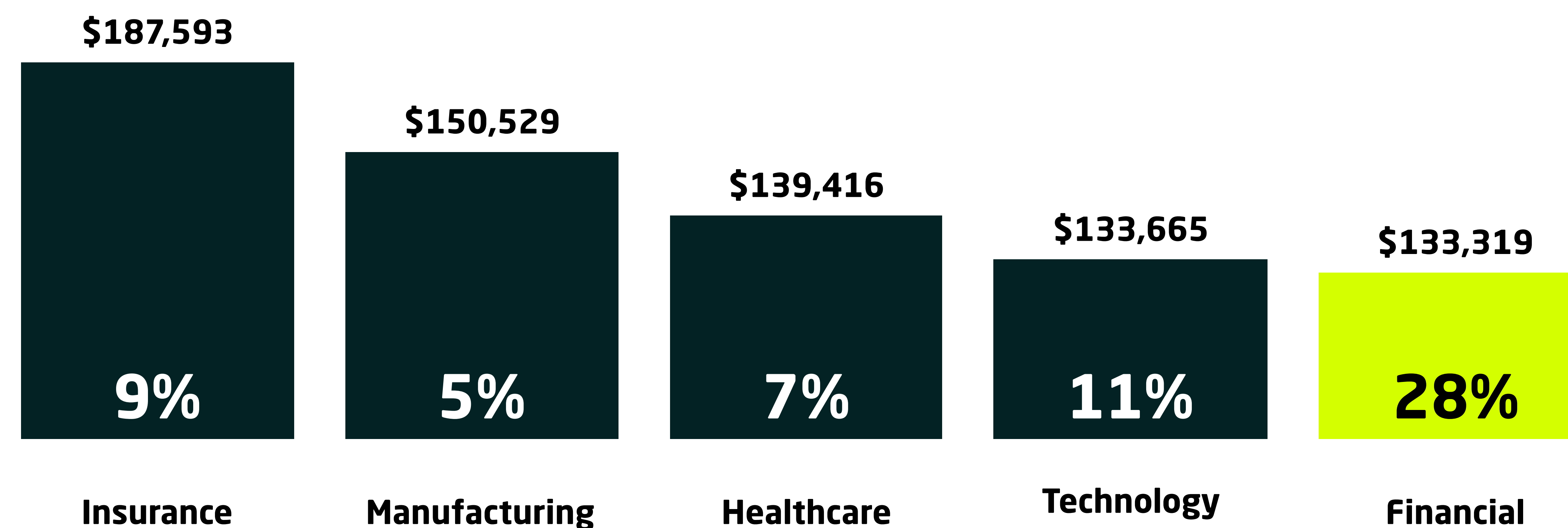
Compensation by Company Demographics

Average Annual Base Compensation by Industry

Full-time, Permanent (USD)

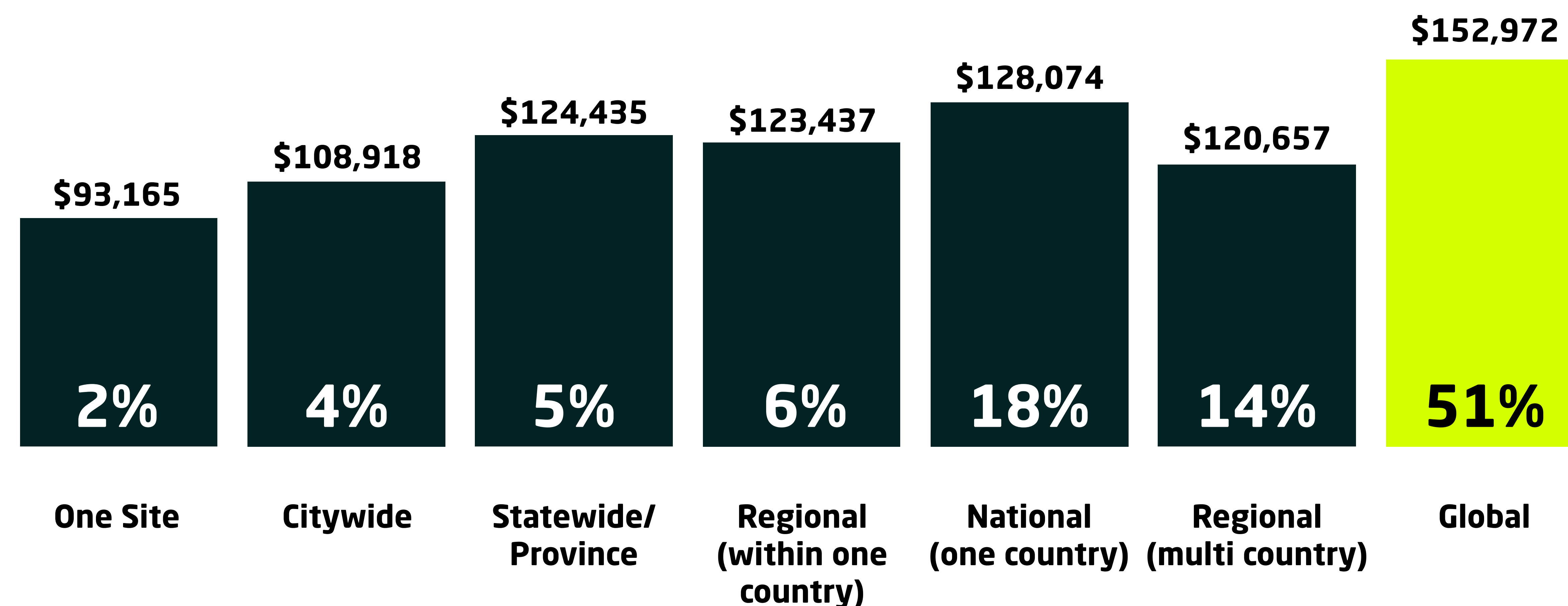
Top 5 Paying Industries

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



Average Annual Base Compensation by Distribution of Organization

Full-time, Permanent (USD)



INSIGHTS

The data highlighted that the top paying industries included insurance, manufacturing, healthcare, technology, and financial, while utilities, education, and government tended to be on the low end (accounting for only those industries with 3%+ of the respondents).

Half of the respondents work with global organizations with an average annual base compensation of \$152,972 USD.

TOP RESPONDENTS BY INDUSTRY

- Financial (28%)
- Technology (11%)
- Consulting Services (10%)
- Insurance (9%)
- Healthcare (7%)

Number of Company Employees & Compensation

- **1,000 - 20,000 Employees:** 47% of the respondents with an average annual base compensation of \$130,268 USD.

- **More than 20,000 Employees:** 41% of the respondents with an average annual base compensation of \$138,489 USD.

Organizational Revenues & Compensation

- **Less than \$1B Annual Gross Revenues:** 20% of the respondents with an average annual base compensation of \$114,113 USD.

- **\$1B+ Annual Gross Revenues:** 55% of the respondents with an average annual base compensation of \$148,291 USD.

* 25% noted either not sure or not applicable for organizational revenues.

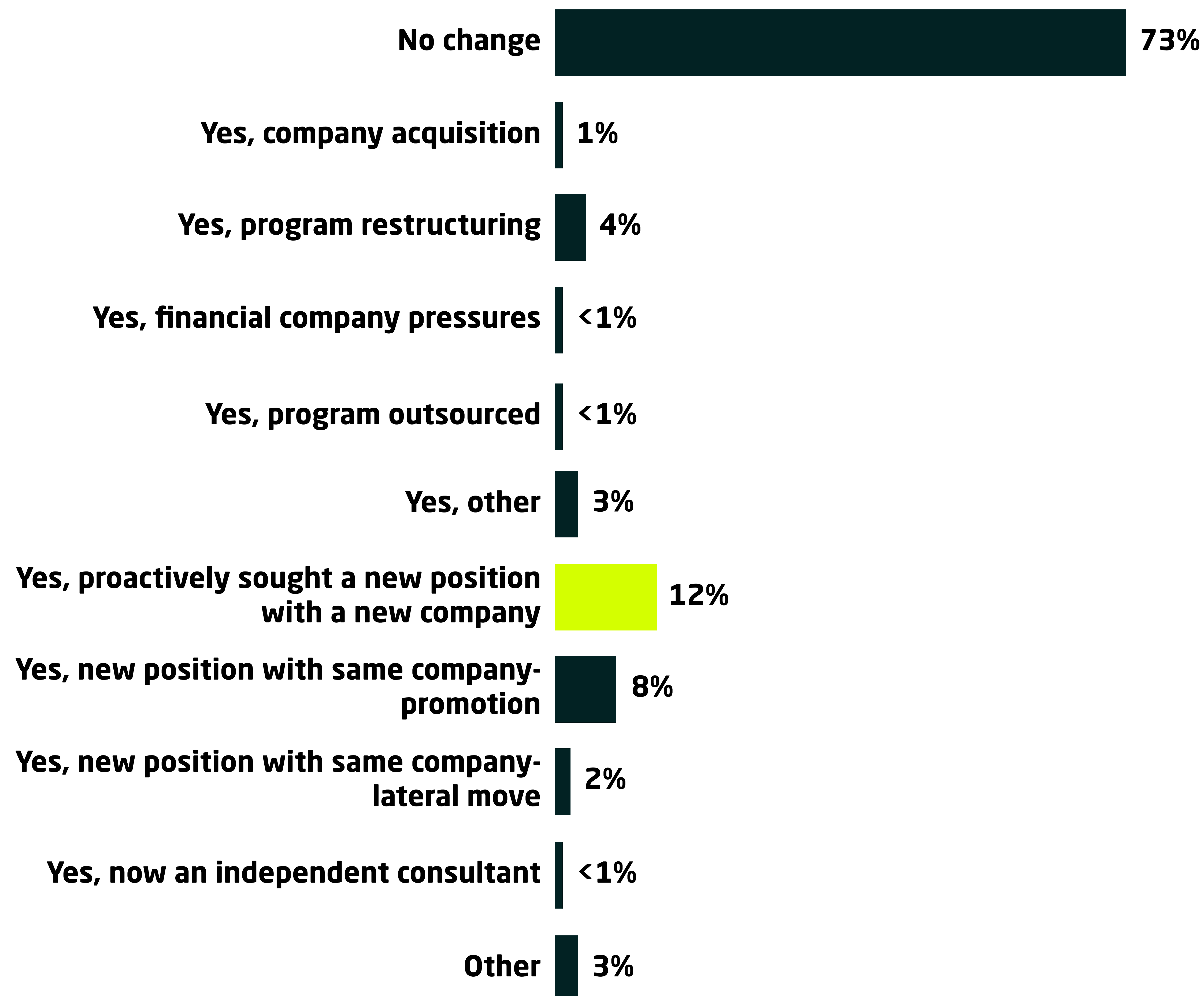
A hand holding a blue pen is writing on a document. The document features several icons, including a square, a circle with a vertical line, and a circle with two dots. The background is a dark teal color with a bright yellow curved shape in the top-left and bottom-right corners.

EMPLOYMENT MARKET ASSESSMENT

Employment Market Assessment

Percent of Respondents by Job Change in the Past Year

Full-time, Permanent



INSIGHTS

The increased demand for Resilience Management professionals continues into 2024 with **39%** of organizations noting that they are planning to hire new program personnel in the next year (data published in the [2024 Resiliency Management Trends Report](#)). This is a significant increase from **14%** reported in 2018, **25%** in 2021, and **37%** in 2023. Despite this demand, though, less professionals changed jobs in 2023.

The data indicated that **globally 27% of professionals made a job change in the last year (down from 32% the year before) with 12% noting that they proactively sought a new position with a new company.** This is a slight decline from the **15%** reported in 2023 and the **16%** in 2022, but still an increase from this data point (**9%**) reported in 2021.

The data graph on the next page also highlights that **49% have been employed with their current employer for less than three years, which is a slight decrease from 51% reported last year and an increase from 46% reported in 2022.**

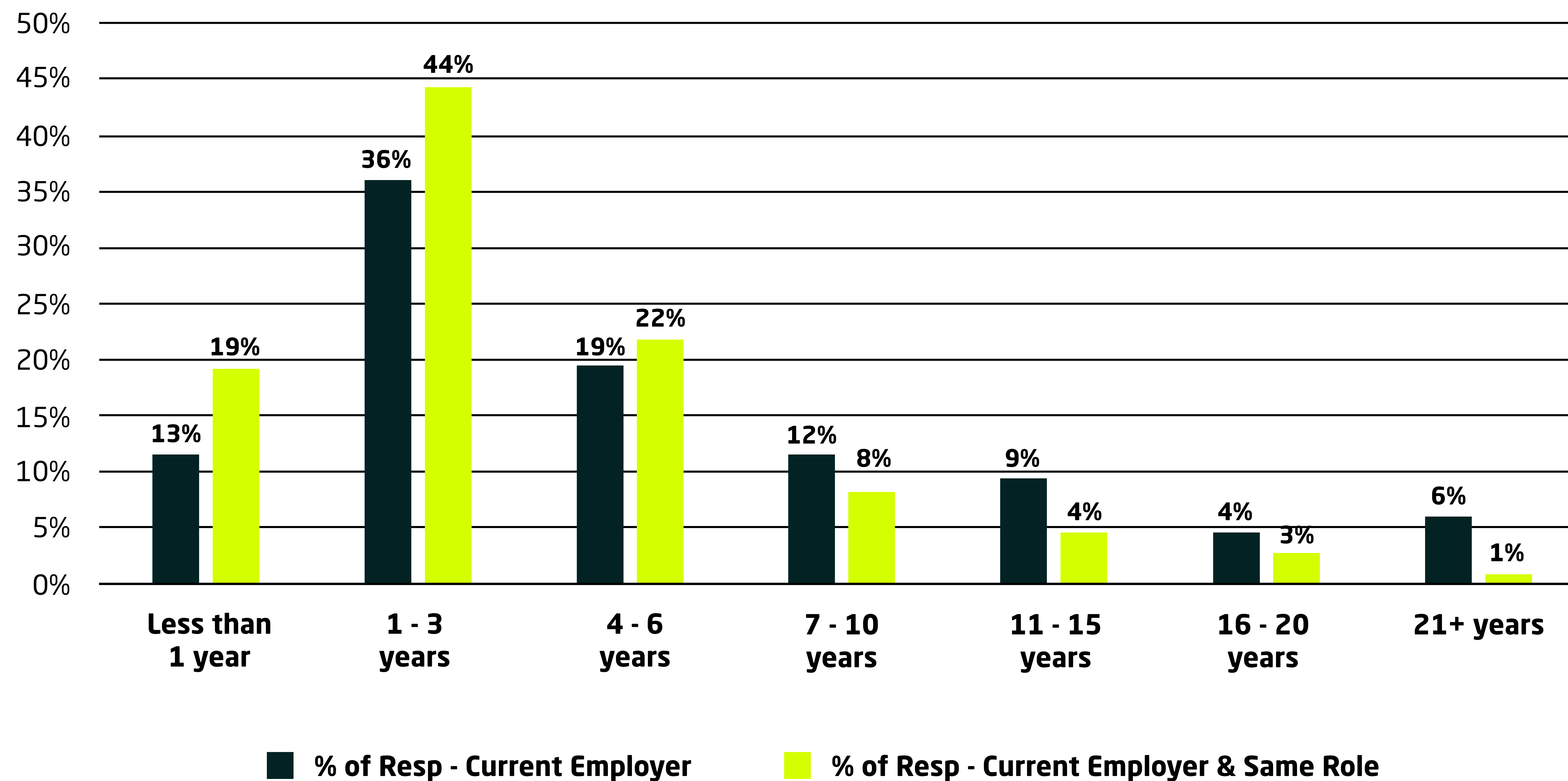
Additionally, the data highlighted that **28% were either likely or very likely to make a job change** in the next year. However, it's essential to note that a significant percentage (**39%**) indicated that they were unlikely to change jobs. This suggests a mix of opportunities and challenges for employers looking to recruit talent in this field.

Employment Market Assessment

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

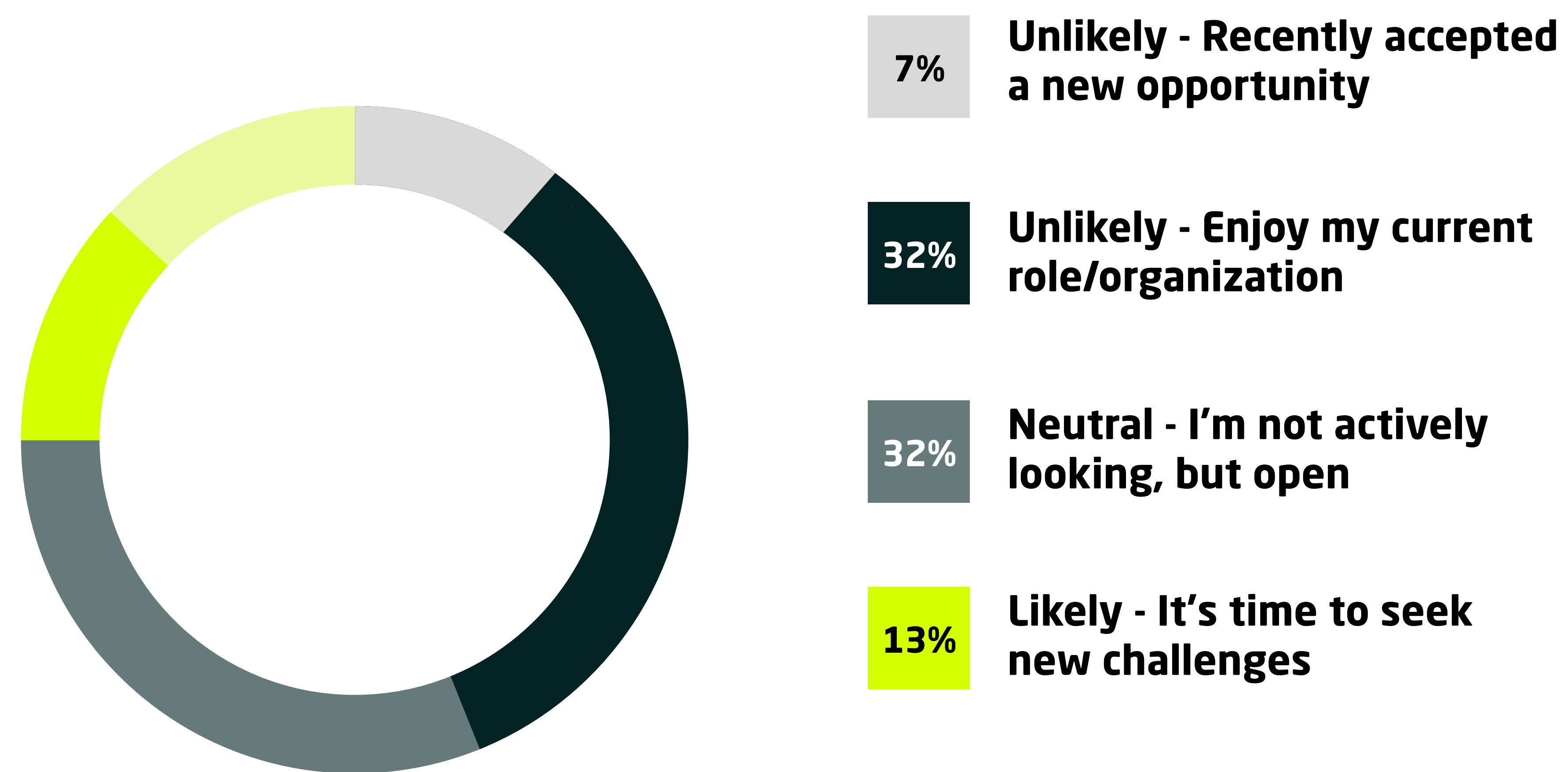
Full-time, Permanent

Tenure with Current Employer

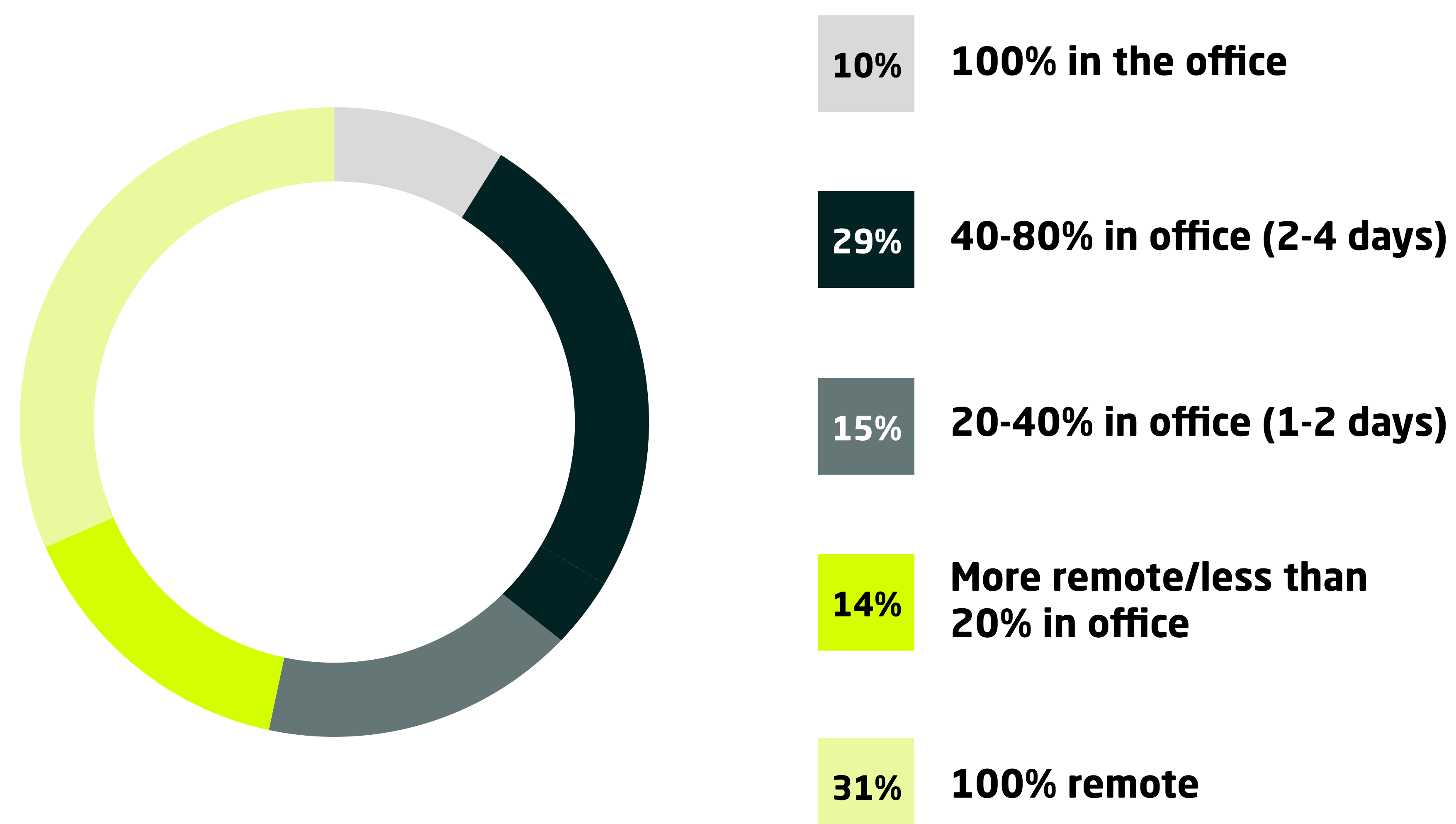


Employment Market Assessment

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

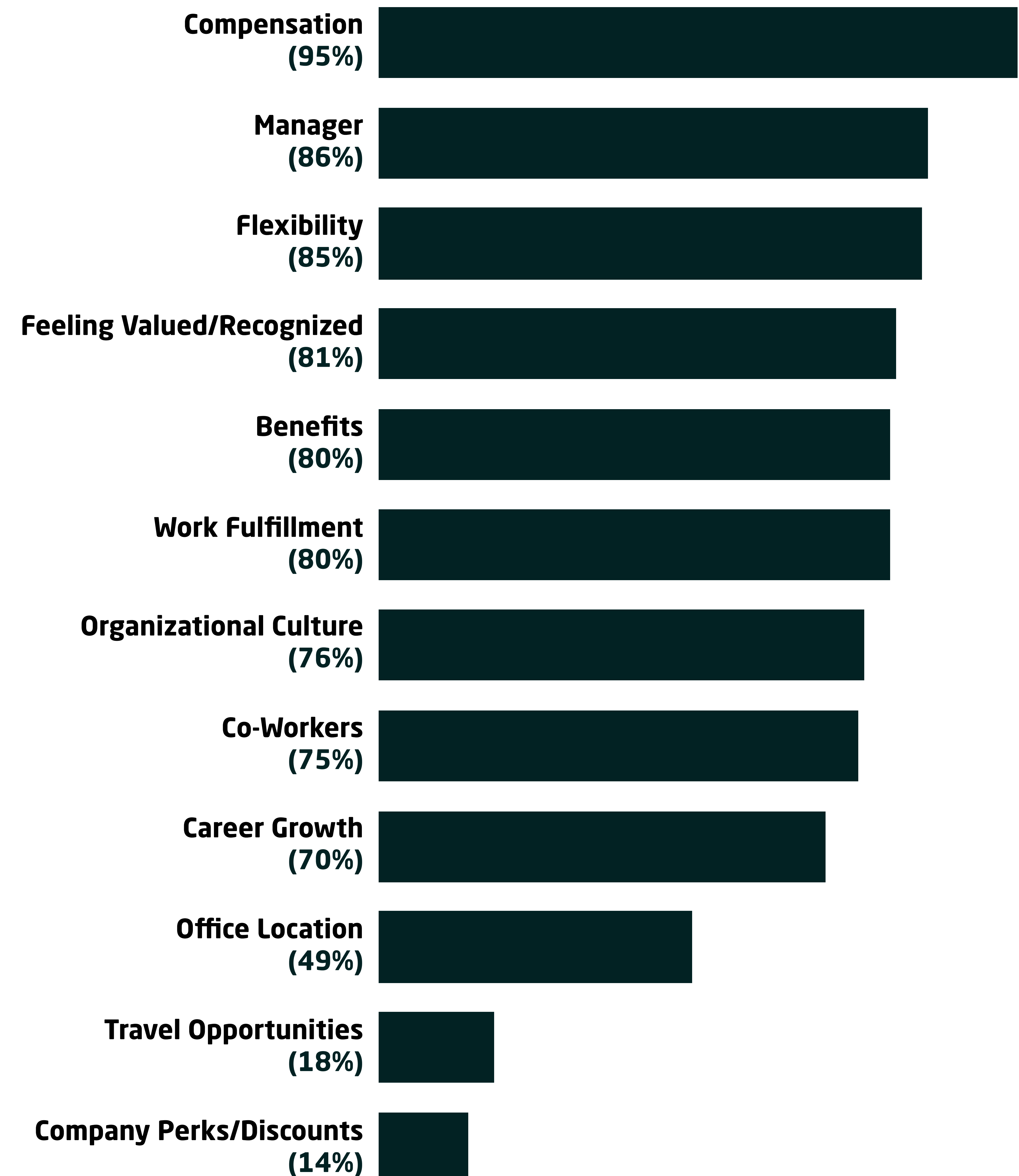


Percent of Respondents by Current Work Structure



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

Percent noted below is Important + Very Important ratings combined.



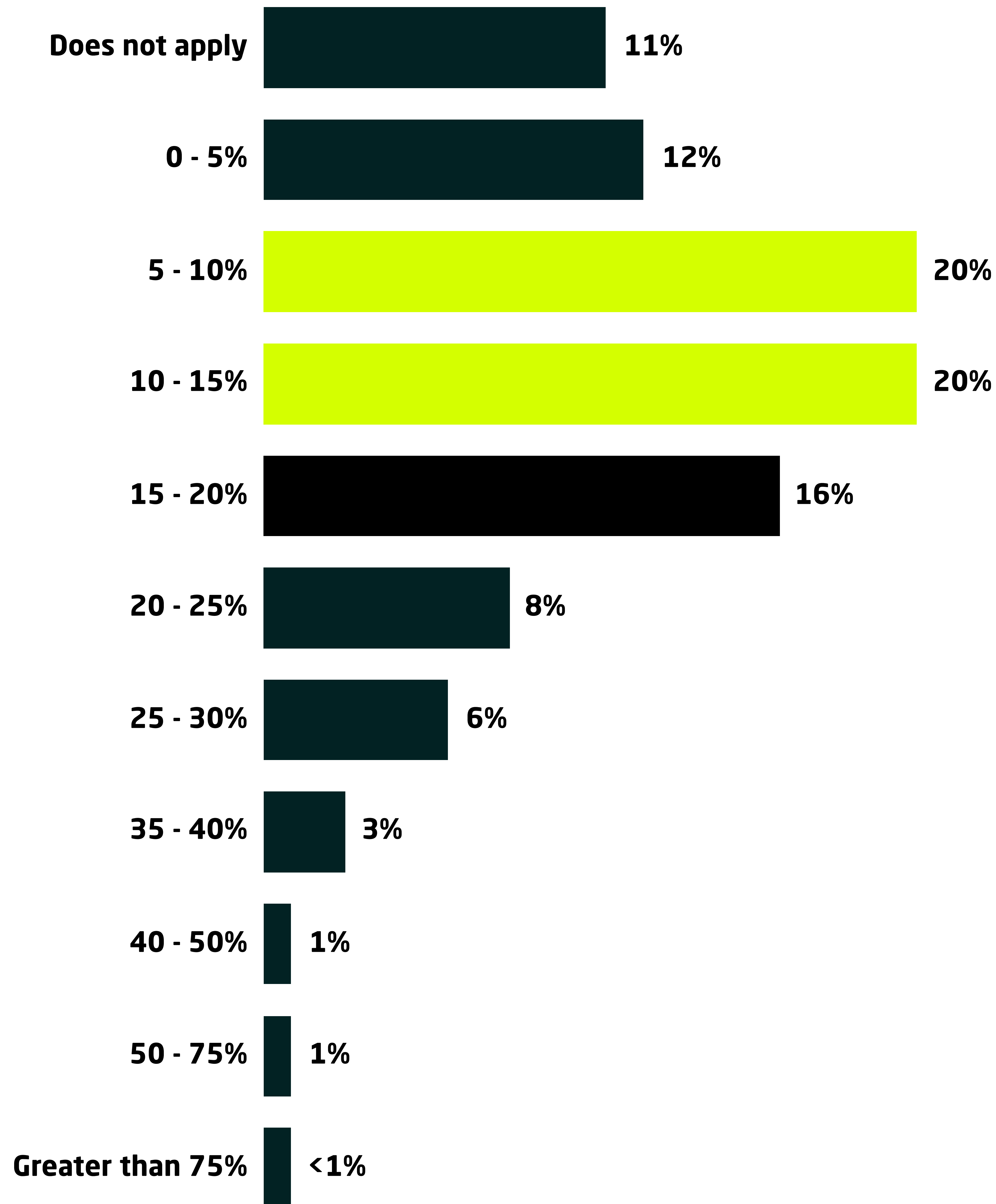


BONUS & BENEFIT ASSESSMENT

Bonus & Benefit Assessment

Percent of Respondents Receiving a Bonus

Full-time, Permanent



INSIGHTS

The data indicates that **89%** of the respondents expect to receive or have received a bonus payout in 2024, which is a continued increase from **86%** in 2023, **85%** in 2022, **76%** in 2021, and **67%** in 2020. **56%** of those individuals expect to receive or have received a bonus payout between **5 - 20%**, which was in line with the data reported from the previous year.

BONUS PAY OUT BY JOB TITLE:

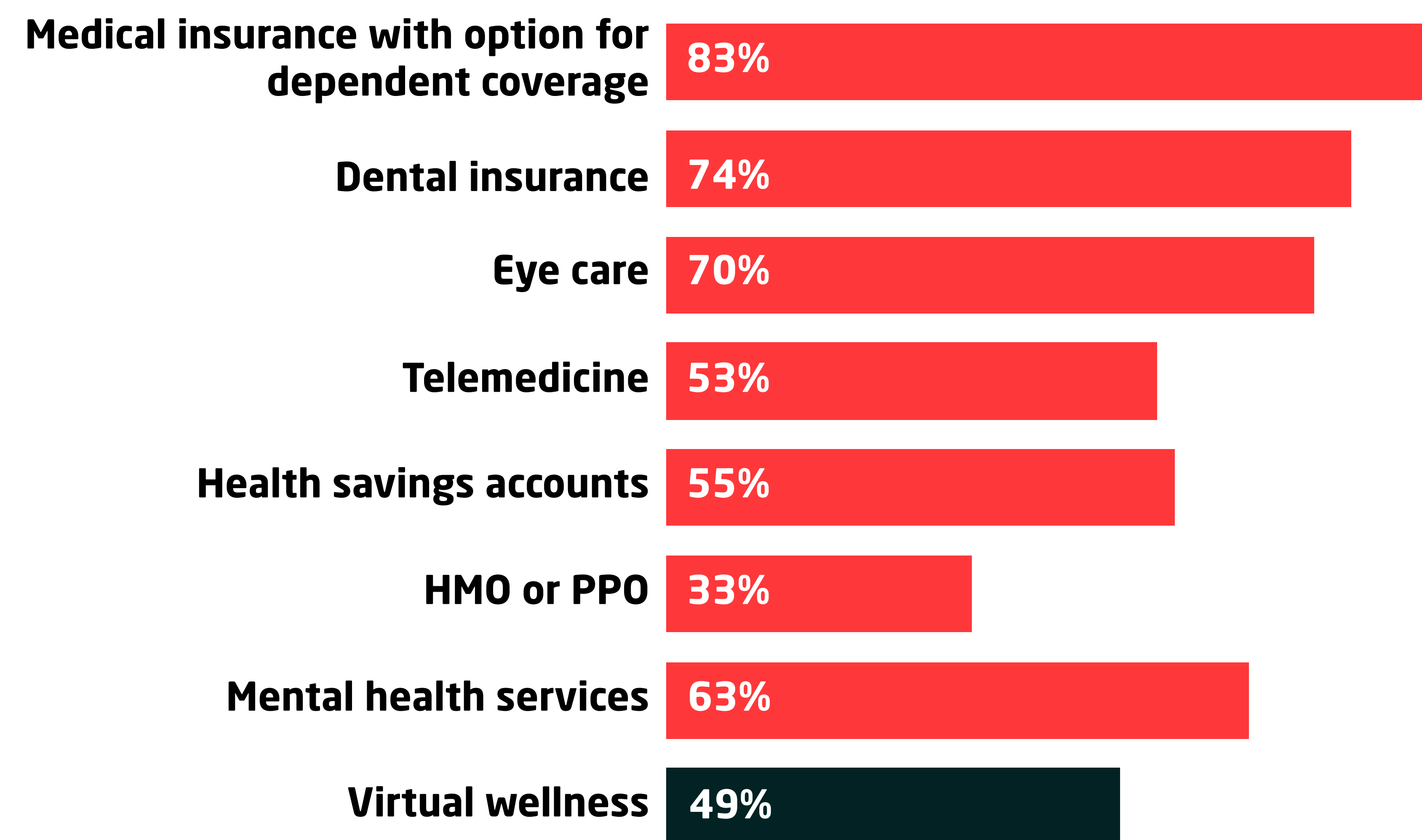
- **Entry-level/Planners: 37%** between **1 - 5%**
- **Subject Matter Expert/Solution Architect: 27%** between **5 - 10%**
- **Manager: 46%** between **5 - 15%**
- **Regional Lead: 59%** between **5 - 20%**
- **Global Program Manager: 45%** between **10 - 20%**
- **Vice President/Director: 34%** between **15 - 30%**
- **Global Program Head: 61%** between **15 - 30%**
- **Chief Officer: 40%** between **10 - 40%**

Bonus & Benefit Assessment

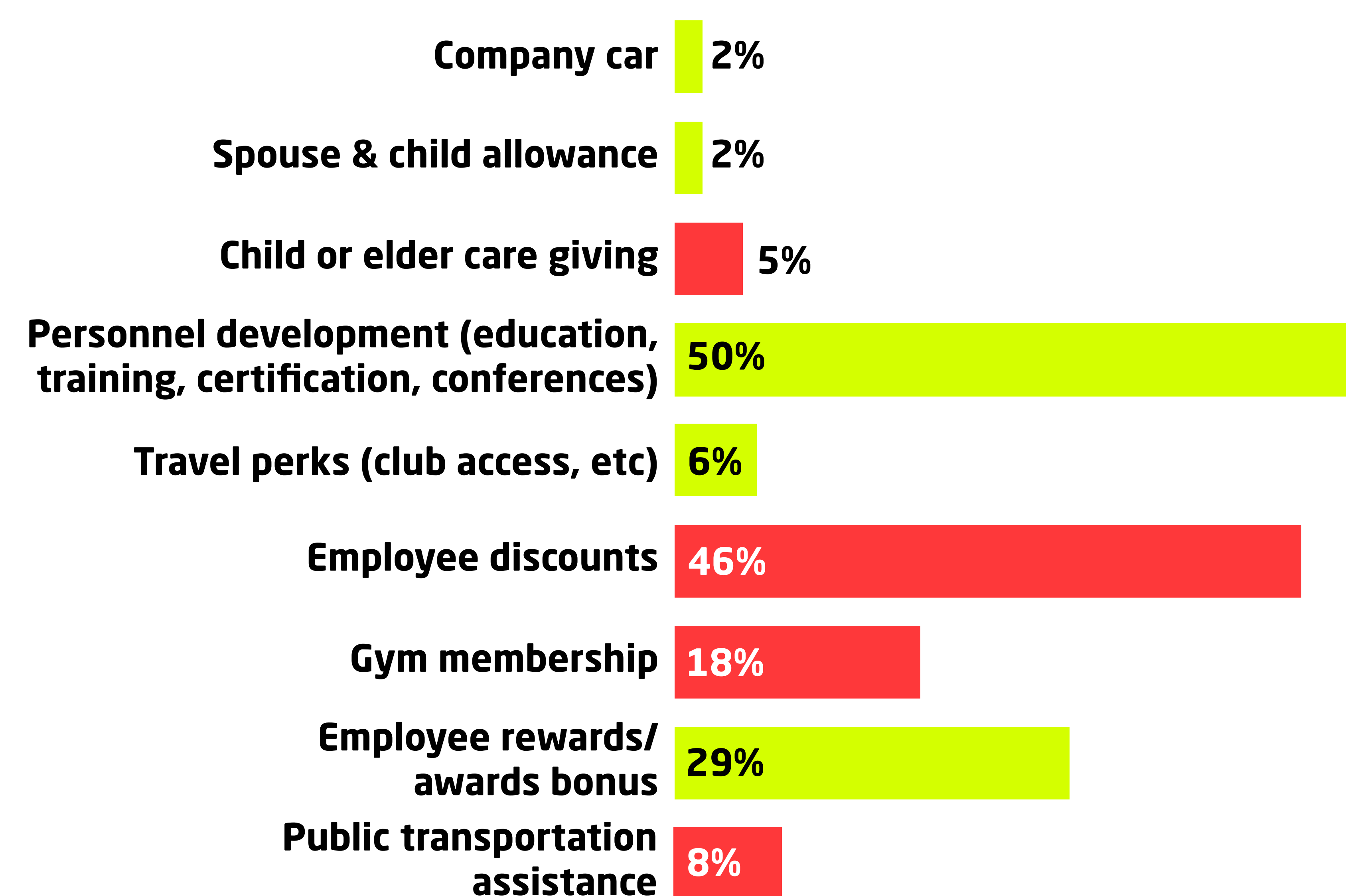
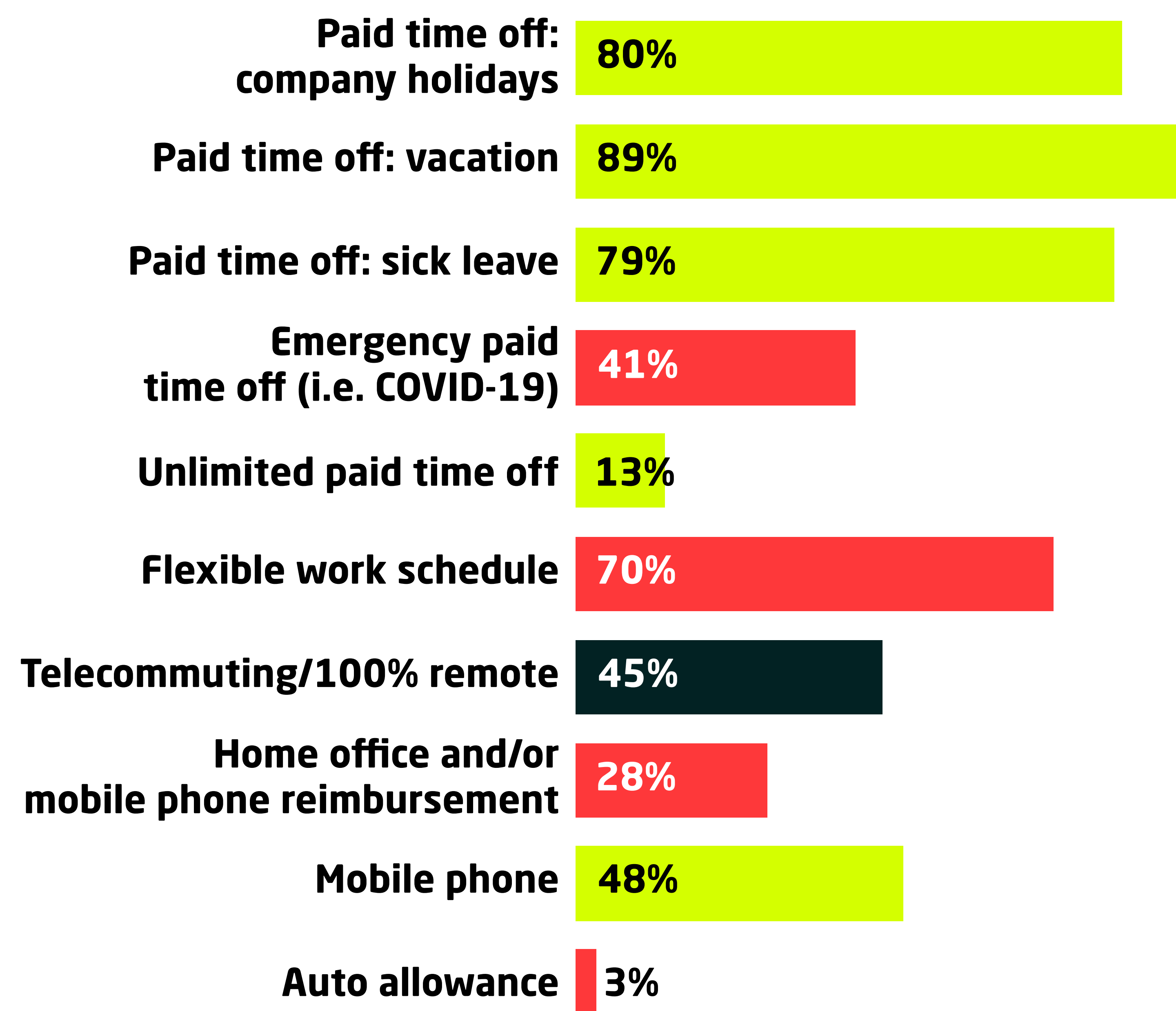
Percent of Respondents by Benefits Received

Full-time, Permanent

Health Benefits: 89%



Work Benefits: 96%



INSIGHTS

The benefits highlighted in red decreased in comparison to the year before, while the benefits highlighted in black increased in offerings since 2023. The benefits noted with a grey bar stayed the same from the previous year.

Each year we review responses noted under "other" in an effort to improve upon our data assessment. As a result, several new categories were added or expanded upon (I.E "Paid Time Off" was split into several new categories). All new benefits are noted in yellow.

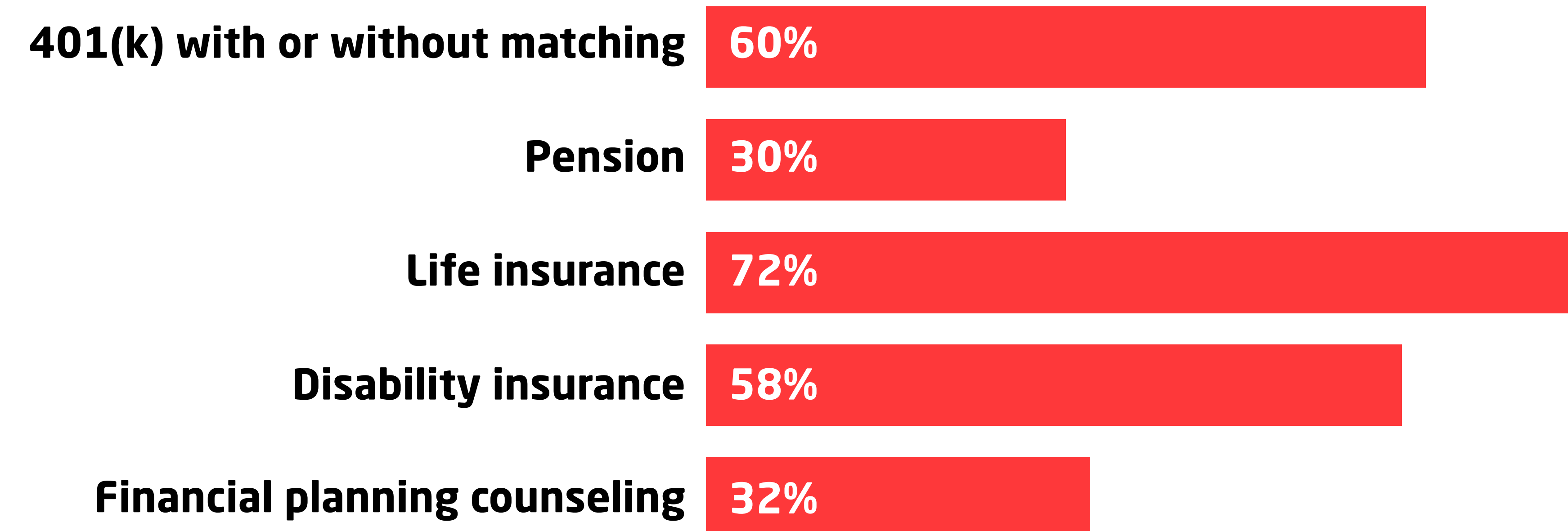
- Decrease
- Increase
- New benefit added
- Stayed the same

Bonus & Benefit Assessment

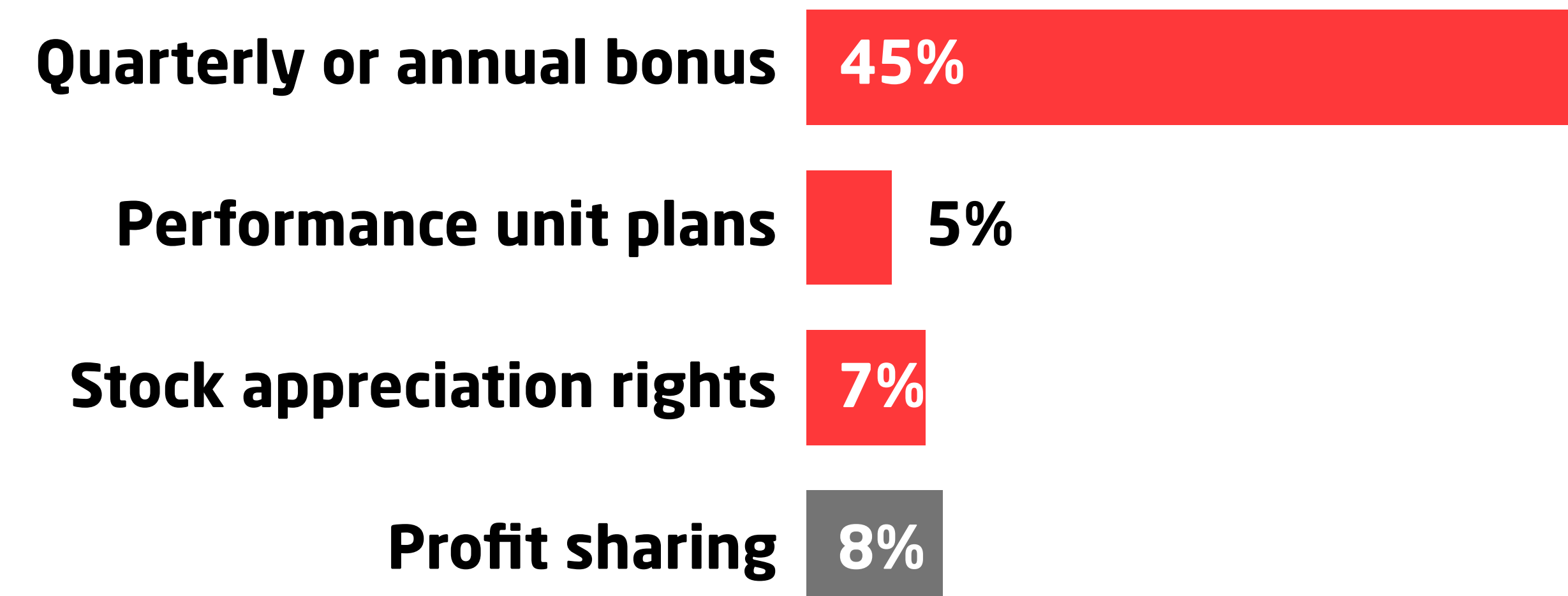
Percent of Respondents by Benefits Received

Full-time, Permanent

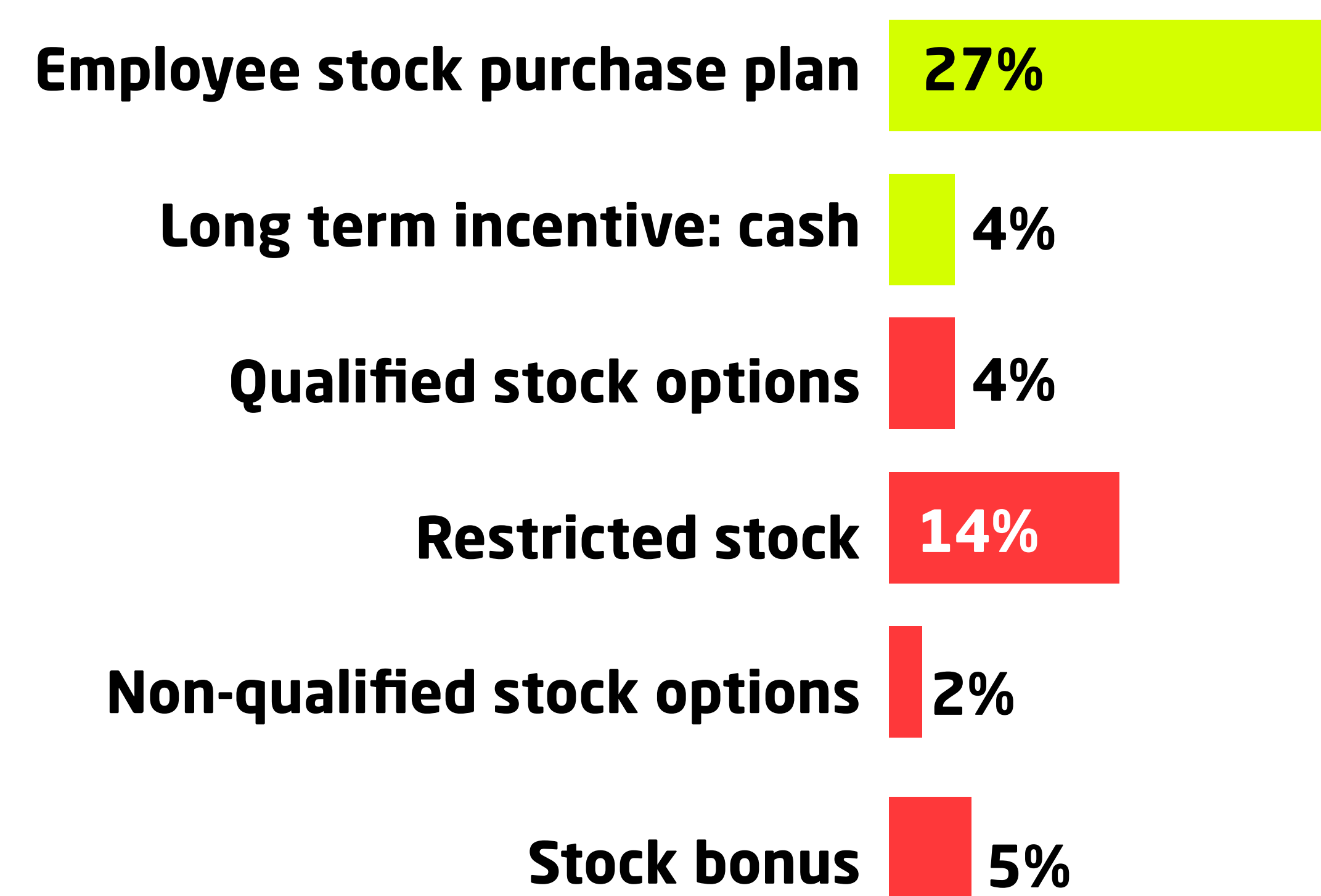
Financial Security Benefits: 85%



Short-term Incentive Benefits: 50%




Long-term Incentive Benefits: 37%



TOP BENEFITS RECEIVED BY CATEGORY

- Work Benefits: **96%**
- Health Benefits: **89%**
- Financial Security Benefits: **85%**
- Short-term Incentive Benefits: **50%**
- Long-term Incentive Benefits: **37%**

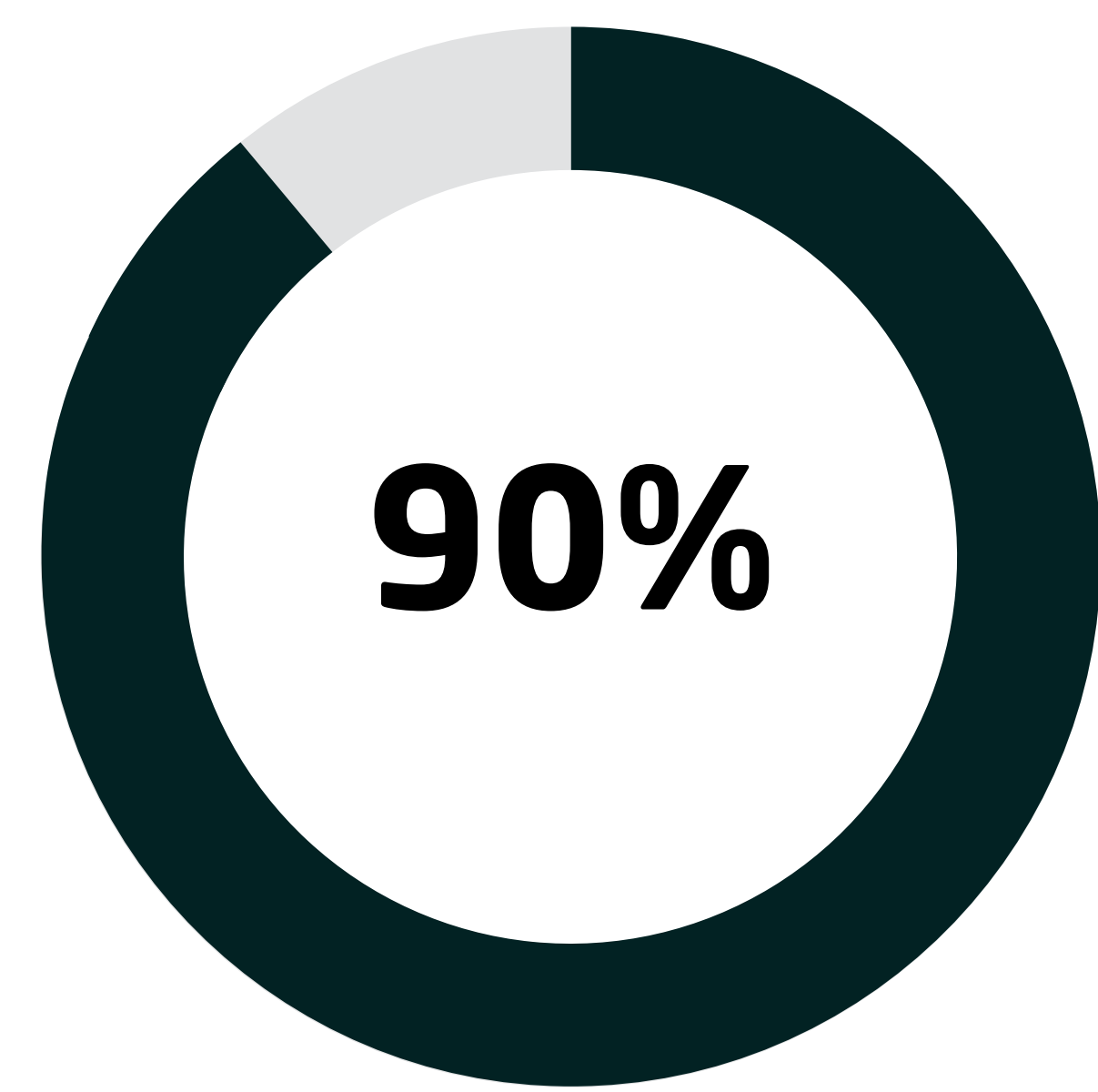
- Decrease
- Increase
- New benefit added
- Stayed the same



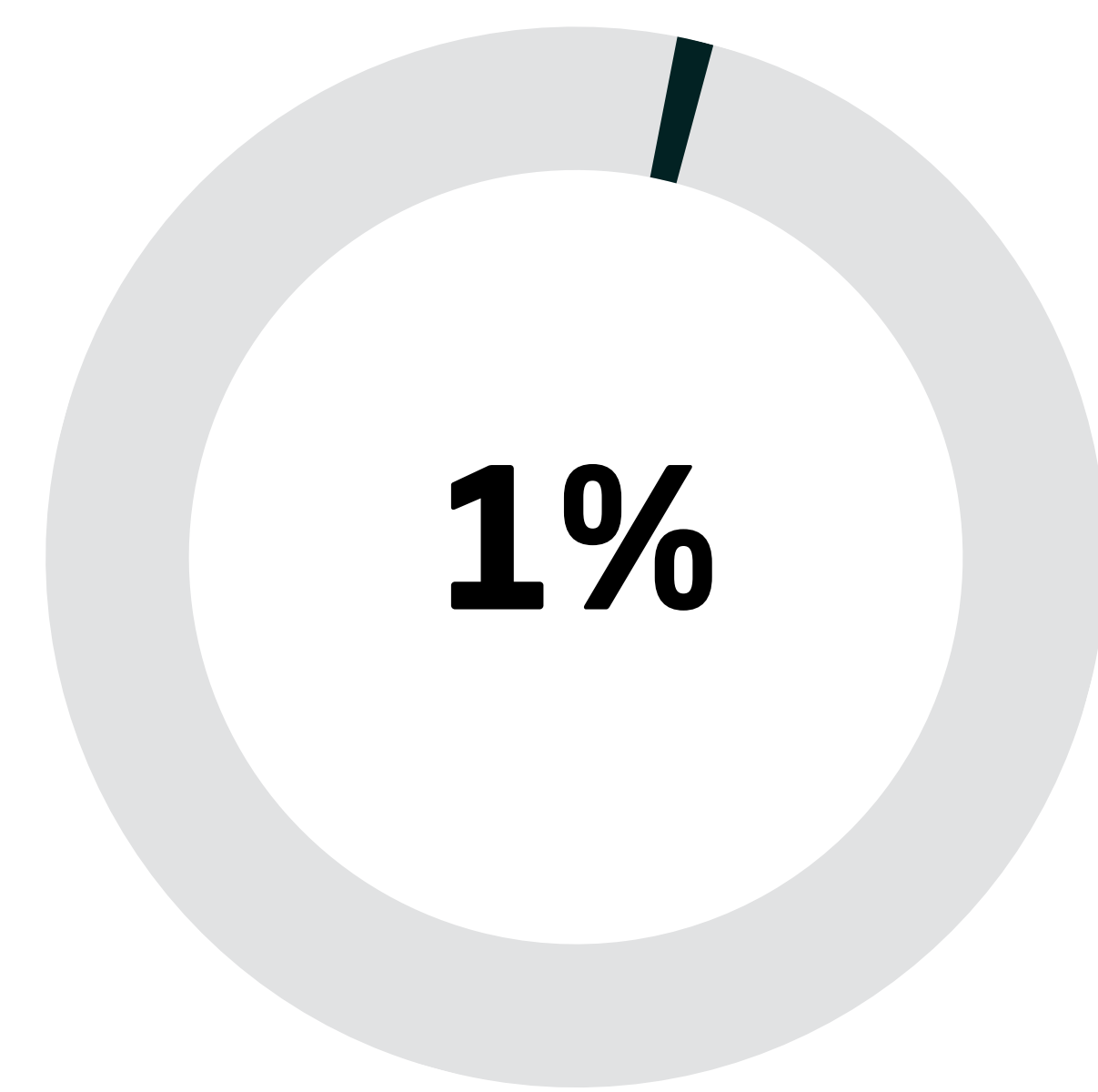
**RESPONDENT
DEMOGRAPHICS**

Respondent Demographics

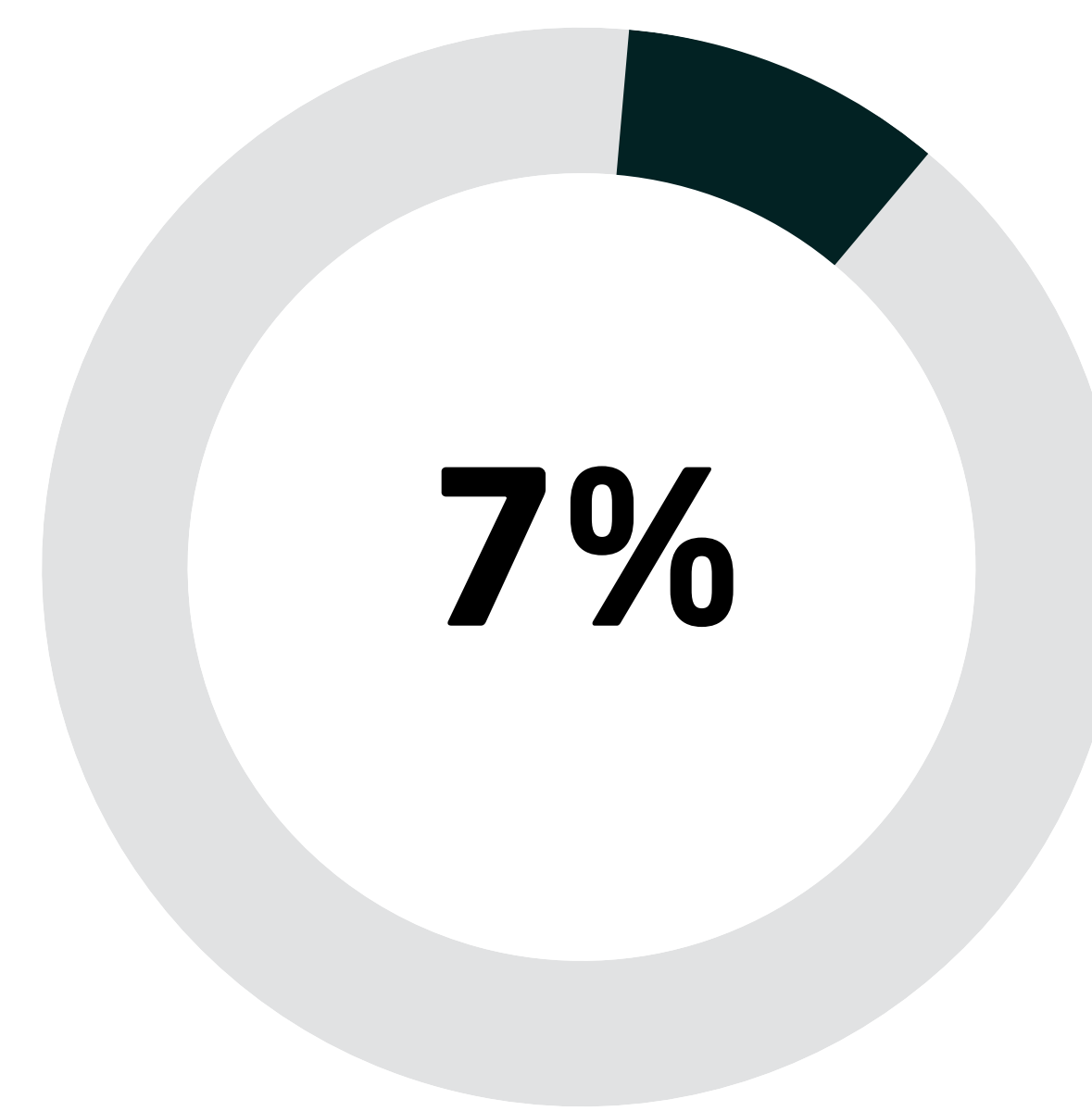
Percent of Respondents by Employment Status



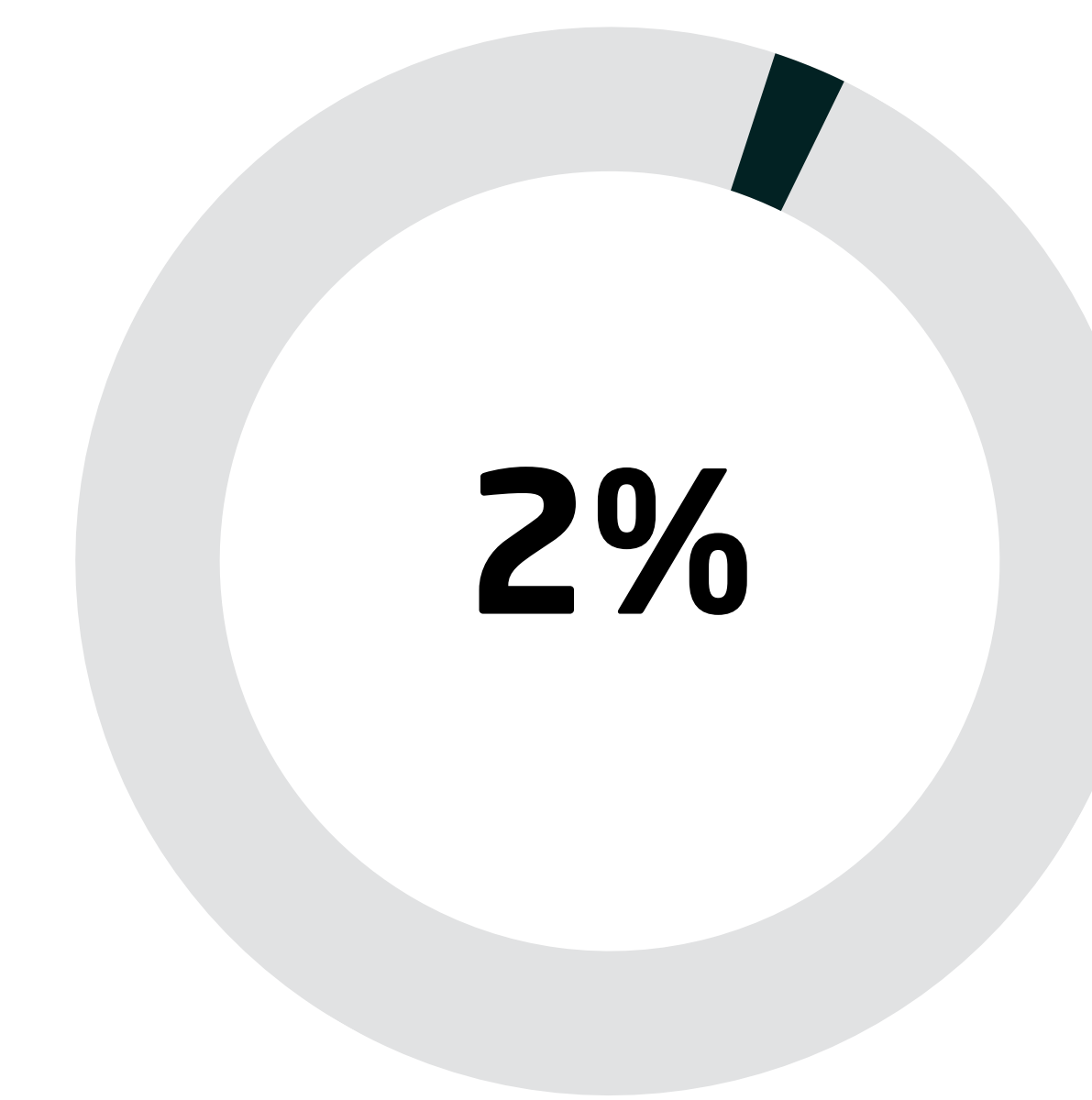
Employed Full-time



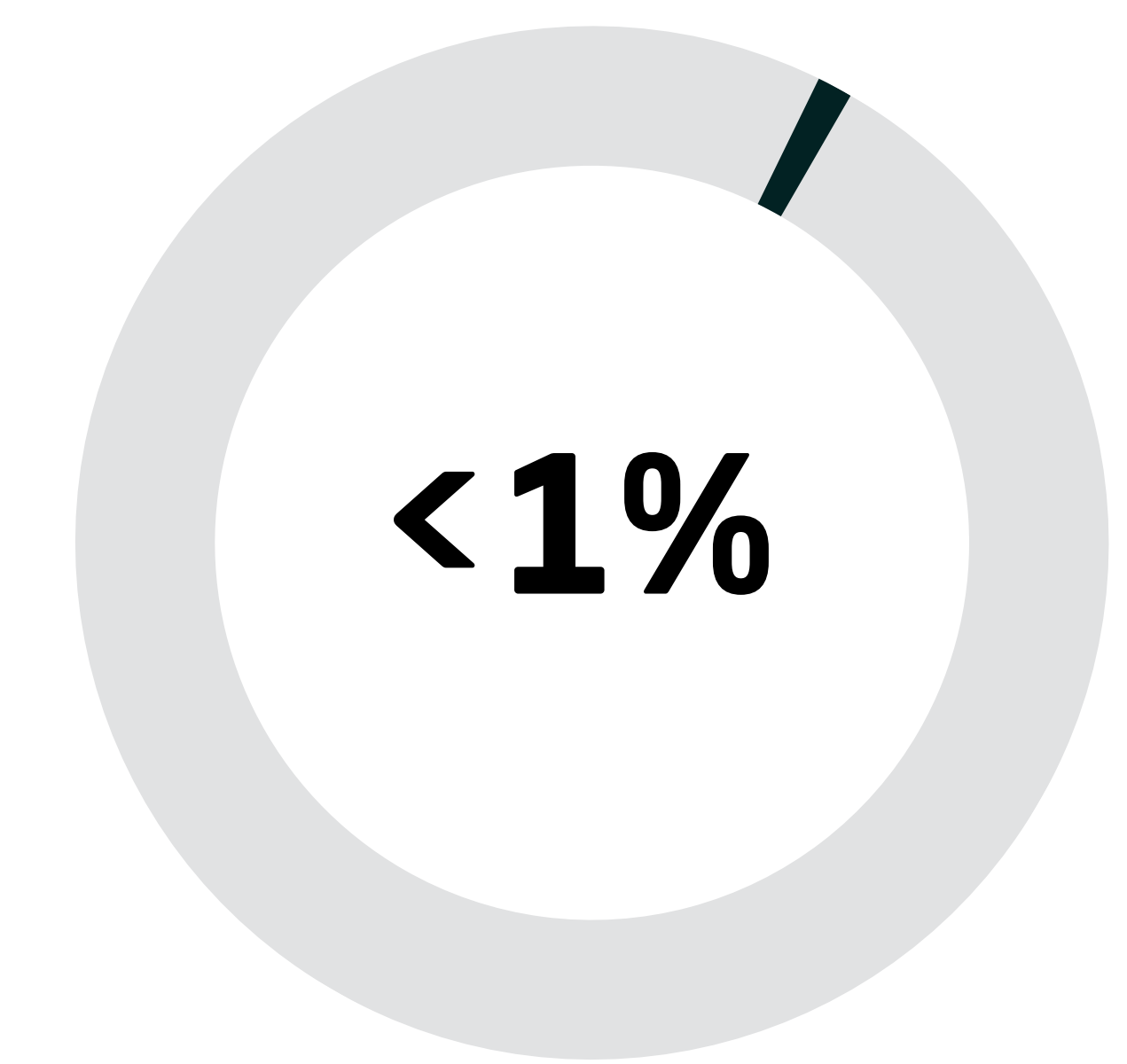
Employed Part-time



Independent Contractors



Unemployed

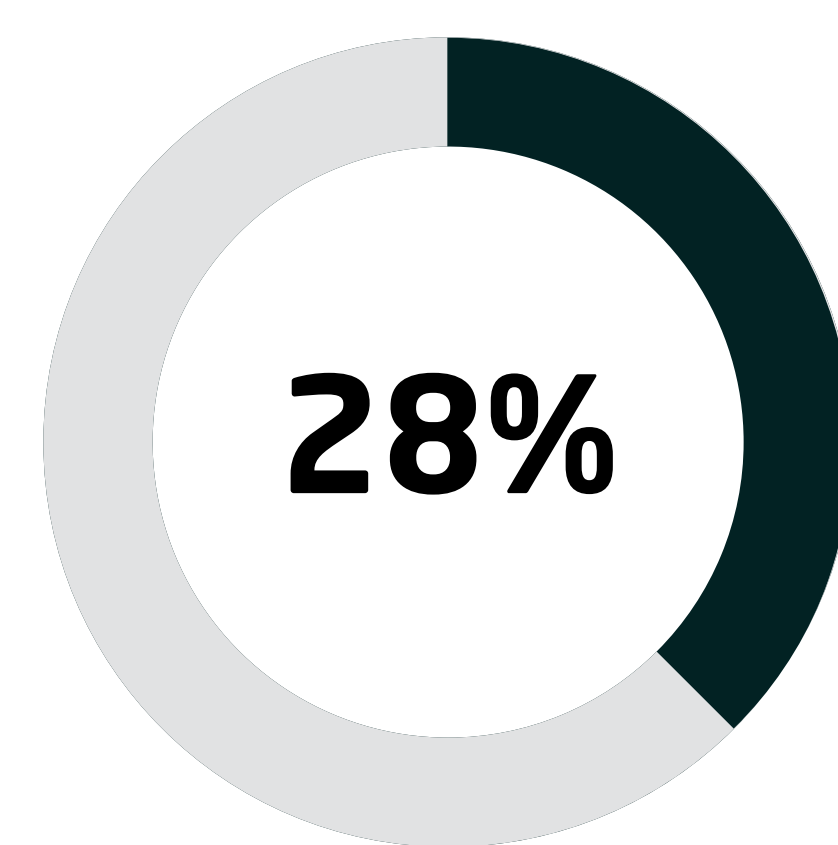


Retired

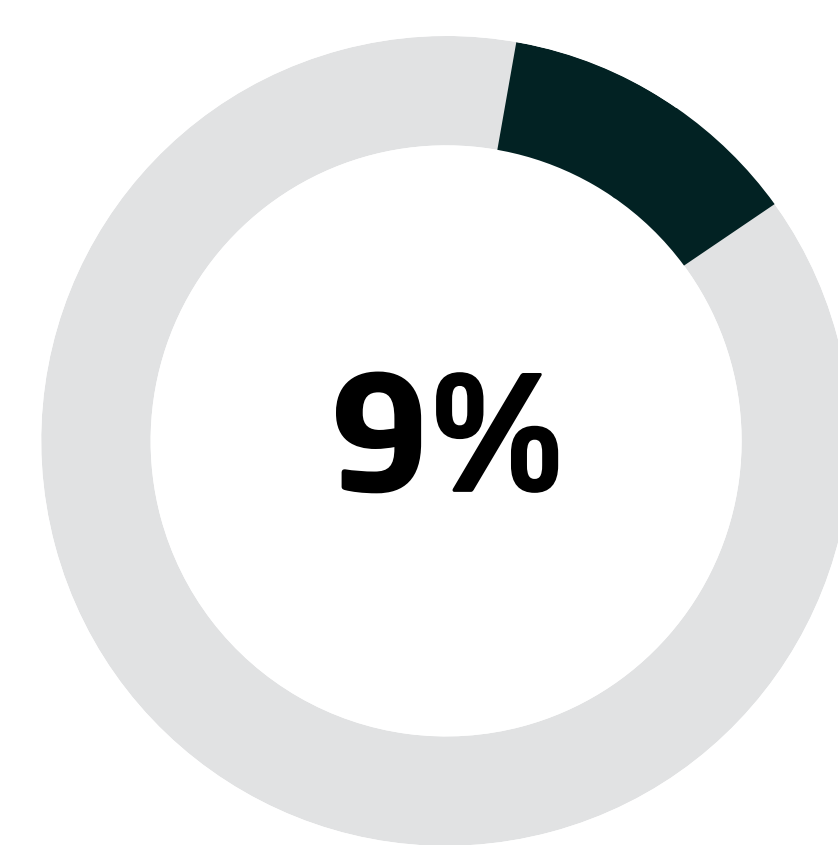
Percent of Respondents by Industry

Full-time, Permanent

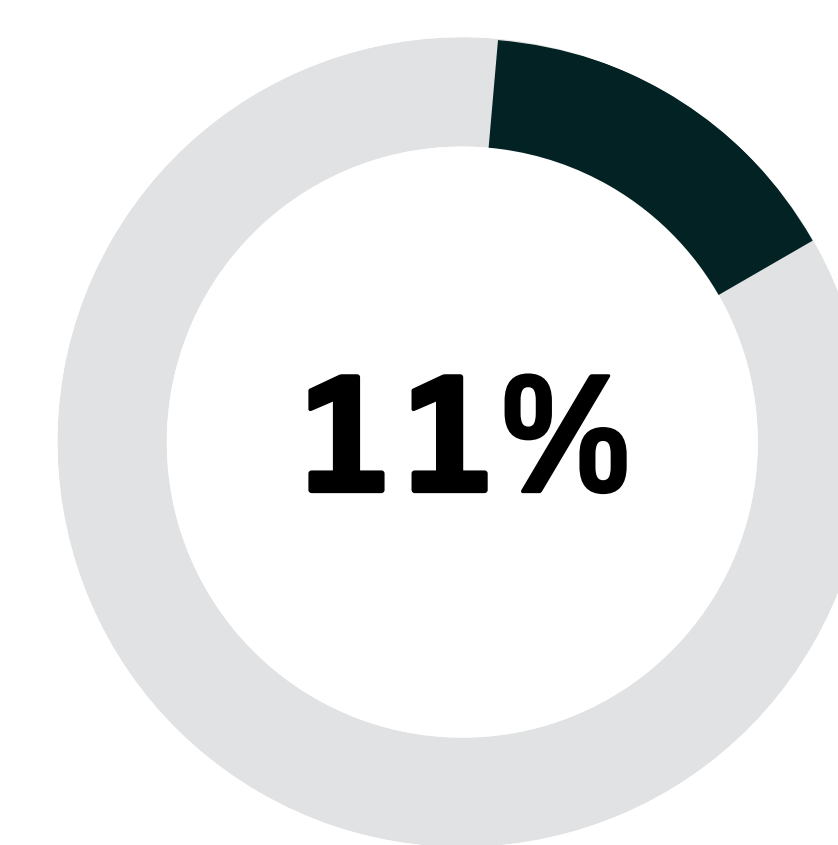
Top 10 Industries



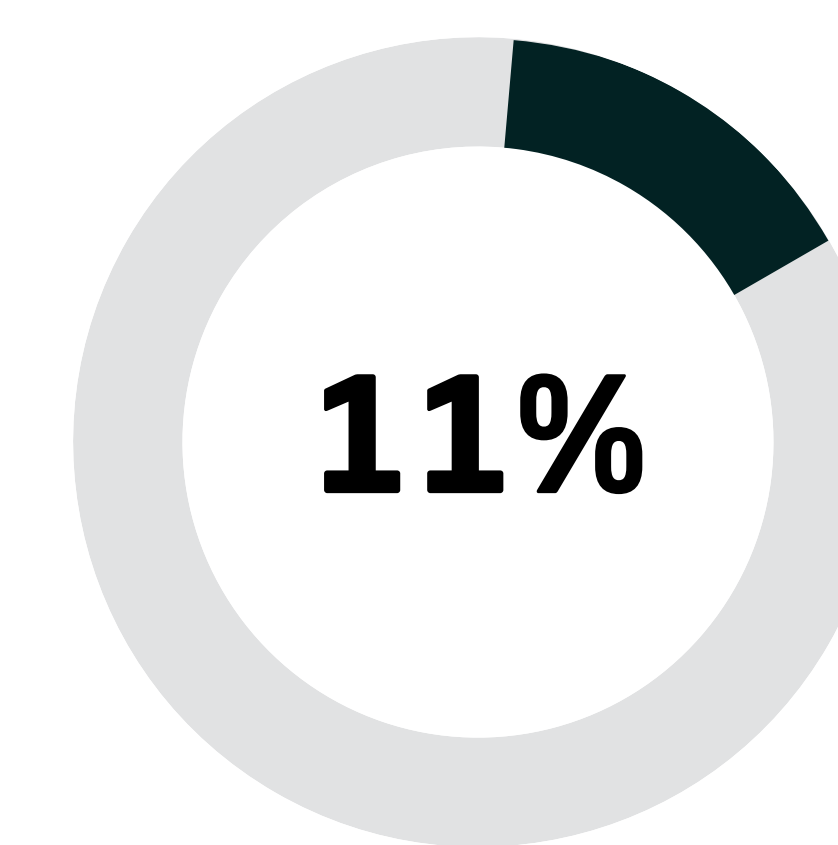
Financial



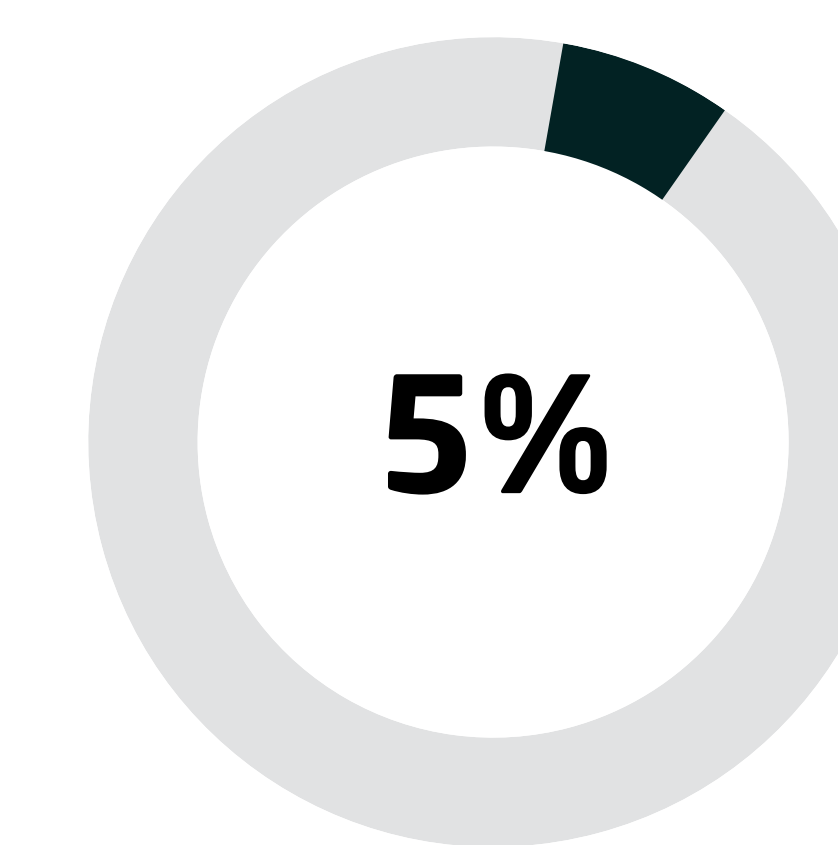
Insurance



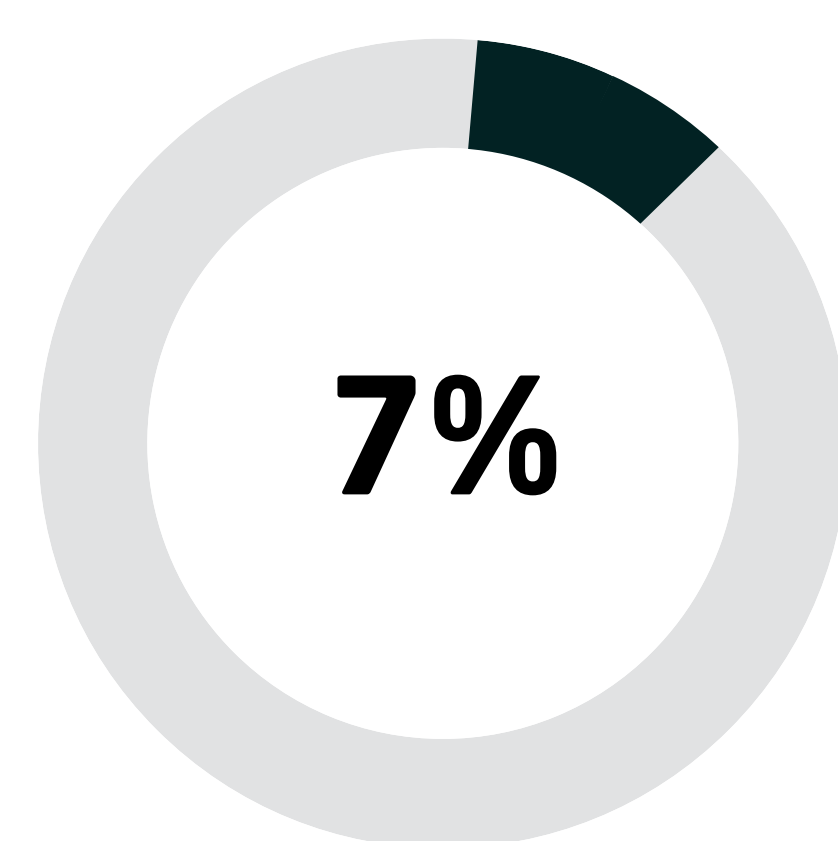
Technology



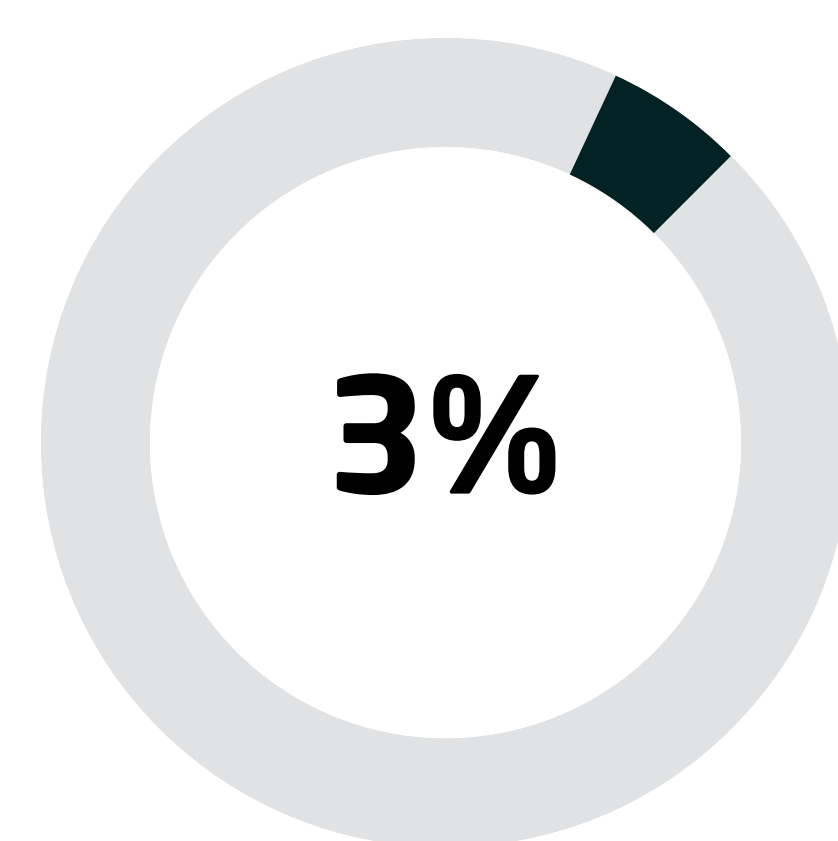
Consulting Services



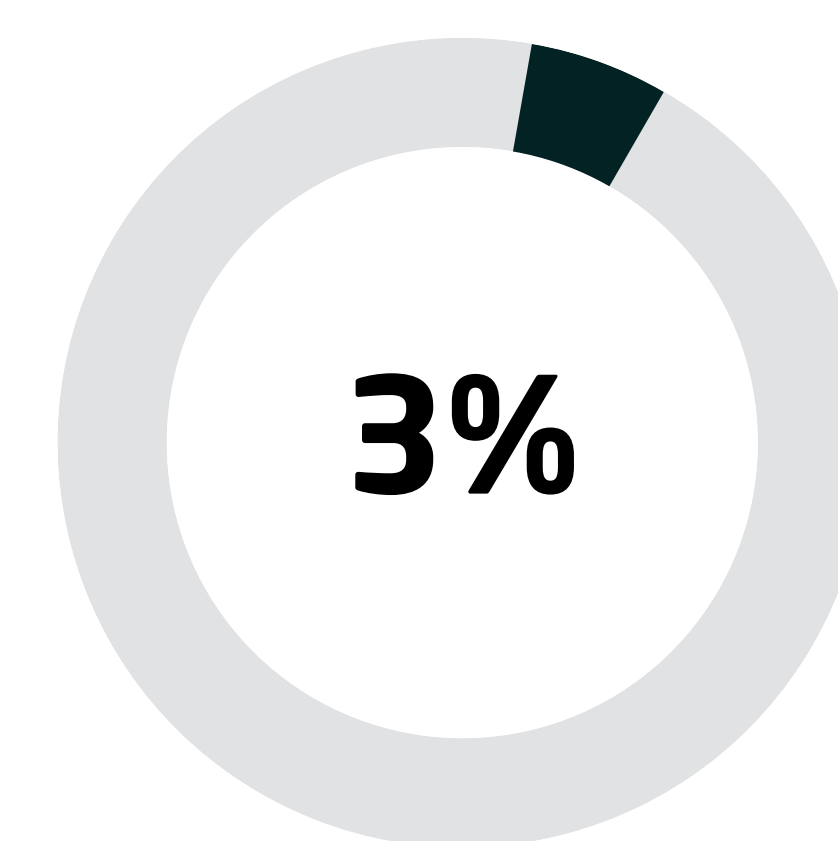
Government



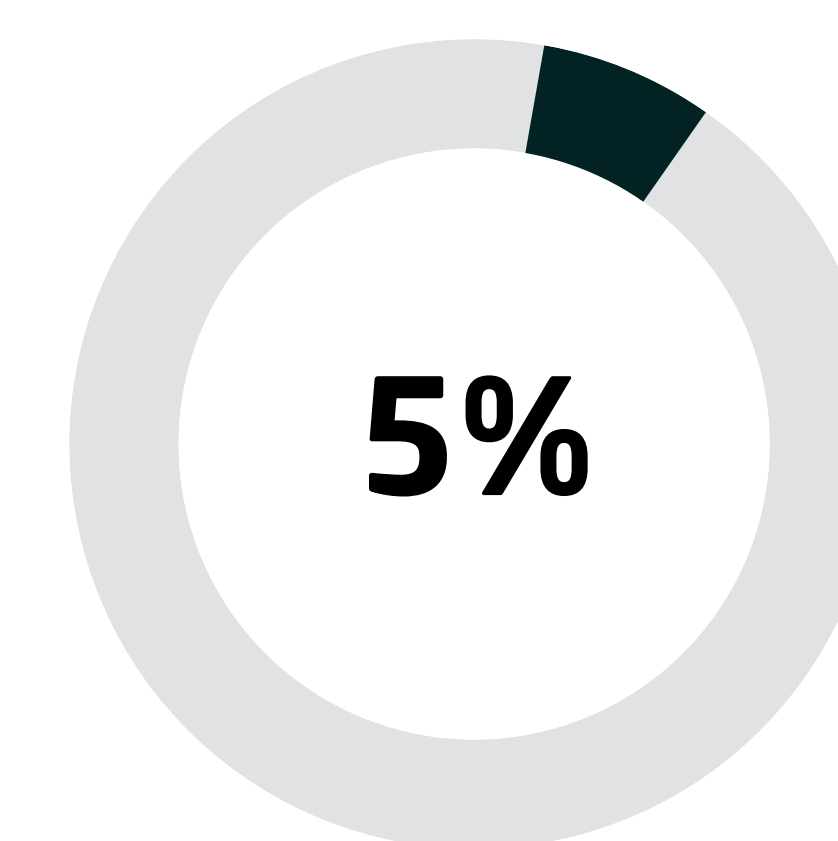
Healthcare



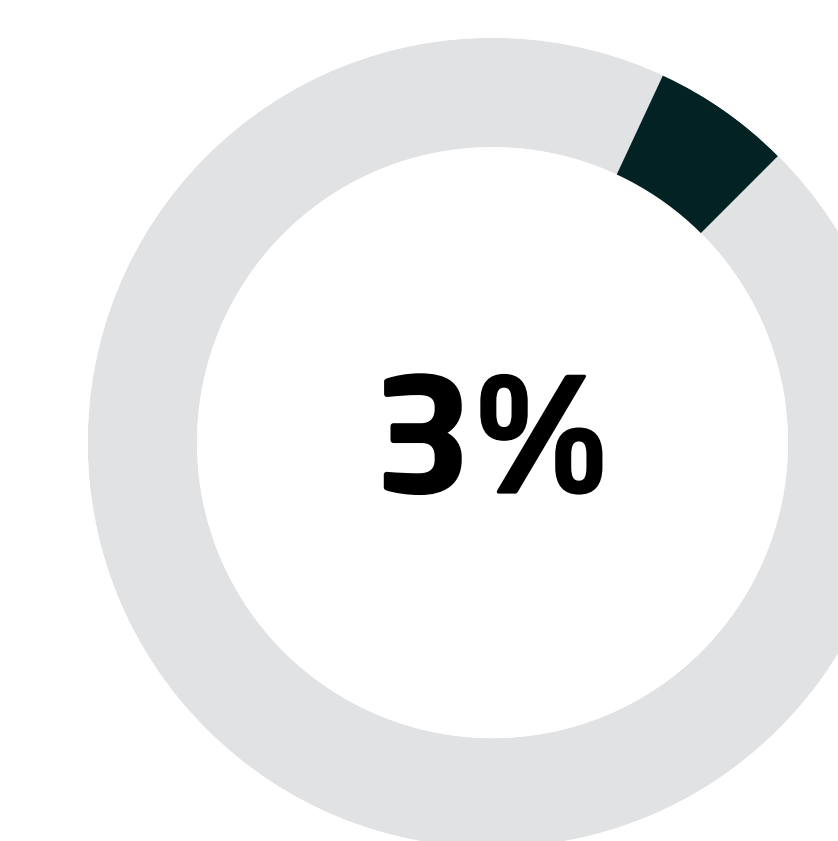
Utilities



Education



Manufacturing

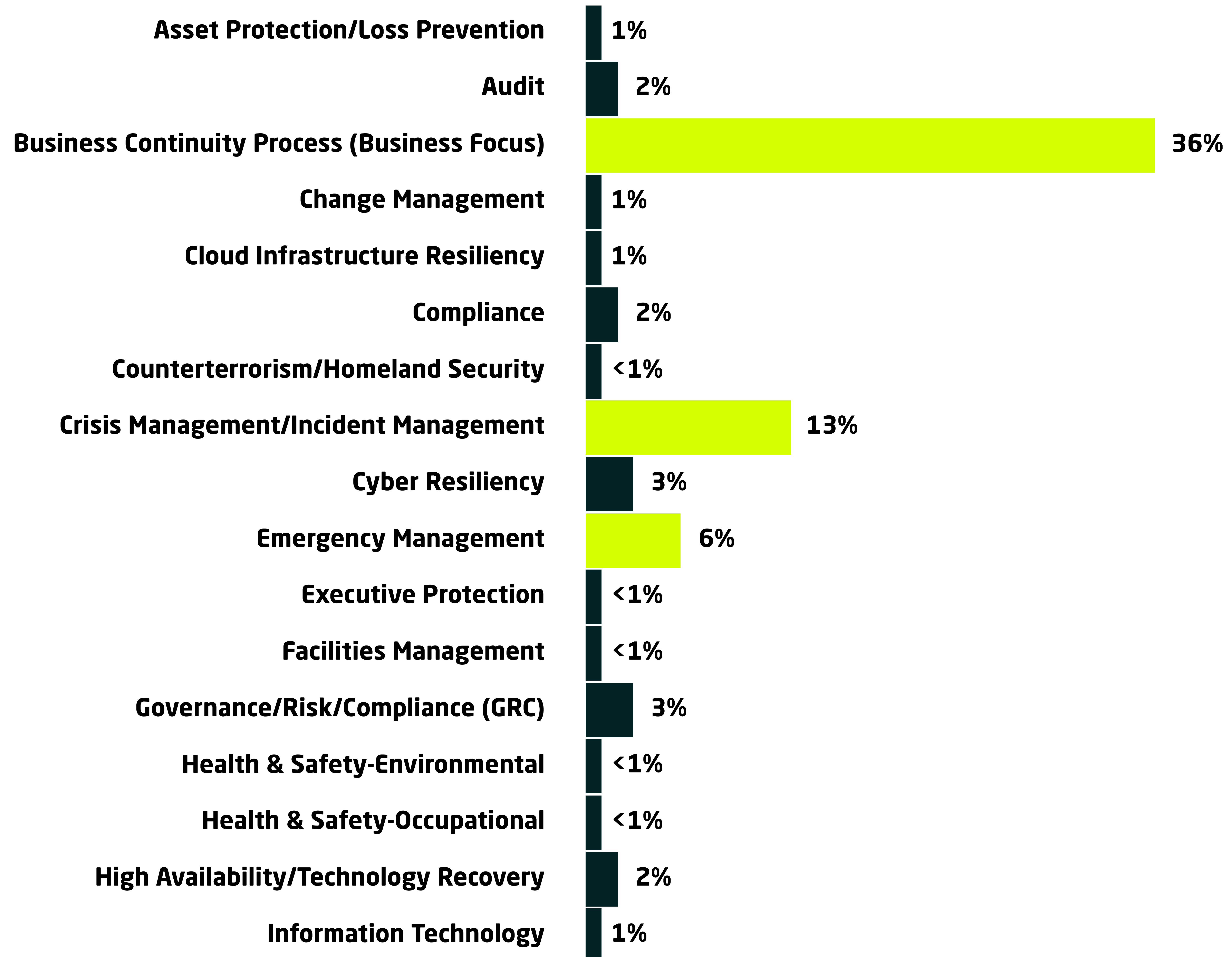


Retail/Wholesale

Respondent Demographics

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

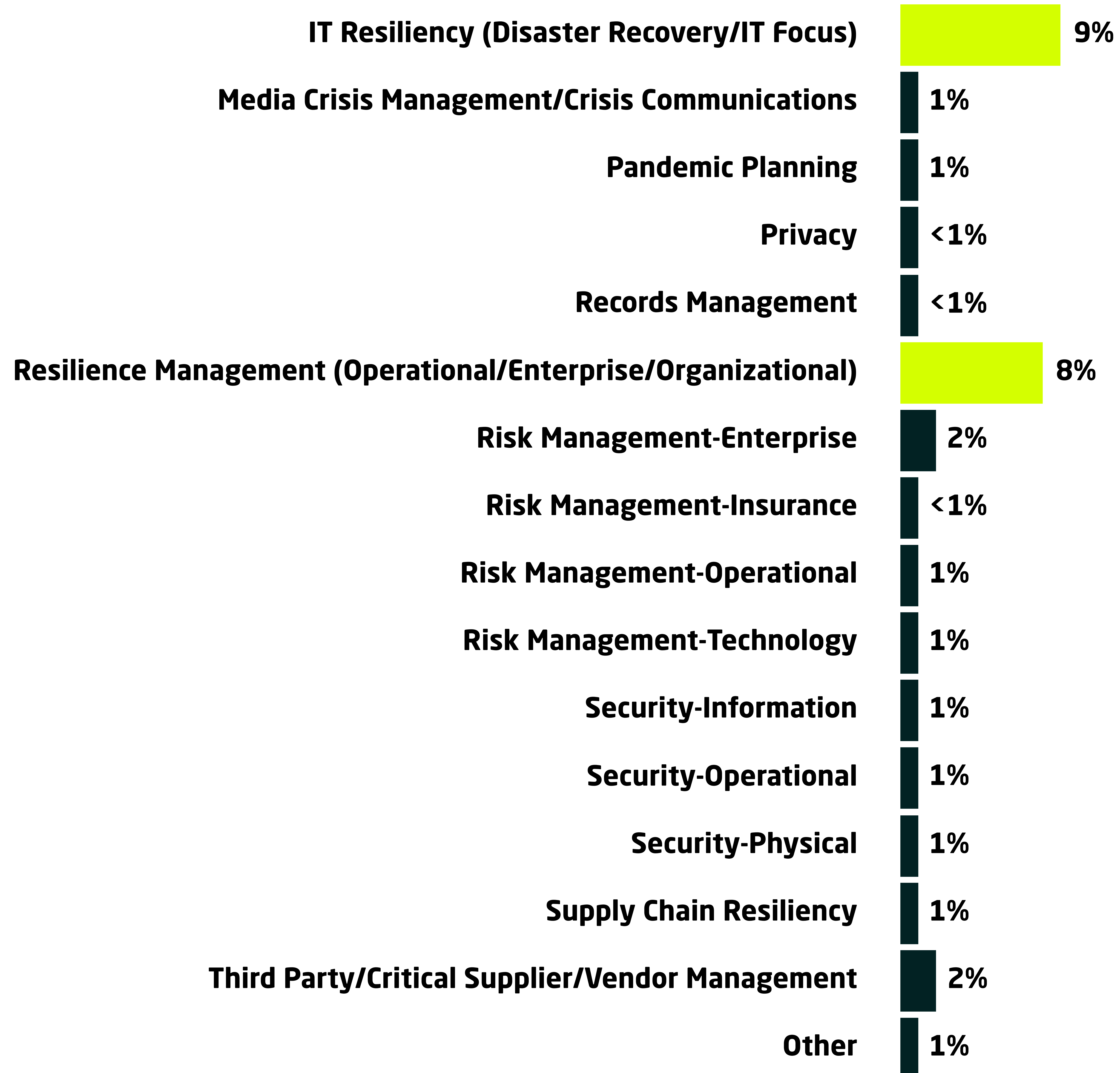
Full-time, Permanent



Respondent Demographics

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

Full-time, Permanent



A person wearing a white lab coat is shown from the chest up, looking down at several sheets of paper. The papers contain various charts, including a donut chart and a bar chart, along with some text. The background is a dark, blurred office or laboratory setting. The image is framed by bright yellow curved shapes in the top-left and bottom-right corners.

RESEARCH OVERVIEW

BCM Research Overview

Reporting History

Since 2001, BC Management (powered by Witt O'Brien's) has been gathering data on Resiliency/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](#). [Key Survey](#), an independent company from BC Management, maintains the study and assesses the data collected. The study was launched on January 10, 2024, and it will remain open through November 30, 2024. 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

855 Participants

When this report was created there were **692** complete responses and **163** incomplete. Incomplete study responses were included in this data assessment.

Responses were received from **54** countries. The most significant responses are bolded and associated with a number. Afghanistan, **Australia (51)**, Barbados, Belgium, **Brazil (5)**, Bulgaria, **Canada (52)**, Chile, Colombia, Croatia, Denmark, Estonia, Finland, France, Georgia, **Germany (6)**, Greece, Grenada, **Hong Kong (6)**, Hungary, Iceland, **India (29)**, **Ireland (9)**, **Italy (7)**, Japan, Luxembourg, **Malaysia (8)**, Malta, Mexico, Netherlands, **New Zealand (12)**, Nigeria, Norway, Pakistan, Panama, Peru, **Philippines (16)**, Portugal, Qatar, Romania, Saudi Arabia, Serbia and Montenegro, **Singapore (6)**, South Africa, **Spain (5)**, Sweden, Switzerland, Taiwan, Trinidad and Tobago, Turkey, **United Arab Emirates (5)**, **United Kingdom (67)**, **United States of America (495)**, and Vietnam.



INTERNATIONAL RESEARCH ADVISORY BOARD

International Research Advisory Board

Thank you to BC Management's International Research Advisory Board

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

Larry Chase

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

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

Jennie Clinton

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

Jennie Clinton is the Sr. Director of Enterprise Resilience and Crisis Management program which enables Microsoft to anticipate, manage, and respond effectively to resilience risks, and crisis events.

Jennie has over two decades of experience in the business of risk management, business continuity and crisis management. She is uniquely qualified in her field not only due to her diverse Fortune 500 experiences, but from her hands-on involvement in managing teams during the crisis. She has successfully managed response efforts for COVID-19, geo-political conflicts such as the War in Ukraine, major product recall, power outages, hurricanes, floods, and terrorist attacks across North America. Her expansive theoretical and experiential perspectives allow her to be masterfully adept at preparing organizations for the unforeseen.

Kevin M. Cunningham

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

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

Ing. Jorge Escalera

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

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

International Research Advisory Board

Robert Fucito

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

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

Guy Gryspeerdt

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

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

Gayle Hedgecock

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

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

Evan Hicks

CBCP (USA)

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

Alberto Jimenez

PMP, CBCP (USA) - Director, MiaTomi

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

International Research Advisory Board

Sohail Khimani

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

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

Nicola Lawrence

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

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

Jayaraj Puthanveedu

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

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

Malcom B. Reid

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

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

Wong Tew Kiat

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

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

International Research Advisory Board

Gilberto Tiburcio Freire Junior

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

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

Sanjiv Tripathy

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

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

Thomas Wagner

(USA) - Managing Director, Major Trade Association

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

Kiyoshi Yoshikawa

(Japan) - Sr. Manager - Confidential Company

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



DISTRIBUTING ORGANIZATIONS

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 Military University - BD (USA)
 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)
 Cape Breton University - BD (Canada)
 Capella University - MS & Ph.D. (USA)
 Charles Darwin University - BD & MD (Australia)
 Coventry University (UK)
 Cranfield University - MSc (UK)
 Danube University - MD (Austria)
 Dublin City University - MSc (Ireland)
 Ealde Business School - MD (Spain)
 East Carolina University - MS (USA)
 Eastern Kentucky University - MD (USA)
 Eastern Michigan University - MS (USA)
 Edmonds College - AD (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)
 Georgetown University - MD (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)
 Massey University - MD (New Zealand)
 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 Carolina State University - MD (USA)
 North Dakota State University - BS, MS & Ph.D. (USA)
 Northeastern University - MD (USA)
 Northumbria University - MS (UK)
 Norwich University - MD (USA)
 Nova Southeastern University - MS (USA)
 Oklahoma State University - MS (USA)
 Park University - MD (USA)
 Pennsylvania State University - MD (USA)
 Queensland University of Technology - MBA (Australia)
 Rabdan Academy - BS (UAE)
 Red Rocks Community College - AD (USA)
 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)
 Sam Houston State University - MS (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)
 Tulane University - BA & MPS (USA)
 Université Paris 1 Panthéon-Sorbonne - MS (France)
 University College London - MS (UK)
 University Institute of Argentina Federal Police - BS (Argentina)
 University of Akron - BS (USA)
 University of Alaska Fairbanks - BD (USA)
 University of Canterbury - MD & Ph.D. (New Zealand)
 University of Central Florida - BS (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 La Verne - BS & MS (USA)
 University of Leicester - MD (UK)
 University of Lincoln - MSc (UK)
 University of Manchester - MS (UK)
 University of Maryland - BS & MS (USA)
 University of Nebraska Medical Center - MS (USA)
 University of Nebraska Omaha - BS (USA)
 University of Nevada, Las Vegas - MS & MD (USA)
 University of New Haven - MS (USA)
 University of New Orleans - MPA (USA)
 University of Newcastle - MD (Australia)
 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)

Appendix

Educational Institutions

University of Portsmouth - BS (UK)
University of Richmond - BS & MS (USA)
University of Southern California - MD (USA)
University of Tennessee at Chattanooga - BS (USA)
University of Tennessee - Knoxville - MS (USA)
University of Washington - MS (USA)
University of Wolverhampton - PGC & MSc (UK)
Unyleya College - MBA (Brazil)
Upper Iowa University - BS (USA)
Utah Valley University - BD (USA)
Virginia Commonwealth University - BA & MA (USA)
Webster University - MA (USA)
West Texas A&M University - BAA (USA)
Western Carolina University - BS (USA)
Western Illinois University - BS (USA)
Western Washington University - BA (USA)
York University (Canada)

Further Information:

This document highlights a few of the educational institutions offering Bachelor, Masters, or Doctorate programs with a focus in Resiliency (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>

CHS Level I - V - Certified in Homeland Security

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

ARM - Associate Risk Manager

ARM-P - Associate Risk Manager for Public Entities

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

CPP - Certified Protection Professional

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

CMQ/OE - Certified Manager of Quality/Organizational Excellence

CQA - Certified Quality Assessor

SSBB - Certified Six Sigma Black Belt

SSGB - Certified Six Sigma Green Belt

SSYB - Certified Six Sigma Yellow Belt

The APM Group Limited (APMG) -

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

PRINCE2 - www.prince2.org.uk

CPMQ - Competent Project Manager Qualification

Associate of Certified Fraud Examiners (ACFE) -

<http://www.acfe.com>

CFE - Certified Fraud Examiner

BAI Bankers Training & Certification Center (BAI) -

<http://www.bai.org>

CRP - Certified Risk Professional

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

CPEA - Certified Professional Environmental Auditor

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

Certificate in Information Security Management Principles

Practitioner Certificate in Information Risk Management

British Standards Institution (BSI) -

<http://www.bsigroup.com>

BSI ISO 22301 Lead Auditor

BSI ISO 22301 Lead Implementer

The Business Continuity Institute (BCI) -

<http://www.thebci.org>

Affiliate Member

CBCI - Certificate of The BCI

AMBCI - Associate Member of The BCI

MBCI - Member of The BCI

FBCI - Fellow of The BCI

Business Continuity Management Institute (BCM Institute) -

<http://www.bcm-institute.org>

BCCP - BC Certified Planner

BCCS - BC Certified Specialist

BCCE - BC Certified Expert

DRCS - DR Certified Specialist

DRCE - DR Certified Expert

BCCA - BC Certified Auditor

BCCLA - BC Certified Lead Auditor

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

CBRS - Certified Business Resilience Specialist

CBRP - Certified Business Resilience Professional

CBRM - Certified Business Resilience Manager

CBRA - Certified Business Resilience Auditor

MABR - Masters Achievement in Business Resilience

CBRITP - Certified Business Resilience IT Professional

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

CMMI Certified

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

CEH - Certified Ethical Hacker

CSCU - Certified Secure Computer User

CHFI - Computer Hacking Forensic Investigator

ECSA - EC-Council Certified Security Analyst

ECSP - EC-Council Certified Secure Programmer

LPT - Licensed Penetration Tester

Emergency Management Institute (EMI) -

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

Level I, Professional Continuity Practitioner

Level II, Master Continuity Practitioner

CERT - Community Emergency Response Team

NIMS - National Incident Management System

ICS - Incident Command System

HSEEP - Homeland Security Exercise and Evaluation Program

MEP - Master Exercise Practitioner

PDS - Professional Development Series - Certificate of Completion

Appendix

Professional Certifications

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

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

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

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

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

CRM - Canadian Risk Management

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

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

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

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

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

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

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

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

CRM - Certified Records Manager

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

Student
Associate
MICPEM - Member
FICPEM - Fellow

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

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

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

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

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

CMC - Certified Management Consultant

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

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

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

CRCMP - Certified Risk & Compliance Management Professional

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

AEM - Associate Emergency Manager
CEM - Certified Emergency Manager

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

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

Appendix

Professional Certifications

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

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

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

CFM - Certified Facility Manager

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

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

IT Infrastructure Library (ITIL) Certifications -

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

ITIL (The Foundation Certificate)

ITIL (The Intermediate Certificate)

ITIL (The Expert Certificate)

ITIL (The Master Certificate)

MIT Professional Certificate Program -

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

Certificate of Completion for Crisis Management & Business Resiliency

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

ACM - Associate Continuity Manager

CCM - Certified Continuity Manager

Open Compliance & Ethics Group (OCEG) -

<http://www.oceg.org>

GRCP - GRC Professional

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

PECB Certified Disaster Recovery Foundation

PECB Certified Disaster Recovery Manager

PECB Certified Lead Disaster Recovery Manager

PECB Certified EBIOS Risk Manager

PECB Certified MEHARI Risk Manager

PECB Certified ISO 19600 Foundation

PECB Certified ISO 19600 Lead Compliance Manager

PECB Certified ISO 22301 Foundation

PECB Certified ISO 22301 Lead Implementer

PECB Certified ISO 22301 Lead Auditor

PECB Certified ISO 22316 Foundation

PECB Certified ISO 22317 Foundation

PECB Certified ISO 22320 Foundation

PECB Certified ISO 27001 Foundation

PECB Certified ISO 27001 Lead Implementer

PECB Certified ISO 27001 Lead Auditor

PECB Certified ISO 27799 Foundation

PECB Certified ISO 27799 Lead Manager

PECB Certified ISO 28000 Foundation

PECB Certified ISO 28000 Lead Implementer

PECB Certified ISO 28000 Lead Auditor

PECB Certified ISO 31000 Foundation

PECB Certified ISO 31000 Risk Manager

PECB Certified ISO 31000 Lead Risk Manager

PECB Certified ISO/IEC 27005 Foundation

PECB Certified ISO/IEC 27005 Risk Manager

PECB Certified ISO/IEC 27005 Lead Risk Manager

PECB Certified ISO/IEC 27002 Foundation

PECB Certified ISO/IEC 27002 Manager

PECB Certified ISO/IEC 27002 Lead Manager

PECB Certified ISO/IEC 27032 Lead Cybersecurity Manager

PECB Certified ISO/IEC 27034 Foundation

PECB Certified ISO/IEC 27034 Lead Implementer

PECB Certified ISO/IEC 27035 Foundation

PECB Certified ISO/IEC 27035 Lead Incident Manager

PECB Certified ISO/IEC 38500 Foundation

PECB Certified ISO/IEC 38500 IT Corporate Governance Manager

PECB Certified ISO/IEC 38500 Lead IT Corporate Governance Manager

Project Management Institute (PMI) -

<http://www.pmi.org>

CAPM - Certified Associate in Project Management

PMP - Project Management Professional

PMI-ACP - PMI Agile Certified Practitioner

PMI-RMP - PMI-Risk Management Professional

Risk Management Institution of Australasia (RMIA) -

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

CPRM - Certified Practising Risk Manager

CRMT - Certified Risk Management Technician

Risk Management Society (RIMS) -

<http://www.rims.org>

RIMS-CRMP - RIMS-Certified Risk Management Professional

Appendix

Professional Certifications

Risk Managers & Consultants Association -

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

BCM-RM (Risk Manager)

BCM-ITSC (IT Services Continuity)

ScrumAlliance - <http://scrumalliance.org>

CSM - Certified ScrumMaster

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

CTPRP - Certified Third-Party Risk Professional

CTPRA - Certified Third-Party Risk Assessor

Software Engineering Institute (SEI) -

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

CERT - CSIH - Certified Computer Security Incident Handler

CERT - RMM (Resilience Management Model) Lead Appraiser

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

CSOX - Certified in Sarbanes-Oxley

CSOXP - Certified SOX Professional

CSOXM - Certified SOX Manager

Further Information:

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

Resiliency (Business Continuity, Disaster Recovery, Crisis Management, Emergency Management, Risk Management, Information Security, Cyber Resiliency, Third-Party Risk Management, and Supplier Resiliency)

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



ABOUT WITT O'BRIEN'S

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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.

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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.



The Hidden 60,000

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



We're Fast

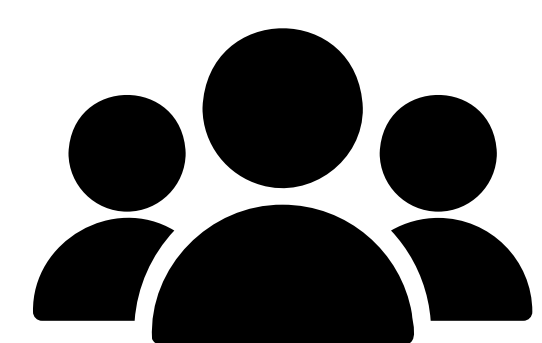
We have a proven process that gets results quickly. We also communicate frequently so you always know the status of your search.



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