Business Continuity Compensation Report

- Europe

Compensation Review

May 2014

Complimentary for Study Participants

- Final Data Findings -

BC MANAGEMENT

Benchmarking. Plan Ahead. Be Ahead.

Data collected between December 2013 – March 2014 with a focus on 2013 compensations.

Table of Contents

Introduction – ***This report is designed to provide guidance on compensations within the Business Continuity profession.***

Reporting History			3
Study Methodology			3
Assessment of Data & Reporting			4
Participant Data & Respondent Characteristics			4-7
Business Continuity Compensation Management Awareness Study Topics			8-47
• **Average Total Compensation and Average Percent Change in Total Compensation by Job Change in Last Year**			8-9
Job Title	• Average Total FTE Compensation by Job Title		10
	• Percent of Respondents Noting Change in Compensation by Job Title		11
	• Percent of Respondents by Job Title		11
	• Average Total FTE Change in Compensation by Job Title		12-13
	• Average Total FTE Change in Compensation by Level of Separation from Executive Management		14
	• Survey Job Descriptions		15
Experience	**Discipline Experience**	• Percent of Respondents by Years of Discipline Experience	16
		• Average Total FTE Compensation by Discipline Experience	17
		• Average Total FTE Compensation by Years of Discipline Experience	18-22
	Work Experience	• Average Total FTE Compensation by Years of Total Work Experience	23
	Industry Experience	• Average Total FTE Compensation by Industry Experience	24
	Prior Career	• Average Total FTE Compensation by Prior Career Experience	25
Degree	• Average Total FTE Compensation by Degree		26
	• Average Total FTE Compensation by Continuity Related Degree		26
	• Educational Institutions		27
Certifications	• Average Total FTE Compensation by Certification Status		28
	• Average Total FTE Compensation by Number of Certifications		28-29
	• Average Total FTE Compensation by Certification		30
	• Compensation Increases from Obtaining a Certification		31
	• Increase in Compensation as a Result of Obtaining Certification		31
	• Compensation Increase by Certification		32
	• Minimum, Average and Maximum Increase by Certification		33
	• When Compensation Increase Was Received		33
	• Professional Certifications Listing		34-38
Management Experience	• Average Total FTE Compensation by Program Management Experience		39
	• Average Total FTE Compensation by Budget Management Experience		40
	• Average Total FTE Compensation by Direct Staff Management Experience		40
	• Average Total FTE Compensation by Times Managed Program Activations		41
	• Average Total FTE Compensation by Times Developed Programs from Scratch		41
	• Average Total FTE Compensation by Global Planning Experience		42
Leadership Experience	• Average Total FTE Compensation by Presentation Experience		43
	• Average Total FTE Compensation by Article Publishing Experience		43
	• Average Total FTE Compensation by Continuity Board Experience		44
Location	• Average Total FTE Compensation by Region		44
Bonus	• Percentages of Respondents to Receive a Bonus		45
	• Bonus Payout		45
	• Percentage of Job Titles to Receive Bonus		46
	• Average Bonus by Job Title		46

• Average Bonus Percentage of Base Salary by Job Title	47
Thank you to BC Management's International Benchmarking Advisory Board	47-51
Thank you to our Sponsors and those Organizations who Distributed the Study	51-54
About BC Management, Inc. & Where to Download Complimentary Reports	54
Customize a Report Exclusively for your Organization	55-56

Please enjoy this compensation report, compliments of BC Management, Inc. for completing our 12th Annual BCM Study. This is a complimentary report that is exclusive only to those professionals who contributed to BC Management's 12th Annual Business Continuity Management study. This report is not meant for general distribution. Any distribution of this report or reference to any information enclosed within this report is prohibited unless approved by BC Management, Inc.

Reporting History

Since 2001 BC Management, Inc. has been gathering data on business continuity management programs and compensations to provide professionals with the information they need to elevate their programs. Each year our organization strives to improve upon the study questions, distribution of the study and the reporting of the data collected. Below is a timeline detailing BC Management's eight years of business continuity reporting expertise.

2001 - First BC Management Study Launched

- BC Management's first annual business continuity management study was launched. The study focused exclusively on the factors that impact compensations within business continuity and related disciplines.

2005 - Program Management Section Added

- The study expanded to also include issues of importance in managing a business continuity program.
- BC Management published the first Business Continuity Management Benchmarking report.

2006 - Study Gained International Recognition

- BC Management launched an international distribution campaign to increase respondents worldwide.
- For the first time BC Management published customized business continuity compensation reports for Canada, the United Kingdom, India, and Asia Pacific.
- BC Management began offering customized program management benchmarking reports tailored to a companies specifications including, but not limited to industry, revenue, number of company employees and or number of company locations.

2009 - Study Elevated with Benchmarking Advisory Board and Advancement in Reporting

- The BC Management International Benchmarking Advisory Board * was formed to review the study and reporting to ensure it reflects topics of importance.
- WorldAPP Key Survey, a leader in survey technology, was selected to host the on-line study and assess the data. The reporting technology built into the study has significantly enhanced our ab ility to assess the data and thus given BC Management the ability to offer a true business intelligence dashboard assessment tool tailored for business continuity.
- The study was distributed in 5 languages, including: English, Spanish, French, Japanese and Chinese.

** The advisory board is composed of 22 international thought leaders coming from the United States of America, Canada, Latin America, the United Kingdom, Singapore, Australia, China, Japan, India, Middle East, Eastern Europe and Africa. Our board is comprised of professionals in not only business continuity, but also risk management, emergency management, high availability and environmental health and safety.*

Study Methodology

The on-line study was developed by the BC Management team in conjunction with the BC Management International Benchmarking Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assesses the data collected. The study was launched in December of 2013 and remained open through March 2014. Participants were notified of the study primarily through e-newsletters and notifications from BC Management and from many other industry organizations. A listing of participating organizations is included within this report. The study has been translated in five languages and it accommodates professionals who are permanently employed on a full-time or part-time basis, self-employed as an independent contractor or unemployed. Respondents receive a unique path of branching questions, which is dependent upon their experience and employment status. The study is coded with extensive logic to ensure a correct question branching path and to eliminate unintelligible data. 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, than their response to the study may be removed. With our eight years of expertise in collecting and assessing such data points, BC Management has an exceptional understanding of what is considered questionable or unintelligible data. To date BC Management has contacted hundreds of professionals to confirm and verify their individual study responses. We then have the ability to log into the respondent's study and update their answers on their behalf to ensure valid data points.

WorldAPP Key Survey built a customized reporting tool for BC Management, which enables us to quickly assess data and prepare reports. We have the ability to prepare reports with no data filtering or analyze the data in applying any combination of filters from any of the study questions. **Data findings in many of the figures were rounded to whole numbers, thus the total percent may not equal 100%.**

Participant Data & Respondent Characteristics

1,520 study participants from over 30 countries. Incomplete/ partial study responses were included as appropriate within the report. Study was divided into 3 sections.

- Business Continuity Compensation – Permanent Employment – 1,226 professionals participated in this compensation section.
- Business Continuity Compensation – Independent Contractors – 208 professionals participated in this compensation section.
- Business Continuity Compensation – Unemployed Professionals – 86 professionals participated in this compensation section.

BC Management's 12th Annual BCM Study received over **1,500** participants internationally. **1,520** participated and **1,011** professionals completed the compensation portion of the study. There were **over 50** professionals who participated in the compensation section of the survey from Europe, of which **49** of those completed the study. Of those who completed the study, **39** were full-time employees (FTE), 1 was a part-time employee, **8** were independent contractors and **1** was unemployed. INCOMPLETE STUDY RESPONSES WERE INCLUDED WITHIN THIS REPORT ALONG WITH THE COMPLETED RESPONSES.

* * * * *

A special thanks to all the professionals who continue to participate in our annual study. This incredible support has aided in the enhancement of our reporting format. This report is, without a doubt, our most extensive compensation report. As always, we appreciate the opportunity in providing the business continuity profession with informative reports and we welcome your feedback – *info@bcmanagement.com*.

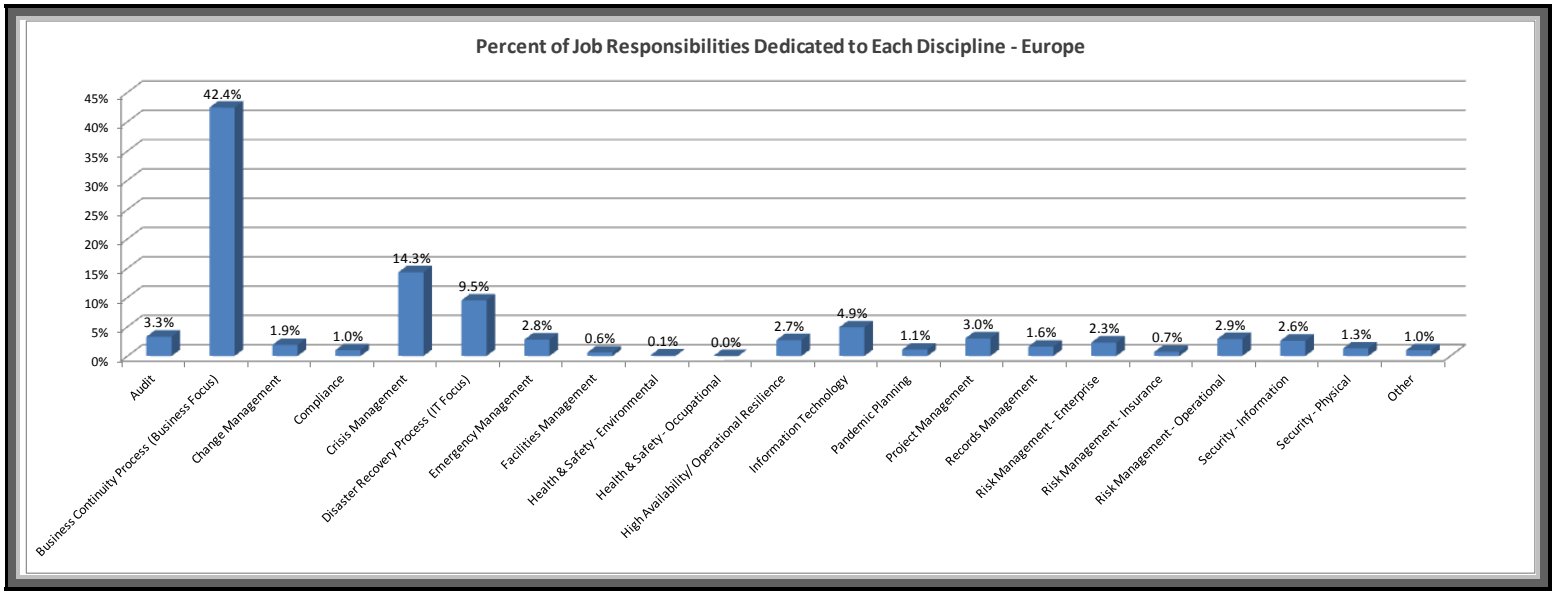
Sincerely,
The BC Management Team

European Participant Data & Respondent Characteristics

Number of European Based Respondents Who Participated in the Compensation Portion of Study – 57

Number of European Based Respondents Who Completed the Compensation Portion of Study – 49

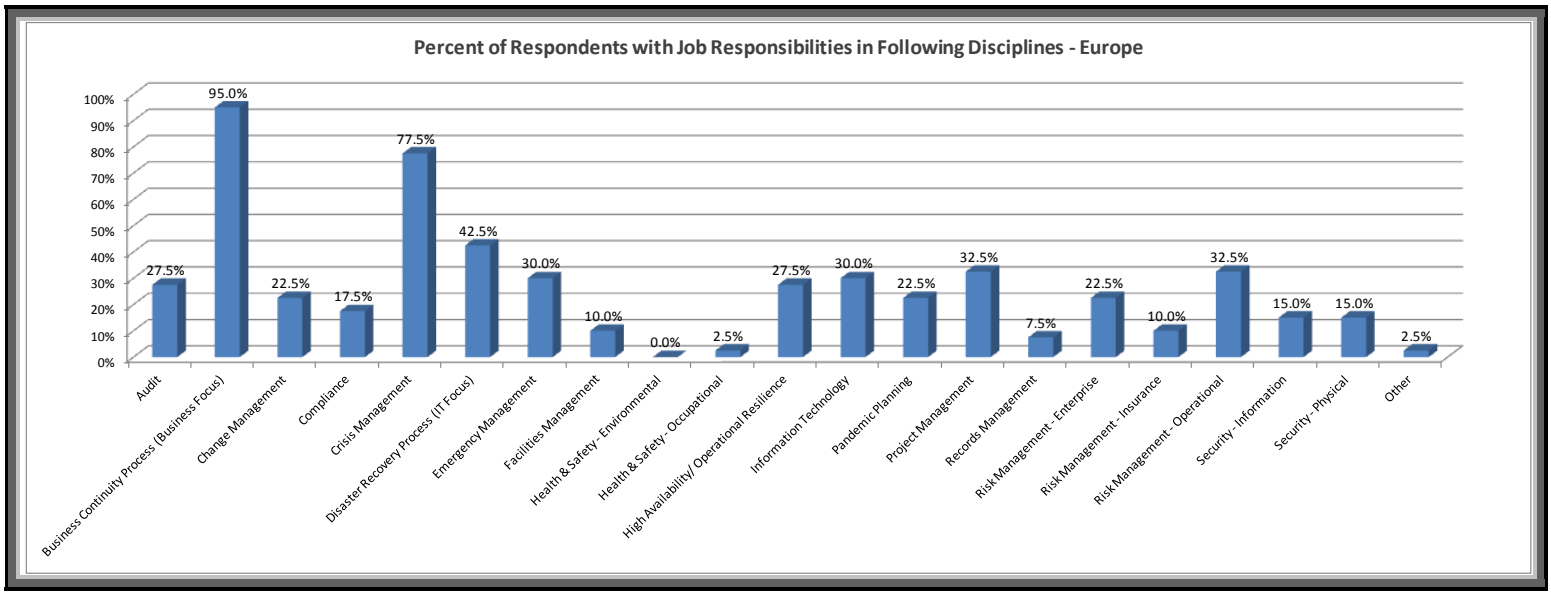
INCOMPLETE STUDY RESPONSES WERE INCLUDED WITHIN THIS REPORT
ALONG WITH THE COMPLETED RESPONSES

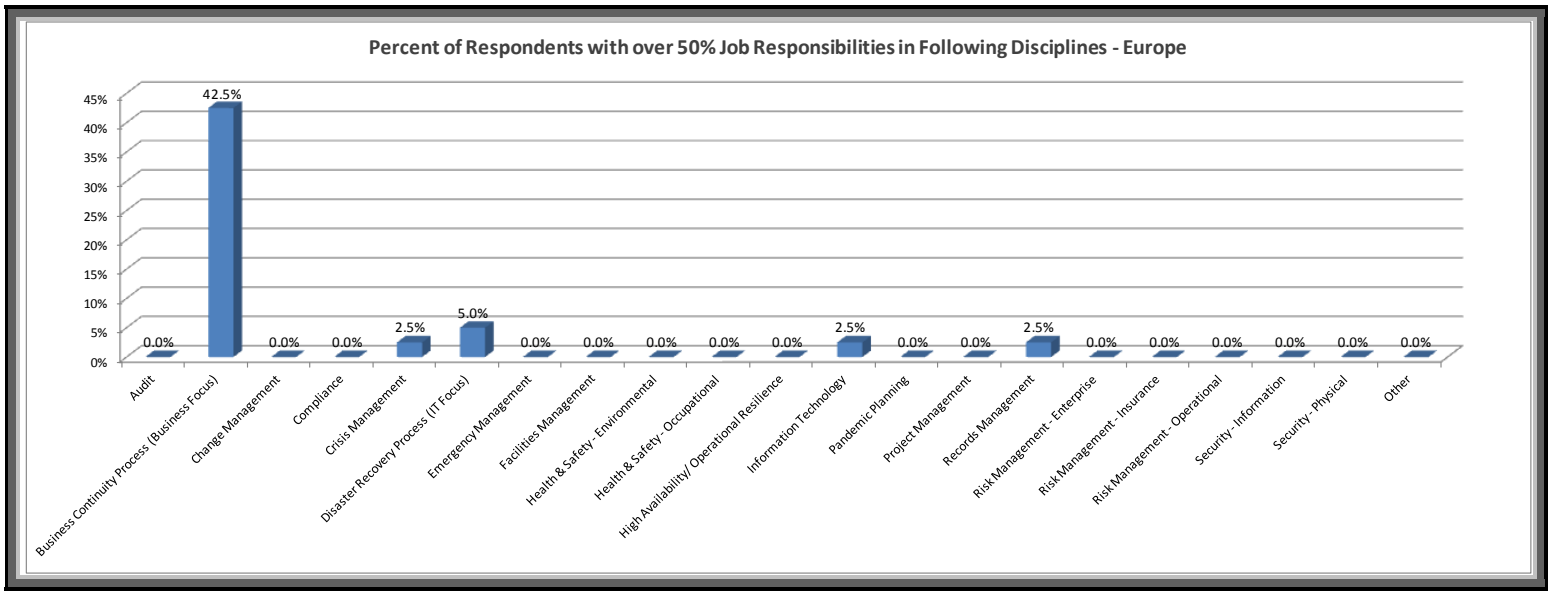


The majority of organizations have business continuity planning as an enterprise program involving several different areas of discipline expertise. For this reason, business continuity professionals tend to have a wide array of job responsibilities and/or oversight over a program. The data chart above highlights the average percent breakout of the different disciplines resiliency professionals are dedicated to within a program. The majority of study respondents are concentrated in the following disciplines: Business Continuity Processes (Business Focus), Crisis Management and Disaster Recovery Process (IT Focus).

The data chart on the next page highlights the average percent of respondents tasked with job responsibilities and/or program oversight within different disciplines. For example 27.5% indicated having Audit as one of their job functions. It is not surprising to see that the majority of study respondents are concentrated in Business Continuity Processes (Business Focus), Crisis Management and Disaster Recovery Process (IT Focus).

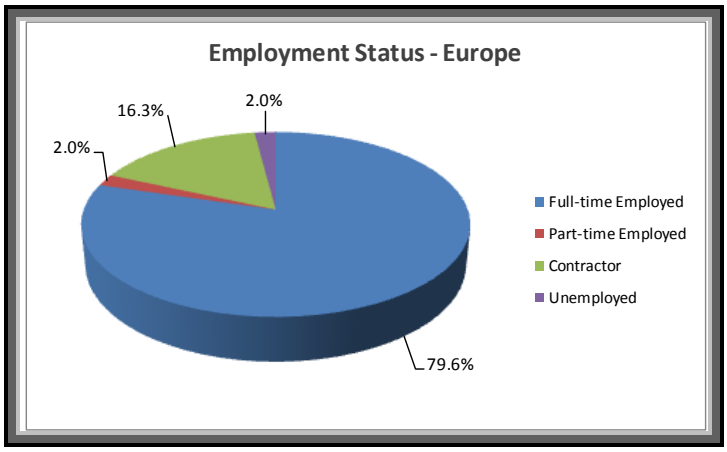
European Participant Data & Respondent Characteristics Continued

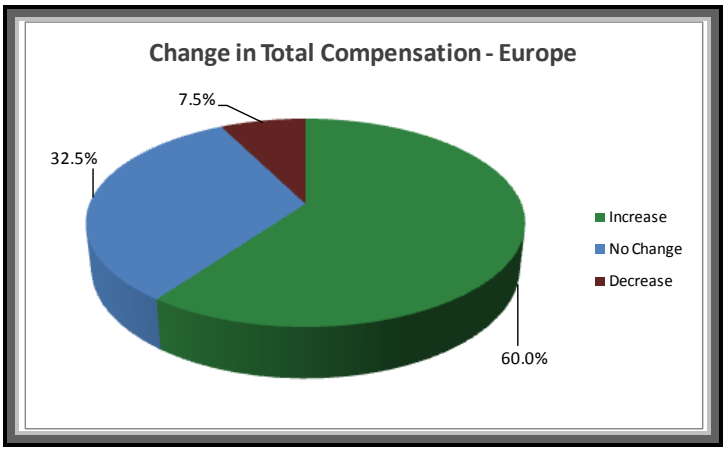


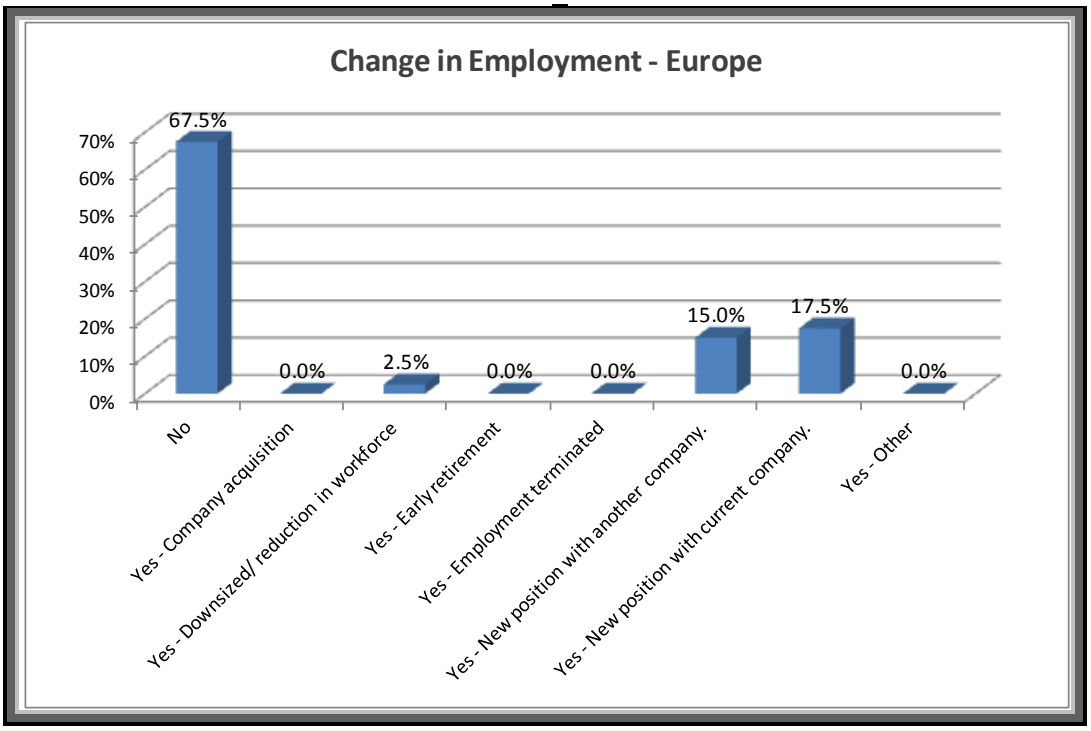


Although resiliency professionals possess a wide array of job responsibilities covering multiple disciplines, one would expect an area of focus or specialty. The data chart above highlights the percent of respondents who indicated being focused to any one discipline as 50%+ of their overall job responsibilities. The majority of study respondents (42.5%) indicated Business Continuity Process (Business Focus) as a discipline of specialty/ focus with spending 50%+ of their time dedicated to this one area of focus.

Europe Participant Data & Respondent Characteristics Continued







In comparing the reasons behind a job change to the previous year we discovered that more professionals were making a change in employment (32.5% in 2013). The reasons for the job change were primarily focused on either a new position with a new company (15.0%) or a new position with the current company (17.5%). Fortunately few respondents noted a change in employment due to being downsized/ reduction in force and no respondents indicated a change in employment due to a company acquisition, early retirement or termination of employment.

The percent of respondents who indicated a decrease in their total compensation was noted at 7.5% for 2013. In reviewing study results going back to 2006 to 2008, the percent of respondents indicating a decrease in their total compensation has traditionally hovered between 5 – 10%, while 79 – 88% of the respondents typically note an increase in their total compensation. The 2013 data findings indicated that the economic environment is continuing to improve with 60.0% of the study respondents noting a total compensation increase; however, 32.5% noted no change in their total compensation between 2012 and 2013.

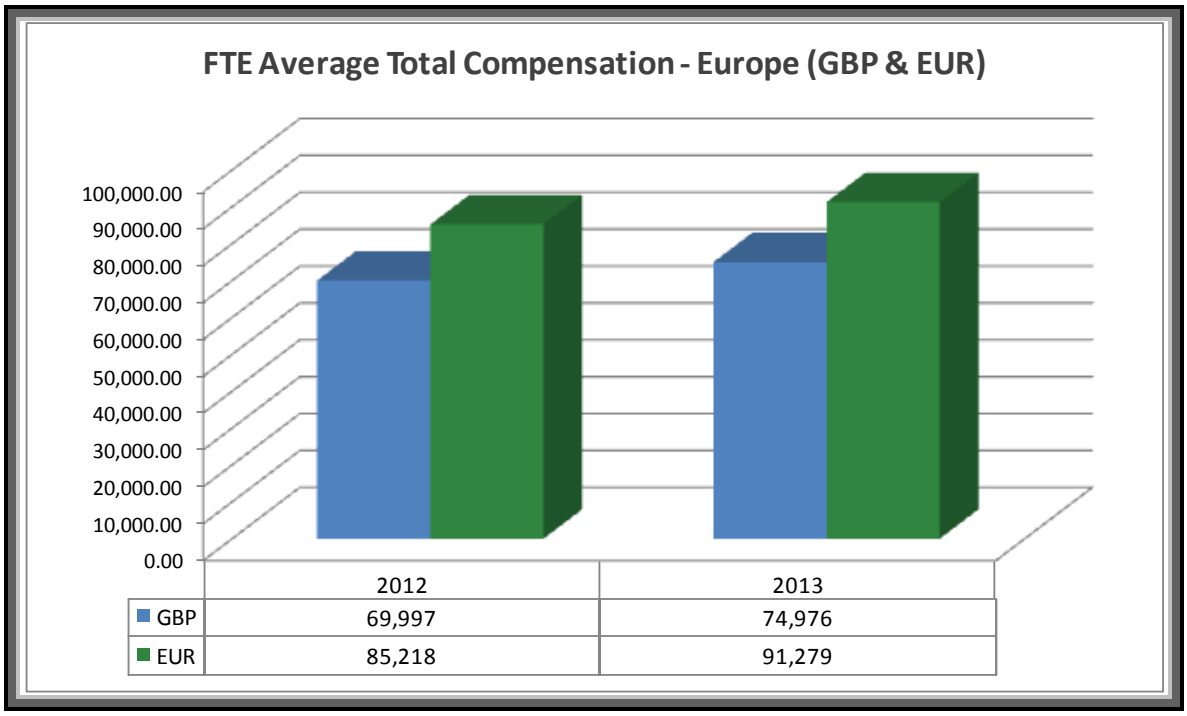
BC Management's 12th Annual *Business Continuity Compensation Study received over 1,500 participants in over 30 countries. Just under 50 business continuity management and related professionals across Europe completed the study, which gathered data on* ***2012*** *and* ***2013*** *compensations.* ***Total compensation*** *includes* ***base, bonuses and any commissions*** *earned. Other job related benefits, such as stock options and profit sharing are not included.*

INCOMPLETE STUDY RESPONSES WERE INCLUDED WITHIN THIS REPORT ALONG WITH THE COMPLETED RESPONSES.

The findings from BC Management's 12th Annual BCM study highlighted several indicators that the economic environment continues to improve and is almost to the levels of pre-recession years. One, there are fewer respondents who noted a total compensation decrease (7.5% in 2013 compared to 44.0% in 2009). Secondly, those who changed jobs willingly noted an average total compensation percent increase of 14.4%. Thirdly, the data findings indicated that total compensations are on the rise. These data findings are highlighted throughout the report. The 2013 study findings also reported the highest average total compensation in our twelve years of collecting data, which was 74,976 GBP and 91,279 EUR for full-time employees (FTE).

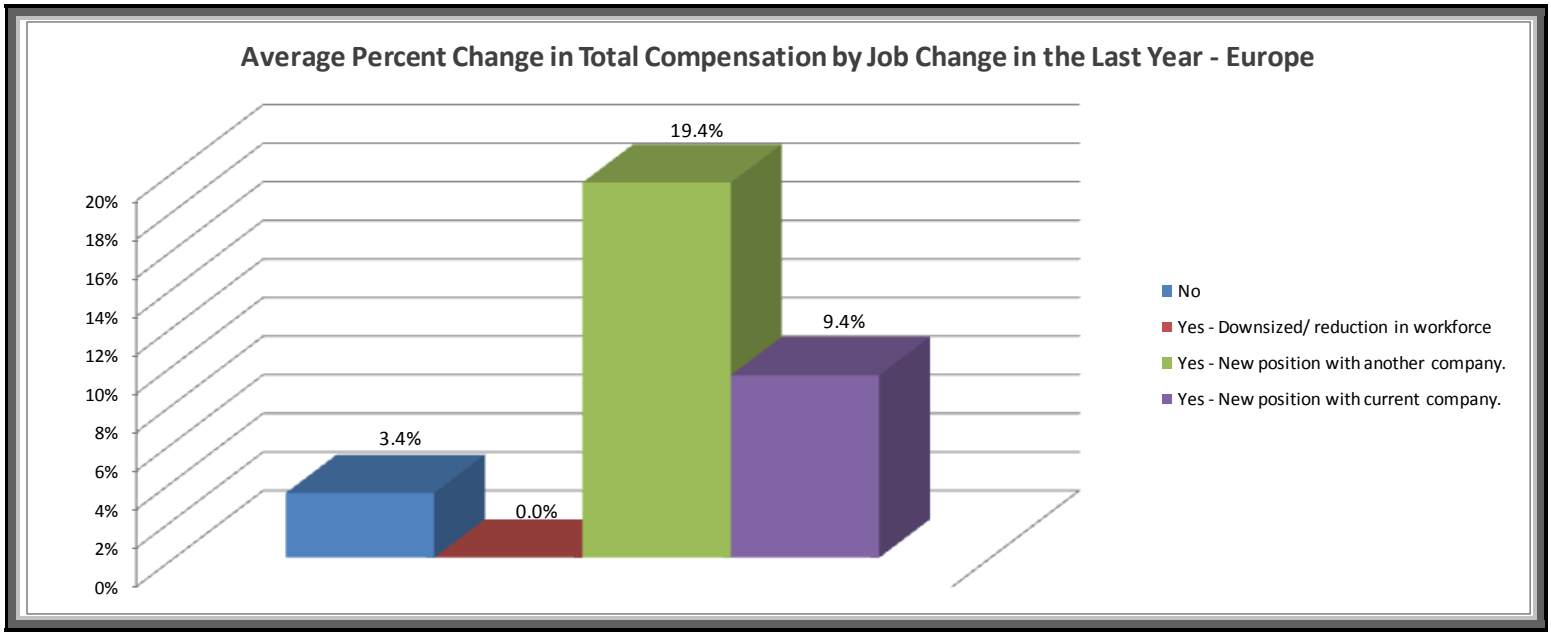
Again, this report focuses on **2012** and **2013 total compensations (base, bonus and any commissions) for full-time, permanent employees based in the Europe**. **All data throughout this report is noted in either Great British Pounds (GBP) or Euros (EUR).** The data throughout this final report was collected between December 2013 and March 2013.

Average Total Compensation

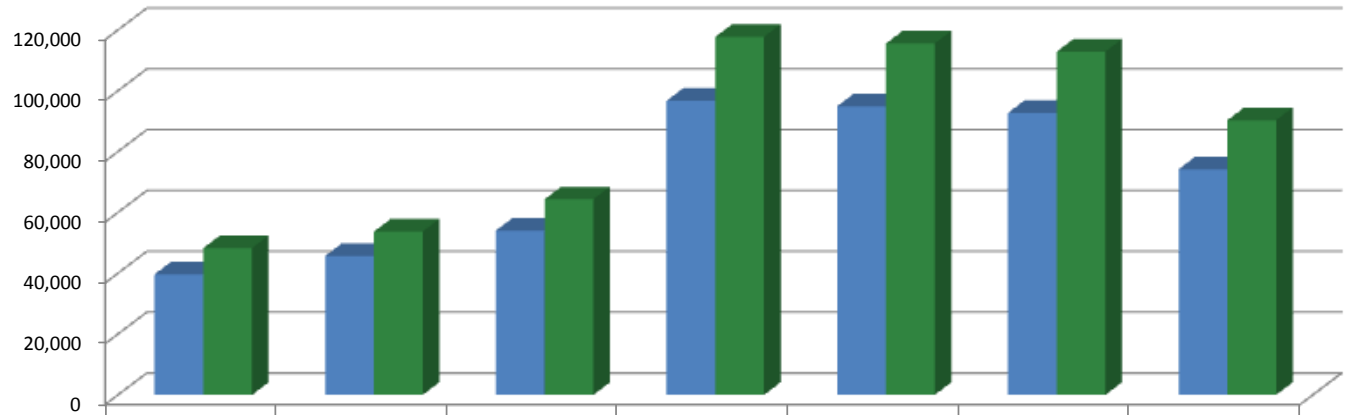


The key indicator pointing to a positive economic turnaround was the average total compensation for all business continuity professionals is the highest average total compensation (final data) ever reported for Europe since we began assessing European business continuity compensations in 2006. Also important to note, is the increase in average total compensation for full-time employees (FTE) between 2012 and 2013 (6.9%). Although the economic market isn't quite to the level of pre-recession years, our data findings continue to report a turnaround in economic trends.

Our Annual BCM Study continues to dive deeper into assessing what transpires behind a change in employment besides inquiring on a job change or no job change. The 2013 study expanded with an additional answer option to this question with inquiring on early retirement too. The data graph below highlights the average change in total compensation by job change category. It appears that regardless of the reason behind the job change, all answer options (on average) indicated an increase in total compensation. Those study respondents who accepted a position with a new company enjoyed the highest average percent change in total compensation at 19.4%, while those who accepted a new position, but stayed with their current employer noticed a 9.4% percent change in their total compensation (on average). Those respondents who did not make any job changes (67.5% of the study respondents) indicated an average 3.4% increase in total compensation.

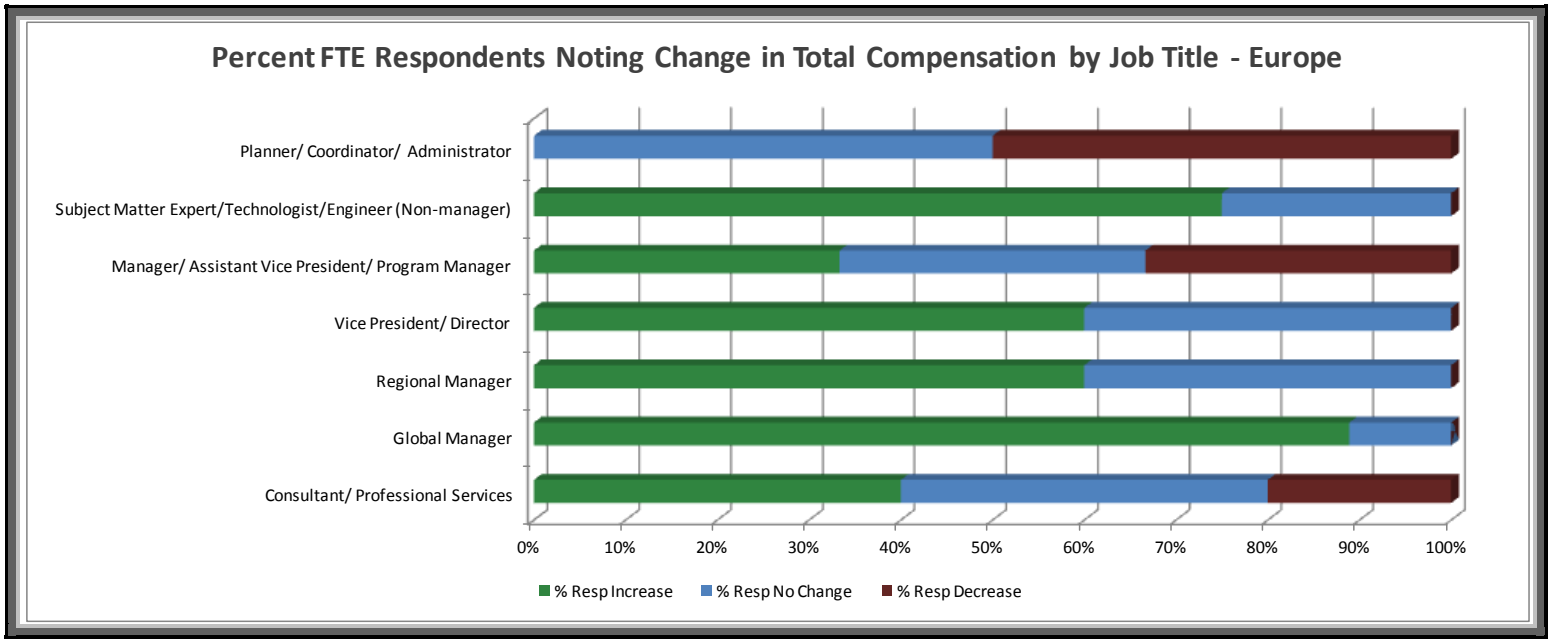


Job Title

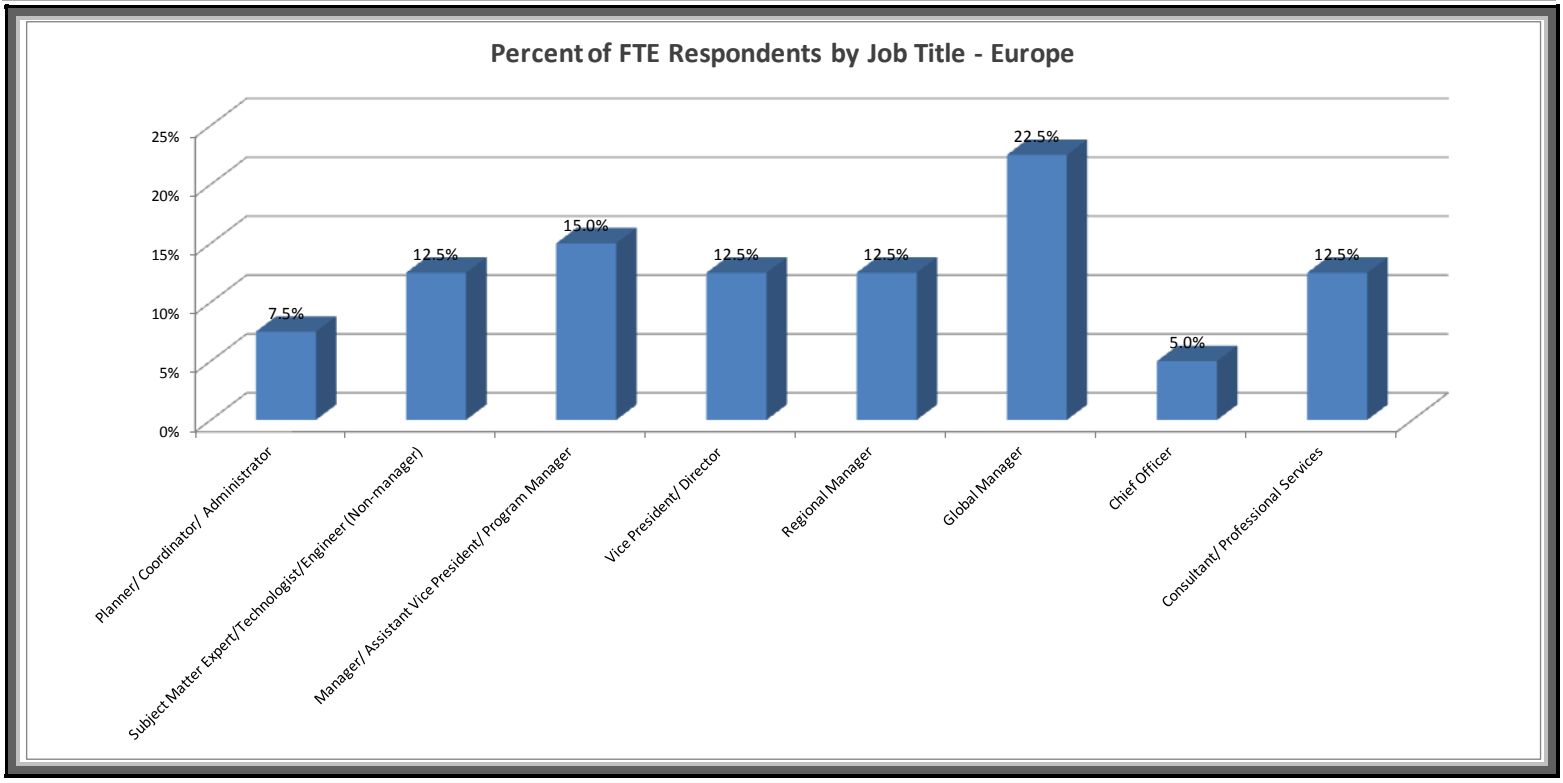


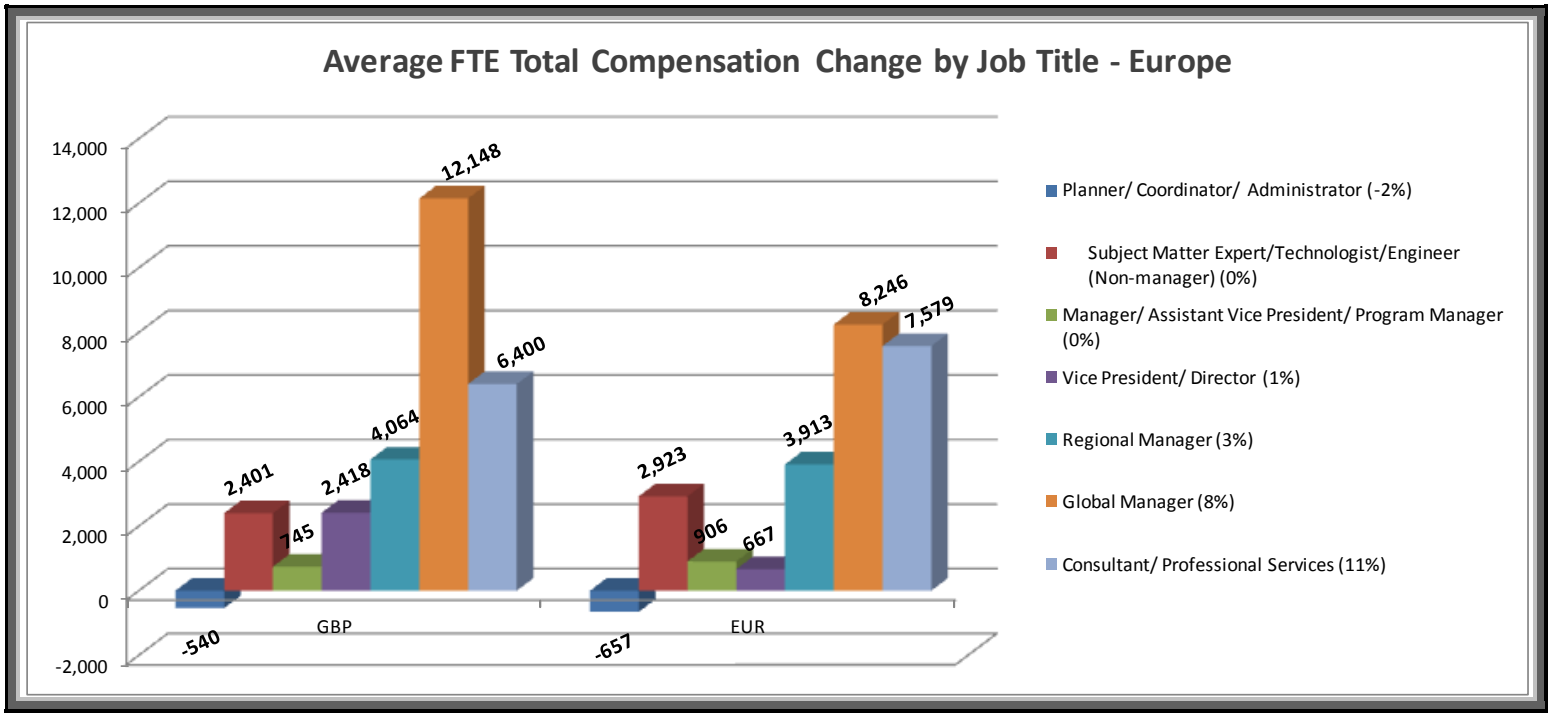
	Planner/ Coordinator/ Administrator	Subject Matter Expert/Technologist/Engineer (Non-manager)	Manager/ Assistant Vice President/ Program Manager	Vice President/ Director	Regional Manager	Global Manager	Consultant/ Professional Services
Avg GBP	39,651	45,671	54,027	96,717	94,933	92,725	74,214
Avg EUR	48,272	53,693	64,326	117,736	115,566	112,873	90,336

The bar graph above highlights the average total compensation based on job title. Study respondents were provided with generic job titles and corresponding job descriptions (which can be found on page 15) to assess what level position their current role would be classified as. The job titles on the right side of the table chart above (Consultant/ Professional Services) indicate job titles for professionals involved in full-time, permanent consultant roles with consulting organizations. These are not job levels for consultants who contract independently. It is important to note that only those job categories with a significant response were included in this bar graph. As in previous years, we see a fairly steady climb upwards based on level of position.

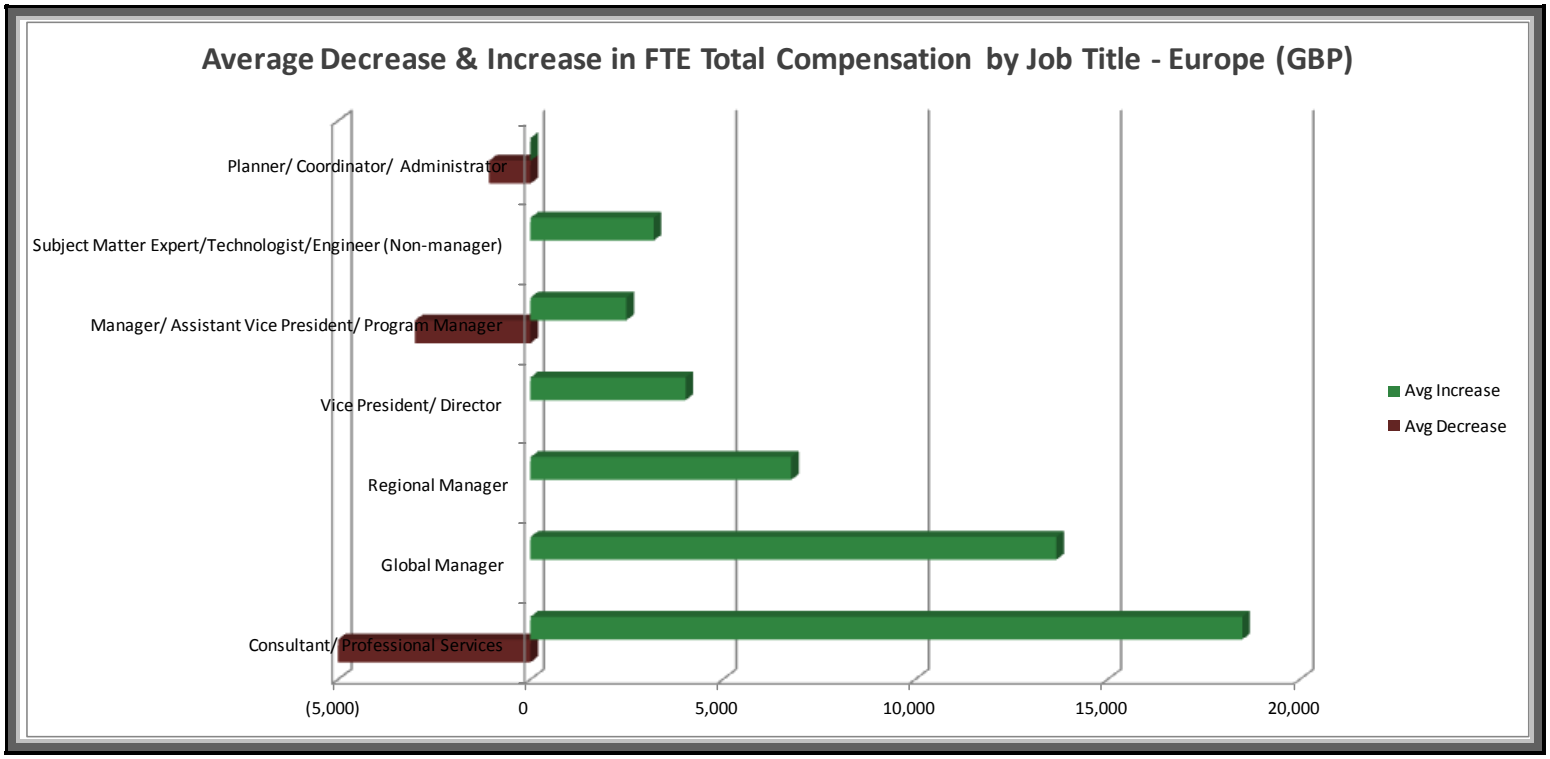


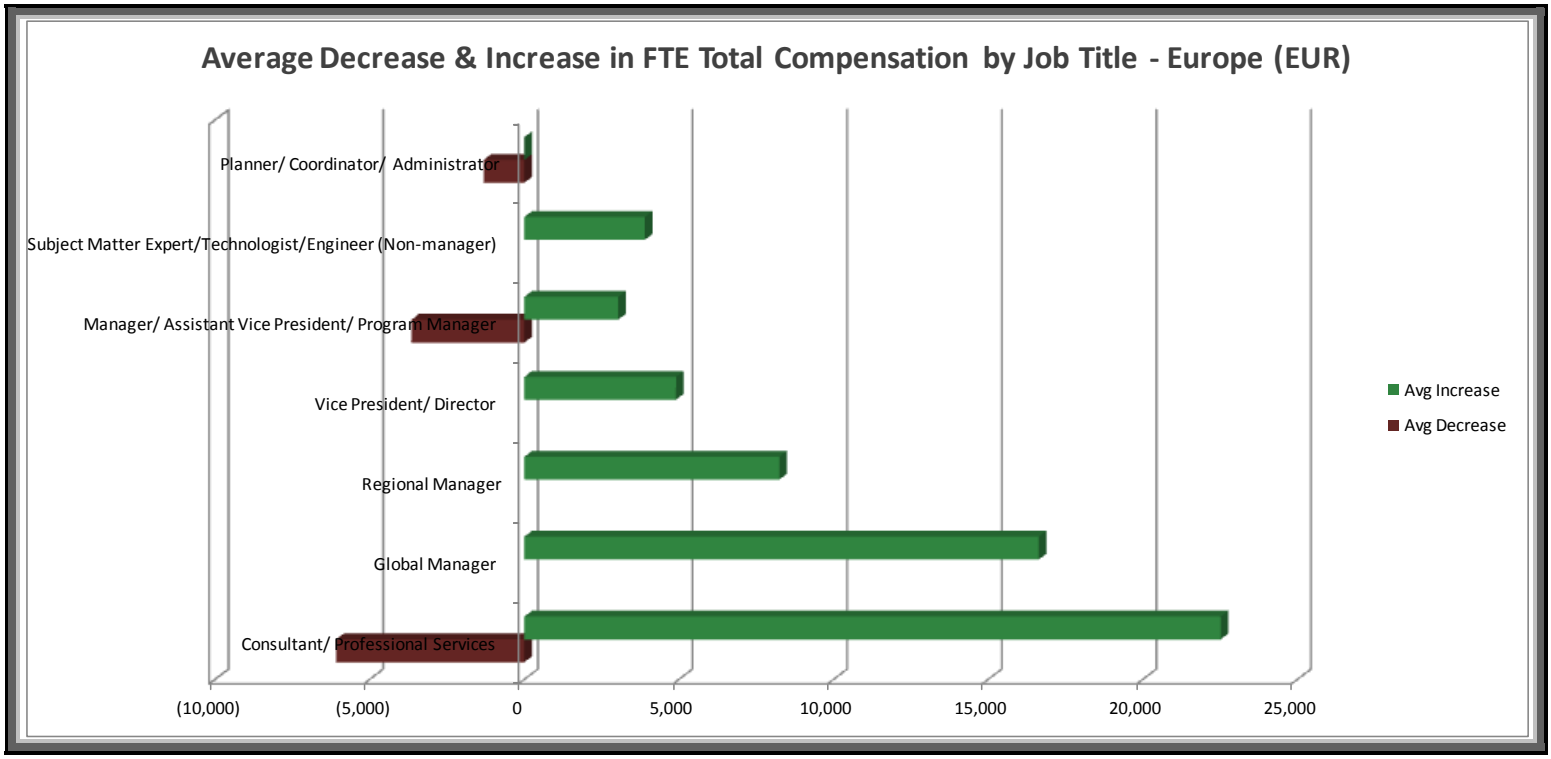
The bar graph above shows the percent of respondents who indicated an average total compensation increase, decrease or no change in total compensation by job title. It is important to note the percent of respondents by job title (below) when reviewing all related compensation charts by job title. When considering the percent of study respondents by job title, Global Manager and Subject Matter Expert/ Technologist/ Engineer reported a higher percent of respondents who noted an increase in their total compensation.





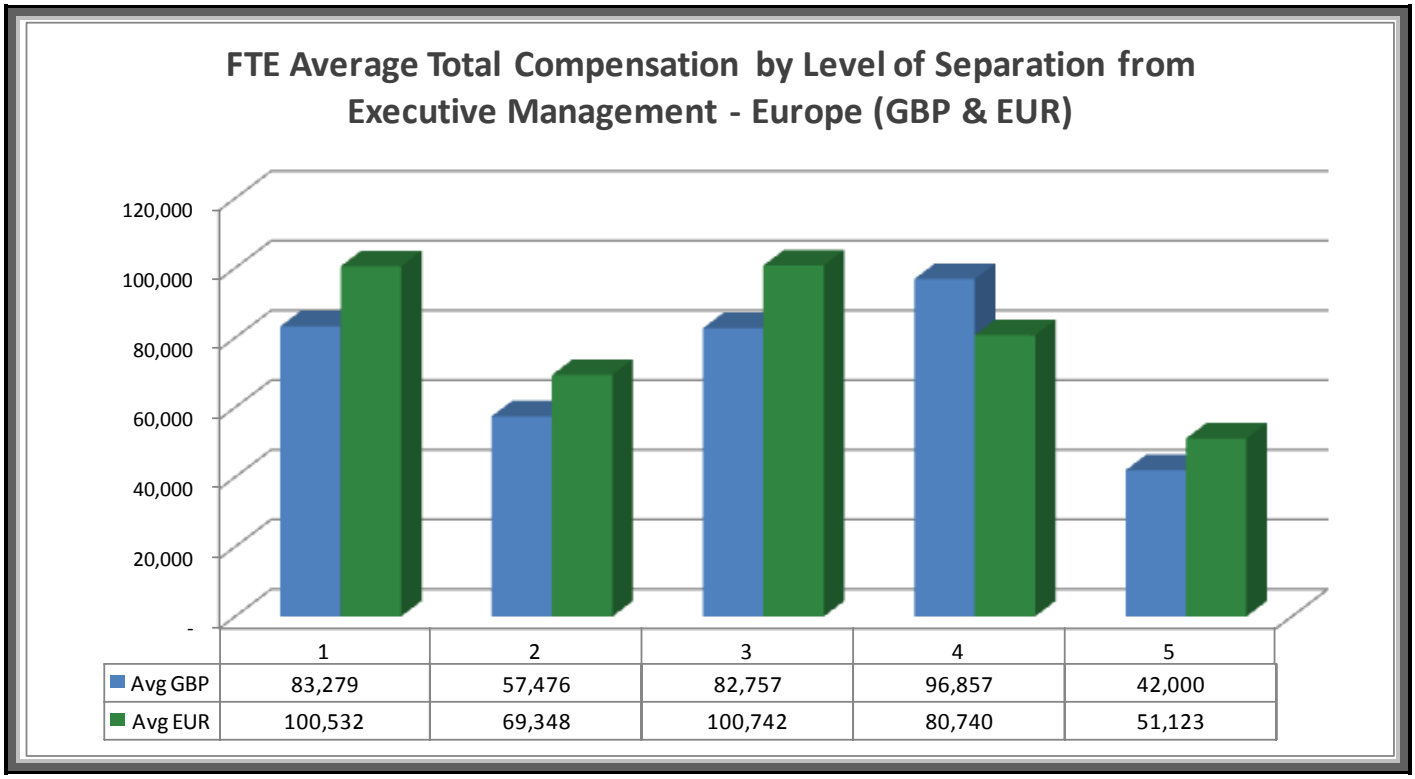
The bar graph above highlights the average change in total compensation by job title. The amount shown in the bar height is the average total compensation change per job title, while the average percent change per job title is noted on the axis labels. The data revealed that those study respondents with the following job titles enjoyed the highest average percent increase in total compensation: Consultant/ Professional Services with an 11% average increase (6,400 GBP/ 7,579 EUR) and Global Manager with an 8% average increase (12,148 GBP/ 8,246 EUR). The study respondents noting Planner/ Coordinator/ Administrator unfortunately indicated (on average) a decrease in total compensation of -2%. On the previous page the "Percent FTE Respondents Noting Change in Total Compensation by Job Title – Europe" bar graph does highlight that half of the professionals noting Planner/ Coordinator/ Administrator indicated no change in their total compensation while the other half noted a decrease in their total compensation between 2012 and 2013. Regardless of job title, the average increase in total compensation change seemed to vary between 2-7%.

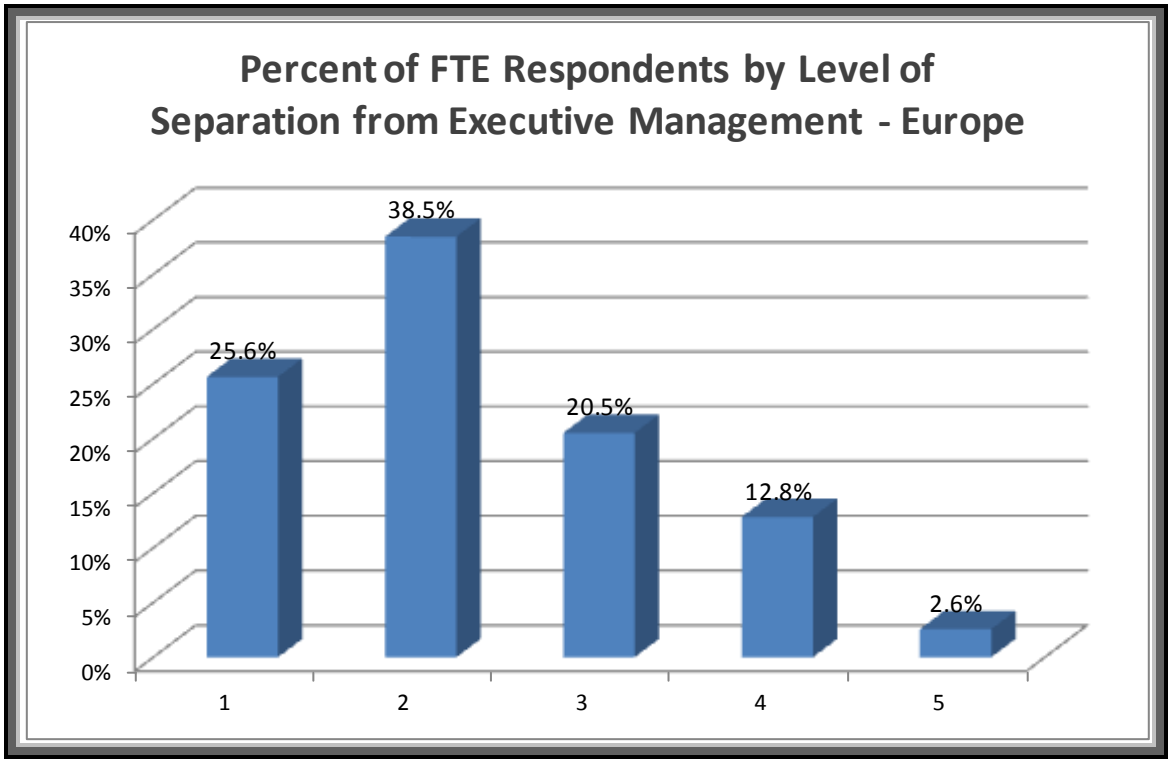




The data charts above showcase the average increase and decrease in total compensation by job title. Again, it is important to note the percent of respondents per job title (highlighted on page 11).

BC Management's study also assesses earning potential by level of separation from executive management (next page – pg 14). In comparing the 2013 and 2012 study results we noticed that in almost every case the minimum total compensation increased regardless of level of separation from executive management. Typically our study results indicate a declining trend in maximum total compensation by increasing separation from executive committee. The results from the European study respondents; however, seemed to indicate varied responses.


FTE Average Total Compensation by Level of Separation from Executive Management - Europe (GBP & EUR)
120,000
100,000
80,000
60,000
40,000
20,000
-
1 2 3 4 5
Avg GBP 83,279 57,476 82,757 96,857 42,000
Avg EUR 100,532 69,348 100,742 80,740 51,123


Percent of FTE Respondents by Level of Separation from Executive Management - Europe
40%
35%
30%
25%
20%
15%
10%
5%
0%
25.6%
38.5%
20.5%
12.8%
2.6%
1
2
3
4
5

Survey Job Descriptions

The business continuity profession tends to have varied job titles from company to company. For the purpose of our annual compensation report, we have requested that each survey respondent select a job title from the list below that best suits their current role and responsibilities within their current company. These are general, abbreviated job descriptions for the sole purpose of assisting the survey respondents in selecting a job category and to ensure BC Management can properly access and analyze compensations.

Entry-level/ Analyst – Assists with the program only for the department, company or government sector (includes US and/or global). No program management responsibilities. 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.

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

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

Vice President/ Director – Manages the entire program for a large division, entire company or government sector (local country only). Direct staff management.

Regional Manager – Similar responsibilities as a Vice President/Director. Manages and oversees the program on a regional basis including a geography of multiple countries. Individual may or may not have direct staff management.

Global Manager – Similar responsibilities as a Vice President/ Director. Manages and oversees the global program for the entire company. Direct staff management.

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

President – President of a company (Not Professional Consulting) providing BC/ DR/ Risk Management/ Information Security/ Emergency or Crisis Management services.

Sales/ Marketing/ Product Management (Non Management – no staff management)

Sales/ Marketing/ Product Management (Management – direct staff management)

Consultant/ Professional Services – Specify role within professional services below.

Consultant – Assists client companies with a variety of BC/ DR engagements. Does not directly manage direct staff.

Sr. Consultant – May manage a client engagement through a full-life cycle and indirectly manage staff.

Managing Consultant/ Project Manager – Manages multiple client engagements, manages direct staff, and little to no business development responsibility.

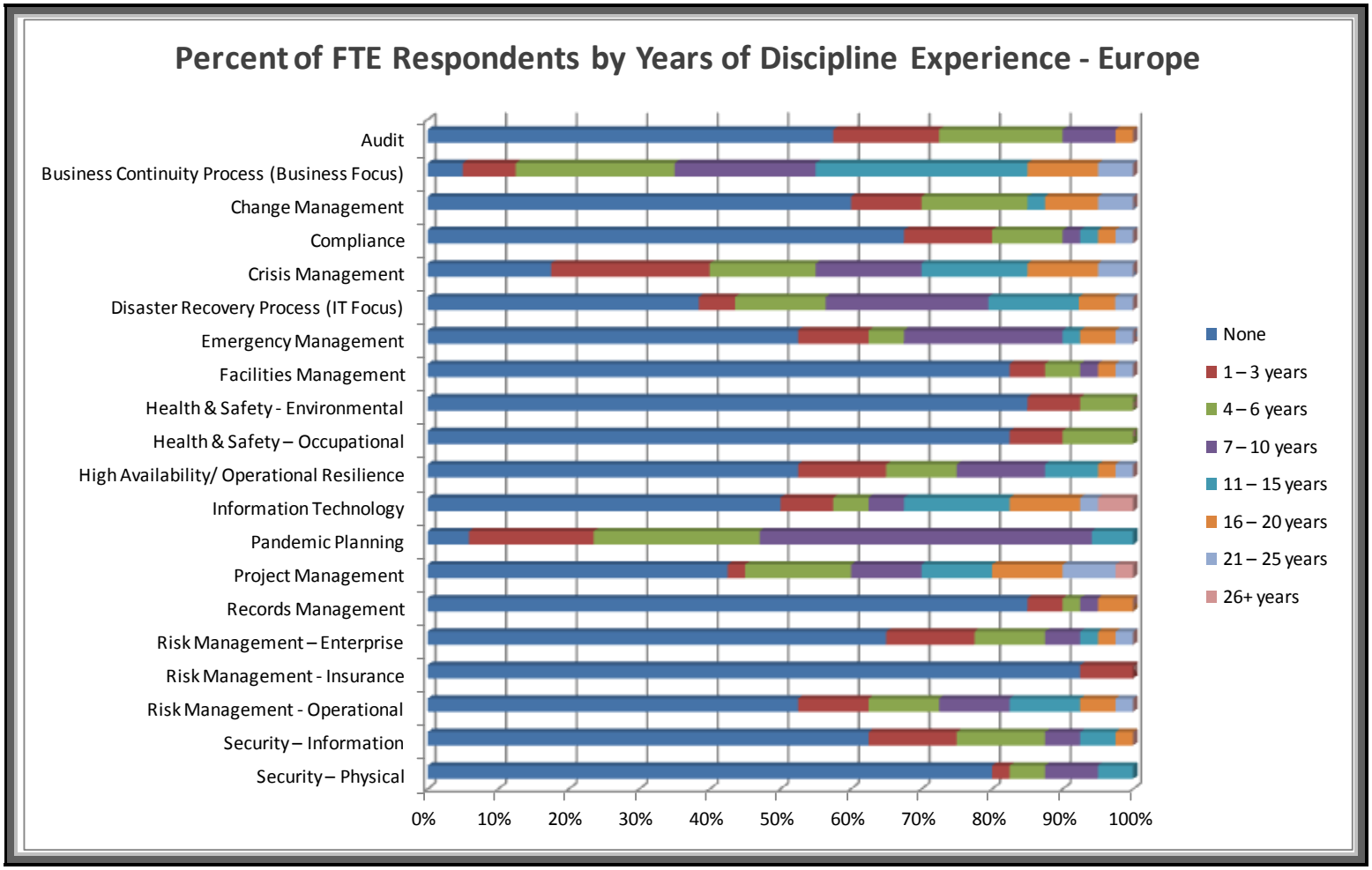
Sr. Manager/ Director – Manages multiple client engagements, manages direct staff, and responsible for business development of new client engagements.

Practice Leader/ Principle – Manages a regional or national practice with managing client engagements, staff management and business development.

Global Practice Leader – Manages a global practice with managing client engagements, staff management and business development.

Principal/ President – Partial or full owner of a consulting practice.

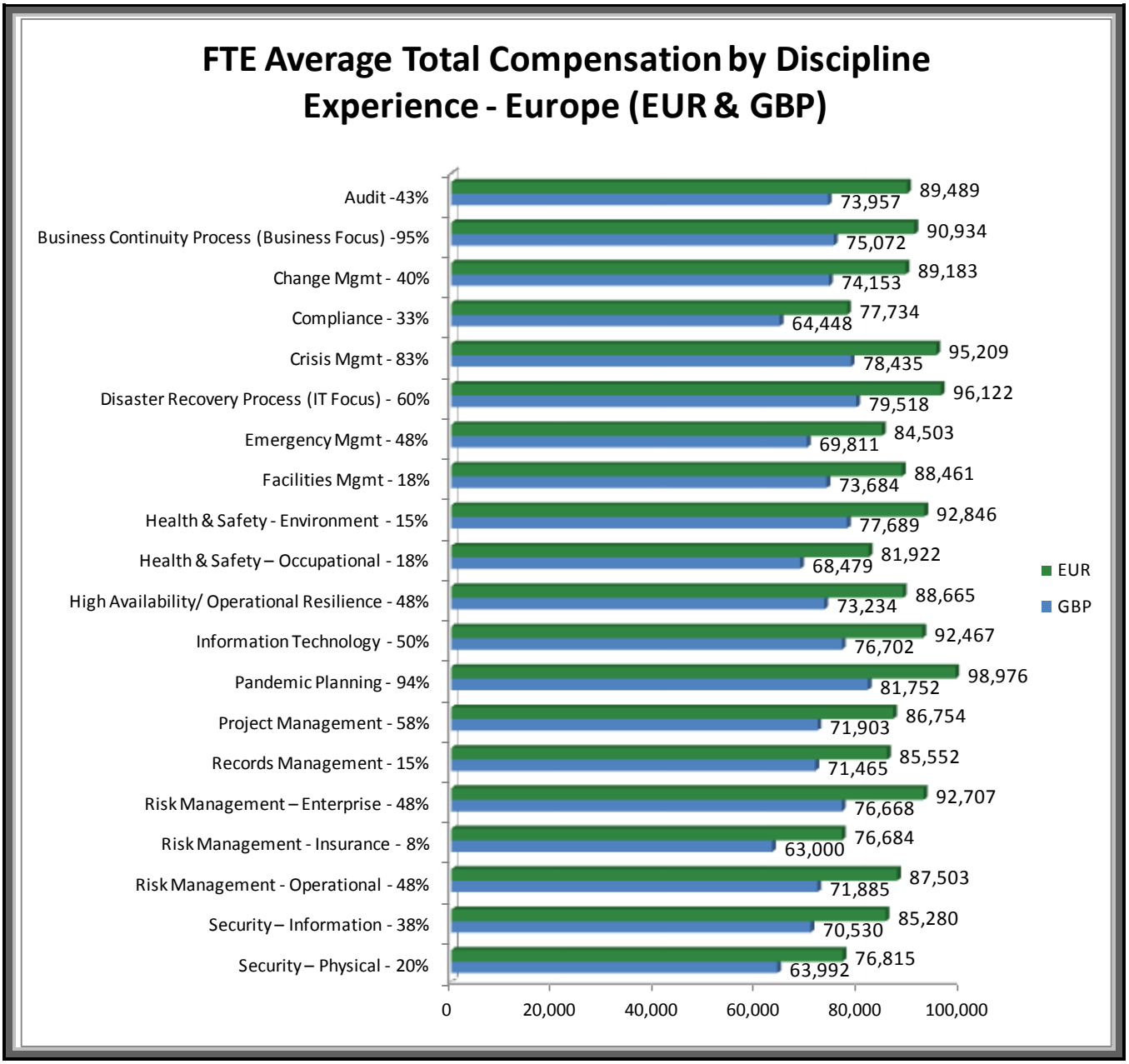
Discipline Experience



Varied discipline expertise is quite common for the business continuity profession. The bar graph above provides a quick overview. Some interesting findings include 17.5% and 20.0% of study respondents noted 15+ years of IT and project management expertise, respectively. This makes sense since professionals predominantly entered the profession from an IT background over a decade ago and/or they were heavily focused in program management. Also, 0.0% of study respondents indicated over 15 years of expertise in pandemic planning while 94.1% indicated 1-10 years.

The bar graph on the following page highlights the average total compensation for those who indicated each discipline category as well as the percent of study respondents who indicated expertise in each discipline. For example, 95% of the study respondents noted pandemic planning expertise with an average total compensation of 75,072 GBP/ 90,934 EUR.

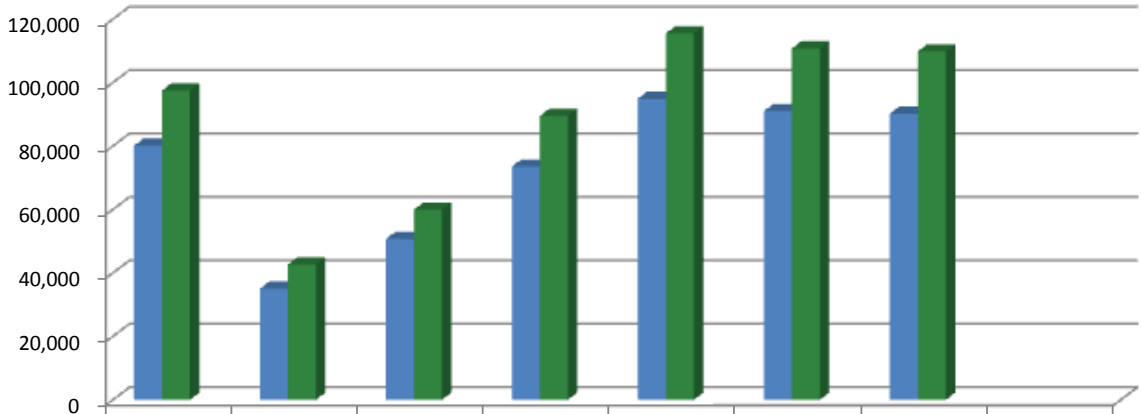
Pages 18-22 provide a deeper assessment of total compensation by years of expertise for each discipline shown in the bar graph above.



The graphs on the following pages (18-22) show compensations based on years of discipline experience. We've continued to provide even more detail in assessing the average total compensation by each individual discipline instead of focusing on only business continuity expertise. Professionals in the business continuity program tend to work within an enterprise program with diverse discipline expertise, thus we believe our study should provide a varied assessment wherever possible. In the coming years our goal will be to further evaluate trends within the varied disciplines as it pertains to the business continuity profession. Due to the number of professionals in Europe completing our annual compensation assessment, this specific report does not highlight average total compensation by years of experience for all the disciplines included in the study.

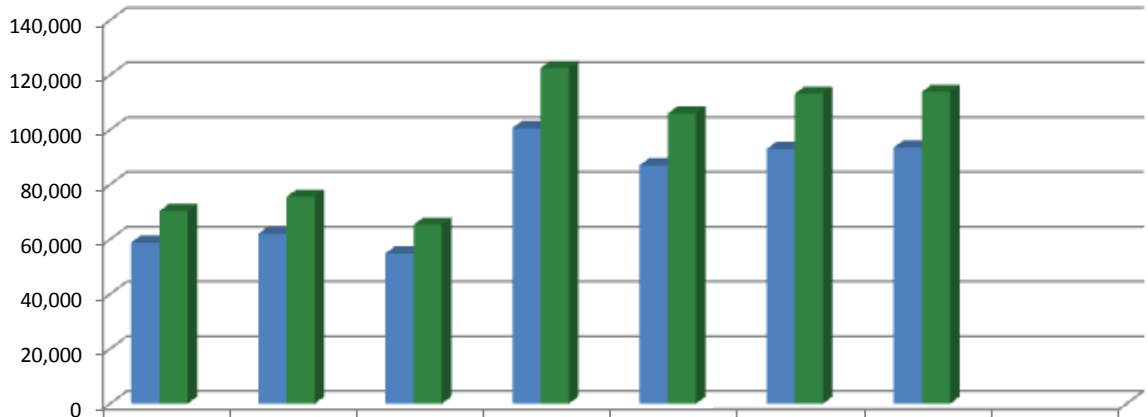
Regardless of the discipline expertise, the data findings overall did mirror the trends from previous years. Such as, in many of the data charts there is a gradual increase in average total compensation up to the 21-25 years experience group and then a decline for respondents in the 26+ years category. The experienced BC Management team reasons that this decline in average total compensation for respondents with 26+ years is due to early retirement and a shift to favor lower compensations for a preferred work/life balance. Also, our data findings indicate (in many cases) a lack of professionals with 20+ years of expertise in various categories.

FTE Average Total Compensation by Years of Business Continuity (Business) Experience - Europe (GBP & EUR)



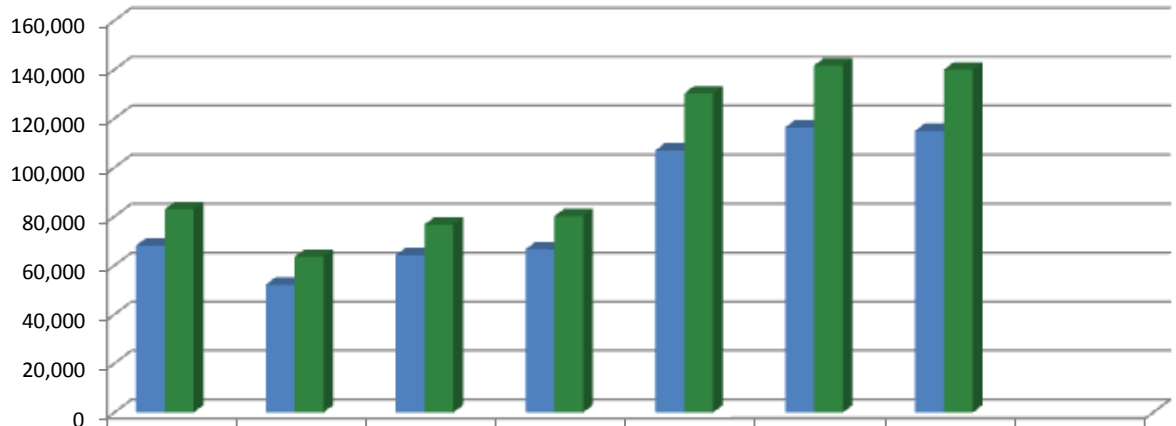
	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	80,086	35,047	50,705	73,505	94,891	90,980	90,200	
Avg Comp- EUR	97,500	42,668	59,922	89,476	115,507	110,754	109,793	
% of Resp	5.0%	7.5%	22.5%	20.0%	30.0%	10.0%	5.0%	0.0%

FTE Average Total Compensation by Years of Crisis Management Experience - Europe (GBP & EUR)



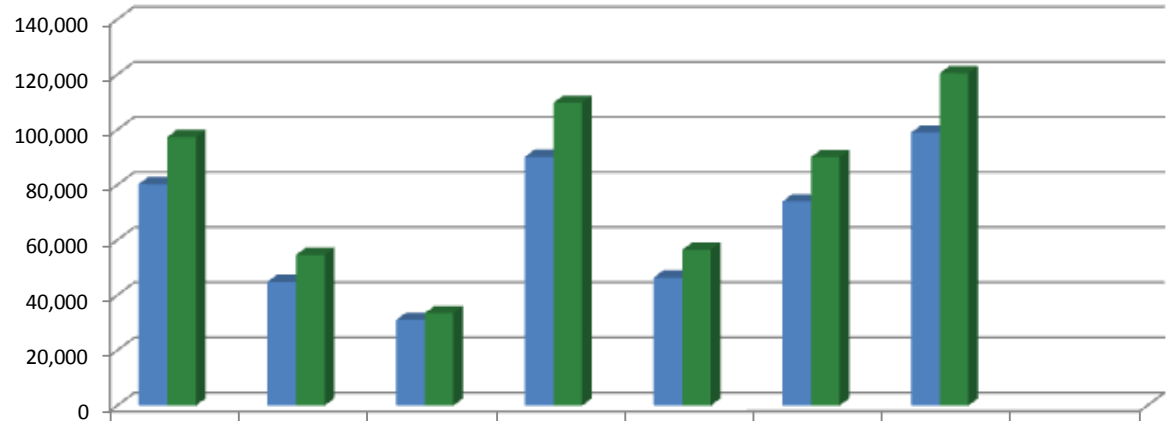
	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	58,810	62,037	54,822	100,644	87,006	92,945	93,500	
Avg Comp- EUR	70,321	75,522	65,300	122,513	105,909	113,141	113,809	
% of Resp	17.5%	22.5%	15.0%	15.0%	15.0%	10.0%	5.0%	0.0%

FTE Average Total Compensation by Years of Disaster Recovery (IT) Experience - Europe (GBP & EUR)



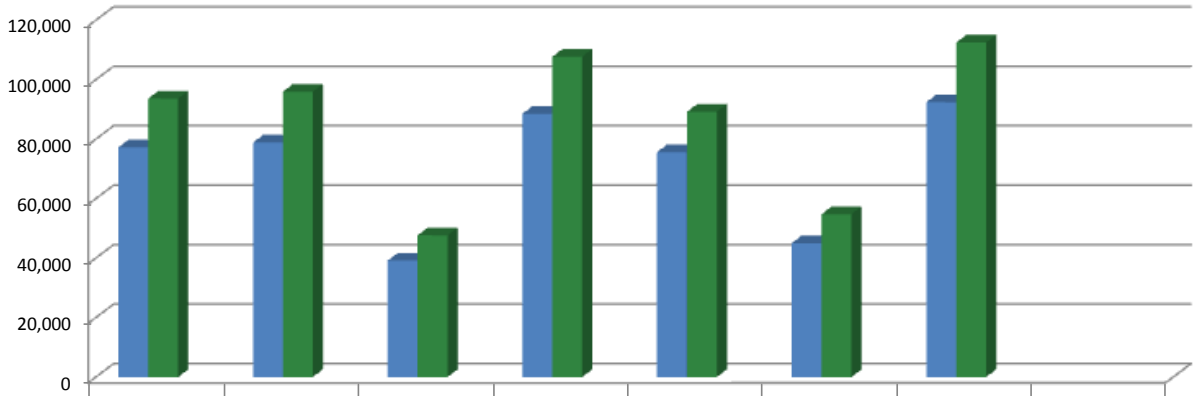
	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	68,166	52,212	64,277	66,638	107,023	116,390	115,000	
Avg Comp- EUR	82,978	63,556	76,725	80,162	130,276	141,686	139,979	
% of Resp	38.5%	5.1%	12.8%	23.1%	12.8%	5.1%	2.6%	0.0%

FTE Average Total Compensation by Years of Emergency Management Experience - Europe (GBP & EUR)



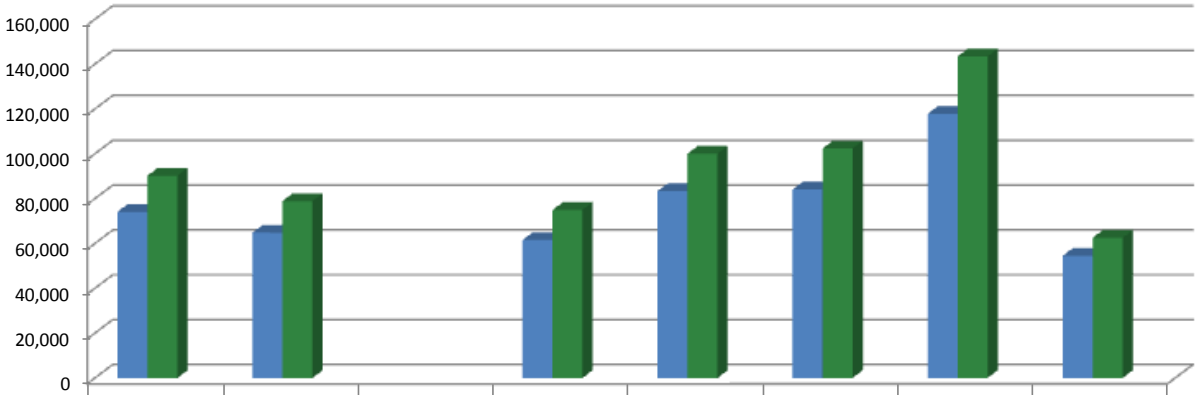
	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	80,308	44,894	31,072	90,185	46,400	74,000	99,000	
Avg Comp- EUR	97,378	54,653	33,510	109,786	56,479	90,074	120,504	
% of Resp	52.5%	10.0%	5.0%	22.5%	2.5%	5.0%	2.5%	0.0%

FTE Average Total Compensation by Years of High Availability/ Operational Resilience Experience - Europe (GBP & EUR)



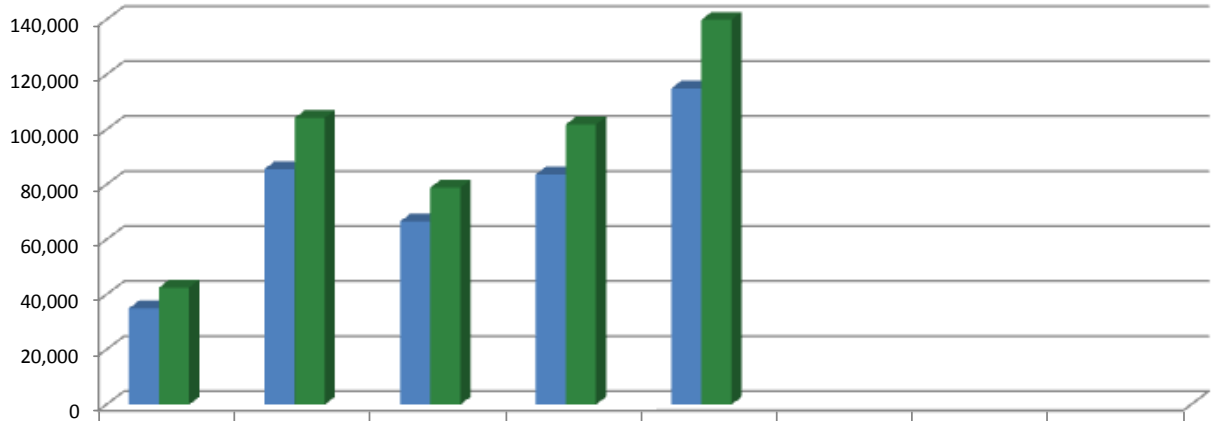
	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	77,228	78,827	39,141	88,478	75,620	45,000	92,400	
Avg Comp- EUR	93,632	95,954	47,645	107,699	89,176	54,775	112,471	
% of Resp	52.5%	12.5%	10.0%	12.5%	7.5%	2.5%	2.5%	0.0%

FTE Average Total Compensation by Years of Information Technology Experience - Europe (GBP & EUR)



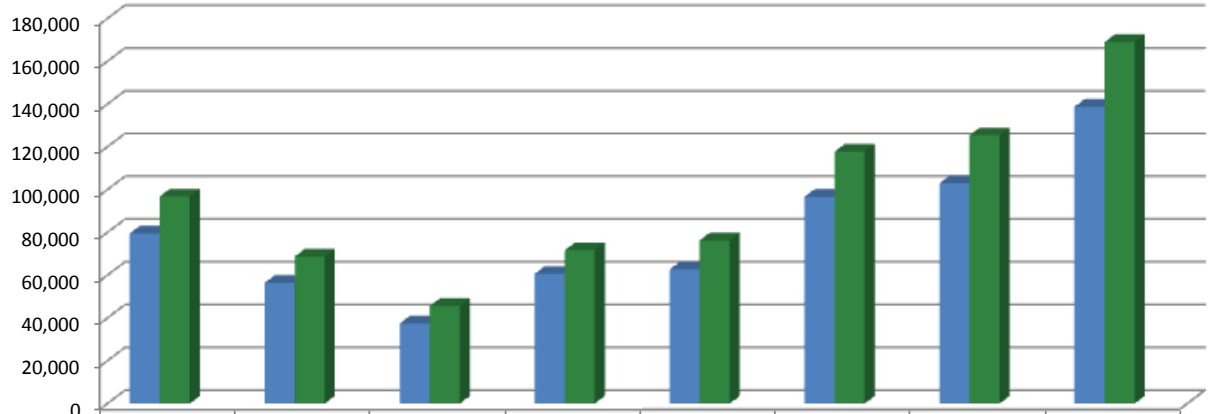
	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	74,106	64,808		61,535	83,352	84,078	117,800	54,463
Avg Comp- EUR	90,210	78,887		74,906	100,031	102,342	143,388	62,500
% of Resp	50.0%	7.5%	5.0%	5.0%	15.0%	10.0%	2.5%	5.0%

FTE Average Total Compensation by Years of Pandemic Planning Experience - Europe (GBP & EUR)



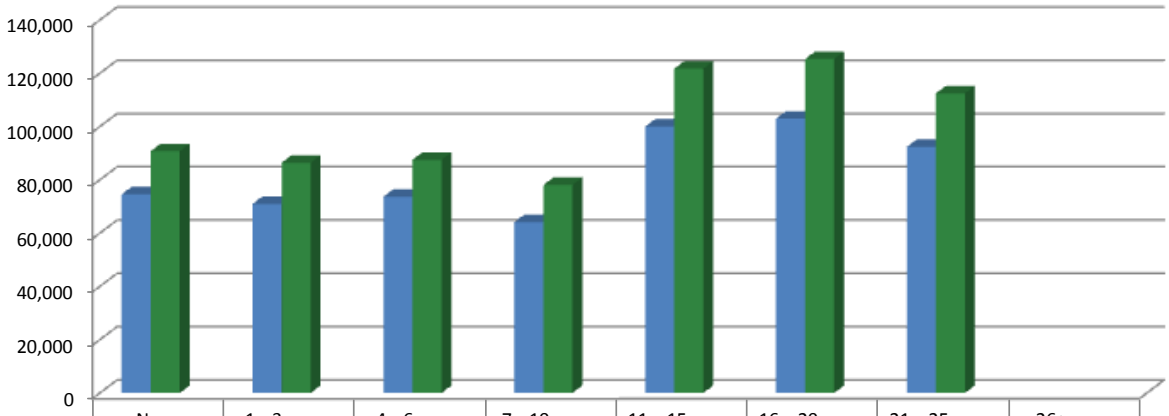
	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	35,000	85,667	66,611	83,699	115,000			
Avg Comp- EUR	42,602	104,274	78,924	101,890	139,979			
% of Resp	5.9%	17.6%	23.5%	47.1%	5.9%	0.0%	0.0%	0.0%

FTE Average Total Compensation by Years of Project Management Experience - Europe (GBP & EUR)



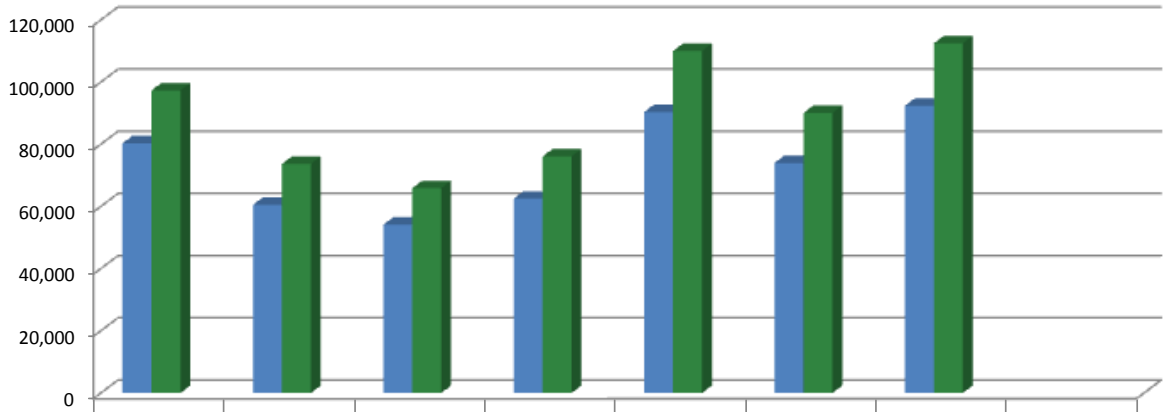
	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	79,576	56,481	37,481	60,680	62,736	96,785	103,067	138,815
Avg Comp- EUR	96,869	68,763	45,626	71,704	76,374	117,812	125,454	169,000
% of Resp	42.5%	2.5%	15.0%	10.0%	10.0%	10.0%	7.5%	2.5%

FTE Average Total Compensation by Years of Enterprise Risk Management Experience - Europe (GBP & EUR)



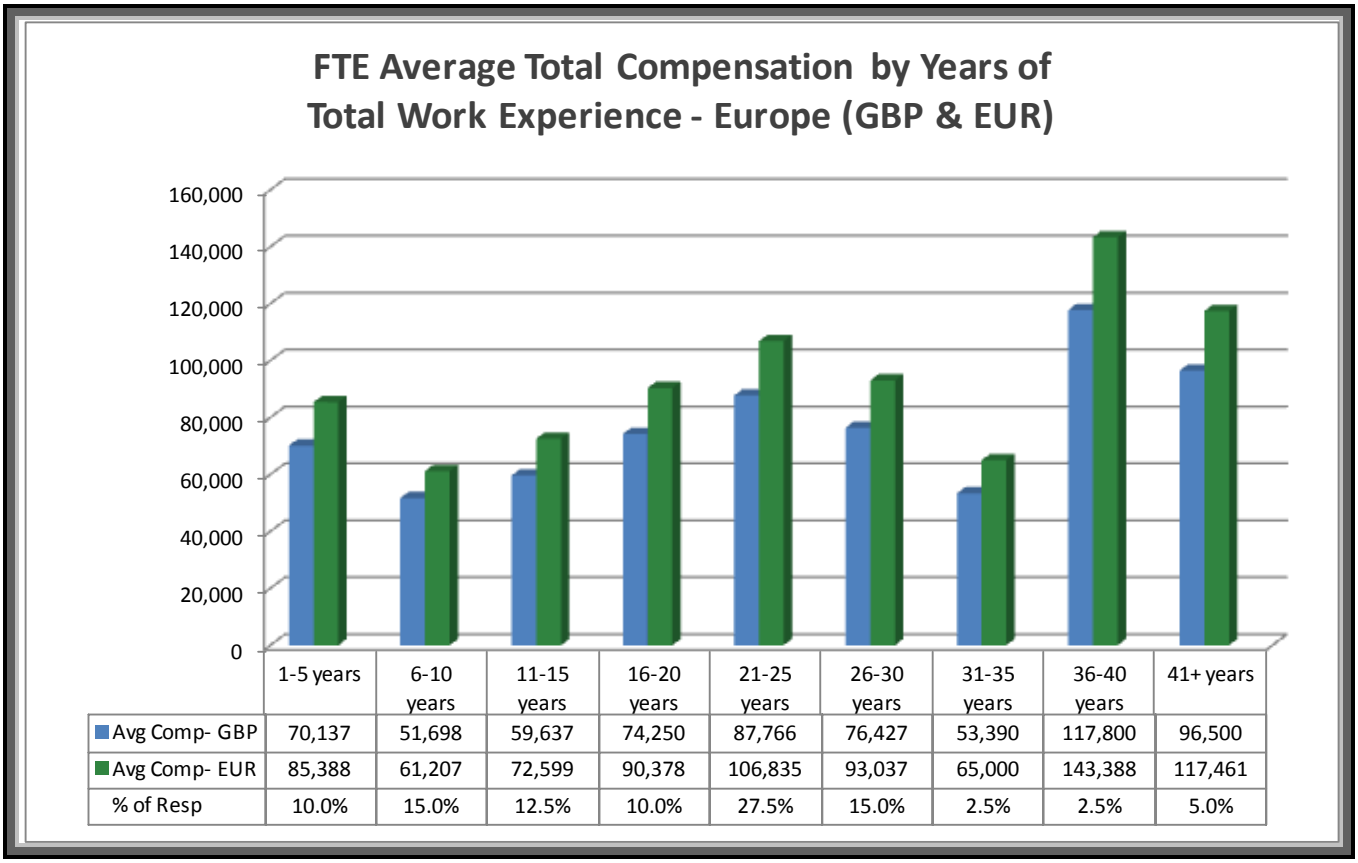
	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	74,559	70,997	73,680	64,123	100,000	103,000	92,400	
Avg Comp- EUR	90,763	86,420	87,527	78,061	121,722	125,373	112,471	
% of Resp	65.0%	12.5%	10.0%	5.0%	2.5%	2.5%	2.5%	0.0%

FTE Average Total Compensation by Years of Operational Risk Management Experience - Europe (GBP & EUR)



	None	1 – 3 years	4 – 6 years	7 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26+ years
Avg Comp- GBP	80,316	60,518	54,141	62,512	90,375	74,000	92,400	
Avg Comp- EUR	97,339	73,674	65,903	76,097	110,006	90,074	112,471	
% of Resp	52.5%	10.0%	10.0%	10.0%	10.0%	5.0%	2.5%	0.0%

Total Work Experience

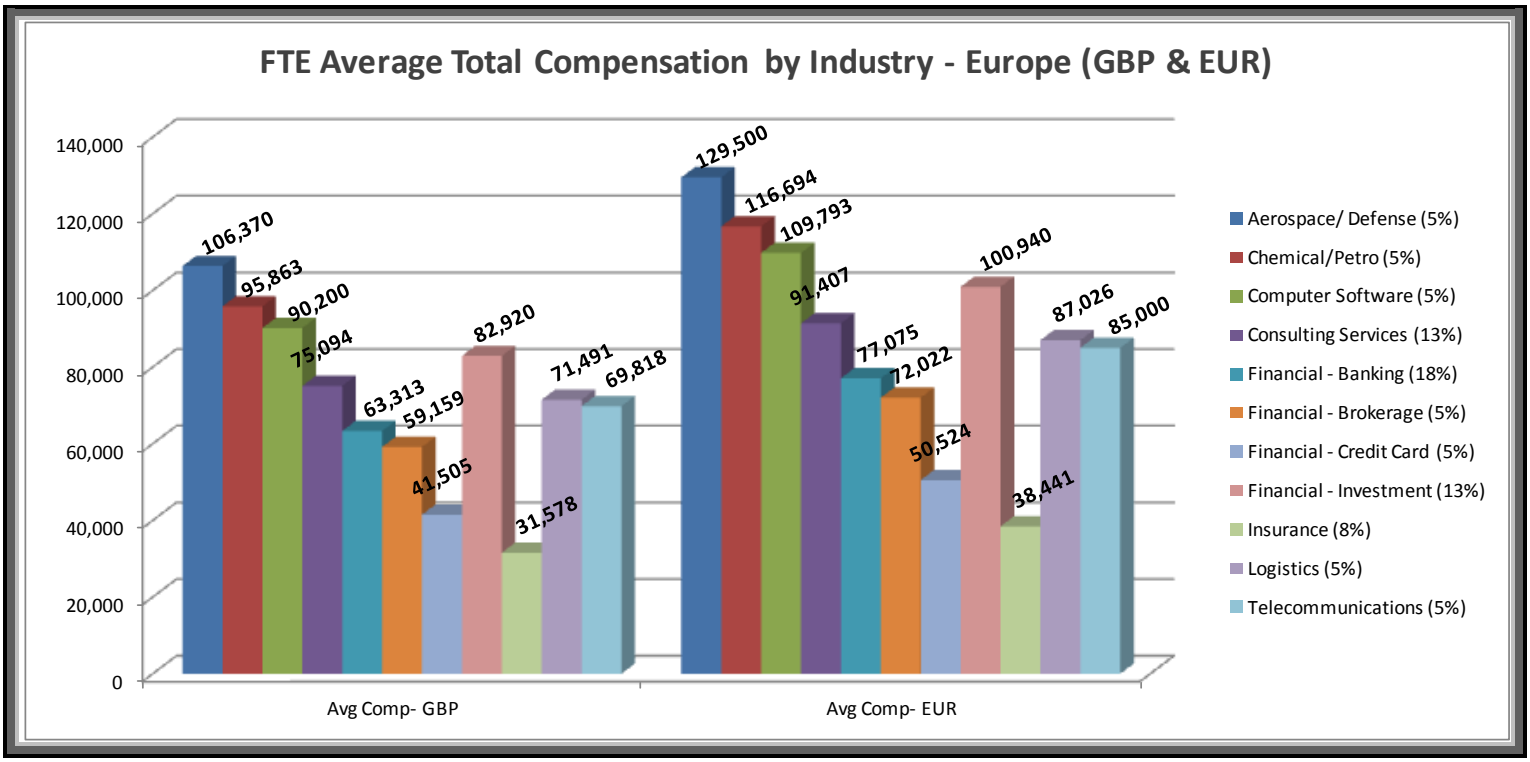


	1-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26-30 years	31-35 years	36-40 years	41+ years
Avg Comp- GBP	70,137	51,698	59,637	74,250	87,766	76,427	53,390	117,800	96,500
Avg Comp- EUR	85,388	61,207	72,599	90,378	106,835	93,037	65,000	143,388	117,461
% of Resp	10.0%	15.0%	12.5%	10.0%	27.5%	15.0%	2.5%	2.5%	5.0%

Years of total work experience refers to the amount of time the respondent has been working overall, not just within the varied discipline experience as highlighted in years of experience in pages 18-22. The data indicated a trend of increasing earning potential by increasing years of work experience up to 26-30 years, despite a few dips in average total compensation by work experience. In previous years, the average total compensation does typically decline after 35 years of work experience and we attribute this decline to a work/life balance. The trend of increasing average total compensation by increasing years of work experience was not always indicated in previous study results. As a result, we can conclude that although years of work experience does contribute to one's earning potential in the business continuity profession; hiring managers will more than likely pay higher salaries for years of discipline experience, certification, job title responsibilities, degree, and management/leadership experience.

In comparison to the bar graph on page 18 for business continuity expertise we noticed a shift in concentration of study respondents. The bar graph above shows a higher percent of study respondents (42.5%) with 21 – 30 years of total work experience. This indicates that a majority of respondents worked in another discipline before entering the business continuity profession. The graph on page 18 for business continuity highlights a majority of respondents (72.5%) with 4-15 years experience.

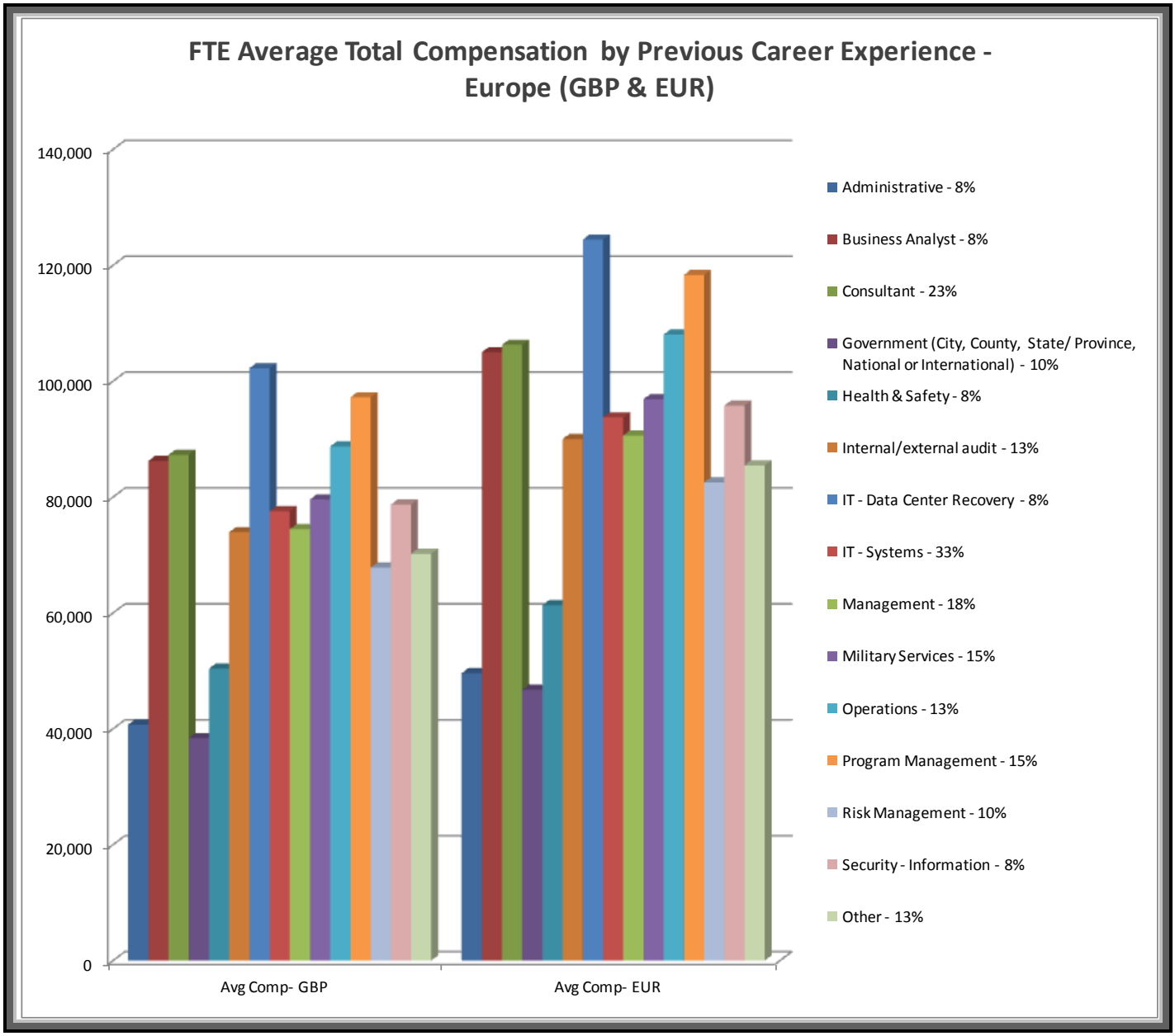
Industry Experience



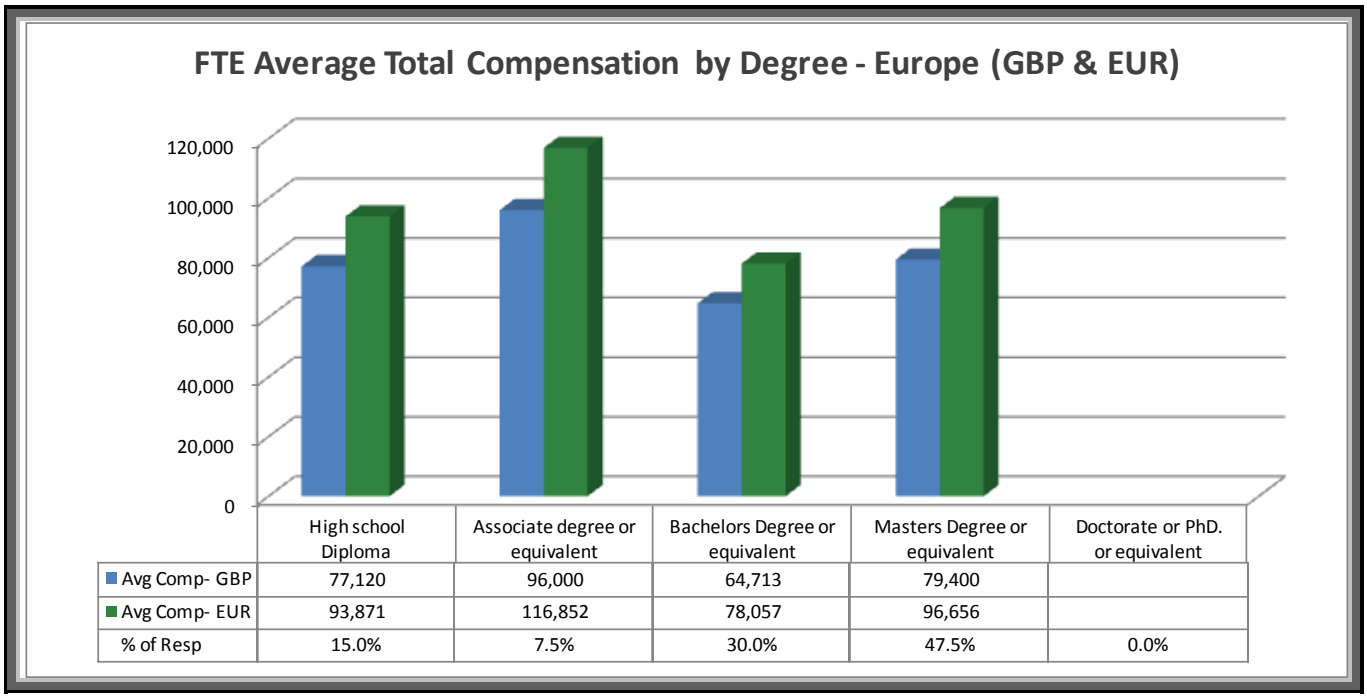
Due to popular demand, we've continued to include an assessment for average total compensation by industry expertise. The bar graph above not only highlights the average total compensation by industry, but also the percent of respondents indicating each industry answer option. The percent of respondents will exceed 100% due to respondents being allowed to select multiple answer options for this question.
As always, it is important to consider the percent of respondents for each category when reviewing the data findings. Also, only those industries with 5% + of the study response were included in this bar graph. Financial – Banking, Financial – Investment, Consulting Services and Insurance received the highest percent of study respondents.

Previous Career Experience

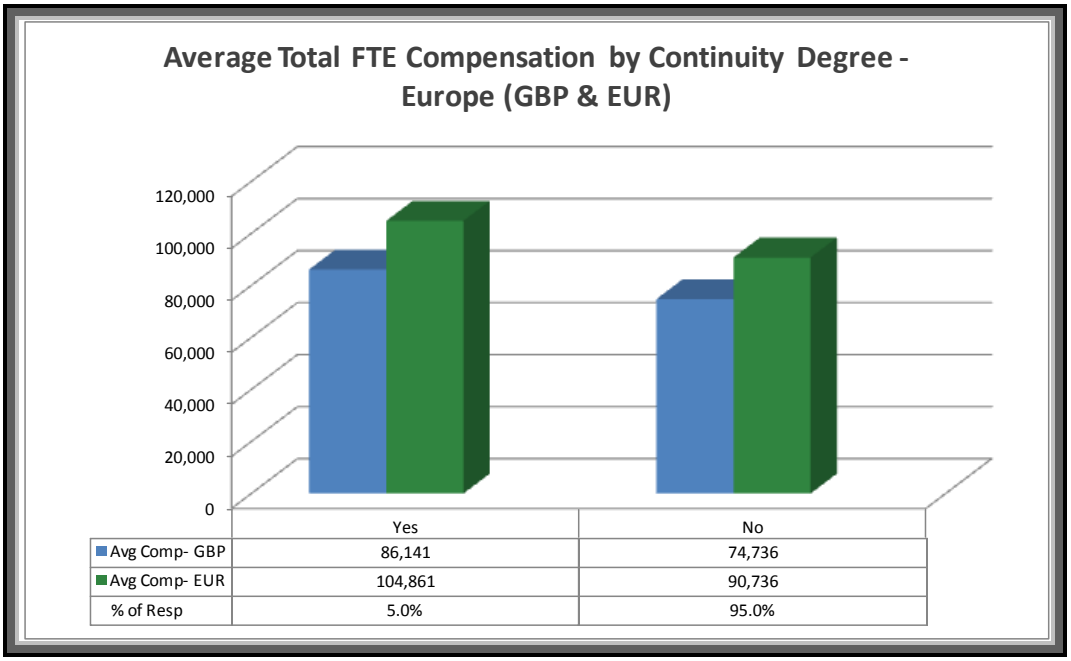
BC Management's study assesses the career paths leading to the business continuity management profession. Compared to ten years ago, one can now track several different career paths into business continuity planning management. It's not just information technology like it used to be. The chart below analyzes the average total compensations by previous career as well as the number of respondents indicating each career path. Similar to the previous bar graph on page 24, study respondents are allowed to choose multiple professions, thus the total percent for all answer options below will exceed 100%. Also, only those professions logging 8% + of all the study responses were included in this bar graph. IT-Systems, Consultant, and Management answer options received the highest percent of study respondents.



Degree



	High school Diploma	Associate degree or equivalent	Bachelors Degree or equivalent	Masters Degree or equivalent	Doctorate or PhD. or equivalent
Avg Comp- GBP	77,120	96,000	64,713	79,400	
Avg Comp- EUR	93,871	116,852	78,057	96,656	
% of Resp	15.0%	7.5%	30.0%	47.5%	0.0%



	Yes	No
Avg Comp- GBP	86,141	74,736
Avg Comp- EUR	104,861	90,736
% of Resp	5.0%	95.0%

Typically our study findings highlight an increase in total compensation by increased educational degrees; however, this is not the case for the European based study respondents. The bar graph on top of this page does highlight a high concentration of study respondents who have obtained their Masters or Bachelors Degree.

Still a rather new trend is assessing degrees specific to the business continuity management profession and their impact on earning potential. A very slight percent (5.0%) of study respondents did note a degree specific to business continuity/ emergency management planning. These professionals also indicated a higher total compensation, on average, compared to their counterparts.

Educational Institutions

American Military University – MD
American Public University – BA & MS
Anna Maria College – MS
Arkansas Tech University – BS & MS
Arizona State University – BASc & MS
Boston University, Metropolitan College – MSM
Brandon University - BD
California State University, Long Beach – MS
Capella University – MS & Ph.D.
Eastern Michigan University – MS
Elmira College – MS
Florida A&M University – BA,
Florida Atlantic University – MBA
Florida State University – MPA
George Washington University – MS & D.Sc.
Georgia State University – MPA & Ph.D. (Ph.D. jointly with Georgia Tech)
Jacksonville State University – BS, MS, MPA, MD
Louisiana State University – MA & Ph.D.
Massachusetts Maritime University – BS & MS
Metropolitan College of New York – MPA
Millersville University of Pennsylvania – MSDM
North Dakota State University – BS, MS & Ph.D.
Northeastern University - MD
Norwich University - MD
Oklahoma State University – MS
Eastern Kentucky University - MD
Saint Louis University – MS, MD
Savannah State University – BA
State University of New York (SUNY) – BT
Saint Petersburg - BD
University of Akron – BS
University of Central Missouri – BS
University of Delaware – MS & Ph.D.
University of Florida – BS & MS
University of Illinois, Chicago – MS
University of Leicester - MD
University of Maryland – BS
University of Nevada, Las Vegas – MS, MD
University of New Orleans – MPA
University of North Carolina at Chapel Hill – MSDM
University of North Carolina at Charlotte – MPA
University of North Texas – BS, MD, MPA & Ph.D.
University of Richmond – BS & MS
University of Tennessee at Chattanooga – BS
University of Tennessee – Knoxville – MS
University of Washington – MS
Upper Iowa University – BS
Virginia Commonwealth University – BA & MA
West Texas A&M University – BAAS
Western Carolina University – BS
Western Illinois University – BS
Western Washington University – BA

European Programs:
Dublin City University – MS
Southampton University – MS

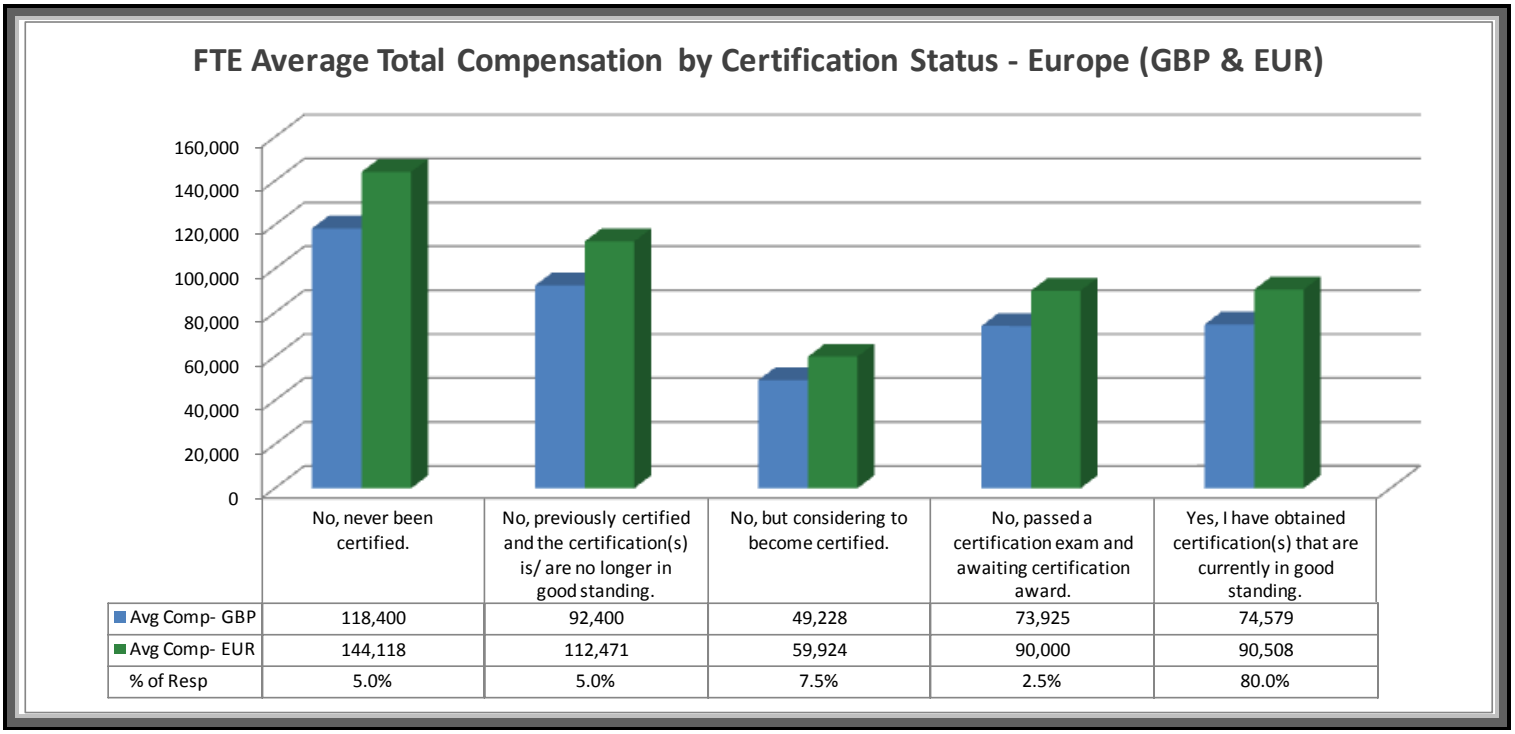
Further Information

This document highlights a few of the educational institutions offering Bachelor, Masters or Doctorate programs within Business Continuity, Disaster Recovery, Crisis Management, and Emergency Management.
This list is not all encompassing. Please refer to the following link to find a program near you.

http://www.training.fema.gov/EMIweb/edu/collegelist/

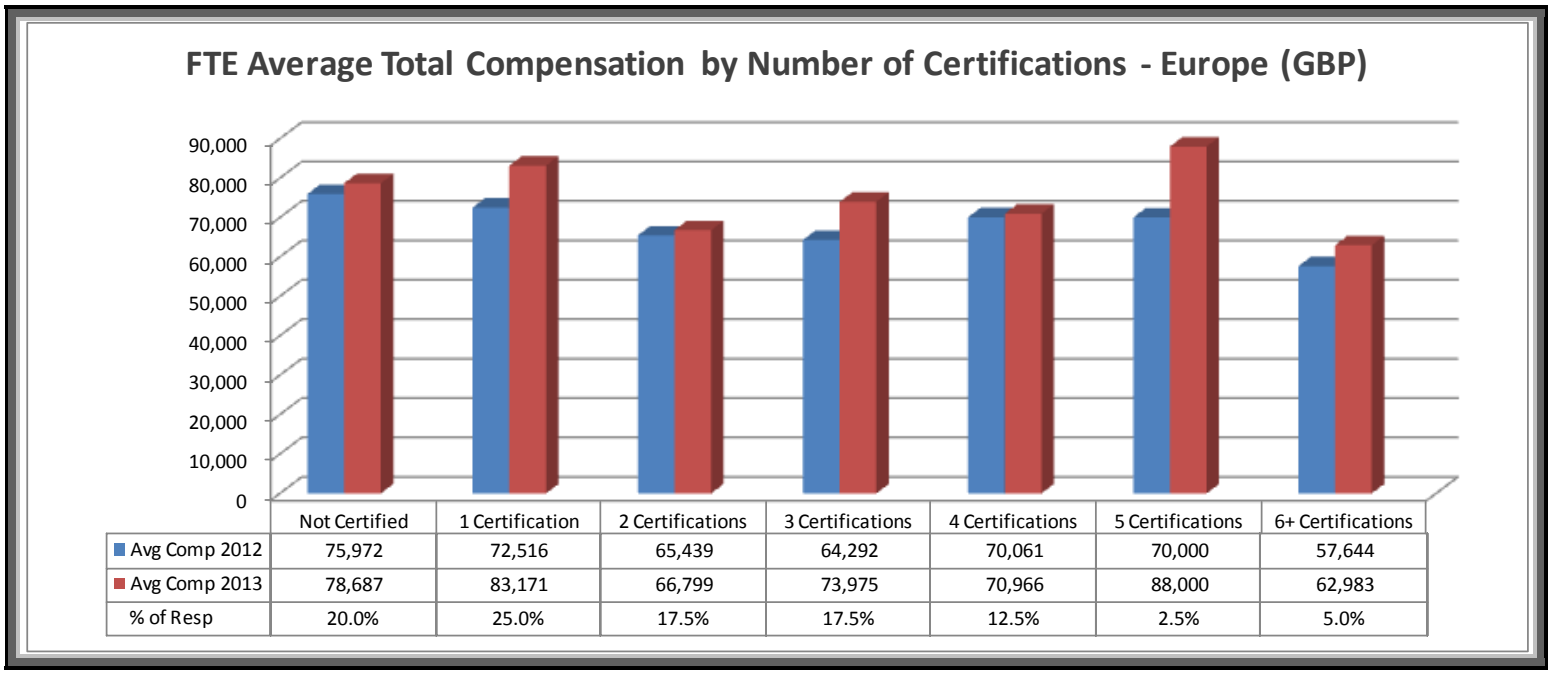
Please contact BC Management at info@bcmanagement.com with additions, inquiries or questions regarding this document.

Certifications



	No, never been certified.	No, previously certified and the certification(s) is/ are no longer in good standing.	No, but considering to become certified.	No, passed a certification exam and awaiting certification award.	Yes, I have obtained certification(s) that are currently in good standing.
Avg Comp- GBP	118,400	92,400	49,228	73,925	74,579
Avg Comp- EUR	144,118	112,471	59,924	90,000	90,508
% of Resp	5.0%	5.0%	7.5%	2.5%	80.0%

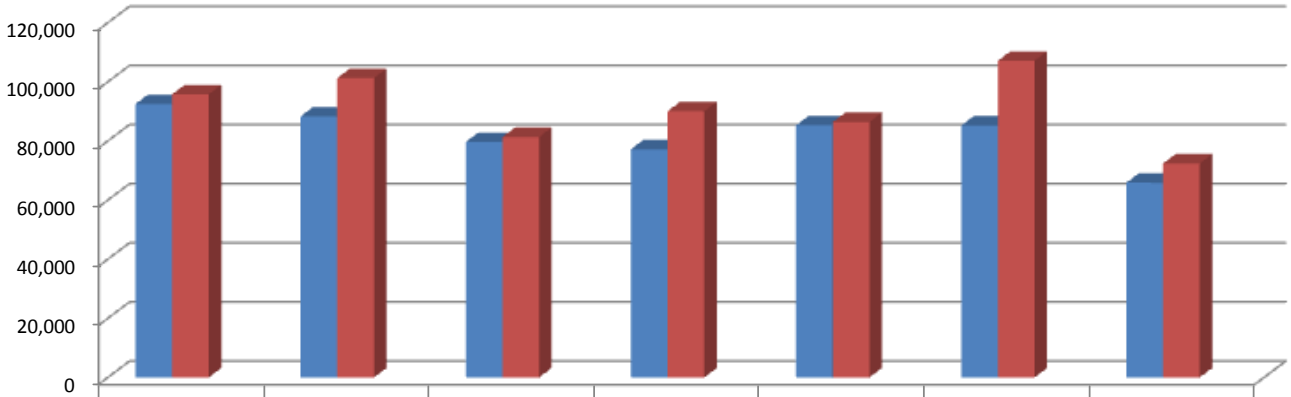
Those who have never been certified showed an average total compensation of 118,400 GBP/ 144,118 EUR while their certified counterparts showed an average total compensation of 74,579 GBP/ 90,508 EUR. Also, those professionals who were previously certified indicated an average total compensation of 92,400 GBP/ 112,471 EUR; however, this higher average total compensation may be more of a result of years of experience, management expertise and job title. Also, only 20.0% of the study respondents indicated that they are not currently certified and this data figure is split up among four different answer options. Thus, one response does have the potential to greatly impact the data findings given the lower response rate within these answer options.



	Not Certified	1 Certification	2 Certifications	3 Certifications	4 Certifications	5 Certifications	6+ Certifications
Avg Comp 2012	75,972	72,516	65,439	64,292	70,061	70,000	57,644
Avg Comp 2013	78,687	83,171	66,799	73,975	70,966	88,000	62,983
% of Resp	20.0%	25.0%	17.5%	17.5%	12.5%	2.5%	5.0%

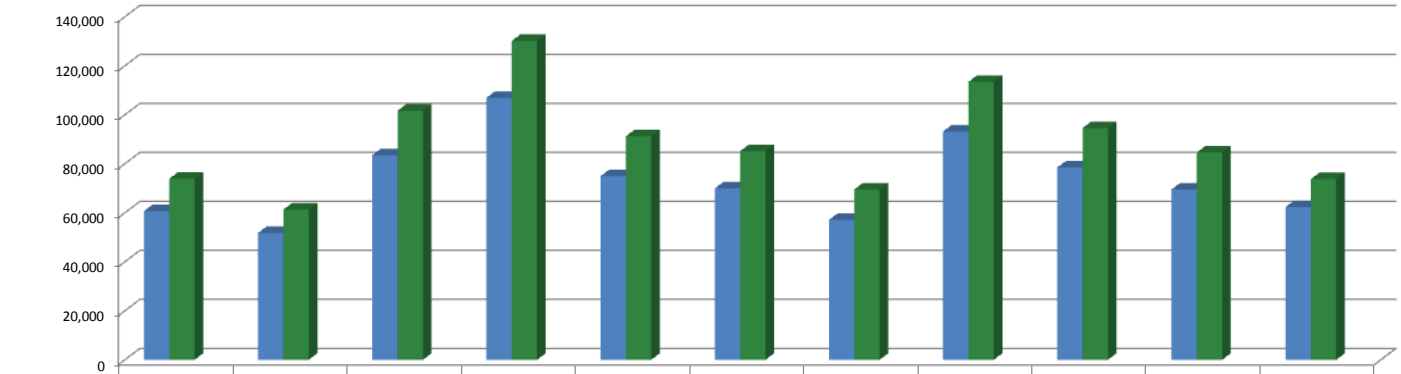
Copyright ©2014 BC Management, Inc. EUROPE COMPENSATION REPORT – CONFIDENTIAL – Do Not Distribute

FTE Average Total Compensation by Number of Certifications - Europe (EUR)



	Not Certified	1 Certification	2 Certifications	3 Certifications	4 Certifications	5 Certifications	6+ Certifications
Avg Comp 2012	92,478	88,276	79,658	77,175	85,289	85,205	65,860
Avg Comp 2013	95,783	101,247	81,314	90,047	86,391	107,115	72,360
% of Resp	20.0%	25.0%	17.5%	17.5%	12.5%	2.5%	5.0%

Our data results did indicate that those professionals who are currently certified enjoyed a higher average total compensation increase of 7.4% between 2012 and 2013 compared to their non-certified counterparts, who indicated a 4.2% average total compensation increase. The data also showed that 80.0% of the European study respondents are currently certified with a majority of those professionals indicating one to three certifications. The data results highlighted that those professionals with five certifications on average earned quite a bit more than their non-certified counterparts.



	CBCI - Certified in BCI	AMBCI - Associate Member of BCI	MBCI - Member of BCI	FBCI - Fellow of BCI	CBCP - Certified Business Continuity Professional	CISA - Certified Information Systems Auditor	CRISC - Certified in Risk and Information Systems Controls	BCMS Auditor/ ISO 22301 Lead Auditor	ITIL (Foundation)	ITIL (Intermediate Certificate)	Prince 2 (Project Management)
Avg Comp- GBP	60,690	51,777	83,519	106,927	74,962	69,930	57,099	93,200	78,488	69,500	62,375
Avg Comp- EUR	73,881	61,306	101,663	130,162	91,258	85,132	69,515	113,458	94,582	84,596	73,774
% of Resp	15.6%	15.6%	37.5%	9.4%	12.5%	15.6%	9.4%	9.4%	28.1%	9.4%	12.5%

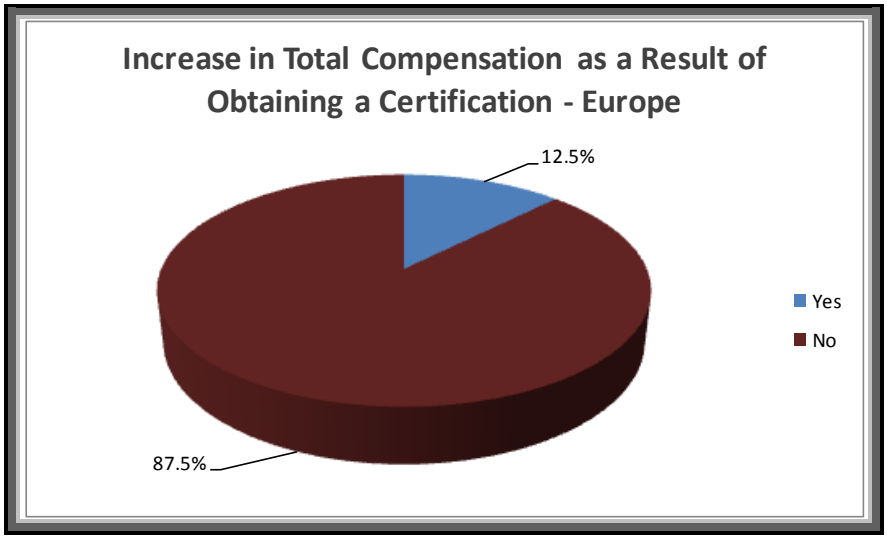
The bar graph above showcases some of our most popular data findings – average total compensation by individual certification. It is important to note that professionals should focus on the certifications that will blend nicely with their current expertise and career aspirations. Several new certifications were added to the 2013 study, such as the BCMS Auditor/ ISO 22301 Lead Auditor and the BCMM Assessor certifications along with several security related certifications. The percent of respondents by certification in the above figure add up to over 100% due to the respondents obtaining multiple certifications. ***It is important to consider the percent of study respondents when reviewing the data chart above. Only those certifications with a significant response were included in the data table above.***

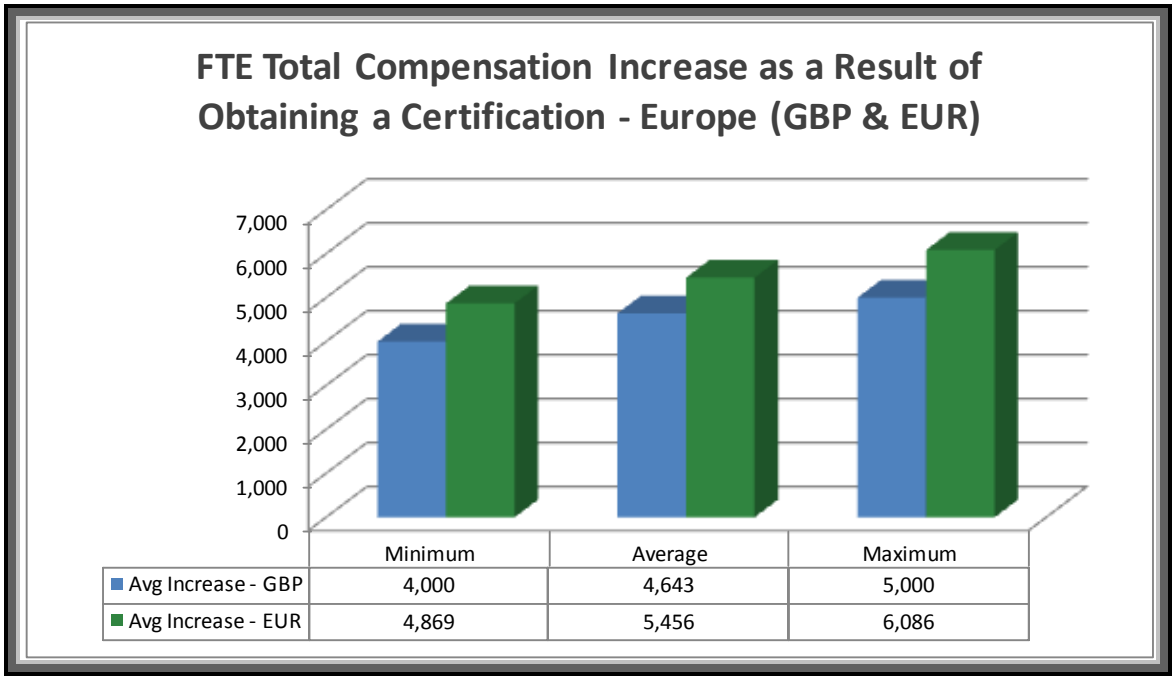
The bar graph above highlights not only average earning potential per individual certification, but also the most popular certifications based on a percent of study respondents. The certifications with the greatest number of study respondents that yielded the highest average total compensation, based on the 2013 study results, included FBCI (106,927 GBP/ 130,162 EUR), BCMS Auditor/ ISO 22301 Lead Auditor (93,200 GBP/ 113,458 EUR), MBCI (83,519 GBP/ 101,663 EUR) and ITIL (Foundation) (78,488 GBP/ 94,582 EUR). The top five most obtained certifications, according to the 2013 data findings, included MBCI (37.5%), ITIL (Foundation) (28.1%), CBCI (15.6%), AMBCI (15.6%) and CISA (15.6%).

Our survey data indicated that 12.5% of the respondents attributed an increase in their compensation to earning a certification. This data statistic has declined since 2009 (17.7%) for those based in Europe. Historically since 2006, our study has reported an increasing percent of professionals worldwide attributing an increase in their total compensation as a result of obtaining a certification.

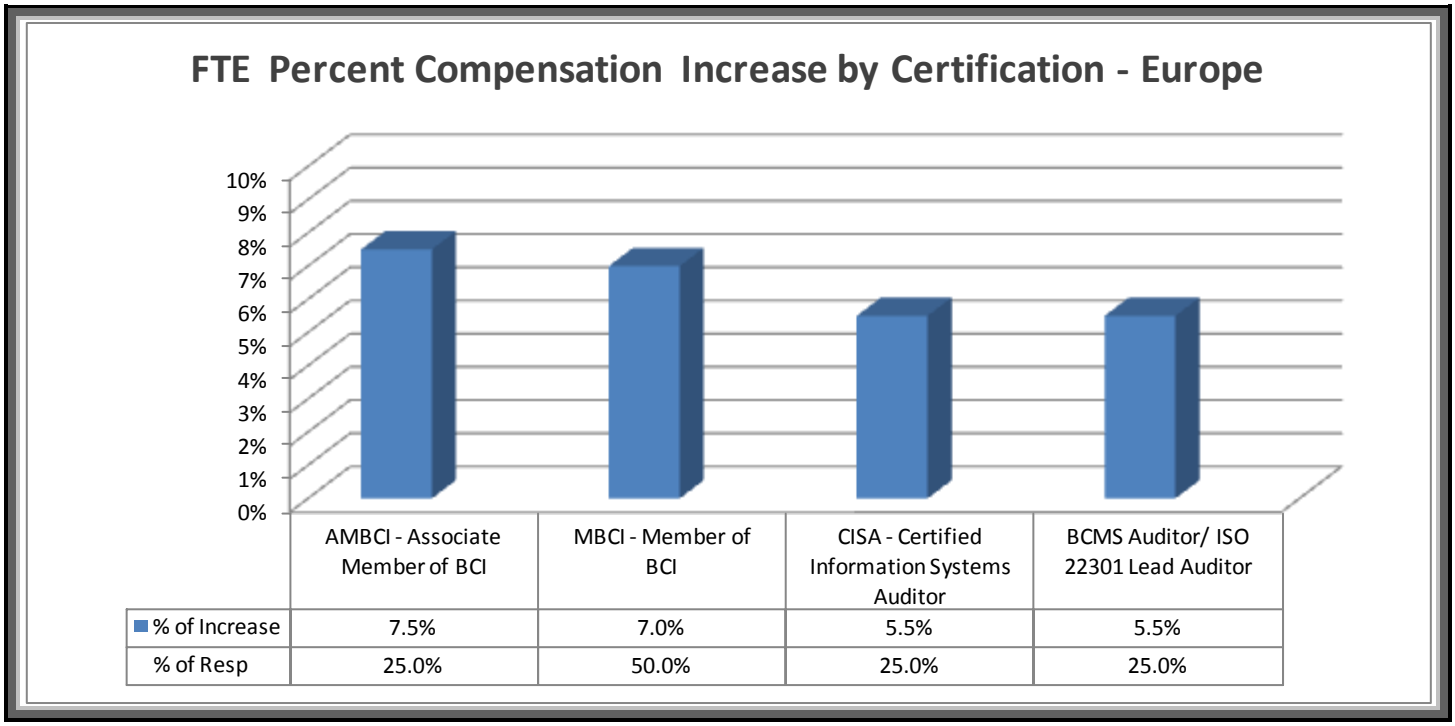
The average increase in total compensation as a result of becoming certified showed to be 4,643 GBP/ 5,456 EUR with also noting a slight variance between the minimum and maximum increase as a result of obtaining a professional certification.

Assessing how certification impacts earning potential continues to be an interesting trend as more and more business continuity professionals seek one or more certifications to maintain their marketability in a still very challenging job market. Hiring managers seek the best talent to manage their business continuity programs. As a result, more job descriptions state certifications as a requirement. Hiring managers depend on certifying bodies to verify and endorse a professional's knowledge and credentials more than ever before.





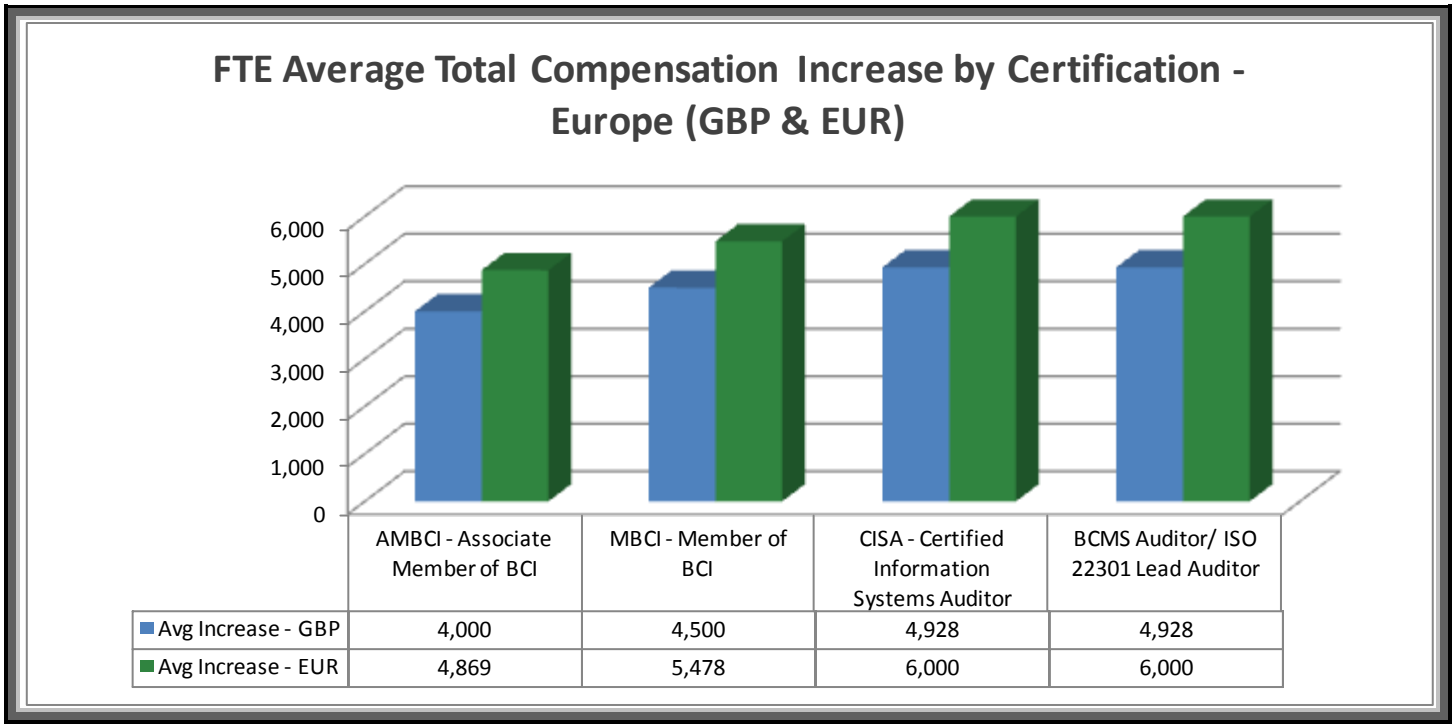
	Minimum	Average	Maximum
Avg Increase - GBP	4,000	4,643	5,000
Avg Increase - EUR	4,869	5,456	6,086

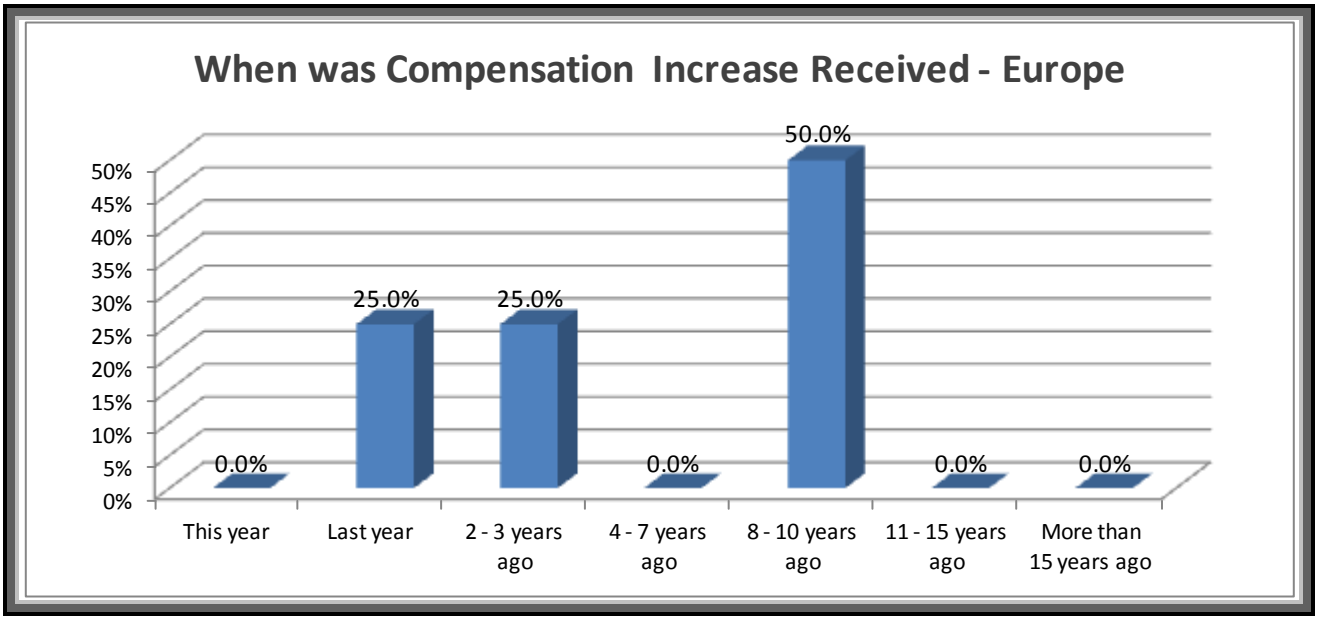


	AMBCI - Associate Member of BCI	MBCI - Member of BCI	CISA - Certified Information Systems Auditor	BCMS Auditor/ ISO 22301 Lead Auditor
% of Increase	7.5%	7.0%	5.5%	5.5%
% of Resp	25.0%	50.0%	25.0%	25.0%

The study results indicated that the MBCI certification received the highest percent of respondents noting an increase in total compensation as a result of earning that certification (50.0%). This was significantly higher than all the other certifications, which each indicated 25.0%. Also, many of the study respondents attributed multiple certifications as impacting their earning potential resulting in an increase to their total compensation, thus the percent increase in total compensation is a result of obtaining multiple certifications and should not be assumed to receiving one individual certification.

The data chart on the next page highlights the average total compensation increase by certification. It is interesting to note that there is a slight variance (4,000 GBP/ 4,869 EUR to 4,928 GBP/ 6,000 EUR) in the average total compensation increase as a result of earning a certification.





The data chart above details when the compensation increases were received. The majority of the study respondents realized their compensation increase, as a result of obtaining certification, 8-10 years ago.

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

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

Business Continuity Institute (BCI) – http://www.thebci.org
Student
Affiliate
ABCI - Associate Member of BCI
SBCI – Specialist of BCI
MBCI – Member of BCI
FBCI – Fellow of 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

EC-Council – http://twww.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/

NIMS – National Incident Management System
ICS – Incident Command System
HSEEP – Homeland Security Exercise and Evaluation Program
MEP – Master Exercise Practitioner
PDS – Professional Development Series – Certificate of Completion
http://training.fema.gov/EMIWEB/PDS/

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

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 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
ICRM – International Certificate in 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

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

CORE – Certified Organizational Resilience Executive
CORP – Certified Organizational Resilience Professional
CORM – Certified Organizational Resilience Manager
CORS – Certified Organizational Resilience Specialist
CORA – Certified Organizational Resilience Associate
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)

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

ACM – Associate Continuity Manager
CCM – Certified Continuity Manager

Project Management Institute (PMI) – http://www.pmi.org

CAPM – Certified Associate in Project Management
PMP – Project Management Professional

Risk Management Institution of Australasia (RMIA) – http://www.rmia.org.au/

CPRM – Certified Practising Risk Manager
CRMT – Certified Risk Management Technician

Risk Managers & Consultants Association – http://www.rmcaj.com/

BCM-RM (Risk Manager)
BCM-ITSC (IT Services Continuity)

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

SunGard – LDRPS Software – http://www.sungardas.com/KnowledgeCenter/SoftwareEducation/ViewClasses/Pages/ViewClasses.aspx

LCSC – LDRPS Certified Software Consultant
LCSE – LDRPS Certified Software Engineer

United States Search and Rescue Task Force – http://www.ussartf.org

CERT – Community Emergency Response Team

University of Richmond – http://www.richmond.edu

CRP – Certified Recovery Planner (Program used to be owned by the Harris Recovery Group)

Further Information

This document highlights the well-known certifying bodies and their certifications relating to Business Continuity, Disaster Recovery, Crisis Management, or Emergency Management. This list may not be all encompassing as new certifications are created regularly.

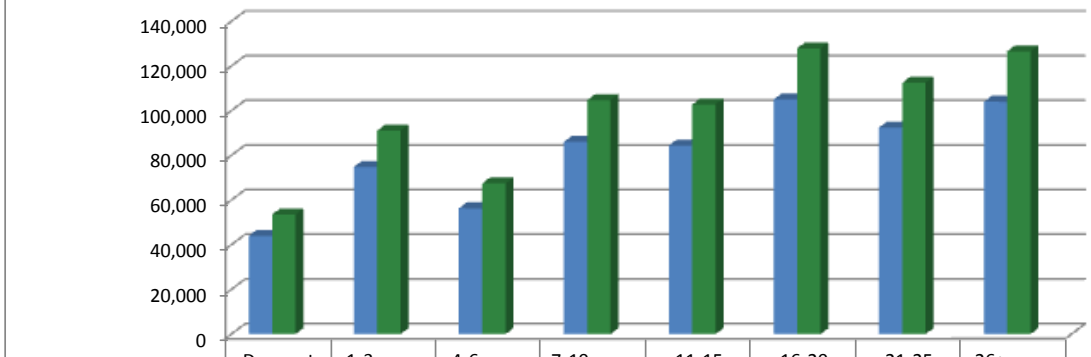
http://www.training.fema.gov/EMIweb/edu/collegelist/

Management Experience

When seeking to hire management business continuity personnel, organizations will focus on a candidate's real world management expertise, from program management, staff management, budget management to direct staff management. BC Management's Annual BCM Study assesses how these credentials have impacted the earning potential for business continuity professionals since 2007. Due to an overwhelming interest, BC Management added two new trends to the management experience section of the study in 2010 – program activation experience and expertise in developing business continuity management programs from scratch and a new trend in 2013 – global planning experience. These real world management credentials have become highly sought after by many of our hiring managers, specifically within management level job opportunities. Organizations more than ever before prefer candidates who have "been there – done that" in responding to real world incidents and actual hands-on experience in developing business continuity programs from the ground up. Historically, our study results highlight that those professionals with more management/ hands-on management credentials will command higher salaries compared to their peers and the 2013 data results indicated the same, despite a few dips.

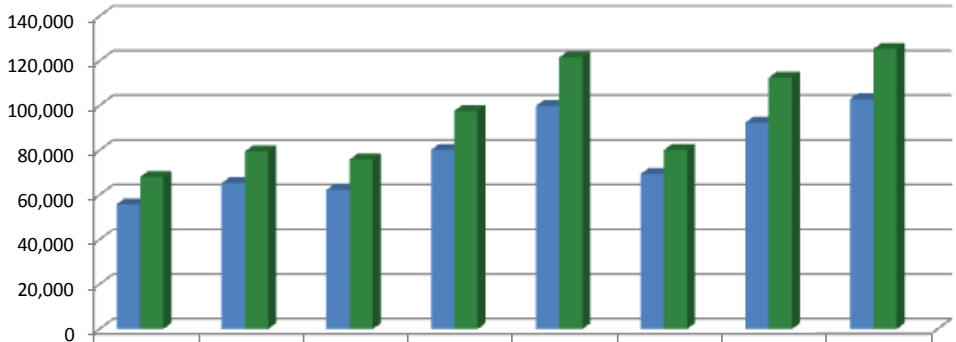
Interestingly enough, few study respondents noted a significant amount of expertise to activating a program during an event or global planning expertise. These are the real world credentials companies are seeking more than ever before.

Although the management charts reveal interesting information, one should not overlook the assumption that those professionals with more management expertise most likely hold senior management positions and bring more years of field and work experience to the table.



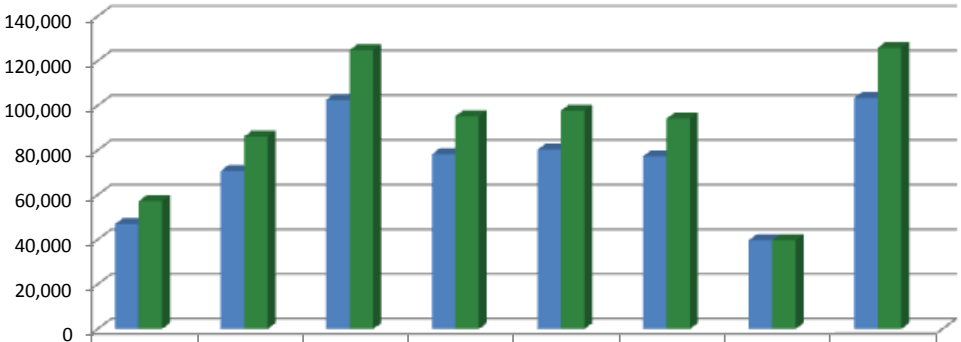
	Does not apply	1-3 years	4-6 years	7-10 years	11-15 years	16-20 years	21-25 years	26+ years
Avg Comp- GBP	44,009	74,827	56,289	86,048	84,440	105,079	92,400	104,000
Avg Comp- EUR	53,574	91,085	67,441	104,752	102,784	127,916	112,471	126,590
% of Resp	15.8%	7.9%	23.7%	15.8%	15.8%	13.2%	2.6%	5.3%

FTE Average Total Compensation by Years Budget Management Experience - Europe (GBP & EUR)



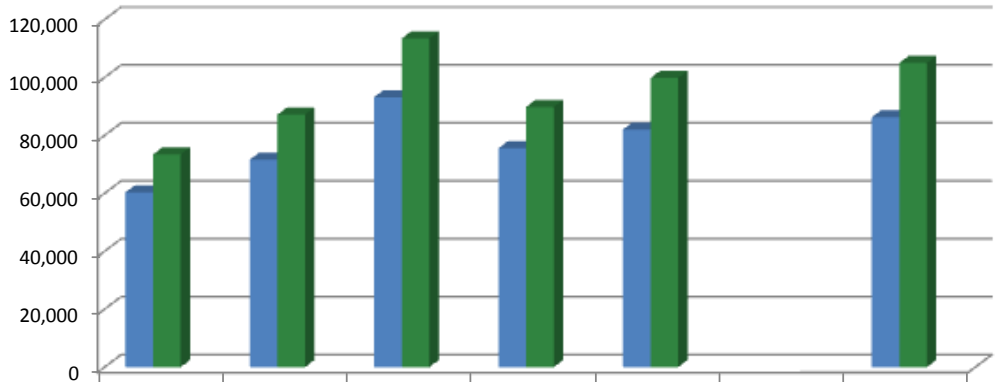
	Does not apply	1-3 years	4-6 years	7-10 years	11-15 years	16-20 years	21-25 years	26+ years
Avg Comp- GBP	55,886	65,302	62,319	80,230	99,852	69,360	92,400	103,000
Avg Comp- EUR	68,035	79,493	75,859	97,664	121,546	80,112	112,471	125,373
% of Resp	24.3%	13.5%	18.9%	21.6%	10.8%	5.4%	2.7%	2.7%

FTE Average Total Compensation by Years Direct Staff Management Experience - Europe (GBP & EUR)



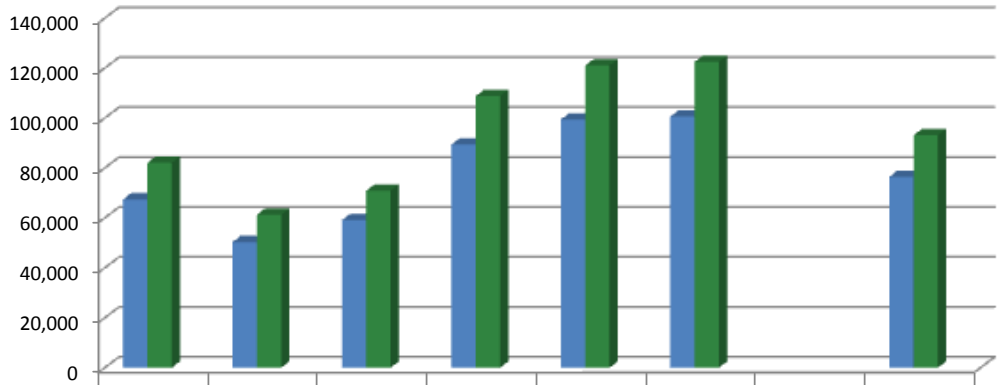
	Does not apply	1-3 years	4-6 years	7-10 years	11-15 years	16-20 years	21-25 years	26+ years
Avg Comp- GBP	46,988	70,763	102,623	78,251	80,307	77,375	39,720	103,450
Avg Comp- EUR	57,202	86,139	124,924	95,257	97,763	94,182	39,720	125,921
% of Resp	13.2%	15.8%	5.3%	34.2%	7.9%	10.5%	2.6%	10.5%

FTE Average Total Compensation by Times Managed a Program Activation - Europe (GBP & EUR)

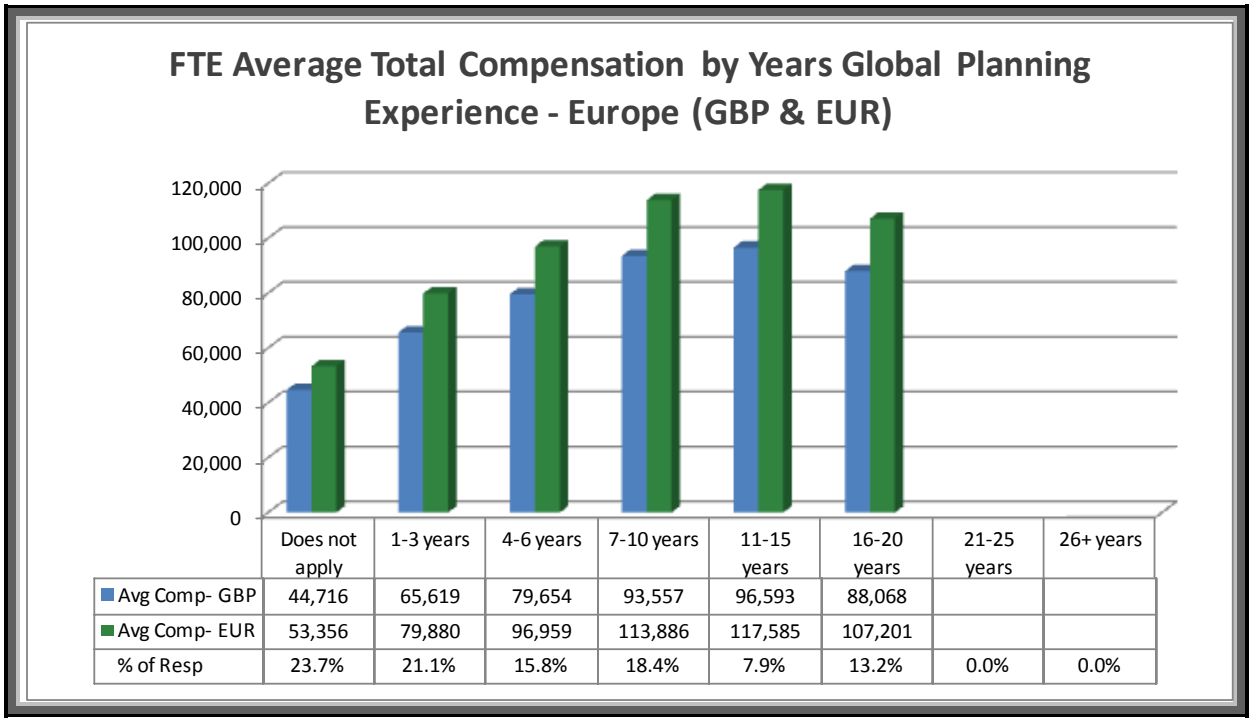


	Never	1-5 times	6-10 times	11-15 times	16-25 times	26-40 times	40+ times
Avg Comp- GBP	60,311	71,586	93,202	75,566	82,000		86,246
Avg Comp- EUR	73,416	87,140	113,456	89,834	99,811		105,000
% of Resp	23.1%	41.0%	20.5%	10.3%	2.6%	0.0%	2.6%

FTE Average Total Compensation by Times Developed a Program from Scratch - Europe (GBP & EUR)



	Never	1 time	2 times	3 times	4 times	5-7 times	8-10 times	10+ times
Avg Comp- GBP	67,408	50,317	59,128	89,361	99,433	100,605		76,460
Avg Comp- EUR	82,056	61,254	70,895	108,782	121,032	122,468		93,075
% of Resp	10.0%	15.0%	20.0%	20.0%	7.5%	12.5%	0.0%	15.0%



	Does not apply	1-3 years	4-6 years	7-10 years	11-15 years	16-20 years	21-25 years	26+ years
Avg Comp- GBP	44,716	65,619	79,654	93,557	96,593	88,068		
Avg Comp- EUR	53,356	79,880	96,959	113,886	117,585	107,201		
% of Resp	23.7%	21.1%	15.8%	18.4%	7.9%	13.2%	0.0%	0.0%

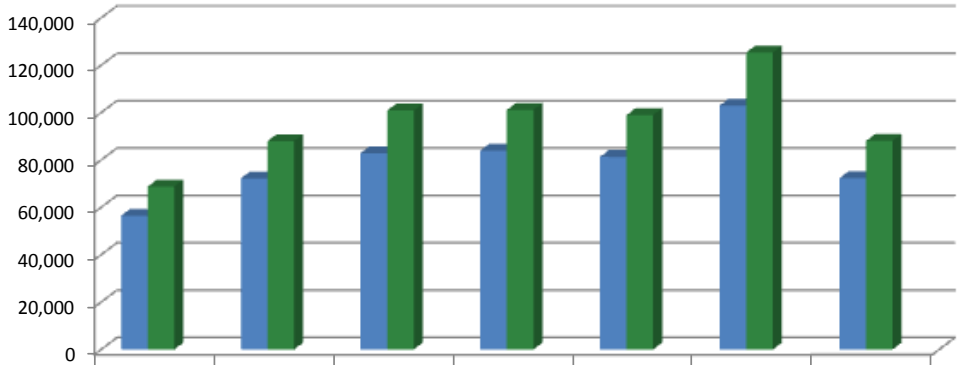
Leadership Experience

Companies have responded to the increased awareness and visibility of their continuity programs. More than ever, executive management desires continuity professionals with proven leadership credentials, such as, presentation, publishing and board experience. Organizations assume that if you're a leader within the industry, than you will be a leader within their organization. To sum it up in one word, hiring managers want a champion - someone who can bring results and leverage the relationships within an organization to advance the program for the better of the company.

Historically, our study results show that years of presentation experience yields a higher earning potential more so than publishing and/or association board experience. In fact, in reviewing the study results going back five years we discovered that publishing experience has little impact on a business continuity professional's earning potential. The 2013 study results; however, did indicate a trend of increasing average total compensation by the number of times a professional has presented or been published, despite a few slight occasional dips in total compensation. There was no trend with serving on an industry related board and the potential impact to your earning potential; however, this leadership expertise should never be overlooked as it is valued within the profession.

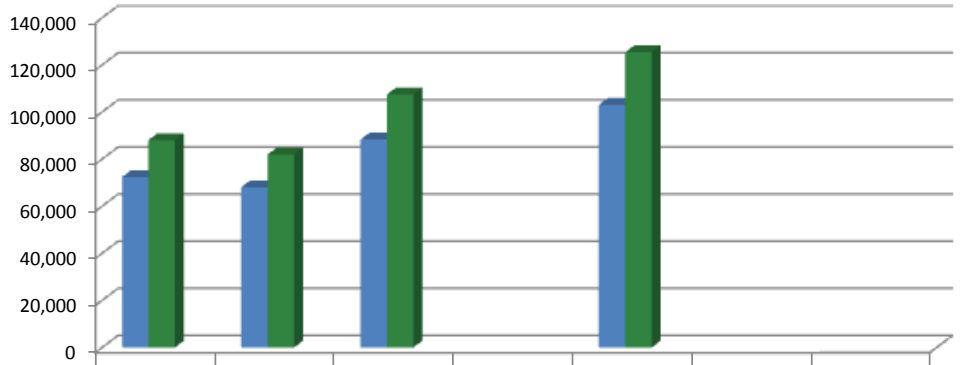
The data findings did indicate that as a profession many study respondents are shy with their leadership skills, even though the leadership skills are highly sought after by employers. The 2013 data findings indicated that 43.6% of study respondents have presented less than 5 times, 52.6% of study respondents have never been published and 81.1% of study respondents have never served on a professionally related board. Possessing leadership skills can have a significant; long standing impact on a resiliency professional's earning potential with total compensation increases varying between 42.3% for publishing expertise, 60.1% for board expertise and 82.3% for presentation expertise.

FTE Average Total Compensation by Presentation Experience - Europe (GBP & EUR)

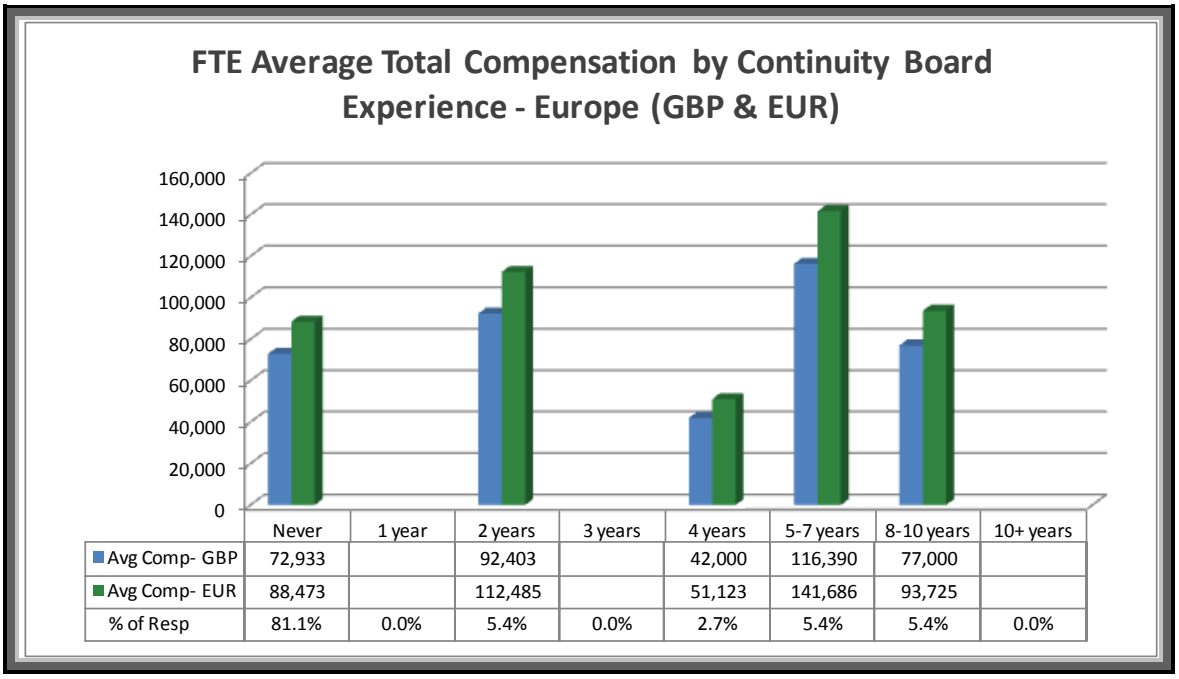


	Never	1-5 times	6-10 times	11-15 times	16-25 times	26-40 times	40+ times
Avg Comp- GBP	56,481	72,231	82,861	83,931	81,296	103,000	72,282
Avg Comp- EUR	68,755	87,927	100,865	101,093	98,957	125,373	88,000
% of Resp	23.1%	20.5%	20.5%	20.5%	10.3%	2.6%	2.6%

FTE Average Total Compensation by Article Publishing Experience - Europe (GBP & EUR)



	Never	1-5 times	6-10 times	11-15 times	16-25 times	26-40 times	40+ times
Avg Comp- GBP	72,356	68,073	88,289		103,000		
Avg Comp- EUR	88,079	81,998	107,476		125,373		
% of Resp	52.6%	28.9%	15.8%	0.0%	2.6%	0.0%	0.0%



	Never	1 year	2 years	3 years	4 years	5-7 years	8-10 years	10+ years
Avg Comp- GBP	72,933		92,403		42,000	116,390	77,000	
Avg Comp- EUR	88,473		112,485		51,123	141,686	93,725	
% of Resp	81.1%	0.0%	5.4%	0.0%	2.7%	5.4%	5.4%	0.0%

Location

Country	Region	% of Resp	Location	Avg 2013
Alberta		7.5%		78,000 EUR
	Avg per Country			**78,000 EUR**
United Kingdom	*London*	25.0%		92,830 GBP
	Avg per Country (57.5% of Respondents)			**78,010GBP**

One of the most sought after charts is the Average Total Compensation by Region, included above. 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. 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 compensation estimate. Only those geographies with a significant response were included in the data chart above. France and the United Kingdom received the highest percent of respondents with over 50% of the respondents being based in the United Kingdom.

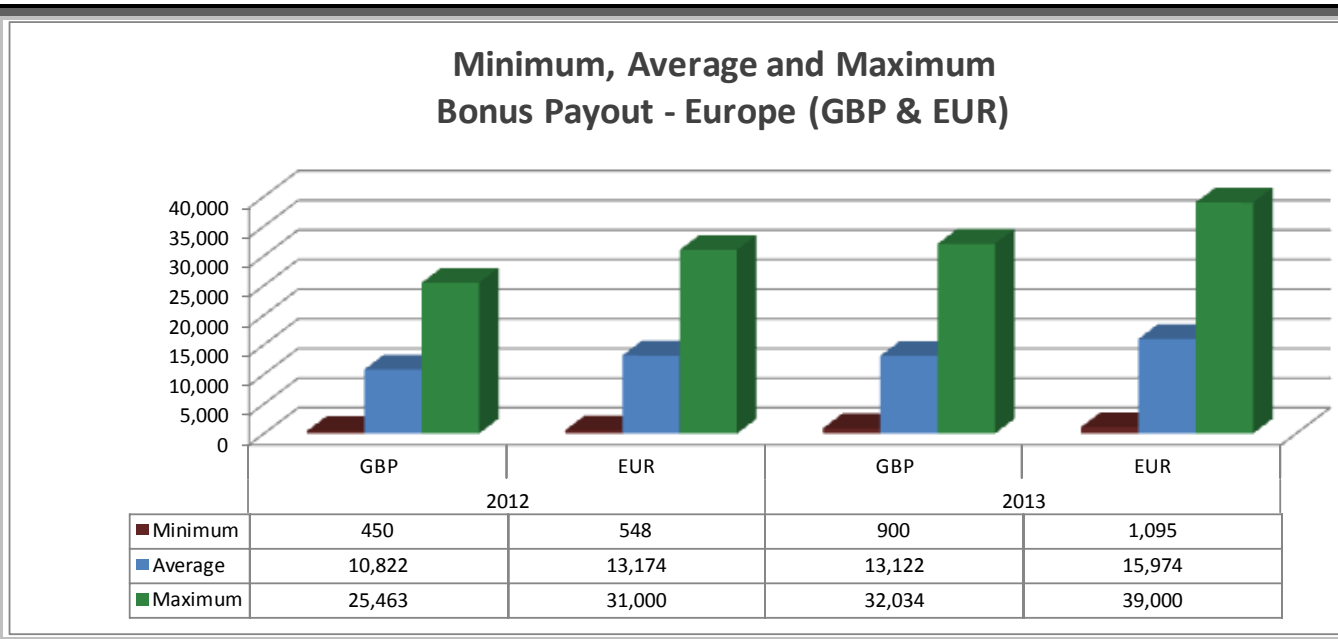
Bonus

% of Respondents who received a bonus in 2012 – 60.0%

% of Respondents who received a bonus in 2013 – 71.1%

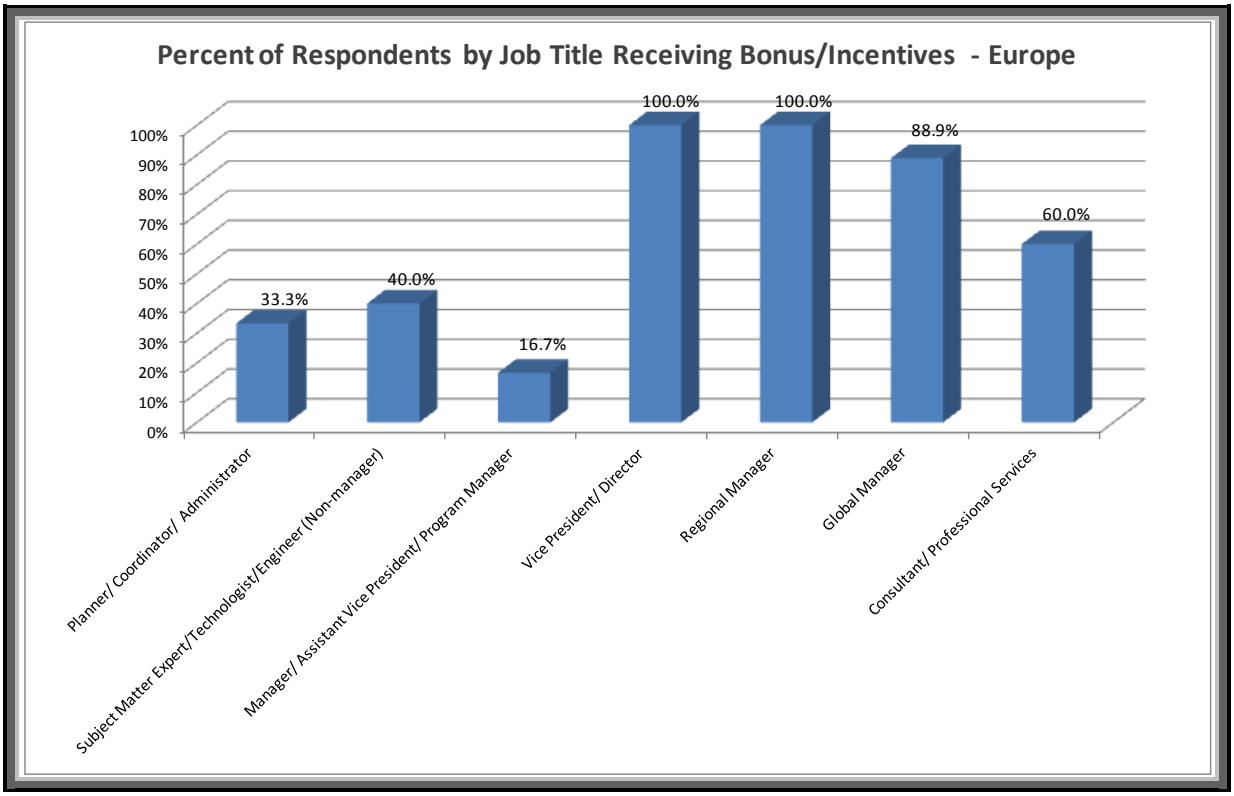
Above you will find the percent of respondents from the 2012 study findings who received a bonus in 2012 and in 2013. Keep in mind that this report, which was created from the 12th Annual BCM study (2013), focuses on compensations from 2012 and 2013.

The 2013 study findings increased from the 2009 study findings, which reported that 52% and 57% of the study respondents received a bonus respectively in 2008 and 2009.

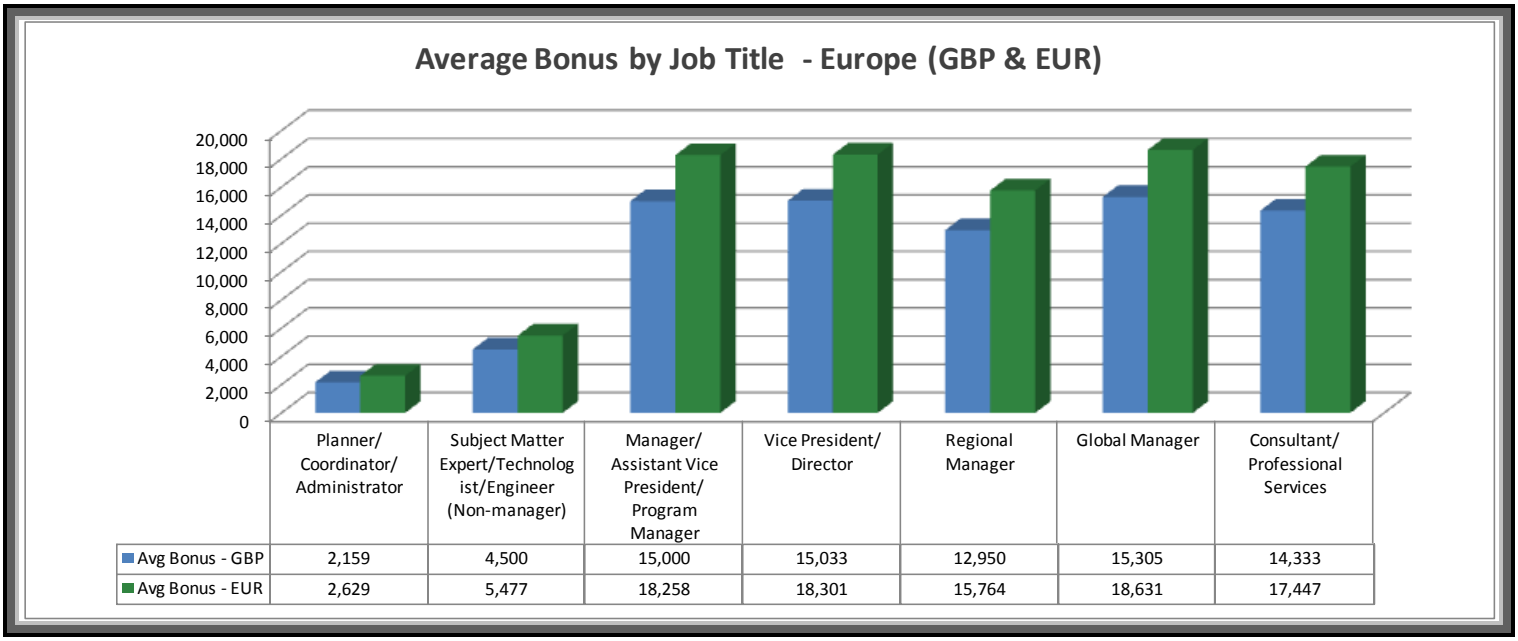


	2012 GBP	2012 EUR	2013 GBP	2013 EUR
Minimum	450	548	900	1,095
Average	10,822	13,174	13,122	15,974
Maximum	25,463	31,000	32,034	39,000

The 2013 study results reported an average bonus of 10,822 GBP/ 13,174 EUR (2012) and 13,122 GBP/ 15,974 EUR (2013). These data findings seemed to be slightly lower than what was reported in 2010, which was an average bonus of 14,381 GBP (2008) and 16,875 GBP (2009). The maximum bonus payout seemed to be fairly consistent with the data findings from 2010, which was 35,000 GBP in 2009.

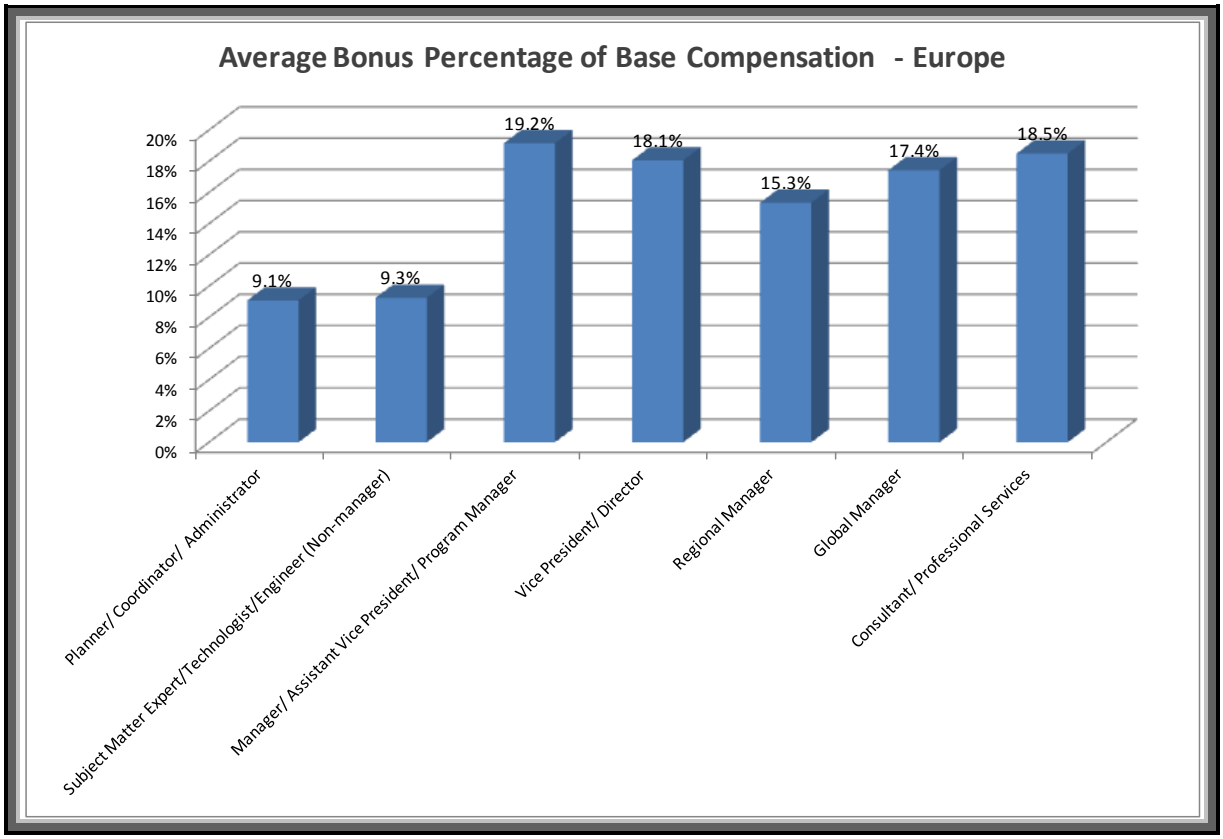


The bar graph above shows the percent of respondents per job title who received a bonus in 2013. As a result, the percentages below will not add up to 100%. It is important to consider the percent of respondents per job title (page 11) when reviewing both the table above and bar graph below. This data chart also indicates a trend that those with increasing level of management and program responsibility are more likely to receive a bonus.



	Planner/ Coordinator/ Administrator	Subject Matter Expert/Technologist/Engineer (Non-manager)	Manager/ Assistant Vice President/ Program Manager	Vice President/ Director	Regional Manager	Global Manager	Consultant/ Professional Services
Avg Bonus - GBP	2,159	4,500	15,000	15,033	12,950	15,305	14,333
Avg Bonus - EUR	2,629	5,477	18,258	18,301	15,764	18,631	17,447

The data chart above highlights the average bonus received by job title. The data findings reported an increase in the average bonus by job title with the exception of a slight decrease in average bonus payout for those professionals who noted Regional Manager.



The data table above highlights average bonus percent of base salary by job title only those respondents who received bonuses. The data indicated a visible increasing percent of bonus per base compensation with escalating job responsibilities with the exception of a few slight dips.

Thank you to BC Management's International Benchmarking Advisory Board

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

BC Management's International Benchmarking Advisory Board

Roberto Alvarez, ISO 22301 LI & LA, BCMM Assessor (Latin America Focus – Based in Mexico) - Roberto Alvarez is an experienced Business Consultant with over 20 years working on Business and IT disciplines like Corp Performance Management (CPM), Strategic Planning, Business Intelligence (BI/DW), IT Operations, Disaster Recovery Planning, Business Continuity Management, Mobile Computing, as well as improving IT and business processes.

He started working on Disaster Recovery and Business Continuity Management in 2000. As member of a consulting firm, he set up the Business Continuity Solutions area and services portfolio based on ITIL ("Business Continuity Management" and "Contingency Planning"), where he provided consulting and implementation services for Disaster Recovery and Business Continuity in automotive, oil & gas, pharmaceutical, government, staffing, consumer goods, human & animal health industries.

Roberto is certified as ISO 22301 Lead Auditor (through PECB and BSI), Lead Implementer & Trainer (PECB), and he also have a certification as Business Continuity Maturity Model® Assessor. He has participated as researcher and co-author of the "BCMS Competencies Development Model", which objective is to build Personal Resilience in personnel devoted to crisis management, disaster recovery and business continuity practices, as an alternative to reinforce Enterprise Resilience.

Nowadays he is promoting and creating awareness about the importance of implementing serious efforts on Business Continuity Management Systems in Mexico and Latin America.

Clyde Berger, CBCP (USA Focus) - President, Imagine Continuity Enterprises Inc. (A Resiliency Management Consulting Company). Director, Worldwide Business Continuity Management, Pfizer Inc.**;** Global Business Continuity Program Director at Avaya Inc.; Americas Regional Director of BCP at Credit Suisse First Boston and Deutsche Bank.; Global Vice President of BCP & IT DR at Salomon Smith Barney / Citigroup.; BCP Lead Program Manager at Chemical Bank (prior to JP Morgan Chase mergers). Certified as a Business Continuity Professional in 1993 with the Disaster Recovery Institute International (DRII). Currently active member in DRII, Instructor for DRII, Vice President and Director of Volunteerism Disaster Recovery International Foundation, Contingency Planning Exchange of NYC, Association of Contingency Planners NYC Chapter, member Worldwide Benchmark Study Group – BC Management. Frequent business continuity conference speaker: Continuity Insights, Disaster Recovery Institute Conference, Strohl User Group, Association of Contingency Planners.

Philip Bigge, CBCP (USA Focus) – Philip Bigge is the Vice President, Consulting Services for Ripcord Solutions. Prior to joining Ripcord Solutions, Phil served as the Vice President for Business Continuity at OneWest Bank, FSB. Philip joined OneWest Bank in May 2009, continuing his fourteen consecutive years as a leader of international business continuity programs. He has spoken at numerous industry conferences demonstrating how companies can improve their business continuity practices while decreasing cost to accomplish their goals. Philip holds a Bachelor's degree from West Chester University of Pennsylvania and is a Certified Business Continuity Planner (CBCP) from the Disaster Recovery Institute, International.

Bill Crichton, FBCI (Europe Focus – Based in the United Kingdom) – Bill Crichton is a multiple award winner and highly experienced Continuity professional with over 21 years' experience and knowledge of Business Continuity Management across more than 15 different countries. This includes 10 years as Head of BC Consulting EMEA with Hewlett-Packard and more recently as Managing Director of his own Company – Crichton Continuity Consulting Ltd.

Bill is an ISO 22301 Lead Auditor, Lead Implementer and Trainer (Certified through PECB), an Approved BCI Instructor, experienced Business Continuity Speaker and Conference Chairperson, and also a trained Media Spokesperson and Subject Matter Expert in Business Continuity.

He is a long-standing Fellow of the Business Continuity Institute (BCI), having served 12 years on its Board of Directors 1996-2002 and 2004-2010 and many years as a member of the BCI Fellows Assessment Panel. He now serves as a member of the BCI's Global Membership Council (GMC), and was recently re-elected to the BCI Board in Dec 2013 to serve as one of its two Membership Directors.

Prior to his BCM career, Bill also spent 18 years in IT Operations and Data Centre Management.

Linda Klug, MBCP (USA Focus) - Linda Cerni Klug, MBCP, has been in the disaster planning, response and recovery industry for 23 years. Her former employers include the American Red Cross, FEMA, and the United Nations, as well as EMC, Symantec, VERITAS, and Comdisco. She has developed, implemented, and validated Disaster Recovery and Business Continuity programs for IT environments, enterprises, and governments. Linda has supported several Fortune 500 clients including United Airlines, Nike, Microsoft, OfficeMax, Northwest Airlines, Charles Schwab, Wells Fargo, and Fidelity Investments. She is currently the President of Axiom Recovery, Inc.

Jeff Dato, MBCP (USA Focus) - Jeff Dato is currently the Director of Corporate Risk (Americas) for the world's largest hotel chain - Intercontinental Hotels Group (IHG) - and is based in Atlanta, GA. In this capacity, he has responsibility for the identification and management of strategic risks (e.g. brand & reputation reliability, supply chain, project, etc.) impacting over 4,000 hotel and support properties in the Western Hemisphere and IHG's two largest global divisions, Brands, Sales & Marketing and Information Technology. Previously, Jeff served in a series of executive roles for a $1B+ regional airline where he was responsible for, amongst others, Enterprise Risk Management, Business Continuity and Emergency Response, Operational and Financial Risk, Information Technology and Corporate Real Estate. Additionally, he has lead risk advisory practices for several Big 4 accounting firms, consulting for over 100 domestic and international companies and governments across over a dozen unique industries, specializing in the management of compliance, financial, operational, strategic and technical risks. He holds a Bachelor of Business Administration degree in Accounting and Finance from the College of William and Mary and was in the initial *cadre* to receive the Master Business Continuity Professional (MBCP) certification from DRI International in 1997.

Renata Davidson, ISO 22301 Master, ABCP (Eastern Europe Focus) - The co-founder and President of Davidson Consulting LLP- company specializing in Business Continuity, Risk Management and Business Process Modeling. She has worked with domestic and international companies to develop business continuity and disaster recovery plans since 1998. Ms Davidson studied at the Warsaw University in Poland and is one of less than 100 professionals globally to qualify for a Master Business Continuity Professional (MBCP) certification from the Disaster Recovery Institute (application pending).

Angela Devlen, MBCP (USA Focus) – Angela is the Managing Partner of Wakefield Brunswick, Inc. a healthcare management consulting firm and President of Mahila Partnership, a non-profit organization she co-founded in 2007. She has worked with several universities supporting curriculum development, research and instruction in emergency management and business continuity. A passionate advocate for humanitarian, healthcare and women's issues, she has served as an international healthcare disaster preparedness expert for the ProVention Consortium, held leadership positions on the board of several non-profit organizations, and currently advises US Federal Agencies, International NGOs, and large Healthcare Systems. Previously, she held positions leading emergency management and business continuity at Partners Healthcare and Caritas Christi.

Greig Fennell, FBCI (USA Focus) – Currently Greig serves as the Director of Business Continuity with Comcast. He has 20 years of hands-on experience in creating or enhancing management decision making frameworks to identifying, assess and prioritize company risks and in developing cost effective strategies and solutions to minimize impacts to supply chains, business operations and services. Greig has been both a consultant to companies and has created and lead ERM and business continuity programs at two fortune 100 companies. His diverse background includes extensive involvement in manufacturing, distribution and logistics, the apparel industry, healthcare and telecommunications. He is a results-driven executive with experience in bringing management teams and technology enablers together to develop cost-effective and risk-tolerant solutions designed to achieve positive results for companies.

Nathaniel Forbes, MBCI, CBCP (Asia Pacific Focus – Based in Singapore) - Nathaniel manages Forbes Calamity Prevention (FCP) Pte Ltd (**www.calamityprevention.com**) which provides business continuity-, crisis- and emergency management training, consulting and support to multinational companies. He has lived and worked in Singapore since 1996. He is the author of the ***Calamity Prevention*** blog, consistently a thought-provoking source of fact and opinion about business continuity and emergency management in Asia. He was President of the Asia Council of the International Association of Emergency Managers (IAEM), which administers the worldwide Certified Emergency Manager® (CEM®) program. He is a member of the advisory board for the World Conference on Disaster Management (www.wcdm.org). He spent a lot of time this year thinking and writing about "*What's wrong with contingency planning?*"

Denis Goulet, CBCP, MBCI, Certified ISO 22301 Lead Implementer, Certified ISO 22301 Lead Auditor (Canadian & European Focus – Based in Canada) – Denis Goulet is the President and Founder of ContinuityLink. He is a recognised expert in the Business Continuity Management field with over 25 years of experience. Since 1999, Denis has provided BCM training and consulting services to a variety of customers, from all industries, in North America, the Middle-East and Europe. In 2007, Denis has created BCMIX, a virtual international Business Continuity Management community with now over 12,000 members. In 1992, Denis obtained the CBCP certification (DRI International). He obtained in 2008 the MBCI certification (Business Continuity Institute). In 2012, Denis obtained the ISO 22301 Lead Implementer certification and the ISO 22301 Lead Auditor certification (PECB).

Prashant Jha (India Focus) – Prashant Jha has 11 Plus years of business continuity management, business resilience, crisis management, emergency response, disaster recovery, IT service management, pandemic planning, operational risk Expertise. Certified as ISO 22301 Lead Auditor BS25999 Lead Auditor, CBCP, CEH, ABRCCI,ITIL V2 Service manager, ITIL V3 Foundation, PMP trained Currently working as Head of business resilience establishing the business resilience for the Markets and International banking (Investment banking). Acquired the skills in BCM from various parts of the world (Germany, India, UAE, Singapore, US, Australia, Hong Kong, Japan, Thailand, Indonesia etc.)

Alberto Jimenez, CBCP, PMP (Latin America Focus – Based in USA) - Alberto is a Principal with Datalink. He's a former a strategic engagement manager with SunGard Consulting Services, a director and founder of MiaTomi, LLC; a former associate director with Protiviti, and manager at Accenture. Alberto has led a variety of business risk management, business continuity and IT strategy efforts at global organizations, including the delivery of Business Continuity, Crisis Management, disaster recovery, pandemic preparedness, project risk management, and audit solutions. His industry experience includes Banking, Brokerage, Insurance, Healthcare, Biotech, Energy, Manufacturing, Transportation, Telecommunications, Retail, and Media and Entertainment. Additionally, Alberto is certified project manager (PMP), and business continuity professional (CBCP).

Sohail Khimani, CBCP, MBCI (Middle East Focus – Based in UAE) - Sohail Khimani is a BCM/ERM expert and a dynamic professional in developing the BCM/ERM disciplines throughout Pakistan and in the Middle East region. With over 12 years of industry experience both nationally and globally within sectors ranging from banking and finance industry, telecommunications, IT & management consultancy, pharmaceuticals and manufacturing, Sohail is currently employed with Booz Allen Hamilton and previously served as the head of BCP & DR implementation at KASB Bank – banking arm of KASB Group – specializing primarily in investment banking, research, brokerage, asset management, Islamic finance and commercial banking. In addition, Sohail is affiliated as specialist BCM Educator with various institutions and Country Representative at International Association of Emergency Managers (IAEM). He is also a part of instructor cadre of Disaster Recovery Institute (DRI) International and upholds CBCP and MBCI Certifications. He also actively contributes articles on BCM discipline, being published by local and international associations. Sohail was awarded gold medal in his MBA (Finance) from Greenwich University in 2010.

Ann Pickren (USA Focus) – Ann Pickren currently serves as a Senior Vice President, Enterprise Solutions with MIR3. At MIR3 Ann focuses on bringing MIR3's premier notification solutions to enterprise clients for crisis notifications and IT alerting. She also serves in a marketing role for MIR3, as industry recognized speaker and author of many article and white papers. Ms. Pickren recently served as an Executive Vice President with Firestorm Solutions, LLC. In this role, she serves as a Senior Business Continuity and Preparedness advisor in the Business Continuity industry for all Firestorm clients. As the EVP, Solutions for Firestorm, Ann was responsible for the development of standards and methodology, the oversight of all delivery and the creation of custom solutions for Firestorm's clients. Prior to Firestorm, Ann was employed by SunGard Availability Services for 17 years. Ann joined SunGard, through their acquisition of Comdisco in 2001. She remained at SunGard through 2008. Her responsibilities included the management, development and support of software products for business continuity as well as the management of SunGard's business availability consulting practice.

Jayaraj Puthanveedu, CISSP, CISA, MBCI, CGEIT, ITIL (India Focus) - Jayaraj Puthanveedu currently serves as a Head of Corporate Security, Operational Risk and Business Continuity at Deutsche Bank and previously served as the Head of CSBC - India and Sri Lanka at Deutsche Bank, responsible for a portfolio comprising Operational Risk, Business Continuity, Crisis Management, Corporate Security, Anti Fraud Unit, Protective Intelligence and CERT. Prior to joining Deutsche Bank, he worked with Northern Trust Bank as the APAC Head of Business Continuity with additional responsibilities for Corporate Operational Risk activities in India. In the past, Jayaraj has held various senior management and technical positions at Goldman Sachs and Cable & Wireless in the areas of Business Continuity, Information Security, and Technology Risk etc.

Lisa Reshaur, Ph. D., CBCP (USA Focus) – Lisa is the Senior Director for Microsoft's Enterprise Business Continuity Management Program (EBCM). She sets the governance and standards for the Company's BCM program which includes continuity, recovery and resiliency. Lisa earned a Ph.D. from the Disaster Research Center at the University of Delaware where she focused on studying businesses in disasters. Prior to joining Microsoft, Lisa worked for PricewaterhouseCoopers where she spent 14 years working with companies around the world to help them build, improve and sustain risk and compliance programs.

Lisa earned a Six Sigma Black Belt, is a Certified Business Continuity Professional (CBCP) and is in the process of earning her Certified Risk Manager (CRM) designation.

Kenny Seow, MBCI, CBCP (Asia Pacific Focus – Based in Australia) – Kenny Seow is a Partner at Riskwest (www.riskwest.com.au) and a Board Member and Western Australia Area Representative of the Australasian Chapter of the Business Continuity Institute. He has over 24 years of international experience in disaster recovery, business continuity and crisis management in banking, securities, logistics and government. Kenny was formerly the Director and Regional Head of BCM for a global investment bank with responsibilities across 16 countries in Asia Pacific. He now consults extensively in business continuity and risk management to a broad range of government agencies, community service organisations and private sector companies in Australia and Asia.

Thomas Wagner, CBCP, CBCI (USA Focus) – 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 Head of Business Continuity Management for Direct Edge, the world's third-largest stock exchange. He previously served in senior BCM roles at HSBC, Marsh, Gartner and 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.

Thank you to our sponsors and organizations that assisted with this global effort

A special thanks to our sponsoring organizations that assisted in translating our study. Without these organizations the study may not have been available in Chinese, Japanese and Spanish.

Global Data Solutions LTD
Sponsored the Chinese translation

Risk Managers and Consultants Association
Sponsored the Japanese translation

MiaTomi
Sponsored the Spanish translation

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, Inc. This is NOT a complete list of distributing organizations.

Associations

Association of Contingency Planners – **www.acp-international.com**

BCMIE Australia Inc. – **www.bcmie-australia.org**

– **www.bcpcarolinas.info**

Business Recovery Association of Virginia

– **www.brma.com**

– **www.brpasw.com**

Canadian Centre for Emergency Preparedness – **www.ccep.ca/**

– **www.cpohio.org**

– **www.contingencyplannersofthepacific.org**

– **www.cpaccarolinas.org**

– **www.cpeworld.org**

Disaster Recovery Information Exchange – **www.drie.org**

– **www.madra.org**

- **www.mcpf.us**

NorthEast Disaster Recovery Information X-Change – **www.nedrix.com**

– **www.scpa-us.org**

– **www.sebre.net**

TVBCP

Treasure Valley Business Continuity Planners – **www.tvbcp.org**

Certifying Organizations

– **www.thebci.org**

BCI Asia BCI Australia BCI Brazil BCI Canada BCI India BCI Japan BCI Germany

– www.drii.org

– www.dri-australia.org – www.dri.ca – www.dri-malaysia.org – www.dri-singapore.org

– www.iaem.com – www.theicor.org

Business Continuity/Disaster Recovery Service Providers

– www.allhands.us – www.avalution.com

– www.bcpasia.com – www.calamity.com.sg

– www.continuitylogic.com – www.continuitylink.com

– www.continuitysa.co.za – www.sdr.com.mx

– www.fusionriskmgmt.com – www.ripcordsolutions.com

– www.wakefieldbrunswick.com

e-Groups

B2-ORM Yahoo e-group – Operational Risk Managers in Financial Services – **http://groups.yahoo.com/group/B2-ORM/summary**

BCMIX Business Continuity Management Information eXchange – LinkedIn e-group – **https://www.linkedin.com/e/gis/1471/63914B08AE56/**

BCP DRP India

BCPDRPIndia – Yahoo e-group – **http://finance.groups.yahoo.com/group/BCPDRPIndia/**

UK-BCP Yahoo e-group – **http://finance.groups.yahoo.com/group/uk-bcp/**

Periodicals/Media

CONTINUITY CENTRAL – **www.continuitycentral.com**

CONTINUITY insights – **www.continuityinsights.com**

DISASTER RECOVERY JOURNAL DRJ – **www.drj.com**

DISASTER RESOURCE GUIDE PREVENTION • MITIGATION • RESPONSE • RECOVERY – **www.disaster-resource.com**

Universities/Colleges

iAEM USA Council Universities & Colleges Caucus

About BC Management, Inc.

BC Management, Inc., founded in 2000, is an executive staffing and research firm solely dedicated to the business continuity, disaster recovery, risk management, emergency management, crisis management and information 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.

BC Management's Complimentary Research - BC Management has been collecting data on the factors that impact compensations and business continuity programs since 2001. To download our current complimentary reports please visit **www.bcmanagement.com**.

We Value Your Comments - Thank you for participating in our annual study. Your contribution adds value to our comprehensive reporting and allows us the opportunity to assess industry trends. Please share any comments or suggestions on how we can improve at **info@bcmanagement.com**.

Customize Your Compensation and/or Program Management Benchmarking Report

As a result of our advancement in reporting technology with World APP Key Survey, BC Management is able to offer a true benchmarking service exclusively for the business continuity management profession. Our benchmarking service includes a report (similar to this report) customized to your specific filters used to drill down to the data points that compare to your compensations or program planning initiatives. As a part of our benchmarking service, BC Management is also offering a business intelligence dashboard technology in which you will receive all the data points (based on your filter specifications) for further independent assessment. This technology will allow your organization to further assess the data within a flexible, intelligent, user friendly format.

COMPENSATION RESEARCH DATA:

Benefits of Our Customized Compensation Benchmarking Service

- Saves time and money in assessing compensations for current and future personnel.
- Provides a fair comparison on compensation bands based on expertise, degree, certification and geography.
- Assists in retaining current personnel based on compensations in the same geography and job title.

Filters Available to Customize Your Compensation Report

- **Employment Status** – may choose from full-time permanent, part-time permanent, independent contractor and unemployed.
- **Geography** – may choose country, state/providence, or city.
- **Job Title/ Position** – may choose from a selection of job titles.
- **Discipline** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Years of Experience** – may choose from an experience band of your choice.

PROGRAM MANAGEMENT RESEARCH DATA:

Benefits of Our Customized Program Management Benchmarking Service

- Allows you to assess the maturity of your business continuity program focusing on industry best practices, dedicated staff, budget breakouts, reporting structure, vendor utilization, program activation and much more.
- Provides assistance in presenting business case objectives to your executives to substantiate and expand your program.
- Prioritizes key initiatives in elevating the maturity of your programs.
- Assists in building a road map to advance your program and meet your goals.
- Makes you more efficient by eliminating the need to do research on your own.
- Provides an unbiased source on how your company compares to the industry; specifically other "like" organizations, which can be used to support your recommendations.

Filters Available to Customize Your Program Management Report

- **Industry** – may choose more than one industry.
- **Company Revenue** – may choose a revenue band of your choice.
- **Number of Employees** – may choose a selection from number of company employees.
- **Number of Locations** – may choose a selection from number of company locations in either operational and/or retail interfacing.
- **Geographic Distribution** – may choose multiple countries as well as how the company locations are dispersed (global, multi-country, one country, regionally within one country, statewide or citywide).
- **Disciplines within program** – may choose multiple disciplines that are managed with the program (17 to choose from).
- **Scope of program** – may choose a combination of the following: global, multi-country, one country or regionally within one country.
- **Maturity Rating of Program** – may choose on a scale of 1 to 5 with 1 being Very Immature and 5 being Very Mature (please note this is a self rating by the study participant).
- **Names of Organization** – may choose a list of company names that have participated in our study and completed the program management portion of the study. Please keep in mind that not all respondents indicated their company name. Many respondents kept their organizational name private. Also, not all study respondents qualified for the program management portion of the study. Only those respondents who managed a program were encouraged to participate in the second section of the study. **ALL RESPONDENT CONTACT INFORMATION IS KEPT CONFIDENTIAL AND IS NEVER REVEALED!**

Inquiries

For more information or to order a report please email us at info@bcmanagement.com or call us at (714) 969-8006 or toll free within the United States (888) 250-7001.

Complimentary Report Exclusively for Study Respondents

This is a complimentary report that is exclusive only to those professionals who contributed to BC Management's 12th Annual Business Continuity Management study. This report is not meant for general distribution. Any distribution of this report or reference to any information enclosed within this report is prohibited unless approved by BC Management, Inc.