
20TH EDITION

2022 Global BCM Compensation Report

Permanently Employed & Fixed Term/
Independent Contract Consultants



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Study Partner



ABOUT BCI

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

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

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

The BCI is also at the head of the industry in providing high-quality Thought Leadership and research on topics such as Horizon Scanning and Supply Chain Resilience.

For more information visit www.thebci.org

ABOUT THE REPORT

This report focuses on the many factors that impact the earning potential for both full-time, permanently employed professionals and independent, fixed term consultants within the Business Continuity and related professions. The data highlighted throughout this report was gathered in BC Management's 20th Edition Global BCM Compensation Study between January 12th through March 6th, 2022. For reporting purposes, the currencies from all the respondents have been converted to USD and the compensations are noted as an annual base compensation only. Bonuses and benefits are highlighted at the end of this report.

This report is available as a complimentary report.

As a thank you to all of our study respondents we provided each participant with a complimentary, customized BCM Compensation Peer Benchmarking Data Dashboard, of which all study participants could choose their top three preferences by either years of Business Continuity planning expertise or by job title. If you haven't participated in this study and you'd like to receive a customized dashboard, you may still participate by November 30, 2022 for [Full-time, Permanently Employed, Retired, or Unemployed](#) or for [Independent/Fixed Term Contract Consultants](#). Our dashboards highlight a tremendous amount of data points that are not included within this complimentary report.

Like our research analytics?

Be sure to visit our [website](#) to download other complimentary reports and sign up for our study alerts. All study participants will receive customized peer dashboards for the corresponding studies they contribute to.

Please feel free to direct any inquiries to info@bcmanagement.com. We hope you enjoy this report.

Executive Summary



Executive Summary

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

This complimentary report highlights key findings and trends for both permanently employed professionals as well as contract/temporary/fixed term consultants within the business continuity profession on a global basis. Several trends and insights are highlighted throughout the report, all of which indicate an increased demand and stability for Business Continuity/Resilience Management professionals. Stresses on Business Continuity/Resilience Management planning (from COVID-19 response, supply chain issues, geopolitical issues, etc) has prompted a labor market demand that we've never witnessed before. In addition, the burnout from working around the clock and seeking greater flexibility led to the Great Resignation. Although, the Great Resignation didn't impact the BCM profession similar to other disciplines, Business Continuity professionals definitely flirted with a job search in the last 12 months, more than ever before. The data shows that globally 16% of the respondents proactively made a job change due to seeking a new position with a new company. This was a substantial increase from the data point (9%) reported last year. And although 16% proactively sought a new job with a new organization, the pool of available talent is still falling short from the demand, which has been more than 25% since April 2020.

This imbalance between the supply and demand for experienced talent within the Business Continuity profession has triggered a sharp spike in compensations. The data showed that the average global base compensation for all study respondents who noted full-time, permanently employed was \$125,925 USD, which was a sizeable increase of 13% from the year before and 2021 data findings only registered a 1.3% increase from 2020. Additionally, those who noted independent, fixed-term contract consultants also got a bump up in their annual compensation with a global average of \$123,809 USD (up 16% from 2021). Independent consultants also noted

INSIGHTS

Global Full-time/Permanent Compensation

(Avg. Annual Base Compensation for all respondents – USD):

\$125,925 +13%*

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

\$25,983-\$380,000

Global Fixed Term/Contract Consultant Compensation

(Avg. Annual Base Compensation for all respondents – USD):

\$123,809 +16%*

Global Fixed Term/Contract Consultant Distribution of Compensations (USD):

\$13,595-\$260,242

Global Average Low & High Hourly Rate

(Fixed Ter/Contract Consultant for all respondents – USD)

LOW

\$116 +26%*

HIGH

\$185 +21%*

* From 2021

an average low hourly rate of \$116 USD (up 26% from 2021) and an average high hourly rate of \$185 USD (up 21% from 2021). Professionals from 39 countries contributed to the study, thus it is important to note that all compensations were converted to the US dollar currency for alignment in reporting purposes, but that individual compensation dashboards have been developed for study participants with the following currencies (CAD, Euro, GBP, and USD)

This report focuses on current base compensations for both full-time, permanent employees, and contract/temporary/fixed term consultants. Additionally, we've highlighted low and high hourly rates for contract temporary/fixed term consultants too. Participants were able to respond to the study as part-time, permanent employees, currently unemployed, or retired, but their responses were not included within the data assessment used for this specific report. Those who confidentially participated in our study also received a customized BCM Peer Compensation Dashboard, which provides a full data assessment customized to either job title or years of business continuity planning expertise. We encourage you to [participate](#) in our compensation study if you'd like to receive a more in-depth, customized data assessment within a dashboard.

We advise professionals, when reviewing our compensation reports, to identify where they stand in each of the data charts, and to take an average of those numbers to determine an appropriate compensation target range. One factor alone will not dictate your salary.

Year over year, we strive to bring critical information to the Business Continuity profession and to increase the understanding of the analytical underpinnings of our industry. As we continue our efforts to advance the knowledge, insights, and value our business provides to the maturity of our industry, we know that to that end, the attraction of the very best talent and the focus on their retention, growth, coaching, and professional mentoring is of key importance. We hope you find this report valuable. And as always, we are here to help. Please do not hesitate to contact us with any questions you might have.



Cheyene Marling, Hon MBCI
Managing Director,
BC Management

cmarling@bcmmanagement.com

INSIGHTS

Participants received from

 **39 Countries**

Obtained an advanced degree

 **79%**

Respondents are certified

 **83%**

Proactively sought a new job/employer

 **16%**

“

We advise professionals, when reviewing our compensation reports, to identify where they stand in each of the data charts, and to take an average of those numbers to determine an appropriate compensation target range. One factor alone will not dictate your salary.

Compensation by Geography





Average Annual Base Compensation by Country

KEY:

Full-time, Permanent / Fixed Term, Contract Consultants

Europe

Belgium

\$95,683 / \$220,731

Denmark

\$118,370 / NA

Finland

NA / \$82,749

France

\$61,542 / \$46,898

Germany

\$82,592 / NA

Hungary

\$41,487 / NA

Italy

\$66,967 / NA

Netherlands

\$99,054 / NA

Poland

\$55,063 / NA

Spain

\$61,515 / NA

Sweden

\$75,959 / NA

Switzerland

\$168,524 / NA

United Kingdom

\$89,368 / \$199,551

Average Annual Base
Compensation by Region
Full-time, Permanent only

London \$108,321

Outside London \$79,144

Scotland \$97,344

Asia & Pacific

Australia

\$117,773 / \$93,567

China

NA / \$63,021

Hong Kong

\$166,180 / \$191,816

India

\$41,557 / NA

Malaysia

\$45,927 / NA

New Zealand

\$87,366 / NA

Philippines

\$47,904 / \$260,000

Singapore

\$132,477 / NA

Africa

South Africa

\$62,175 / NA

Nigeria

NA / \$13,595

Middle East

UAE

\$177,506 / NA



Average Annual Base Compensation by Country

KEY:

Full-time, Permanent / Fixed Term, Contract Consultants

Americas

Brazil

\$57,087 / \$40,570

Canada

\$87,886 / \$114,012

Colombia

\$37,305 / NA

Costa Rica

\$31,871 / NA

Mexico

\$40,273 / NA

Panama

\$125,113 / \$15,000

United States of America

\$140,088 / \$122,876

Average Annual Base Compensation by Province

KEY:

Full-time, Permanent only

Canada

Alberta

\$101,155

British Columbia

\$77,071

Manitoba

\$95,657

Ontario

\$88,415

Ottawa

\$79,397

Toronto

\$91,506

Windsor

\$89,826

Quebec

\$83,731

Montreal

\$91,180

Saskatchewan

\$76,741

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

📍 Alabama	\$109,833	📍 Georgia	\$140,500	📍 Massachusetts	\$149,753
📍 Arizona	\$164,400	Atlanta (Metropolitan)	\$160,250	Boston	\$145,356
📍 Arkansas	\$118,050	Atlanta (Suburbs)	\$134,667	Framingham	\$153,500
Little Rock	\$123,080	📍 Idaho	\$149,333	Lowell	\$139,300
📍 California	\$163,778	📍 Illinois	\$148,700	Springfield	\$172,500
Los Angeles	\$158,571	Chicago (Downtown loop)	\$154,000	📍 Minnesota	\$131,289
Orange County	\$162,750	Chicago (Northwestern suburbs)	\$142,000	Bloomington	\$137,000
Sacramento	\$124,000	Chicago (Outside the loop)	\$143,000	Minneapolis	\$126,350
San Bernardino	\$137,083	Naperville	\$151,400	St. Paul	\$119,500
San Francisco	\$215,439	📍 Indiana	\$102,144	📍 Missouri	\$104,777
📍 Colorado	\$124,982	📍 Iowa	\$138,700	Kansas City	\$109,914
📍 Connecticut	\$176,900	📍 Kansas	\$111,000	St Louis	\$103,000
Stamford	\$181,750	📍 Kentucky	\$91,693	📍 Nebraska	\$141,050
Hartford	\$173,667	📍 Louisiana	\$96,500	📍 New Hampshire	\$165,620
📍 Delaware	\$124,433	📍 Maryland	\$152,833	📍 New Jersey	\$136,875
📍 Florida	\$129,857	Silver Spring, Frederick	\$159,800	Basking Ridge	\$127,500
Jacksonville	\$129,667			Camden	\$125,000
Orlando	\$111,500			Jersey City	\$165,000
Tampa Bay	\$131,206			Newark	\$175,000
West Palm Beach	\$132,500			Trenton	\$120,000



📍 New York \$161,496

Buffalo	\$73,000
Ithaca	\$55,000
New York City	\$177,056
Rochester	\$150,925
Syracuse	\$78,000

📍 North Carolina \$147,187

Charlotte	\$138,700
Greensboro	\$148,684
Raleigh	\$158,889

📍 Ohio \$129,359

Akron	\$115,888
Cincinnati	\$115,356
Cleveland	\$135,000
Columbus	\$143,192
Dayton	\$108,450

📍 Oklahoma \$103,432

📍 Oregon \$122,963

📍 Pennsylvania \$140,616

Bethlehem, Reading, KoP	\$156,800
Harrisburg	\$105,000
Philadelphia	\$149,500
Pittsburgh	\$127,700

📍 South Carolina \$137,214

Columbia	\$135,667
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📍 Tennessee \$122,857

Memphis	\$122,333
Nashville	\$123,381

📍 Texas \$139,534

Austin	\$131,286
Dallas	\$144,279
Houston	\$158,000
San Antonio	\$143,600

📍 Utah \$77,100

📍 Virginia \$150,453

Arlington	\$159,080
Fredericksburg, Harrisonburg	\$155,500
Norfolk	\$92,500

📍 Washington \$158,091

Everett, Bellevue	\$181,500
Olympia	\$162,500
Seattle	\$152,600
Spokane	\$144,000

📍 Washington, D.C. \$175,600

📍 Wisconsin \$116,200

Green Bay	\$123,900
Kenosha, Waukesha, Racine	\$134,667
Madison	\$86,000
Milwaukee	\$111,000

INSIGHTS

→ One of the most popular charts is the Average Base Compensation by Region (by country or state/providence). Individuals want to know what the average salaries are in their **geographic location thinking that it is the best indicator of the value for their role. It is important to keep in mind; however, that geography only plays one part out of the many factors that impact earning potential. We advise professionals, when reviewing our compensation reports, to identify where they stand in each of the charts and to take the average of those numbers to determine an appropriate compensation target range.** Location alone will not dictate your salary, just as any other skill set alone should not dictate it. All factors combined can provide a fair market-value estimate. Only those geographies with a significant response were included on this page and previous pages.

Compensation by Gender + Ethnicity





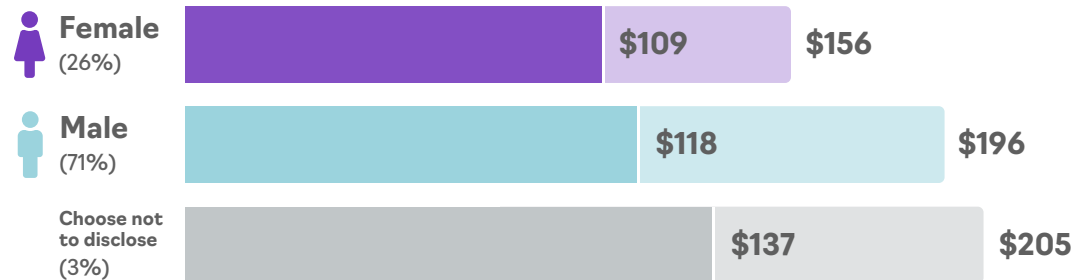
Average Annual Base Compensation by Gender

(Full-time / Permanent / USD)



Average Low & High Hourly Rate by Gender

(Fixed Term / Contract Consultants / USD)



INSIGHTS

→ The data findings indicated men on average out earn their female counterparts by 8%. And although **men and women have similar expertise in the following below, there were some clear disparities between the two**, which are highlighted on the next page.

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

→ Women are less likely to work as independent consultants and the **hourly rates for men on average exceed their female counterparts by 26%**.

Average full-time compensation

 **+8%**

Average hourly rate for consultants


 **+26%**



Men v. Women

- **More men have obtained a Master's degree or Doctorate/PhD.**
(41% versus 30%)
- **Men are more likely to receive a higher bonus**
(40% of men received a bonus of 15% or higher compared to 25% of women)
- **More men have been published**
(61% of men indicated never compared to 76% of women)
- Additionally, men **were more likely to be experienced** in the following
(10 + years in each category):
 - **Staff Management** (48% compared to women 28%)
 - **Budget Management** (32% compared to women 23%)

PRO TIP

 Watch this video to gain insight on how to better utilize our compensation report when benchmarking your own fair market-value estimate. Additionally, a **customized BCM Compensation Peer Dashboard** is available to all professionals who confidentially contribute to our [compensation study](#) by November 30, 2022. [Learn more](#) about our studies and complimentary dashboards.

[WATCH NOW](#)

Top 6 Careers

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



Female



Male

7%

Consultant

12%

IT - Operations

7%

Finance

11%

Consultant

6%

Program Management

6%

IT - Systems

6%

Business Analyst

5%

Government

5%

Administrative

5%

Military Services

5%

IT - Operations

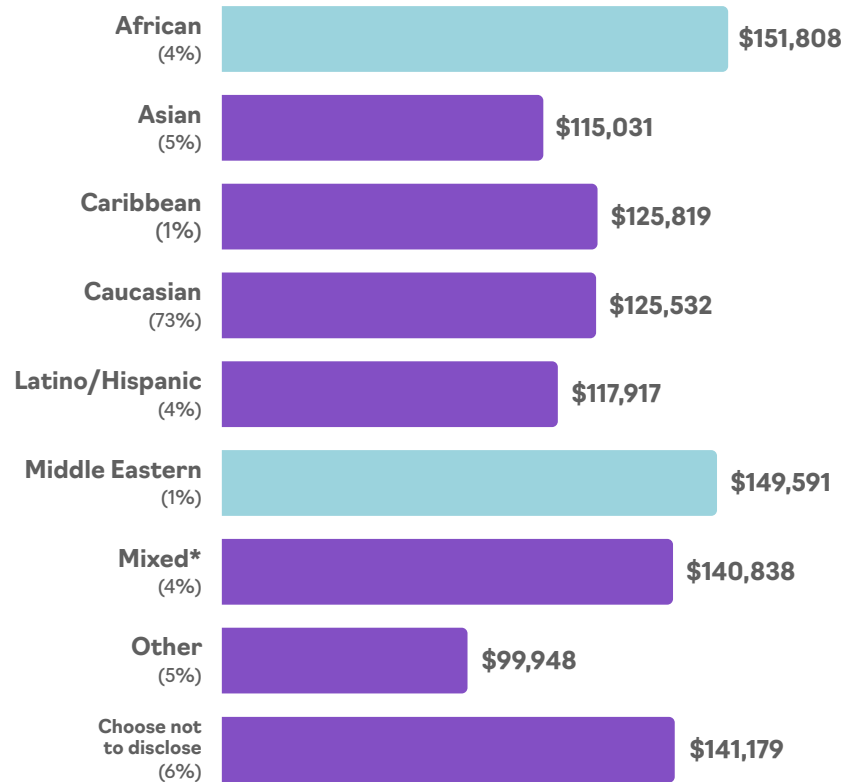
15%

Program Management



Average Annual Base Compensation by Ethnicity

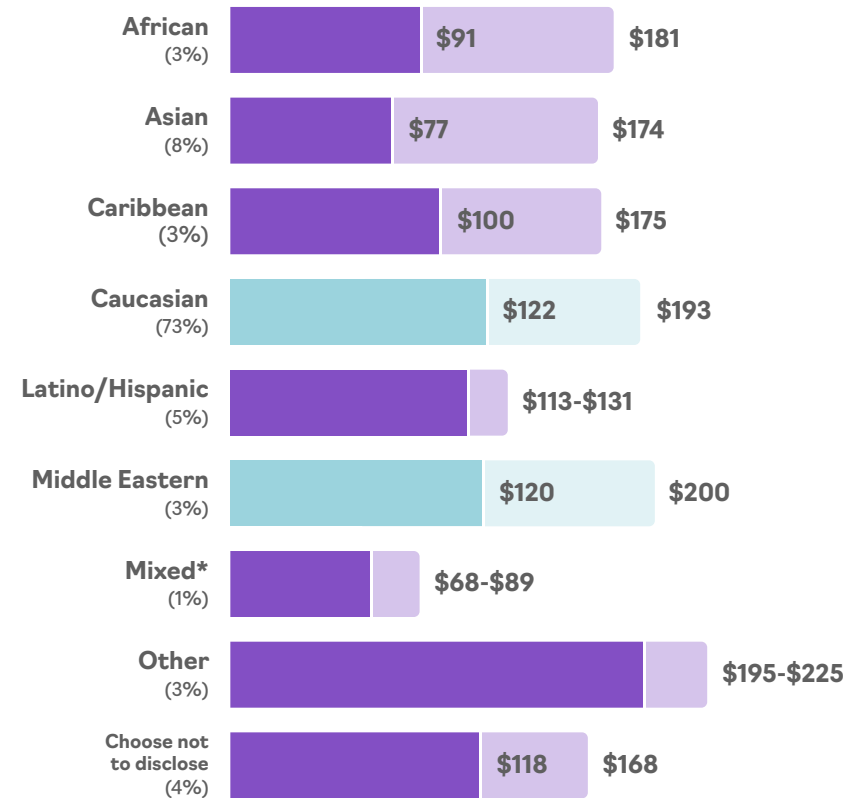
(Full-time / Permanent / USD)



* Two or more races

Average Low & High Hourly Rate by Ethnicity

(Fixed Term / Contract Consultants / USD)



* Two or more races

INSIGHTS

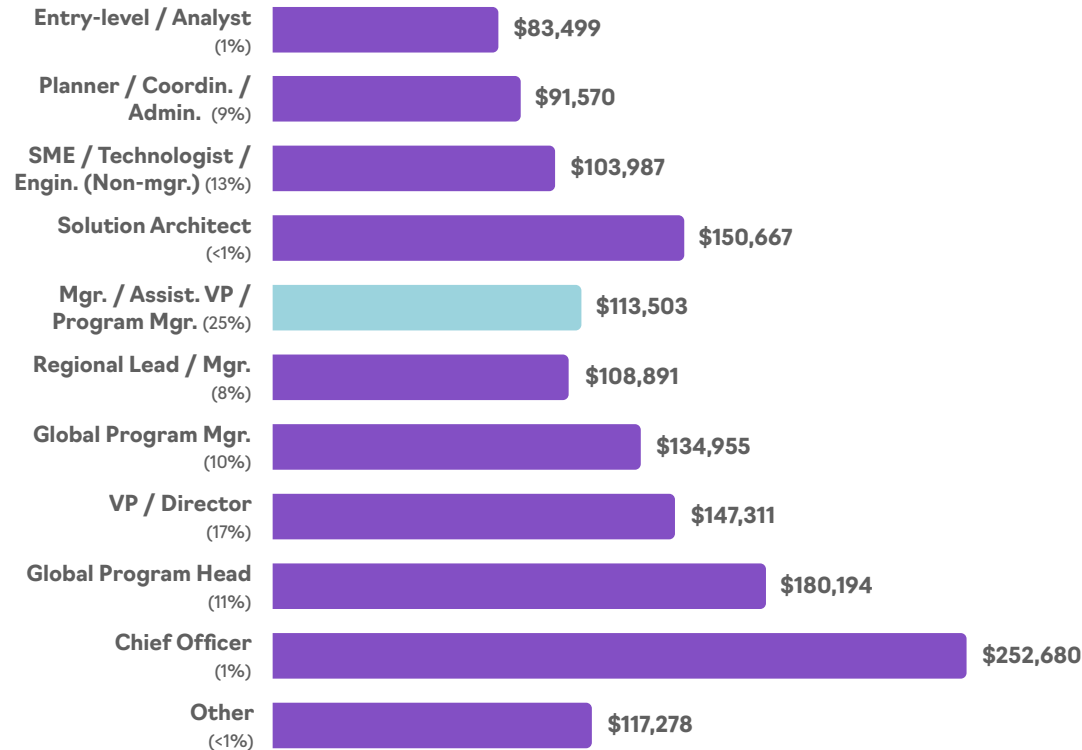
- The data findings for both permanently employed and contract consultant equally indicated that the majority **(73%) of respondents noted caucasian**. As a profession, we need to strive for increased diversity. A diverse workforce improves creativity, innovation, and strategic thinking because individuals coming from different backgrounds draw upon their unique experiences, which inspires new approaches to resilience management.

Compensation by Job Title + Reporting Structure

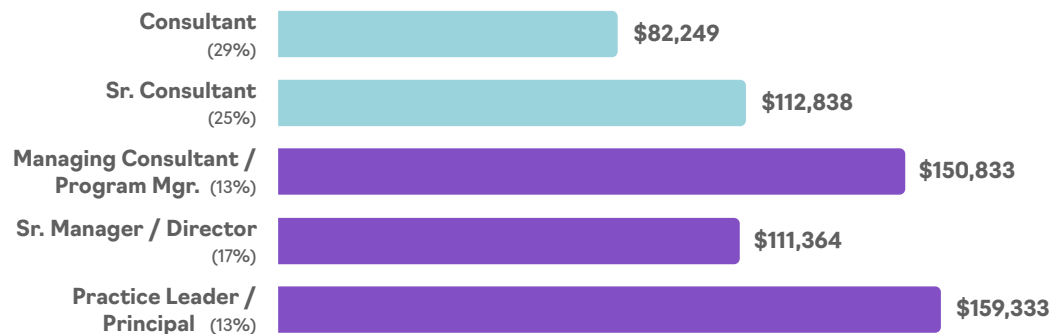




Average Annual Base Compensation by Job Title (Full-time / Perm. / USD)



Consulting (4% - Not Fixed Term / Contract)

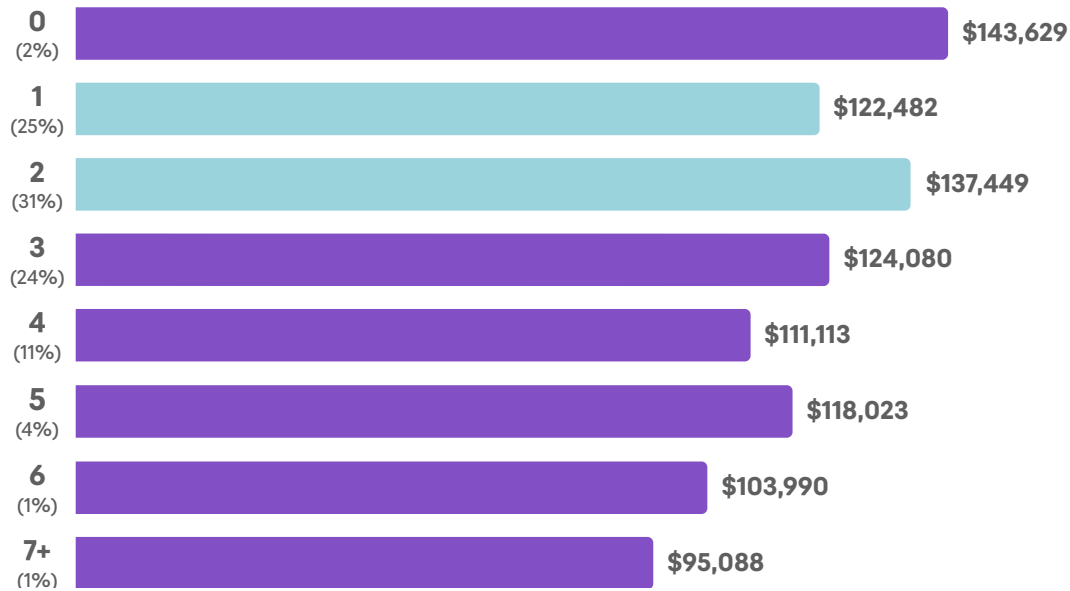


INSIGHTS

- Study respondents were provided generic job titles and corresponding job descriptions, which can be found on [page 66](#). **The purpose of these generic job descriptions is to provide a level of conformity when assessing the data** as a Business Continuity Program Manager (as an example) may have different levels of responsibilities between different organizations.
- The data indicated that a **majority of the respondents (25%) noted Manager/Assistance Vice President/Program Manager**, which was defined within the study as “program management for an entire division, corporation, or government sector (local country only). No staff management.” We did notice that **this job level indicated quite a distribution in base compensations globally (\$27,511 to \$200,000 USD)**.
- **Equally, 1% of respondents indicated either Entry-level/Analyst or Chief Officer.** Typically, a Chief Officer is a Chief Risk Officer, Chief Security Officer, or another similar role and these professionals tend to manage the Business Continuity/Resiliency program among other responsibilities.
- **4% of the full-time, permanently employed professionals indicated consulting roles** with professional services (I.E. D&T, KPMG, Kyndryl, etc.), of which 54% are Consultants or Sr. Consultants.



Average Annual Base Compensation by Level of Separation from Executive Management (Full-time / Permanent / USD)



Average Annual Base Compensation by Level of COVID-19 Pandemic Involvement (Full-time / Permanent / USD)



INSIGHTS

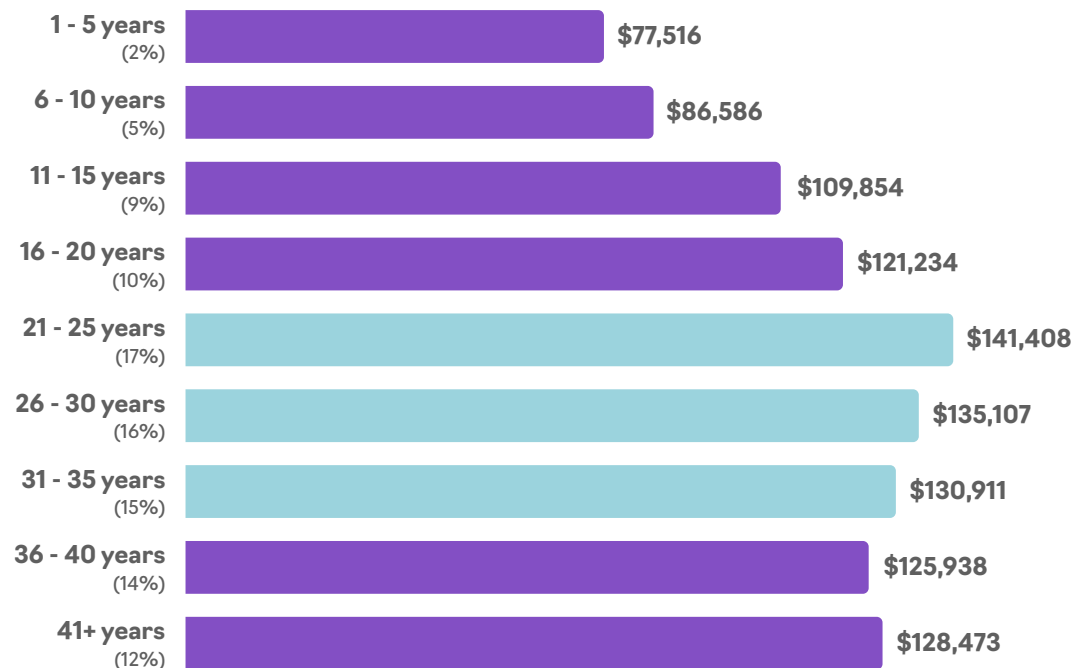
- It's crucial to position the Business Continuity program for maximum visibility at the executive management level. When assessing the data findings for level of separation from the executive management for those positions at a Vice President level or higher, we discovered that **34% of those professionals were positioned at the CXO level or one layer below.**
- The data highlighted that just over 33% of the **senior leaders for the COVID-19 response** were women; while 65% were men and a majority (44%) were either involved in regional or global Business Continuity planning (Regional Lead/Manager (10%), Global Program Manager (8%), Global Program Head (22%), or a Chief Officer (4%). Additionally, 46% were positioned at the CXO level or one layer below and **62% noted over 10 years Business Continuity planning expertise while 60% indicated over 10 years Crisis Management expertise.**

Compensation by Years Experience





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



INSIGHTS

- Years of total work experience refers to the amount of time the respondent has been working overall, not just within the Business Continuity or related discipline. When comparing the years of total work experience to years expertise in Business Continuity, we discovered that **48% of the respondents have 21 – 35 years total working expertise, but that 49% have been working within Business Continuity planning for 7 – 20 years.**
- Additionally, **74% of the professionals have over 20 years total work experience, but only 19% indicate that same amount of work experience in Business Continuity planning.** This indicates that an overwhelming majority of Business Continuity/Resiliency professionals are focused in another discipline before settling on their current role/career.



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

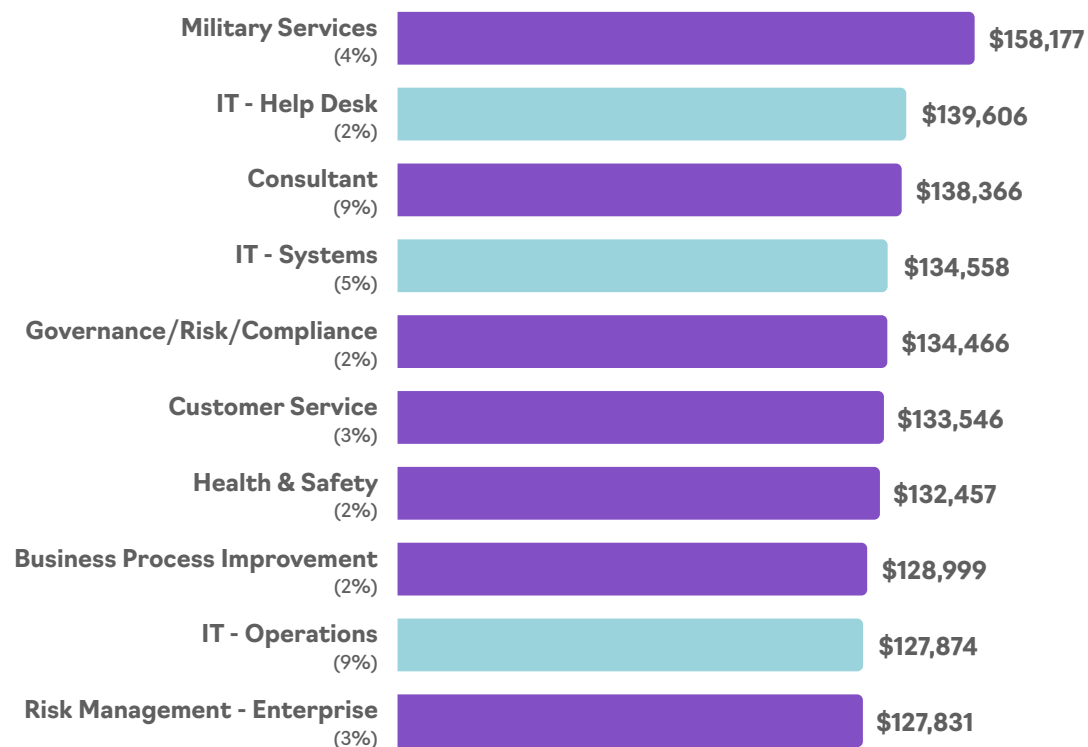


Average Annual Base Compensation by Previous Career

(Full-time / Permanent / USD)

Top 10 Paying Previous Career Paths into Business Continuity Planning

(On average)



DATA HIGHLIGHTS

→ 16% of the top paying previous careers leading to Business Continuity planning have an IT focus.

TOP CAREER PATHS

- **Consultant:** 9%
- **IT - Operations:** 9%
- **Program Management:** 6%
- **IT - Systems:** 5%
- **Finance:** 5%
- **Management:** 4%
- **Business Analyst:** 4%
- **Military Services:** 4%

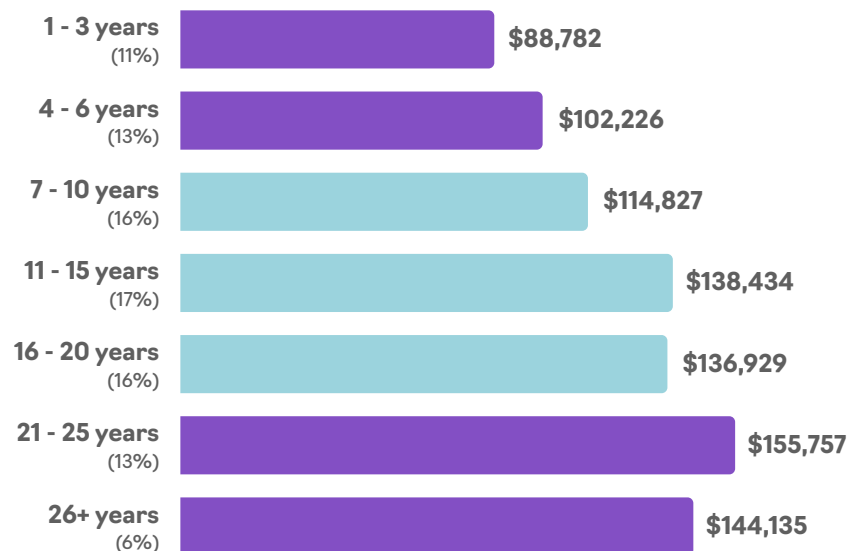
LESS LIKELY CAREER PATHS

- **Asset Protection:** <1%
- **Environmental Assessment/Remediation:** <1%
- **Executive Protection:** <1%
- **IT - Cloud Services:** <1%
- **IT - Database Administration:** <1%
- **Public Health Preparedness:** <1%
- **Supply Chain Management:** <1%
- **Training:** <1%



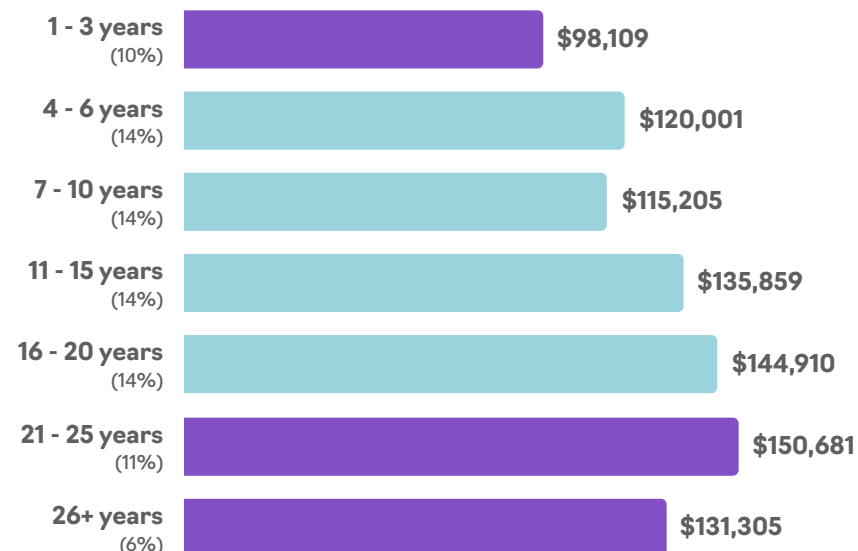
Average Annual Base Compensation by Years Business Continuity Planning Experience

(Full-time / Permanent / USD)



Average Annual Base Compensation by Years Crisis/Incident Management Experience

(Full-time / Permanent / USD)



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



Most Experienced

Our study indicated that Business Continuity professionals were most experienced in the following disciplines **(highlighted below as percent of respondents with 10+ years in each discipline)**.

53% Business Continuity
(Business Focus)

45%

Crisis/Incident
Management

28%

Emergency
Management

27%

Information
Technology

27%

IT Resiliency (Disaster
Recovery/IT Focus)

26%

Pandemic Planning

23%

Operational
Resilience

15%

Change Management

14%

Compliance

14%

High Availability/
Technology Recovery

Least Experienced

Our study also highlighted that Business Continuity professionals are less likely to be experienced in the following disciplines **(highlighted below as a percent of respondents with no experience)**.

91% Executive
Protection

87%

Insurance Risk

86%

Privacy

85%

Counterterrorism/
Homeland Security

85%

Asset Protection/Loss
Prevention

85%

Health & Safety-
Environmental

83%

Records
Management

82%

Health & Safety-
Occupational

81%

Facilities
Management

79%

Cloud
Infrastructure

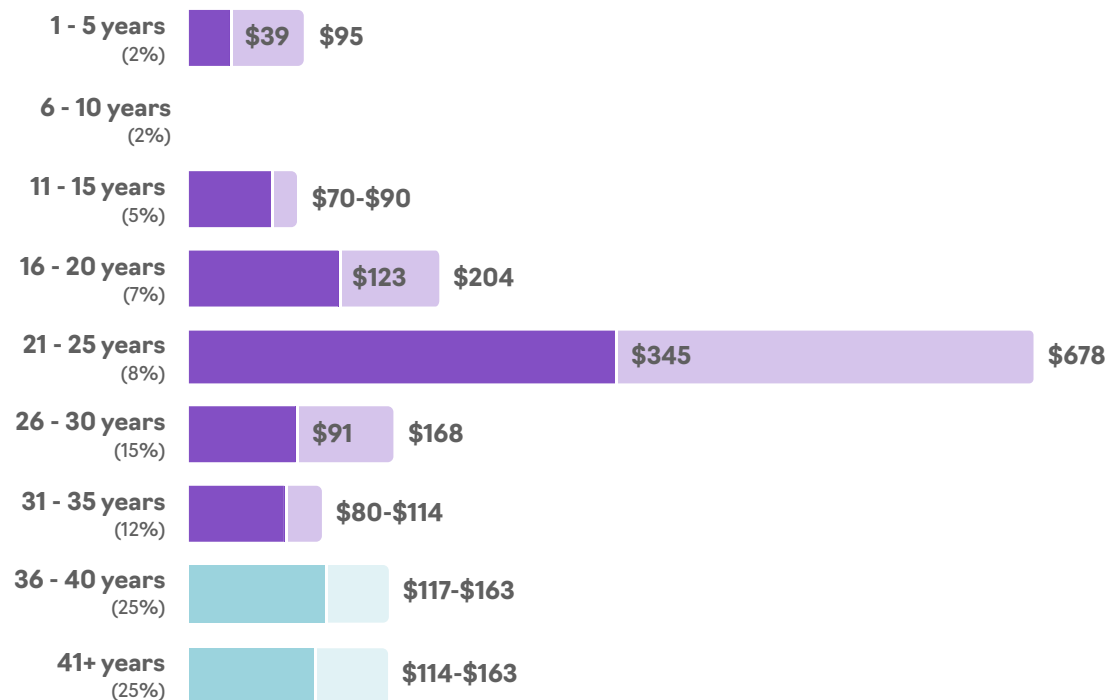
PRO TIP



Our customized BCM Compensation Dashboard highlights earning potential for all of the above disciplines along with others not highlighted above (audit, change management, compliance, cyber resilience, governance/risk/compliance, media crisis management, enterprise risk management, technology risk, information security, supplier resiliency, and third-party risk management). **Participate in our annual BCM Compensation Study by November 30, 2022 to receive your very own customized BCM Compensation Peer Dashboard.**



Average Low & High Hourly Rate by Years Total Working Experience (Fixed Term / Contract Consultants / USD)



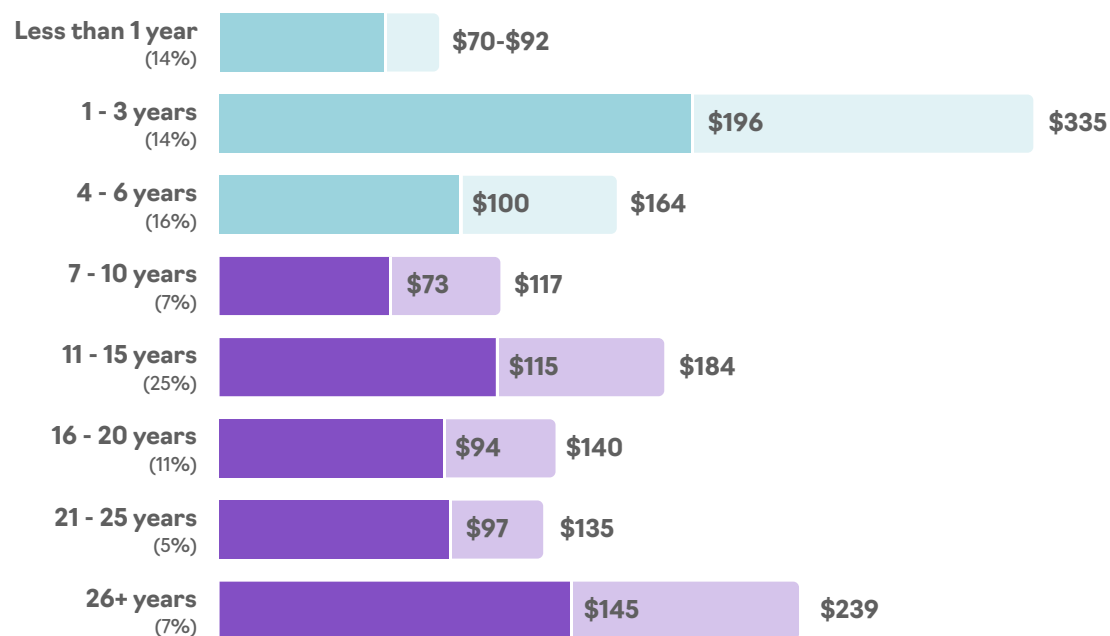
INSIGHTS

- The data also highlighted that fixed term/ contract consultants possessed more work experience than those individuals who are permanently employed (**62% of independent contractors noted over 30 years total work experience in comparison to 41% of those permanently employed**).
- Independent consultants with **16 - 25 years total work experience indicated the highest average hourly rates** (\$234 USD for an average low and \$441 USD for an average high for these groups combined). The average annual compensation for this group is \$133,198 USD (variance between \$40,570 to \$236,808 USD).
- **An assessment of the expertise for independent consultants with 16 - 25 years total work experience highlighted:**
 - **56%** of these professionals have over 10 years Business Continuity planning expertise.
 - **89%** have obtained a Master's degree.
 - **100%** are certified.



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

(Fixed Term / Contract Consultants / USD)



INSIGHTS

- A majority of fixed term/independent contractors are new to working independently (**44% noted 6 years or less experience working as an independent consultant**).
- Independent consultants with **1-3 years experience working as an independent consultant indicated the highest average hourly rates** (\$196 USD for an average low and \$335 USD for an average high).
- An assessment of the expertise for independent consultants with 1-3 years experience working as an independent consultant highlighted:
 - **75%** have over 35 years total work experience.
 - **50%** of these professionals have over 10 years Business Continuity planning expertise.
 - **63%** have obtained a Master's degree.
 - **75%** are certified.
- Additionally, the data highlighted that **39% were engaged in a contract engagement for the last 12 months** and they tended to prefer to bill their clients on either an hourly rate (60%), delivery based (22%), or a daily rate (12%). A majority of the independent contractors were **engaged in contracts that were 3-6 months in length (28%)**, followed by contract engagements 18+ months (26%).

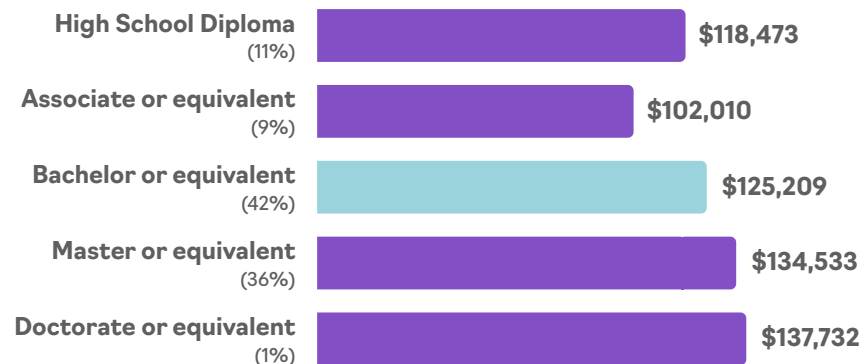
Compensation by Degree





Average Annual Base Compensation by Degree

(Full-time / Permanent / USD)

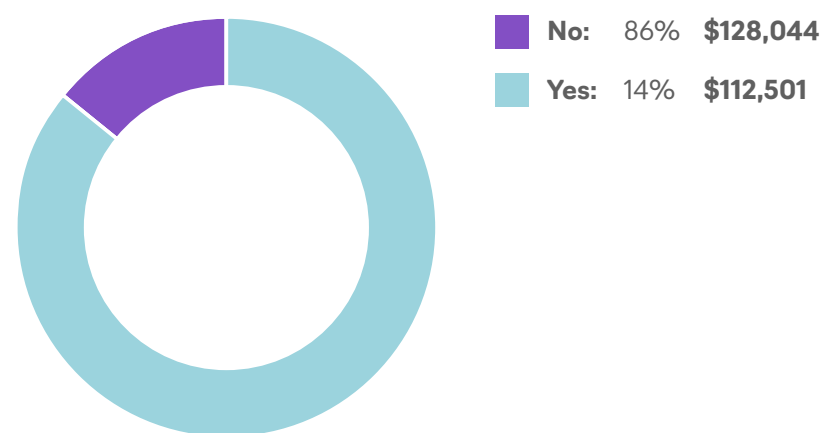


INSIGHTS

- The data indicated that just over **79% of the respondents have obtained an advanced degree, which is similar to previous years.**
- 71% of the professionals with a high school diploma have over 25 years total work experience and 35% were in an IT focused career prior to Business Continuity planning.
- Few respondents (14%) received an advanced degree related to Business Continuity/Resiliency planning. **A full listing of available university programs is included on [page 67](#).**

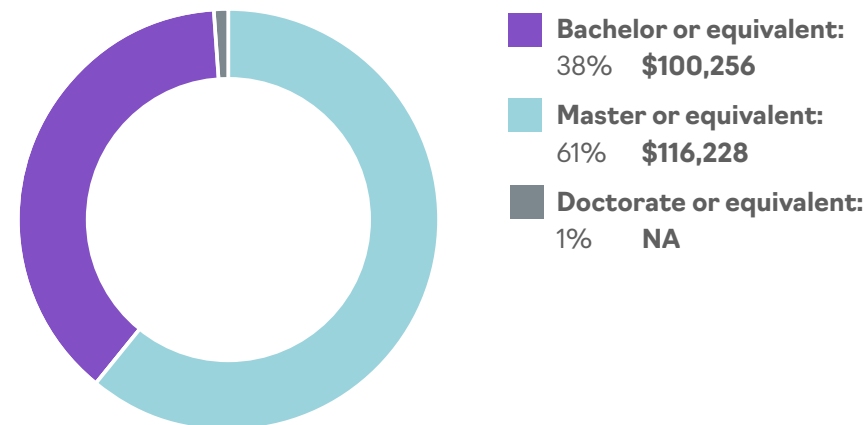
Average Annual Base Compensation by an Advanced Degree Related to Continuity/Resiliency Management

(Full-time / Permanent / USD)



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

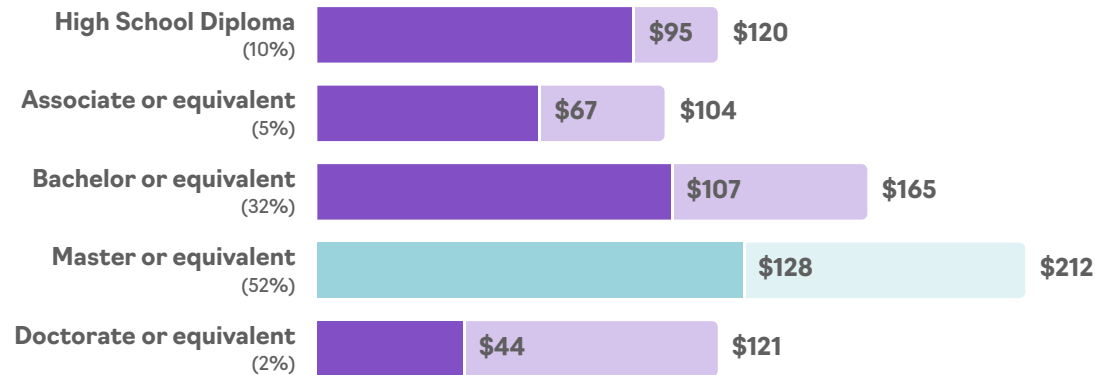
(Full-time / Permanent / USD)





Average Low & High Hourly Rate by Degree

(Fixed Term / Contract Consultants / USD)



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

(Fixed Term / Contract Consultants / USD)



INSIGHTS

- The data indicated that **86% of independent contractors have obtained an advanced degree, which is similar to previous years.**
- **Substantially more independent consultants have obtained a Master's degree (52%)** compared to their peers who are full-time, permanently employed (36%).
- Few respondents (13%) received an advanced degree related to Business Continuity/Resiliency planning.
- When reviewing the data findings, we discovered that **63% of the independent/fixed term contractors who possessed an advanced degree related to Continuity/Resiliency Management noted a Master or equivalent.** The average low hourly rate was \$84.83 USD while the average high was \$123.75 USD.

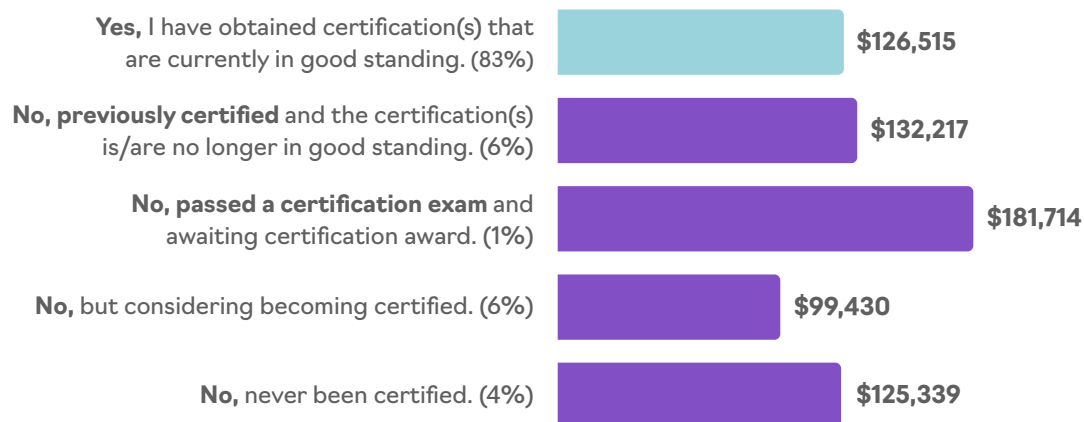
Compensation by Certification + Secret Clearance





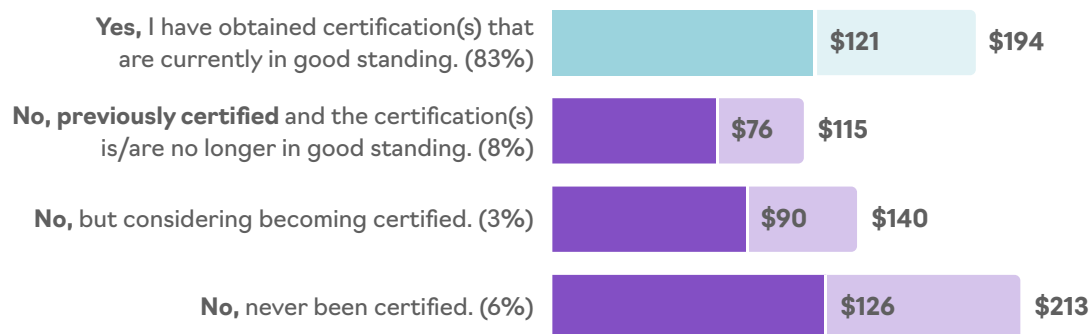
Average Annual Base Compensation by Certification Status

(Full-time / Permanent / USD)



Average Low & High Hourly Rate by Certification Status

(Fixed Term / Contract Consultants / USD)



INSIGHTS

- Assessing how certification impacts earning potential continues to be an interesting trend as more Business Continuity professionals seek one or more certifications to advance their marketability among hiring managers.
- 83% of both full-time, permanently employed, and independent consultants are currently certified.

“

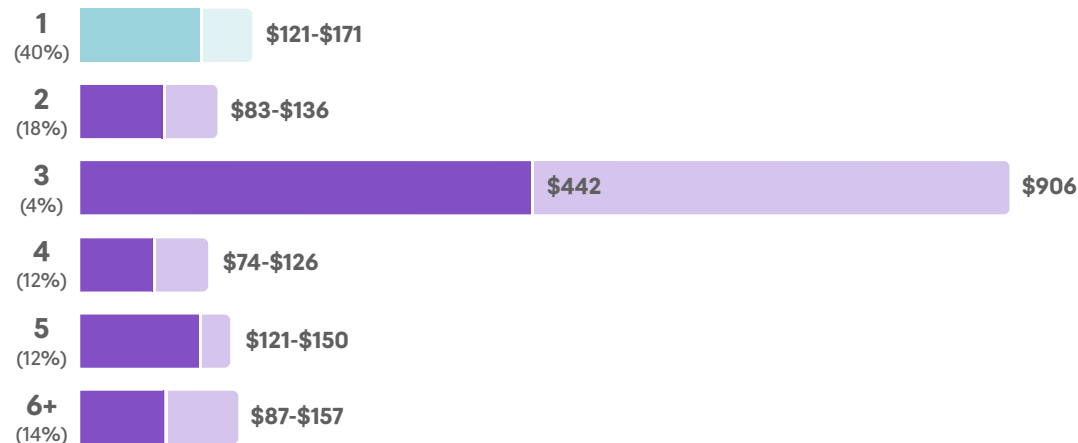
Job descriptions state certifications as a strong preference or requirement. Hiring managers depend on certifying bodies to verify and endorse a professional's knowledge and credentials more than ever before.



Average Annual Base Compensation by Number of Certifications (If Certified) (Full-time / Permanent / USD)



Average Low & High Hourly Rate by Number of Certifications (If Certified) (Fixed Term / Contract Consultants / USD)



INSIGHTS

- The majority of professionals have obtained multiple certifications (59% permanently employed and 60% independent contractors).
- Those professionals with **multiple certifications on average will out earn their peers with one certification by 7%.**

PRO TIP

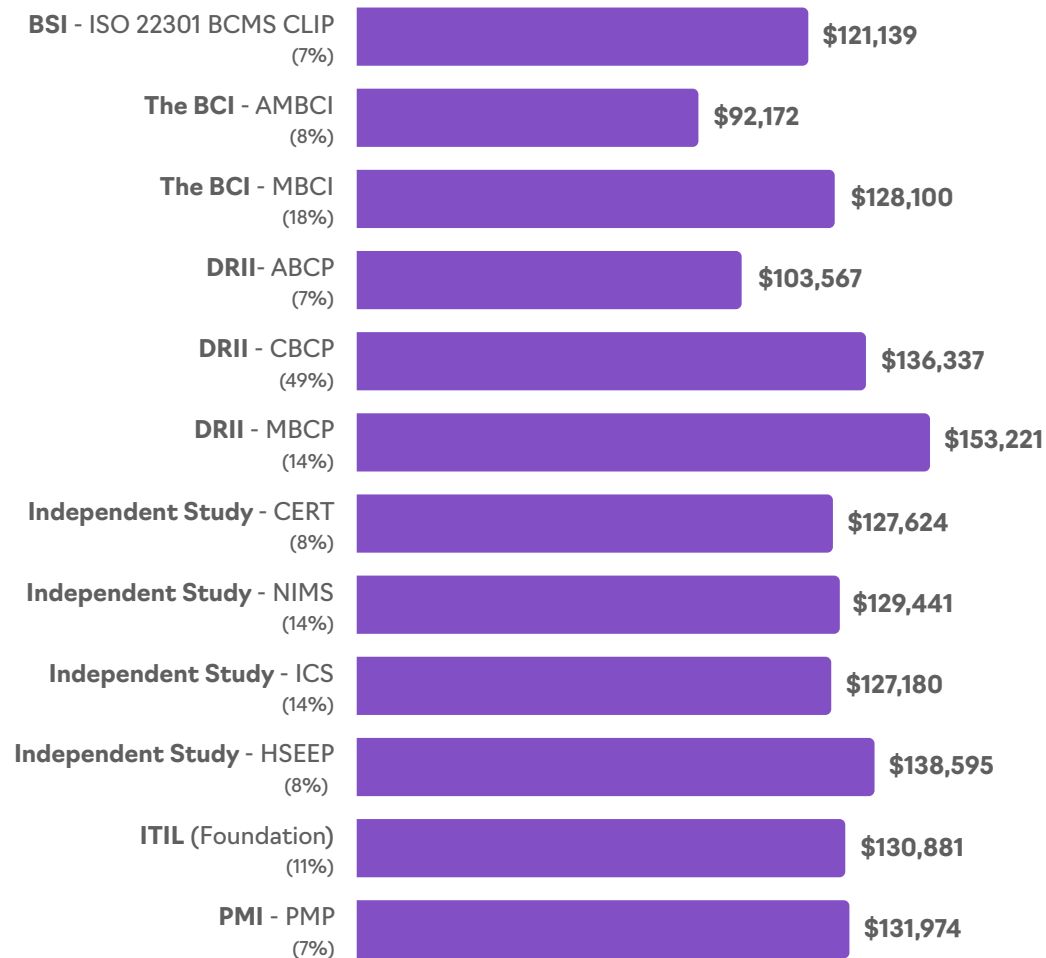


Be Selective. Although multiple certifications can increase your marketability to potential employers it may also be detrimental to your career. Employers are savvy in recognizing that having too many acronyms after your last name takes time to maintain. **We suggest being selective and choosing the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



Average Annual Base Compensation (USD) by Top Certifications

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



KEY

British Standards Institute (BSI)

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

The Business Continuity Institute (BCI)

- **AMBCI** - Associate Member of The BCI
- **MBCI** - Member of The BCI

DRI International (DRII)

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

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

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

IT Infrastructure Library (ITIL)

Project Management Institute (PMI)

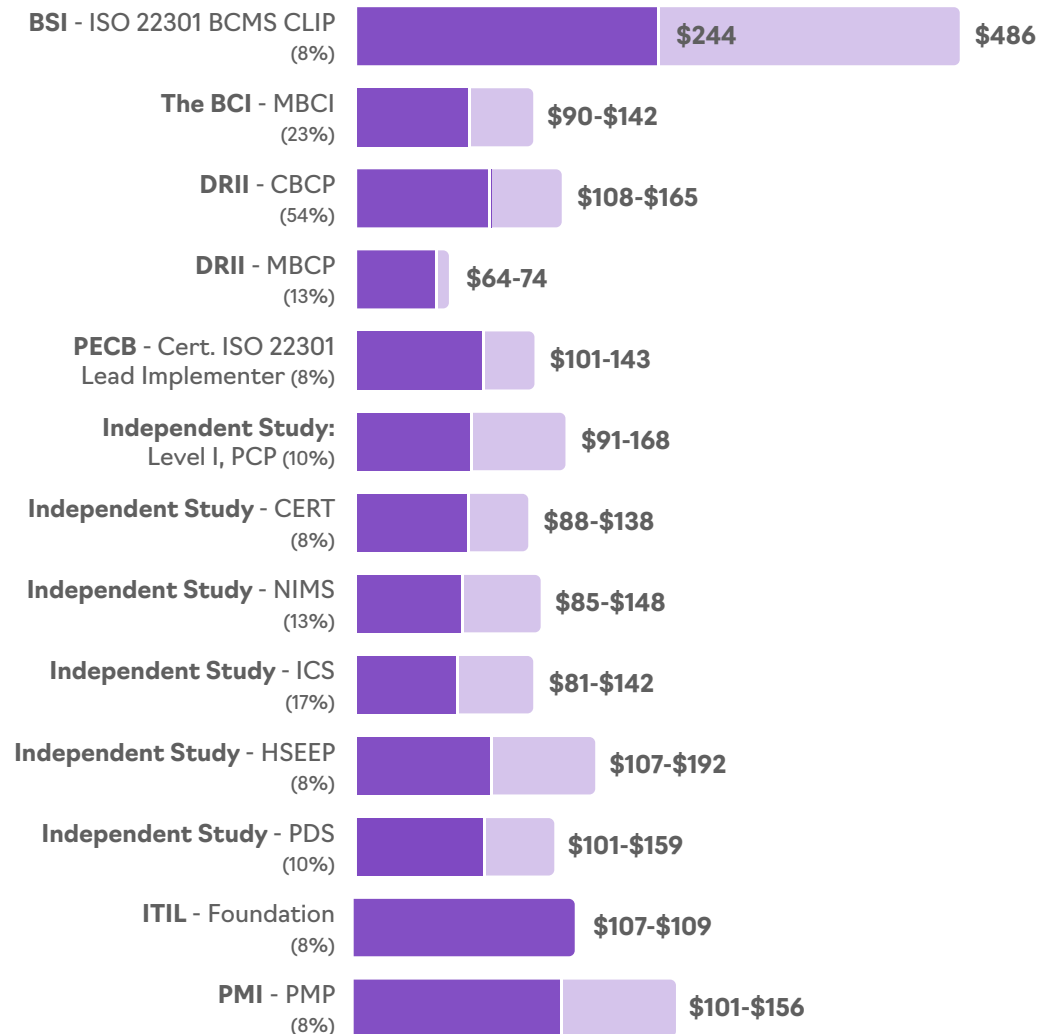
- **PMP** - Project Management Professional

A full listing of relevant certifications are highlighted on [page 69](#).



Average Low & High Hourly Rate by Top Certifications

(Fixed Term/ Contract Consultants – Will exceed 100% due to multiple selections.)



KEY

British Standards Institute (BSI)

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

The Business Continuity Institute (BCI)

- **MBCI** - Member of The BCI

DRII International (DRII)

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

Professional Evaluation & Certification Board (PECB)

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

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

IT Infrastructure Library (ITIL)

Project Management Institute (PMI)

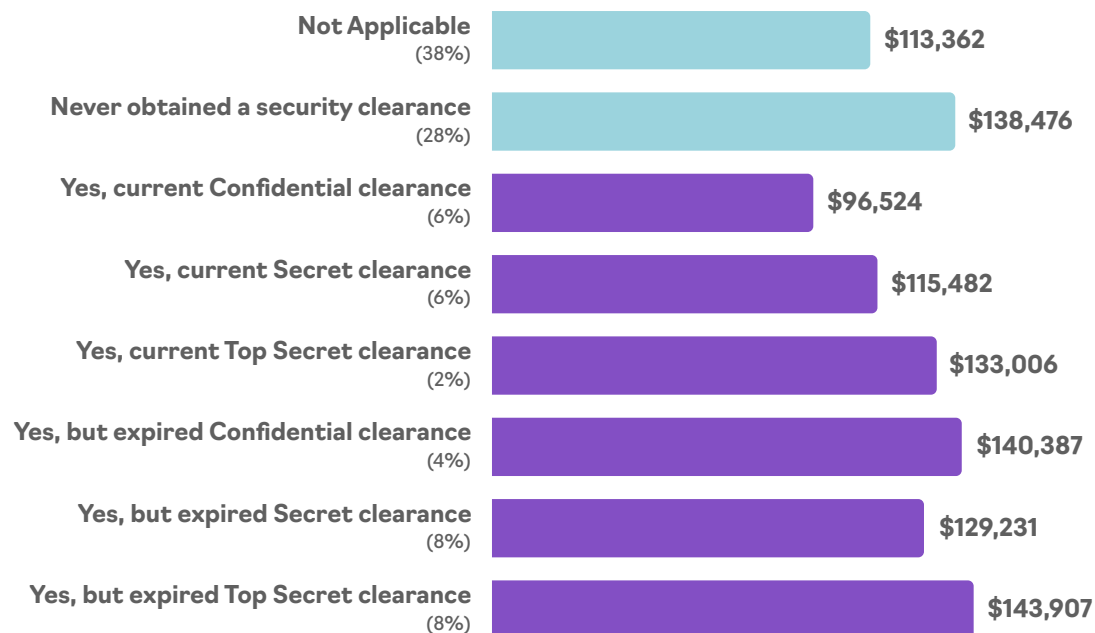
- **PMP** - Project Management Professional

A full listing of relevant certifications are highlighted on [page 69](#).



Average Annual Base Compensation by Secret Clearance Status

(Full-time / Permanent / USD)



INSIGHTS

- The majority of professionals have **never obtained a secret clearance or it doesn't apply to them (66%)**.
- For the professionals with an expired clearance, the majority (61%) noted over 30 years total work experience and over 20 years Business Continuity planning expertise (32%).
- For those who currently have a clearance, the majority (39%) noted a total work experience of 21 - 30 years and 11 - 20 years Business Continuity planning expertise (41%). Additionally, a majority (29%) are currently working within the government industry sector.
- Men (71%) were more likely to obtain a secret clearance (either current or expired) compared to 26% of women.

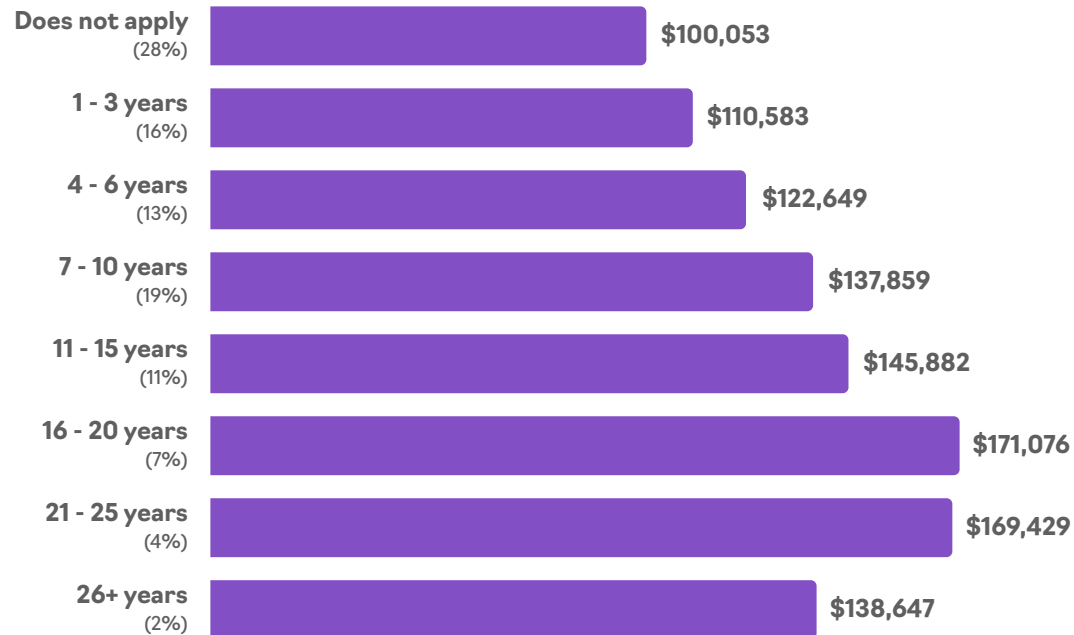
Compensation by Management + Leadership Experience





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

(Full-time / Permanent / USD)



INSIGHTS

- Managing Business Continuity planning efforts and response to events globally can be a challenge and organizations are willing to compensate for this expertise.
- The data highlighted that 28% either do not have this level of expertise or it doesn't apply to the organizations they've worked for.
- In comparison, **24% have 10+ years of global Business Continuity planning expertise and these individuals on average may outearn professionals with less or no global planning expertise by 36%.** Additionally, 47% of these professionals are currently working in a regional or global management role.



RESOURCES

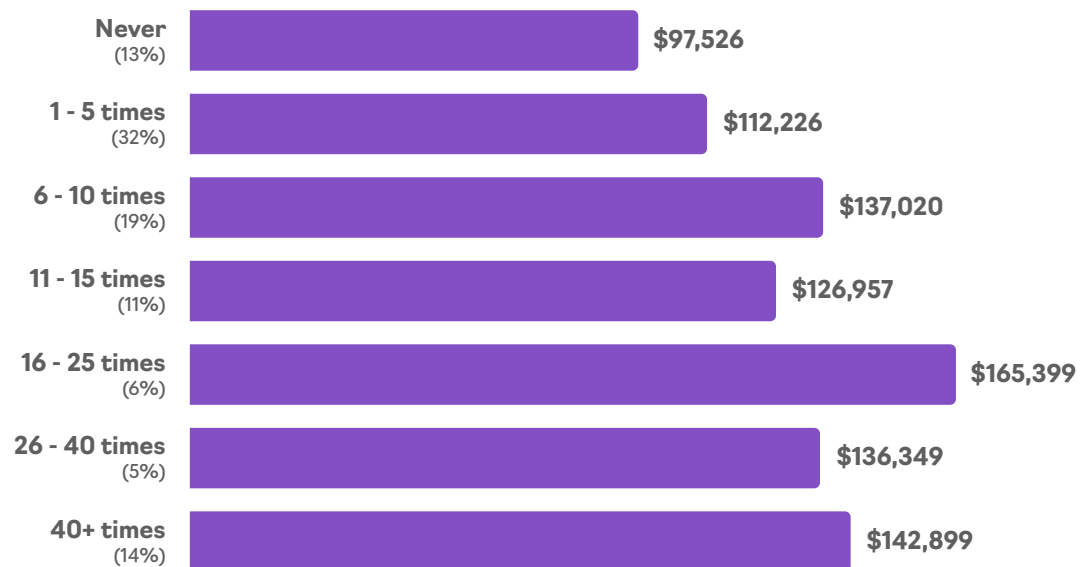
Adopting New Skills to Evolve as Continuity & Resilience Professionals

It's a time of transformation and with that comes the need to **continuously add to our skill sets**, letting our experiences guide us toward opportunities to be ever-more prepared to deal with the next big disaster or disruption for our workplaces.

[READ THE BLOG](#)



Average Annual Base Compensation by BC Program Activation Experience (Full-time / Permanent / USD)



INSIGHTS

- Activating a program/plan in response to a crisis is inevitable. This responsibility not only involves proven expertise and significant knowledge, but also situational awareness and emotional intelligence.
- A majority (32%) of study respondents have activated programs/plans in response to a crisis 1 - 5 times.
- Our data shows that those **professionals in senior leadership roles will tend to be more experienced in this arena with 47% having to activate a program during a crisis 10+ more times** compared to all study respondents at 36%.



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



Average Annual Base Compensation by Expertise Personally Managing Design & Implementation of a BC Program from Ground Up (Full-time / Permanent / USD)



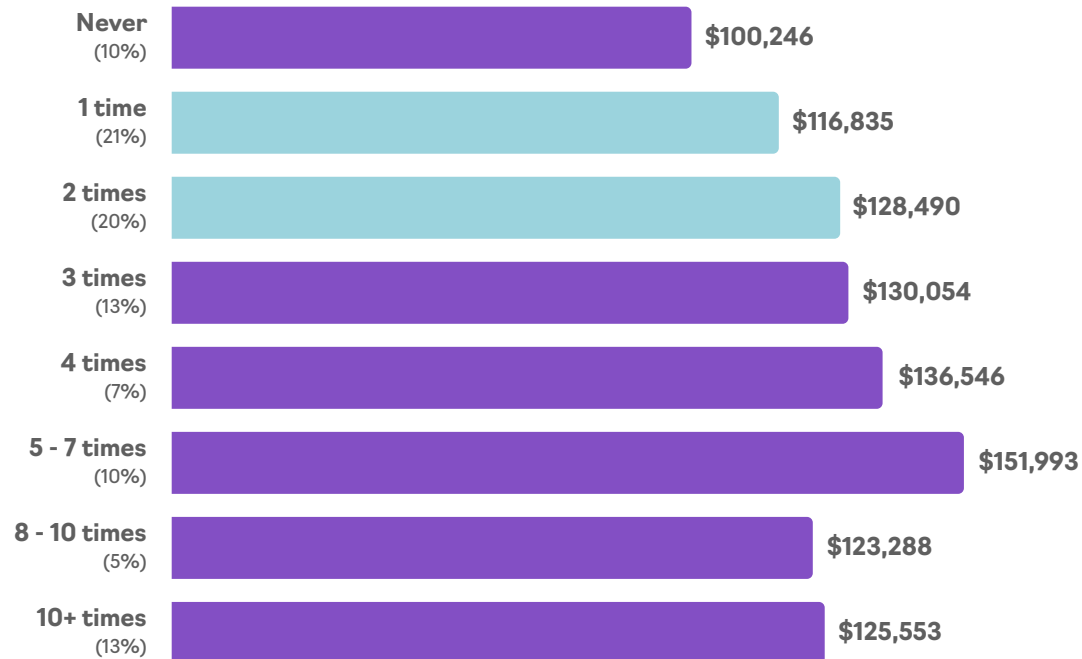
INSIGHTS

- Designing and implementing a Business Continuity program from the ground up in addition to developing and rolling out a training program across the organization seems to be an opportunity that few professionals experience multiple times.
- 35% of the respondents indicated either developing a program from the ground up once or never.
- It wasn't surprising when the data highlighted that **29% of the most senior professionals (VP and higher) have implemented programs from the ground up 5+ times.** Furthermore, our data indicated that designing and implementing programs, along with rolling out a training program, seems to be the specialty for consultants, with over half indicating the same level of expertise.



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

(Full-time / Permanent / USD)



INSIGHTS

- 31% of the respondents indicated either designing and implementing a program training rollout either once or never.
- It wasn't surprising when the data highlighted that **35% of the most senior professionals (VP and higher) have designed and rolled out a training program 5+ times.**

PRO TIP



Architecting a Business Continuity program and strategy that works

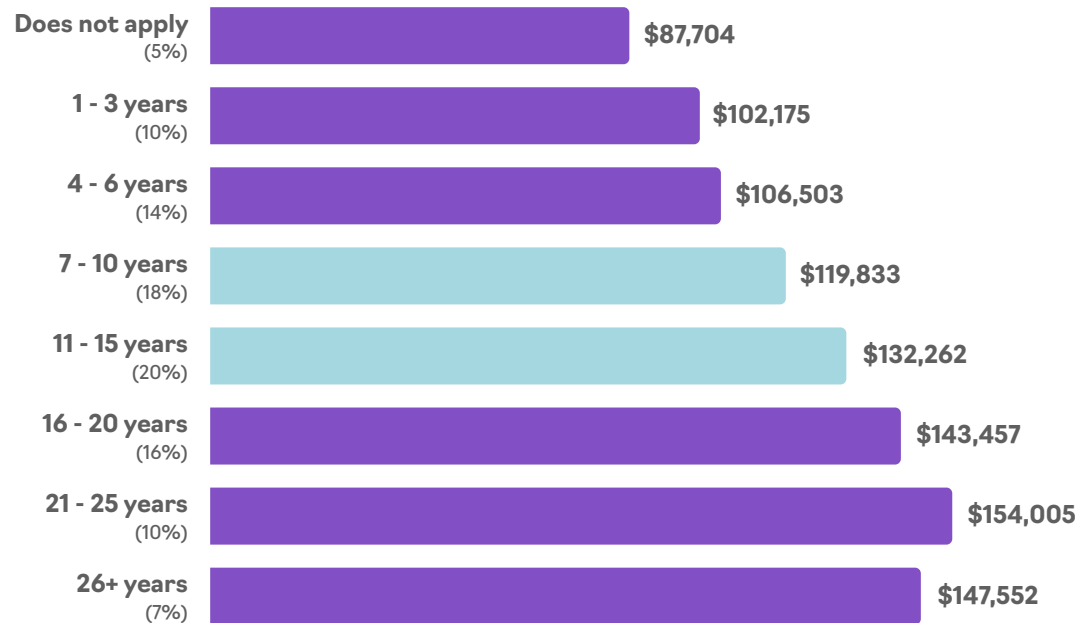
for the culture of the organization is imperative. If the program; however, is not embedded within the organization (from the end user to the CXO level) via a training program, then several individuals will be left wondering what to do when a crisis occurs.

Here are some things to consider:

- Do you have a defined, corporate-level crisis management team?
- Do you have a defined process for crisis communications development and approvals?
- Does your organization understand the different levels of a crisis and what to do?



Average Annual Base Compensation by Program Management Experience (Full-time / Permanent / USD)



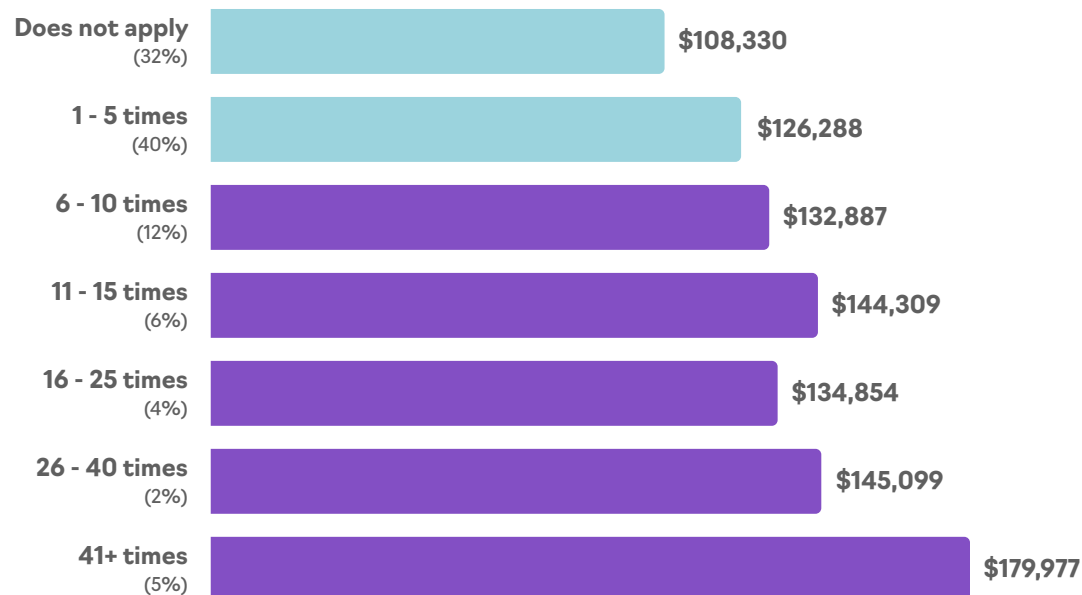
INSIGHTS

- Business Continuity management is heavily involved in managing a program with changing timelines and deliverables; therefore, it wasn't surprising when the data highlighted that **53% of all professionals and 63% of senior professionals (VP and higher) have 10+ years expertise in managing a program.**
- Program management (along with budget management and staff management) is a great example of skills that many professionals learn prior to becoming a Business Continuity, Crisis Management, Resilience Management professional; therefore, it isn't surprising that many professionals will be more experienced in these skills versus the BCM specific skills.



Average Annual Base Compensation by Presentation Experience

(Full-time / Permanent / USD)



INSIGHTS

- Few professionals step outside of their comfort zone in giving presentations, publishing, or serving on an industry related board. Our data indicated that 72% of the respondents have either never given a presentation or have only presented once.
- **Only 17% of the respondents have presented more than 10 times and on average they may out earn their peers with less presentation expertise or none by 27%**
- The data also highlighted that a majority of professionals have never been published (66%) or served on a industry related board (62%), but for those who have served on a board usually do so for 1 - 5 years (25%).

PRO TIP



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



Average Annual Base Compensation by Executive Team/Board Involvement

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



INSIGHTS

- Driving executive commitment is imperative for the program's success and this means regular engagement, not just as needed or requested, which 55% of the respondents noted.
- **23% of the respondents noted that they lead a Risk/Business Continuity/Resiliency Committee.** Of those, 25% were VP/Directors, 23% were Manager/Program Managers, and 19% were Global Program Heads. Additionally, 64% are men and 35% are women.



RESOURCES

The Balancing Act of Efficiency and Resilience: How to Connect with Executives & Key Stakeholders

Break through the barriers with your executive team/board to **improve operational efficiency and build a culture of resilience.**

[READ THE BLOG](#)

Compensation by Company Demographics Assessment





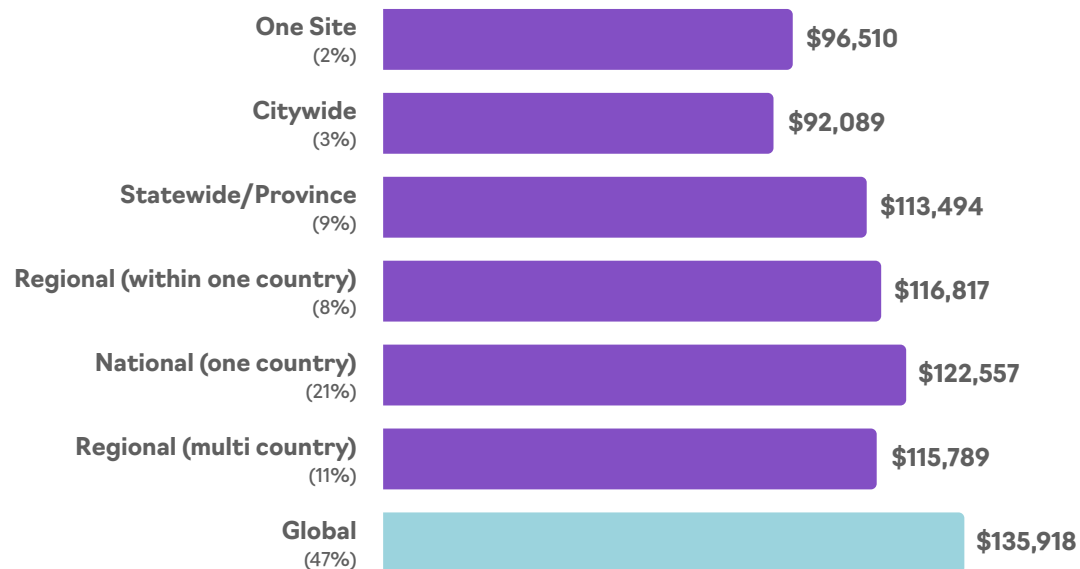
Average Annual Base Compensation by Industry (Full-time / Perm. / USD)

Top 5 Paying Industries (On average)



Average Annual Base Compensation by Distribution of Org.

(Full-time / Permanent / USD)



INSIGHTS

→ The data highlighted that the top paying industries included those from the financial or technology sectors, while government, education, nonprofit, and logistics tended to be on the low end. Almost half of the respondents work with global organizations.

TOP RESPONDENTS BY INDUSTRY

- Financial - Banking (16%)
- Insurance (13%)
- Financial - Investment (7%)
- Consulting Services (6%)
- Technology - Services (4%)
- Healthcare/Medical - Hospital (4%)
- Utilities - Energy (4%)

→ When assessing the data findings by number of employees employed with an organization we noticed that 54% of the respondents work with organizations with between 1,000 - 20,000 employees and on average earn a base compensation of \$125,559 USD. **36% of the respondents are employed with organizations with more than 20,000 employees and on average these professionals earn a base compensation of \$132,480 USD.**

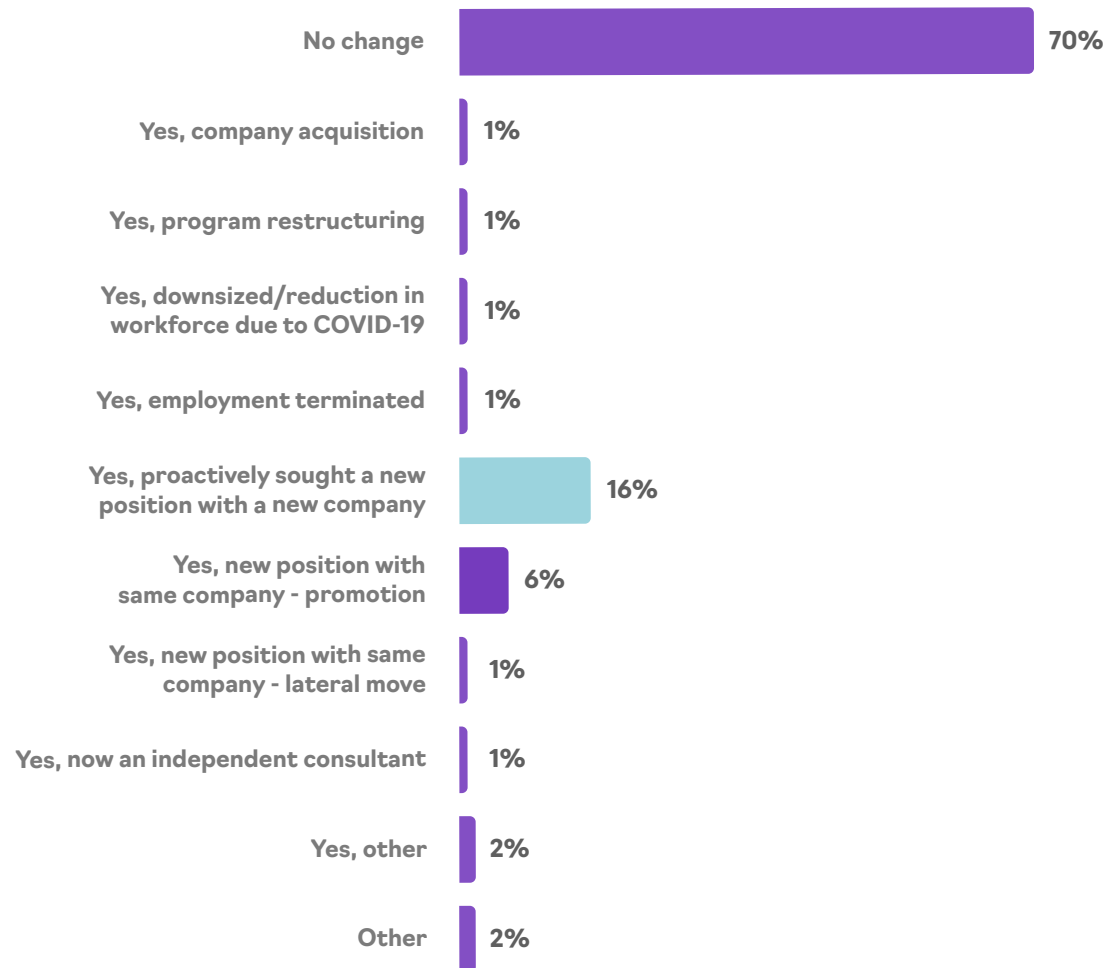
Impacts from COVID-19 + The Great Resignation





Percent of Respondents by Job Change in the Past Year

(Full-time / Permanent / USD)

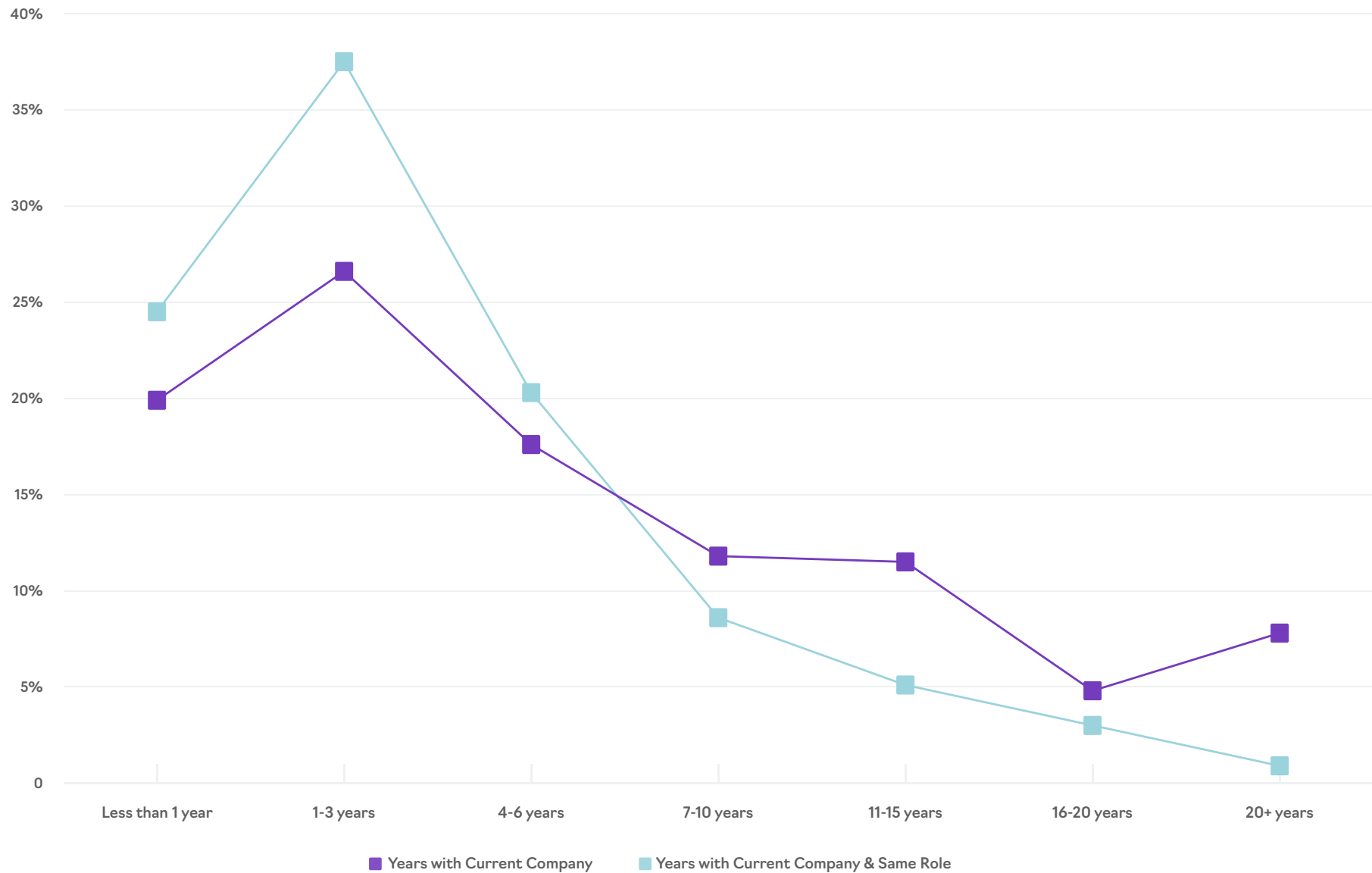


INSIGHTS

- Stresses on Business Continuity/Resilience Management planning (from COVID-19 response, supply chain issues, geopolitical issues, etc) has prompted a labor market demand that we've never witnessed before. In addition, the burnout from working around the clock and seeking greater flexibility led to the Great Resignation. Although, the Great Resignation didn't impact the BCM profession similar to other disciplines, Business Continuity professionals definitely flirted with a job search in the last 12 months, more than ever before.
- **The data indicated that globally 16% of the respondents proactively made a job change due to seeking a new position with a new company.** This was a substantial increase from the data point (9%) reported last year.
- The data graph on the next page also highlights that 20% have been employed with their current employer for less than a year.

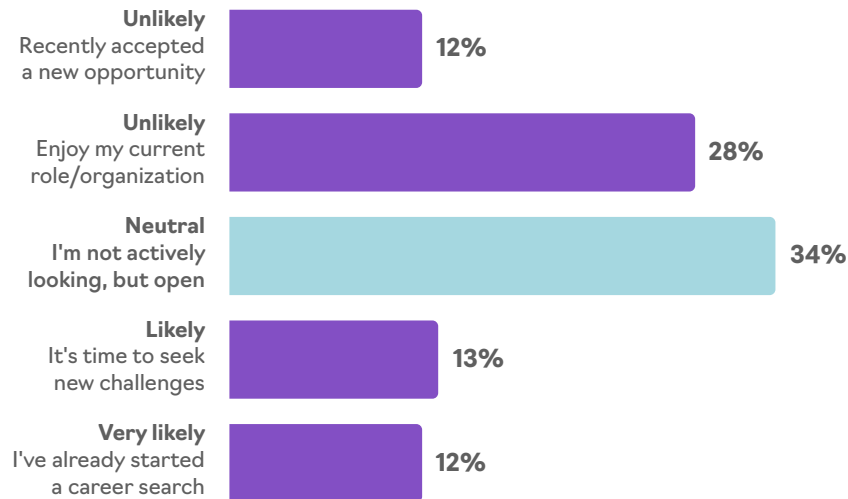


Percent of Respondents by Years Employed with Current Employer & by Years Employed with Current Employer & Same Role (Full-time / Permanent / USD)





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

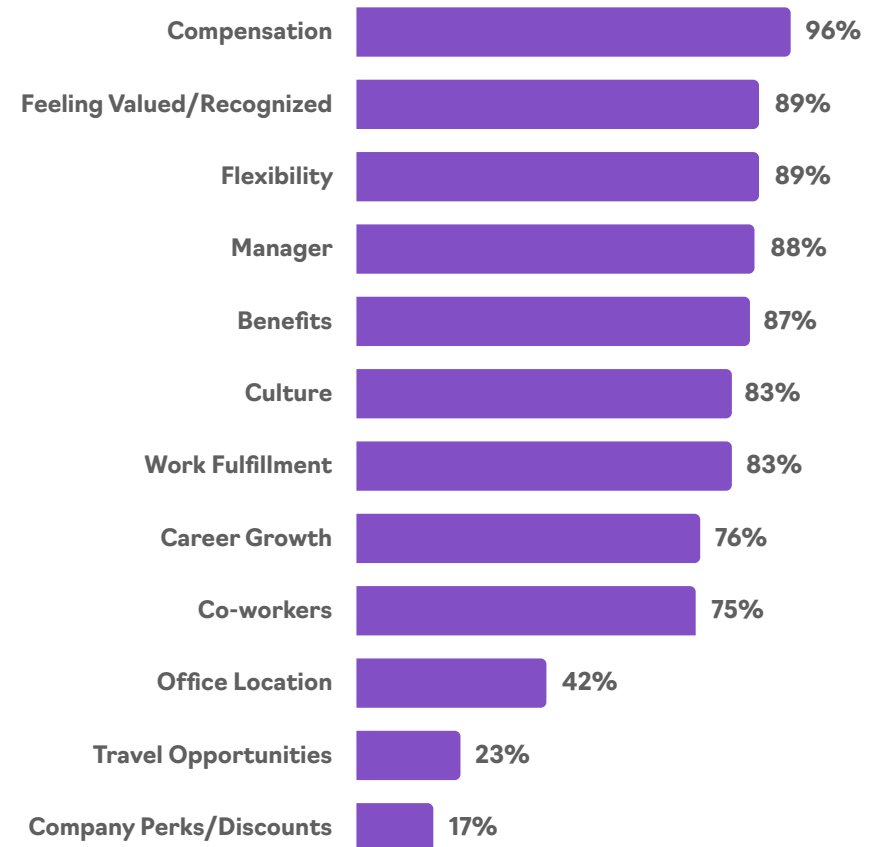


INSIGHTS

- What can we expect in 2022 for the Business Continuity labor market? The demand is still at an all time high, but will the pool of available talent (professionals seeking a job change) meet the current and future demand?
- Although we haven't gathered this data point in the past, **the study highlighted that 25% were either likely or very likely to make a job change in the next year.** And while this may seem like a lot, the job market has been surging well over 25% since April 2020.
- Employers are reacting to this tight labor market demand in becoming more creative in retaining personnel. Do you know what influences your personnel to stay? It's definitely time to start getting creative and apply out of the box personnel retention strategies.

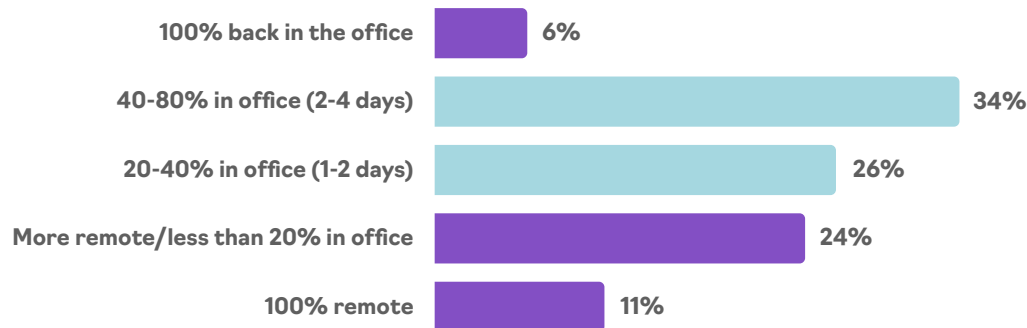
Percent of Respondents by the What Influences them to Stay with an Organization

(Percent noted below is Important + Very Important ratings combined.)

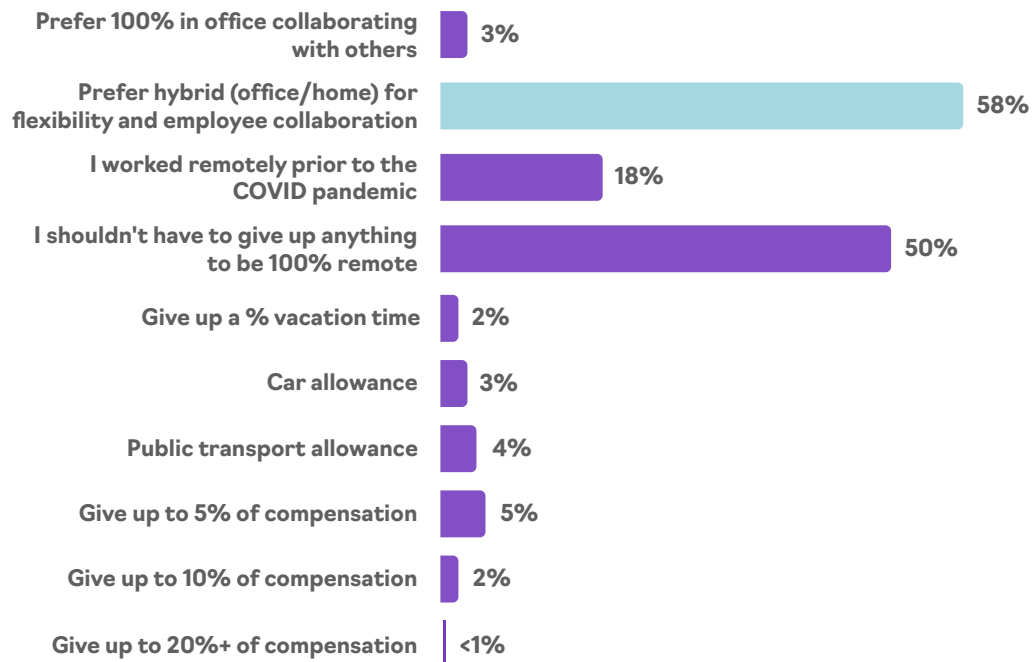




Percent of Respondents by Anticipated Return-to-Work Strategy for Current Employer



Percent of Respondents by Willingness to Give up Perks to Work 100% Remote (Will exceed 100% due to multiple selections.)



INSIGHTS

- How do your return-to-work strategies compare? According to the data findings, **60% will have a hybrid solution of in the office 1 - 4 days/week and then work from home.**
- The data also highlighted that a **majority of professionals (58%) prefer a hybrid model for employee collaboration.**
- Although a few professionals would give up either vacation time, car/transport allowance, or a percentage of their compensation, the majority (50%) believed they shouldn't need to give up anything if they worked 100% remote.

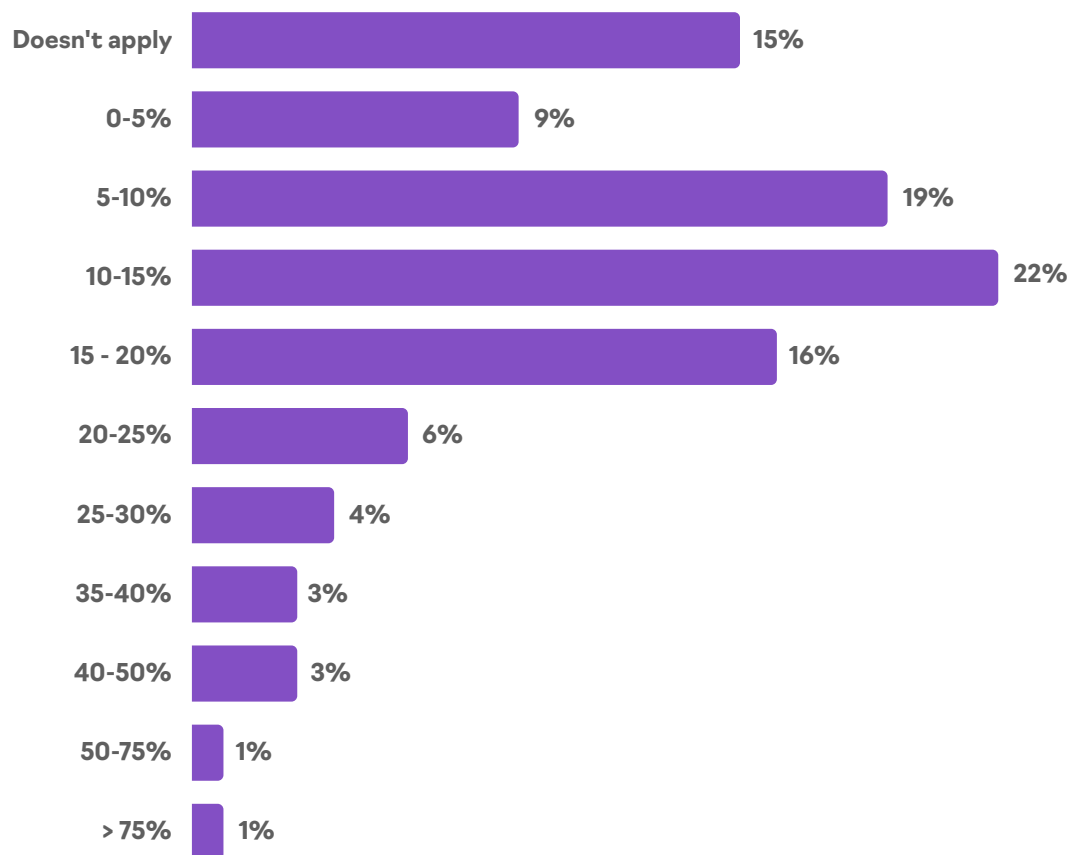
Bonus + Benefit Assessment





Percent of Respondents Receiving a Bonus

(Full-time / Permanent / USD)



INSIGHTS

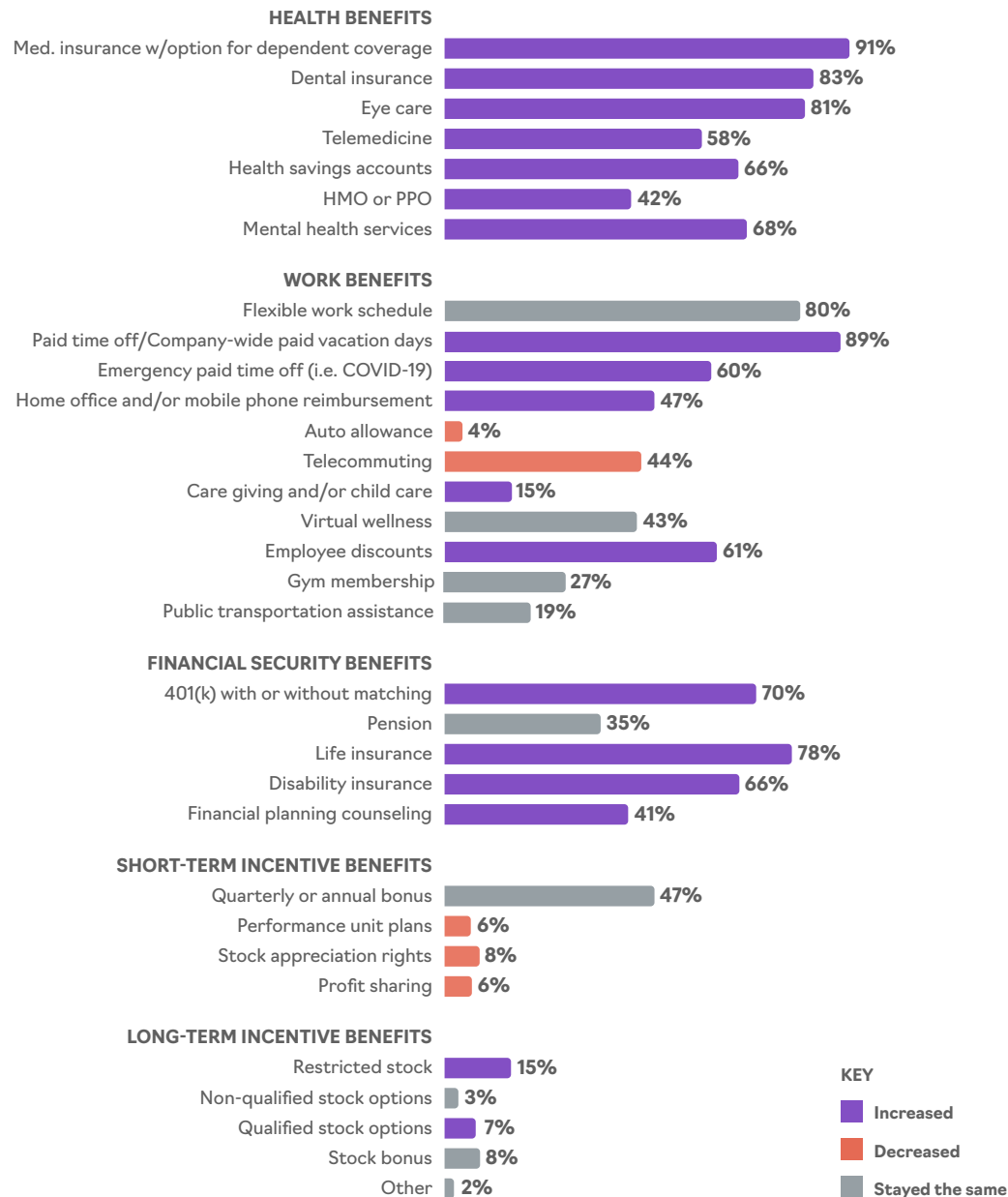
→ The data indicated that **85%** (up from **76%** in 2021 and **67%** in 2020) of the respondents **receive a bonus payout** and 41% of those individuals received a bonus payout between 5 – 15%.

WHEN ASSESSING BONUS PAYOUT WE DISCOVERED THE FOLLOWING:

- **Entry-level/Planners:**
49% between 1 – 10%
- **Subject Matter Expert/Solution Architect:**
48% between 5 – 15%
- **Manager/Vice President:**
60% between 5 – 20%
- **Regional Lead/Global Program Manager:**
69% between 5 – 20%
- **Global Head/CXO:**
61% between 10 – 30%



Percent of Respondents by Benefits Received (Full-time / Permanent / USD)



INSIGHTS

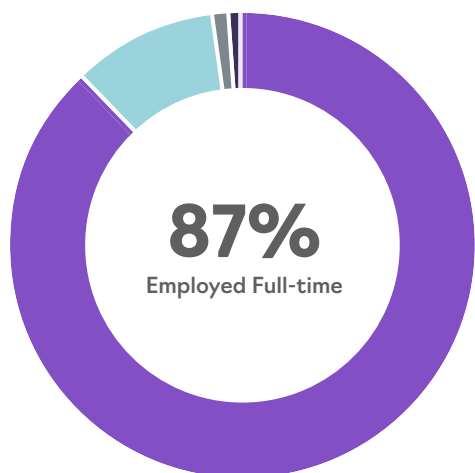
- Several new benefit offerings were added to the BCM Compensation Study in 2021, such as telemedicine, mental health services, virtual wellness, and care giving and/or childcare and a few more benefits were added to the 2022 study (gym membership, public transportation assistance).
- **The benefits highlighted in purple increased in comparison to the year before, while the benefits highlighted in burnt orange decreased in offerings since 2021.** The other benefits either stayed the same from the previous year or it was a new addition to the 2022 study.
- **Health benefits surged since 2021** for each category. The categories indicating the largest increase included the following:
 - **Health savings accounts:** + 43%
 - **Telemedicine:** +35%
 - **HMP or PPO:** + 35%
- Only auto allowance and telecommuting/100% remote along with several short-term incentives decreased in comparison to 2021.

Respondent Demographics





Percent of Respondents by Employment Status

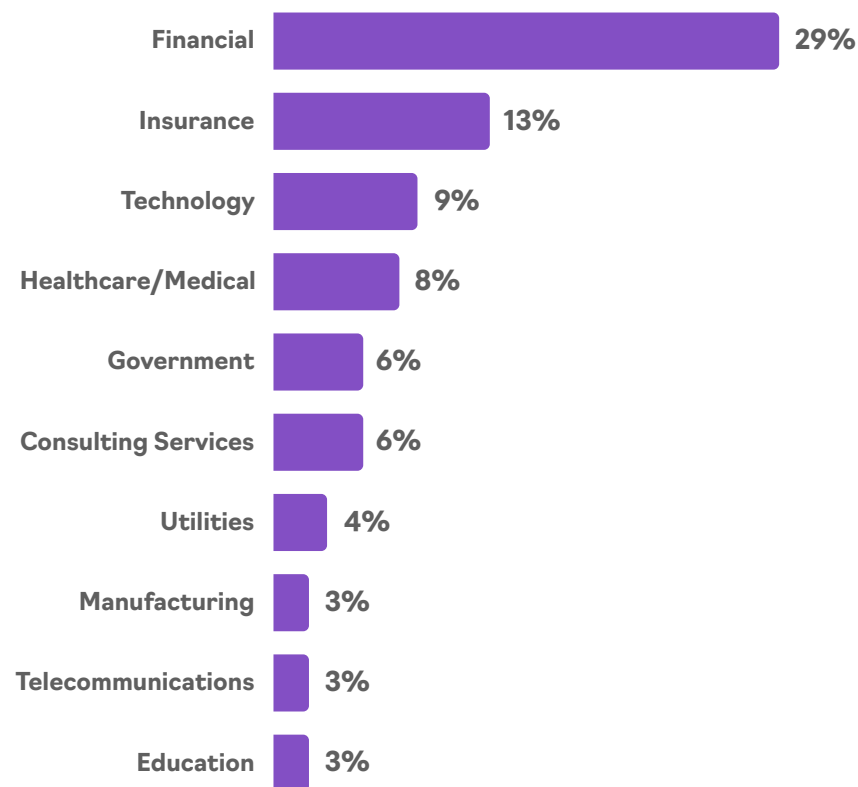


- Employed Full-time: 87%
- Independent Contractors: 10%
- Retired: 1%
- Unemployed: 1%
- Employed Part-time: <1% (Not shown)

Percent of Respondents by Industry

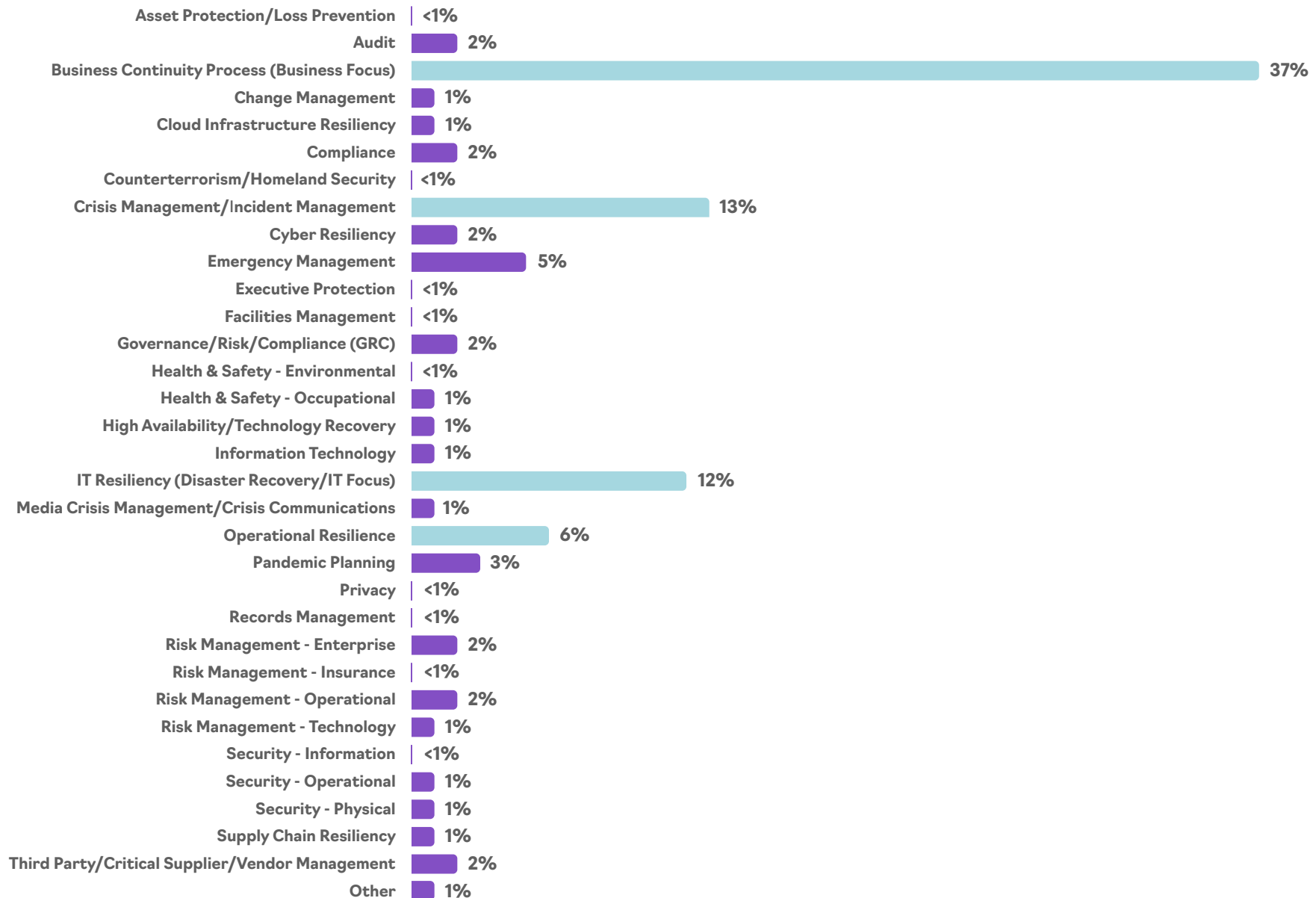
(Full-time / Permanent)

Top 10 Industries:





Percent of Respondents by Breakout of Responsibilities and Focus as a Percent of Job Focus (Full-time / Permanent)



BCM Research Overview



BCM Research Overview

REPORTING HISTORY

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

STUDY METHODOLOGY

The on-line study was developed by the BC Management team in conjunction with Business Continuity Institute (BCI) and the BC Management International Research Advisory Board. WorldAPP Key Survey, an independent company from BC Management, maintains the study and assesses the data collected. The study was launched in January 12, 2022 and it will remain open through November 30, 2022. Participants were notified of the study primarily through e-newsletters and notifications from BC Management, Business Continuity Institute (BCI) and from many other industry organizations. All participants are given the option of keeping their identity confidential.

ASSESSMENT OF DATA & REPORTING

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

PARTICIPANT OVERVIEW

821 study professionals

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

- **Full-time, Permanently Employed, Retired, or Unemployed Professionals** = 745 Participated & 655 Completed
- **Independent/ Fixed Term Contract Consultants** = 76 Participated & 59 Completed

Responses were received from 39 countries. The most significant responses are bolded and associated with a number.

Albania, **Australia (17)**, **Belgium (5)**, Brazil, **Canada (62)**, China, Colombia, Costa-Rica, Denmark, Finland, France, Germany, Hong Kong, Hungary, **India (9)**, **Italy (7)**, Japan, Kuwait, Malaysia, Mexico, Netherlands, **New Zealand (5)**, Nigeria, Panama, **Philippines (5)**, Poland, Saudi Arabia, Seychelles, Singapore, **South Africa (6)**, Spain, Sweden, **Switzerland (5)**, Thailand, Trinidad and Tobago, **United Arab Emirates (10)**, **United Kingdom (76)**, **United States of America (518)**, and Venezuela.

Advisory Board + Distributing Organizations





Thank you to BC Management's International Research Advisory Board

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

Larry Chase

CBCP, Comp TIA A+ (USA Focus)

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

Kevin Cunningham

MS, CEM, CBCP (USA Focus)

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

Ing. Jorge Escalera

MBA, RM-31000, MBCP, CCRP, LA 22301 (Mexico)

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



Robert Fucito

(USA Focus)

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

Guy Gryspeerd

AMBCI (USA Focus)

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

Gayle Hedgecock

(UK Focus)

Gayle has over 21 years experience in Business Continuity and Operational Resilience in financial service, more recently in legal services. Covering the full continuity lifecycle from completing BIA's through to creating and implementing BC, Crisis Management and Operational Resilience programme, policies and standards. Gayle was the chair of the BCi London Forum for four years.

Ashley Helmick

MBCI (USA Focus)

Over the past six years, Ashley has worked with a variety of organizations to implement and maintain successful Business Continuity and IT Disaster Recovery Programs within several industries, including healthcare, manufacturing, utilities, technology services/software, legal services, distribution/logistics, and financial services. Many of Ashley's recent clients have been global bio-pharmaceutical research and manufacturing organizations. Ashley builds programs for organizations, identifies risks, develops actionable plans at executive and operational levels, and validates plans using plausible scenario exercising. Ashley integrates business continuity and IT disaster recovery into organizations' cultures and drives clients to continually mature their programs.

Evan Hicks

CBCP (USA Focus)

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



Alberto Jimenez

CBCP, PMP (USA Focus)

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

Sohail Khimani

**MBA, MBCP, AFBCI, OSSNHS, ISO 22301 LA
(Middle East Focus –Based in UAE)**

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

Nicola Lawrence

BCom, MBCI (UK Focus)

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

Irfan Mirza

(USA Focus)

Irfan Mirza leads the enterprise continuity and resilience program across Microsoft. He has over 25 years of experience in the software and technical services industries in roles ranging from policy and compliance leadership in security, privacy, continuity, to software and service development, alongside enterprise, system and business architecture. He lectures frequently on technology topics and about policy design, implementation and measurement, as well as delivering periodic university lectures in political sociology.

Desmond O'Callahan

FBCI (Canada Focus)

Des O'Callaghan, FBCI, is a practitioner with 30 years of experience in building, leading, and assessing business continuity programs in Canada. Much of his career has involved directing in-house programs in the financial sector. He also has over 10 years of wide ranging consulting experience across multiple sectors. Des has been an educator in BCM for over 12 years, teaching at George Brown College in Toronto for 4 years and currently delivering Business Continuity Institute courses across North America. Des became a Fellow of the BCI in 1996 and is presently Vice President and Secretary of the Canadian Chapter. He was appointed as Lead Assessor for the BCI in 2018. Des frequently presents at conferences and has received a national Canadian Award of Excellence in 2009 and a gifted grade Global BCI Achievement Award in 2015.



Jayaraj Puthanveedu

CISSP, MBCI, ISO Lead Auditor (UK Focus)

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

M. Brian Reid

FBCI, CBCP, CPP, CFE (USA Focus)

M. Brian is a globally recognized, risk and resiliency thought leader. Among his many accomplishments includes a national-level critical infrastructure assessment. He has also led enterprise business continuity, security and risk advisory engagements for large global organizations. Currently he leads the Global Security Operations Center for one of the top Cyber security firms. M. Brian is an Engineering graduate of the United States Military Academy at West Point and holds Master's degrees from Norwich University (M.S. in Information Assurance), Webster University (M.A. in Business and Organizational Security Management) and the University of Reading (MBA). He is a Fellow of the Business Continuity Institute, a Certified Business Continuity Professional, ISO 22301 Lead Implementer Certified, Board Certified in Security Management and is a Certified Fraud Examiner. M. Brian is a member of the Global board of Directors of ASIS International and the BCI (USA) national chapter board.

Wong Tew Kiat

CBCP, FBCI, CITBCM(S), CITPM(S), COMIT(S), Fellow SCS (Asia Pacific Focus – Based in Singapore)

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

Gilberto Tiburcio Freire

Junior (LATAM Focus)

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



Sanjiv Tripathy

(India Focus)

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

Thomas Wagner

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

Kiyoshi Yoshikawa

(Asia Pacific Focus – Based in Japan)

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

Thank you to those organizations that assisted with this global effort.

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



Appendix



Job Title Definitions

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

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

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

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

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

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

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

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

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

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

Consulting (Not Fixed Term/Contract)

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

Educational Institutions

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

Louisiana State University – MA & Ph.D. (USA)
Massachusetts Maritime University – BS & MS (USA)
Metropolitan College of New York – MPA (USA)
Millersville University of Pennsylvania – MSDM (USA)
National University – BD (USA)
North Dakota State University – BS, MS & Ph.D. (USA)
Northeastern University – MD (USA)
Norwich University – MD (USA)
Oklahoma State University – MS (USA)
Park University – MD (USA)
Queensland University of Technology – MBA (Australia)
Rivier University – BD (USA)
Rochester Institute of Technology – MD (USA)
Royal Roads University – MA (Canada)
Saint Louis University – MS, MD (USA)
Saint Petersburg – BD (USA)
Savannah State University – BA (USA)
State University of New York (SUNY) – BT (USA)
Southern Cross University – MS (Australia)
Thomas Edison State College – BD (USA)
Trident University – MD (USA)
Université Paris 1 Panthéon-Sorbonne – MS (France)
University of Akron – BS (USA)
University of Alaska Fairbanks – BD (USA)
University of Central Missouri – BS (USA)
University of Chicago – MD (USA)
University of Delaware – MS & Ph.D. (USA)
University of East Anglia – MBA (UK)
University of Florida – BS & MS (USA)
University of Illinois, Chicago – MS (USA)
University of Johannesburg – BT (South Africa)
University of Leicester – MD (UK)

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

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

Professional Certifications

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

CHS Level I – V – Certified in Homeland Security

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

ARM – Associate Risk Manager

ARM-P – Associate Risk Manager for Public Entities

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

CPP – Certified Protection Professional

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

CMQ/OE – Certified Manager of Quality/ Organizational Excellence

CQA – Certified Quality Assessor

SSBB – Certified Six Sigma Black Belt

SSGB – Certified Six Sigma Green Belt

SSYB – Certified Six Sigma Yellow Belt

The APM Group Limited (APMG) – <http://www.apmgroup.co.uk>

PRINCE2 – www.prince2.org.uk

CPMQ – Competent Project Manager Qualification

Associate of Certified Fraud Examiners (ACFE) – <http://www.acfe.com>

CFE – Certified Fraud Examiner

BAI Bankers Training & Certification Center (BAI) – <http://www.bai.org>

CRP – Certified Risk Professional

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

CPEA – Certified Professional Environmental Auditor

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

Certificate in Information Security Management Principles

Practitioner Certificate in Information Risk Management

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

BSI ISO 22301 Lead Auditor

BSI ISO 22301 Lead Implementer

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

Affiliate Member

CBCI – Certified in BCI

AMBCI – Associate Member of BCI

MBCI – Member of the 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 – Master's Achievement in Business Resilience

CBRITP – Certified Business Resilience IT Professional

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

CMMI Certified

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

CBCV – Certified Business Continuity Vendor

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

APSCP – Associate Public Sector Continuity Professional

CPSCP – Certified Public Sector Continuity Professional

AHPCP – Associate Healthcare Provider Continuity Professional

CHPCP – Certified Healthcare Provider Continuity Professional

ARMP – Associate Risk Management Professional

CRMP – Certified Risk Management Professional

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

CEH – Certified Ethical Hacker

CSCU – Certified Secure Computer User

CHFI – Computer Hacking Forensic Investigator

ECSA – EC-Council Certified Security Analyst

ECSP – EC-Council Certified Secure Programmer

LPT – Licensed Penetration Tester

Professional Certifications

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

Level I, Professional Continuity Practitioner
 Level II, Master Continuity Practitioner
 CERT – Community Emergency Response Team
 NIMS – National Incident Management System
 ICS – Incident Command System
 HSEEP – Homeland Security Exercise and Evaluation Program
 MEP – Master Exercise Practitioner
 PDS – Professional Development Series – Certificate of Completion
<http://training.fema.gov/EMIWEB/PDS/>

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://ibfcs.org>

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

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

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

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

CFM – Certified Facility Manager

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

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

IT Infrastructure Library (ITIL) Certifications – <http://itsm.fwtk.org/Certification.htm>

ITIL (The Foundation Certificate)
 ITIL (The Intermediate Certificate)
 ITIL (The Expert Certificate)
 ITIL (The Master Certificate)

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

ACM – Associate Continuity Manager
 CCM – Certified Continuity Manager

Open Compliance & Ethics Group (OCEG) – <http://www.oceg.org>

GRCP – GRC Professional

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

PECB Certified Disaster Recovery Foundation
 PECB Certified Disaster Recovery Manager
 PECB Certified Lead Disaster Recovery Manager
 PECB Certified EBIOS Risk Manager
 PECB Certified MEHARI Risk Manager
 PECB Certified ISO 19600 Foundation
 PECB Certified ISO 19600 Lead Compliance Manager
 PECB Certified ISO 22301 Foundation
 PECB Certified ISO 22301 Lead Implementer
 PECB Certified ISO 22301 Lead Auditor
 PECB Certified ISO 22316 Foundation
 PECB Certified ISO 22317 Foundation
 PECB Certified ISO 22320 Foundation
 PECB Certified ISO 27001 Foundation
 PECB Certified ISO 27001 Lead Implementer
 PECB Certified ISO 27001 Lead Auditor
 PECB Certified ISO 27799 Foundation
 PECB Certified ISO 27799 Lead Manager
 PECB Certified ISO 28000 Foundation
 PECB Certified ISO 28000 Lead Implementer

PECB Certified ISO 28000 Lead Auditor
 PECB Certified ISO 31000 Foundation
 PECB Certified ISO 31000 Risk Manager
 PECB Certified ISO 31000 Lead Risk Manager
 PECB Certified ISO/IEC 27005 Foundation
 PECB Certified ISO/IEC 27005 Risk Manager
 PECB Certified ISO/IEC 27005 Lead Risk Manager
 PECB Certified ISO/IEC 27002 Foundation
 PECB Certified ISO/IEC 27002 Manager
 PECB Certified ISO/IEC 27002 Lead Manager
 PECB Certified ISO/IEC 27032 Lead Cybersecurity Manager
 PECB Certified ISO/IEC 27034 Foundation
 PECB Certified ISO/IEC 27034 Lead Implementer
 PECB Certified ISO/IEC 27035 Foundation
 PECB Certified ISO/IEC 27035 Lead Incident Manager
 PECB Certified ISO/IEC 38500 Foundation
 PECB Certified ISO/IEC 38500 IT Corporate Governance Manager
 PECB Certified ISO/IEC 38500 Lead IT Corporate Governance Manager

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

CAPM – Certified Associate in Project Management
 PMP – Project Management Professional
 PMI-RMP – PMI-Risk Management Professional

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

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

Risk Management Society (RIMS) – <http://www.rims.org>

RIMS-CRMP – RIMS-Certified Risk Management Professional

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

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

About BC Management

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

Why BC Management



We're "In" Resilience Management!

We have 40 years of dedicated experience. We understand the language and can identify the skills needed to be successful.



We're Fast

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



The Hidden 60,000

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



Global Reach

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



*Now you're ready.*TM

As the global provider of resilience management solutions – spanning consulting, software, managed services, and staffing – Castellan is uniquely positioned to help organizations find the right balance of risk tolerance and resilience to protect their people, reputation, customers, and bottom-line. Leveraging a proprietary proven process for driving organizational readiness and response, Castellan partners with clients to establish a clear vision, drive real results, and provide ongoing support from their community of resilience experts. Castellan helps organizations replace uncertainty with confidence.

For more information, visit castellanbc.com.



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