



Business Continuity—USA

2005 COMPENSATION REPORT

The response to BC Management's 5th Annual Business Continuity Compensation Survey exceeded our expectations with over 1,800 respondents internationally. Over 1,200 professionals completed the survey from the United States, which gathered data on 2004 and 2005 compensations. The data throughout this report highlights full-time, permanent employees (FTE) in the United States. Please note, the compensations highlighted throughout this report are average total compensation. Total compensation, as referenced in this report, includes base, bonuses and any commissions earned in 2004 and 2005. Other job related benefits, such as stock options and profit sharing are not included in this compensation report.

To start off, Figure 1 details the increase in compensation for both FTE's and independent consultants. Survey results indicate a 5% increase in salary for FTE's, while independent consultants enjoyed an incredible increase of 12%.

The average total compensation (Figure 2) showed a steady climb upwards based on job title. Job titles below that begin with FT refer to those professionals who work on a full-time, permanent basis with professional consulting organizations.

Figure 3 shows the average total compensation by industry, and illustrates that the financial/ banking, insurance, manufacturing, consulting services, retail, and telecommunications industries had the greatest differentiation in salaries.

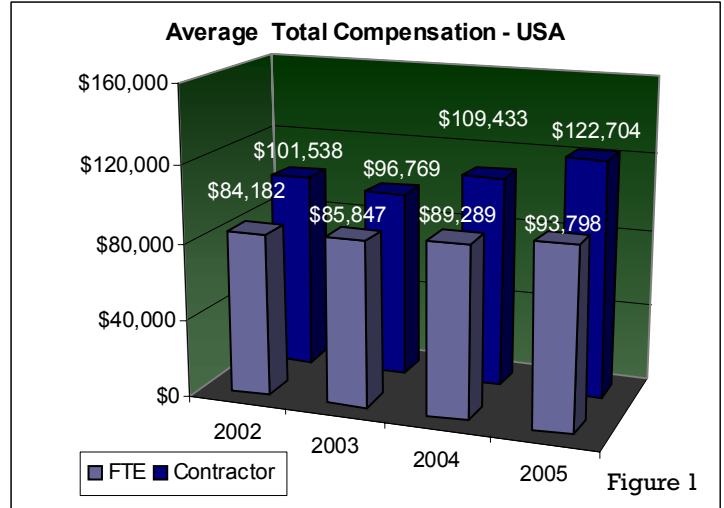


Figure 1

Average Total FTE Compensation by Job Title - USA



Figure 2

Average Total FTE Compensation by Industry - USA

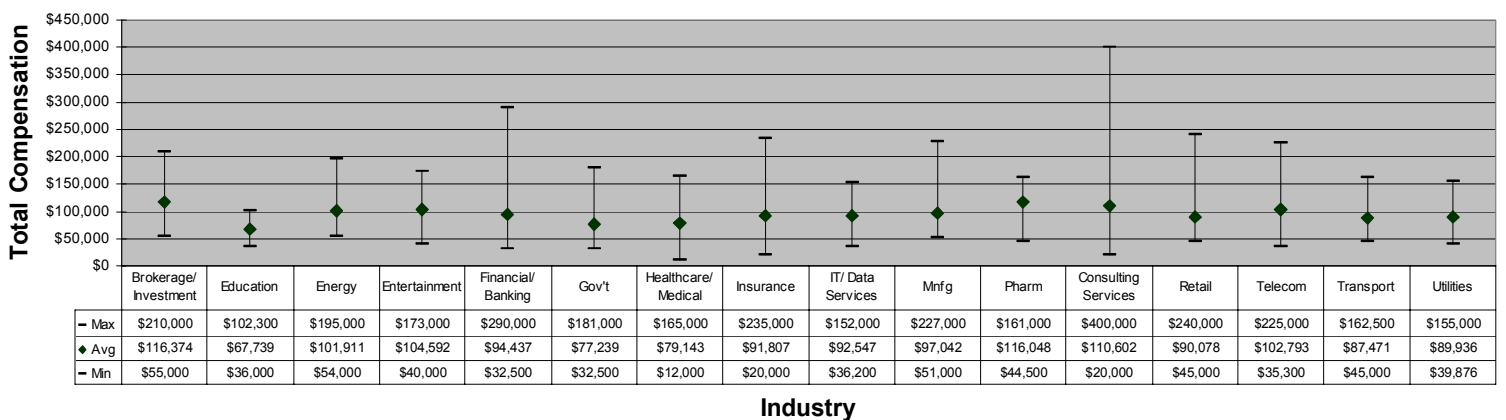


Figure 3

On Average Certified Professionals Tend to Earn More

Our survey results in Figure 4 report that on average all but the FBCI, CRP and Multiple certified professionals enjoyed increases in their total compensation. The majority of certified professionals earn more on average than their non-certified counterparts, with the exception of those who responded with the CEM, CRP, CFCP, ABCP and ABCI certifications. In comparing to the compensation report from the previous year we were surprised to see that the professionals responding with no certifications increased from 22% to 32% while still those responding with multiple certifications also increased from 14% to 33%. The percentage of respondents by certification in Figure 4 add up to over 100% due to the respondents obtaining multiple certifications. It is important to note that only those certifications with an appropriate number of responses are noted.

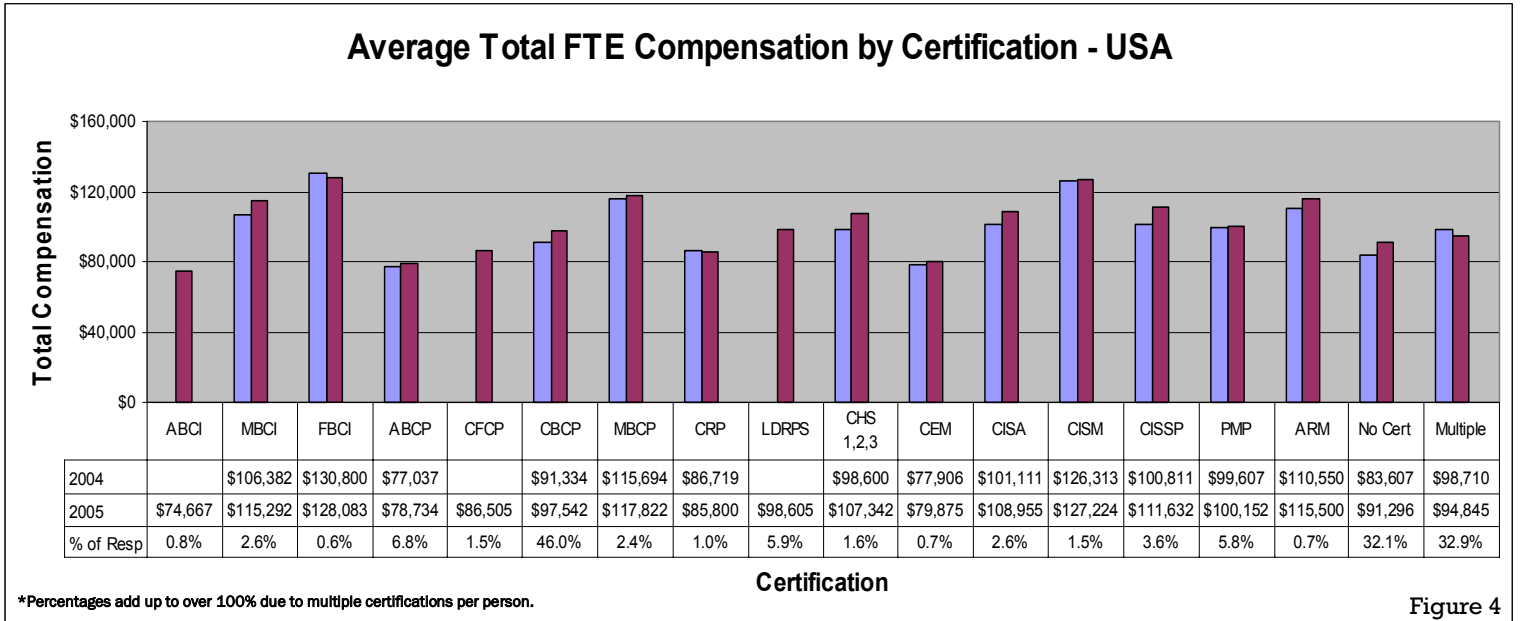


Figure 4

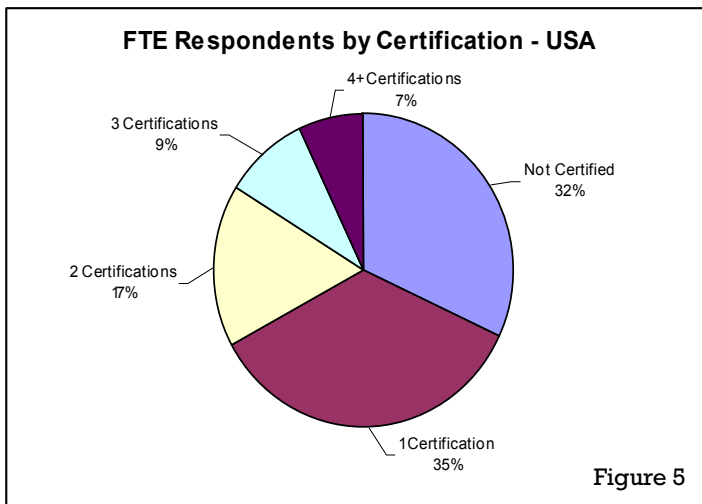


Figure 5

Figure 5 highlights that 68% of the respondents were certified while 32% were not certified. The percentage of respondents who received multiple certifications dropped significantly compared to those professionals with one certification. The survey data indicated that on average non-certified professionals earned \$91,296 while those with 1 certification, 2 certifications and 3 certifications earned \$94,470, \$95,213 and \$94,923 respectively.

The results indicated, as shown in Figure 6, that 13% of the respondents attributed an increase in their compensation to earning a certification. A majority of these respondents attributed the increase in their compensation to earning the CBCP certification (72%). The average increase in compensation attributed to becoming certified was \$6,417. The largest and smallest was \$40,000 and \$1,000 respectively. Figure 7 details the increase in average compensation attributed to the different certifications.

Our survey inquired on advanced business continuity related degrees due to the increase in dedicated university programs. Although only 1% of the respondents noted an advanced degree within business continuity, disaster recovery or emergency management, we are anticipating this to become an upwards trend.

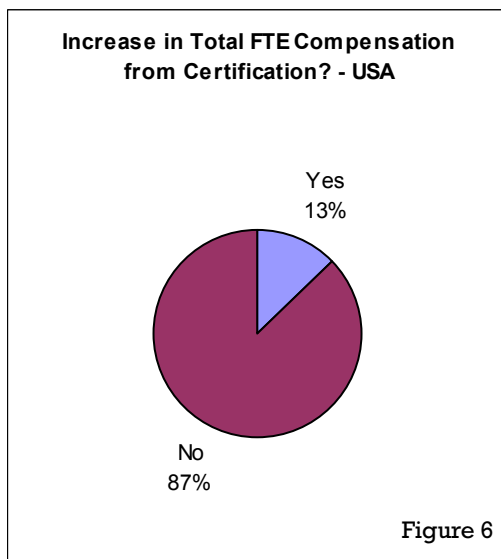


Figure 6

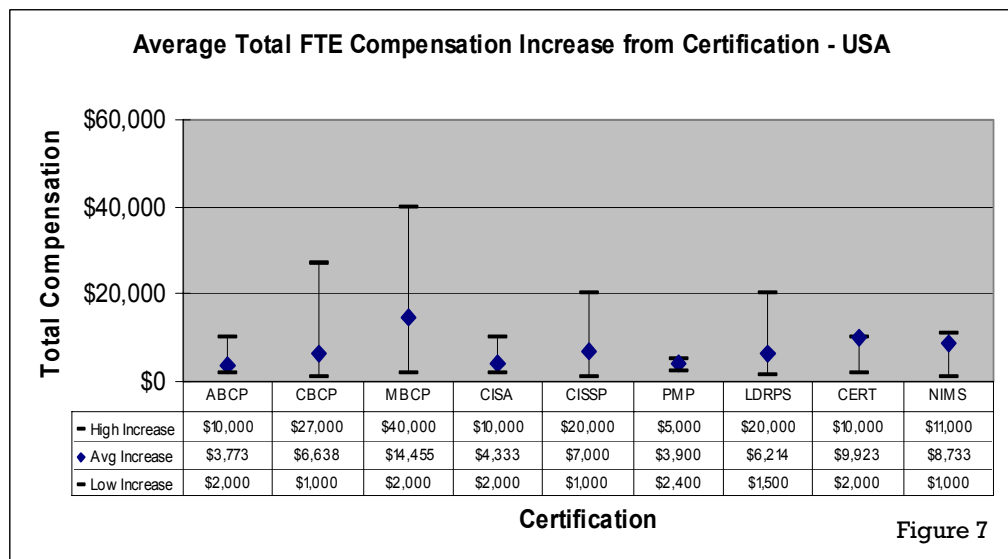


Figure 7

Bonus Review

The survey results indicate that 58% of the respondents received a bonus in 2005, compared to 56% in 2004. The average bonus in 2005 and 2004 was \$13,963 and \$12,593 respectively. The largest bonus paid in 2005 was \$200,000; the minimum was \$500, compared to \$200,000 and \$400 respectively in 2004. The respondent with the \$200,000 bonus was a president of a business continuity related company. Overall the largest bonus paid as a percentage of base salary was 50% (president respondent); the smallest was 1.2%. Figure 8 highlights the bonus received for each job title as a percentage of the base salary. The data noted in Figure 8 only focused on those respondents who received bonuses. Percentages highlighted below do not add up to 100% due to these percentages comparing the amount of bonus received in relation to base salary for each individual job title.

Average Bonus Percentage of Base Salary - USA

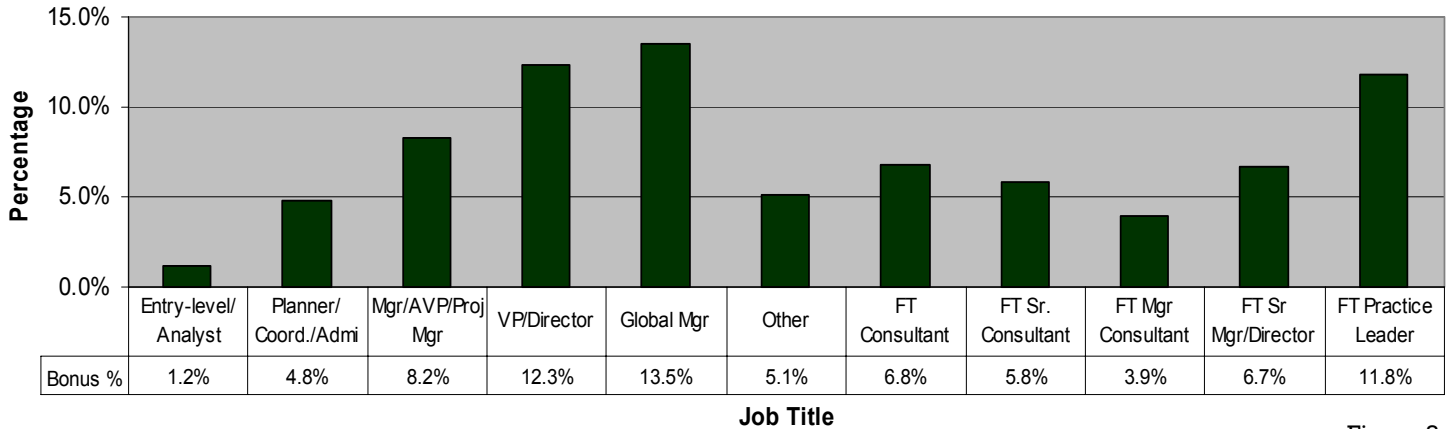
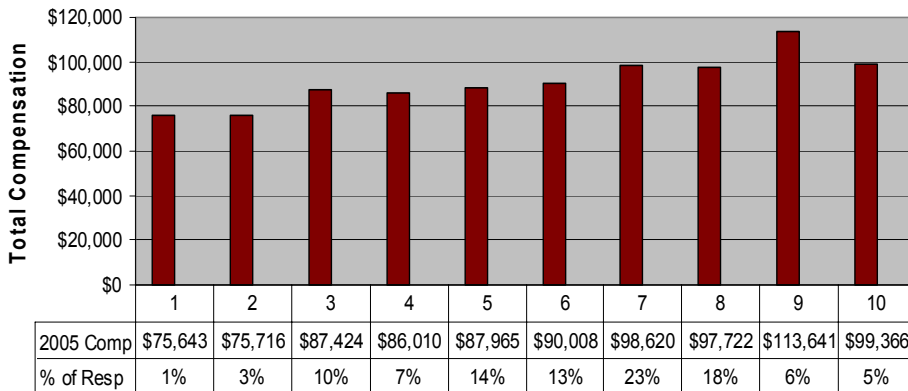


Figure 8

Average Total FTE Compensation by IT Expertise - USA



IT Expertise (Least to Greatest) - Self Evaluated

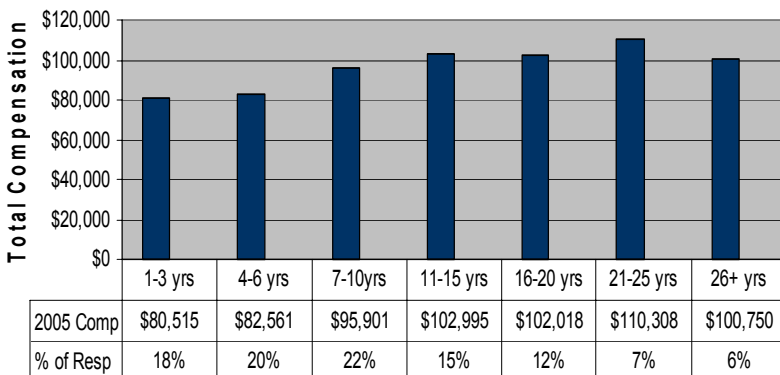
Figure 9

The data in Figure 9 is based on self-evaluation of Information Technology expertise. Overall the data from the survey revealed a steady incline upwards in compensation by IT expertise despite some of the slight dips in average total compensation.

Figure 10 highlights the average total compensation based on years of experience in the Business Continuity, Disaster Recovery or Emergency Management related fields. The survey results indicate an increase for all professionals with the exception of a slight decrease for professionals with 16-20 years and a larger decrease for those professionals with 26+ years of experience.

Figure 11 details the average total compensation by degree and indicates a steady incline based on advanced education. There is a slight increase in compensation from a high school degree to an associate degree. The increase to each consecutive degree is roughly a 9% increase in the average total compensation.

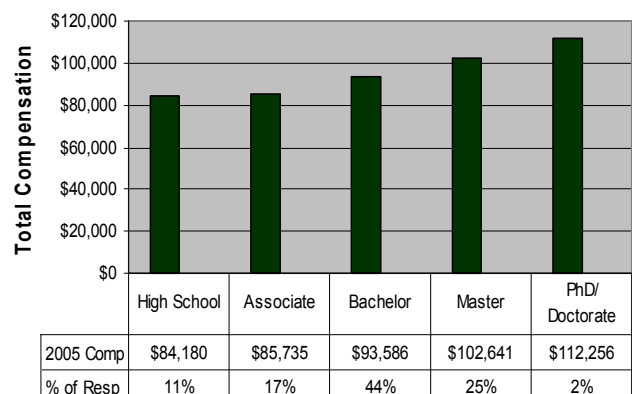
Average Total FTE Compensation by Years of Field Experience - USA



Years of Field Experience

Figure 10

Average Total FTE Compensation by Degree - USA



Degree

Figure 11

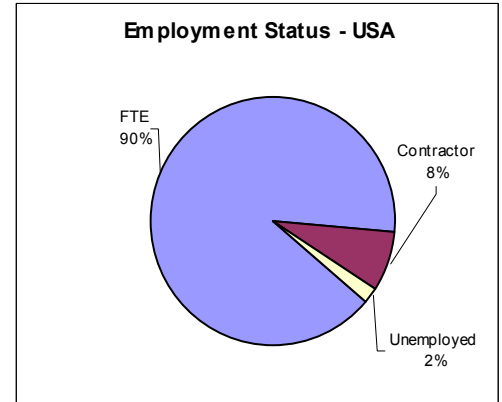
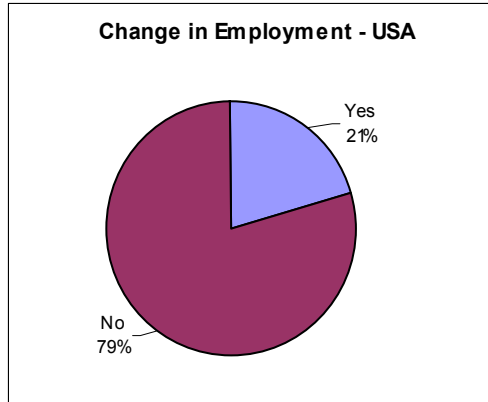
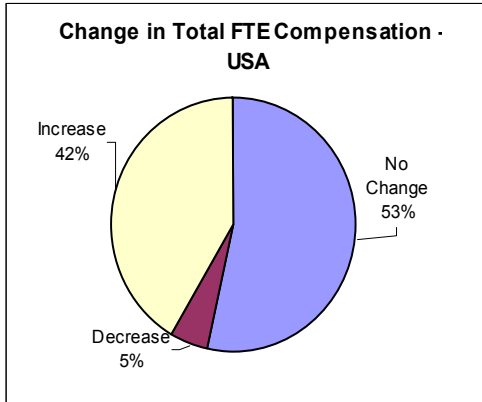
Study Methodology & Statistics

BC Management is pleased to announce that internationally 1,840 individuals took part in this year's survey. After careful review, those responses were trimmed to 1,815 valuable data points. Duplicate responses, missing salary data and unintelligible data were eliminated.

A majority of the respondents came from the United States, which totaled 1,216. Of those respondents, 1,102 were full-time employees (FTE), 92 were independent contractors and 22 were unemployed. The information presented throughout this survey represents full-time, permanent employees in the United States, unless otherwise noted.

The data used in these results was collected between Jan. 6, 2006 and Feb. 17, 2006 via an on-line survey by Pulse Research, an independent company. The survey was dispersed internationally among multiple associations and organizations involved in the business continuity community. Respondents were given the option of keeping their identity confidential. This survey accounts for 2004 and 2005 compensation, which includes base and bonus only. Other benefits and incentives were not included.

Respondent Characteristics



Distribution of Respondents by Job Title - USA	
Job Title	% Of Resp
Entry-Level/Analyst	1.3%
Planner/Coord/ Admin	33.3%
Mgr/AVP/Proj Mgr	33.3%
VP/Director	15.7%
Global Mgr	4.3%
Chief Officer	0.5%
Sales (Non-Mgmt)	0.6%
FTE Consultant	1.0%
FTE Sr. Consultant	3.0%
FTE Mging Consultant	1.4%
FTE Sr. Mgr/ Director	1.3%
FTE Practice Leader/Principle	1.1%
Other	3.2%

Distribution of Respondents by Industry - USA	
Industry	% Of Resp
Brokerage/ Investment	1.0%
Computer Services	2.6%
Computer Software	1.1%
Education	2.5%
Energy	1.5%
Entertainment	1.0%
Financial/ Banking	24.8%
Government	7.7%
Healthcare/Medical	6.1%
Insurance	10.0%
IT/ Data Services	5.0%
Manufacturing	4.4%
Mortgage	1.1%
Non-Profit	1.3%
Pharmaceutical	1.1%
Professional Services/Consulting	12.9%
Retail/ Wholesale	3.0%
Telecommunications	4.2%
Transportation	1.7%
Utilities	2.3%
Other	4.6%

Distribution of Respondents by Field - USA	
Field	% of Resp
Audit	2.2%
Business Continuity (Business Focus)	37.2%
Change Management	1.2%
Compliance	2.6%
Crisis Management	4.7%
Disaster Recovery (IT Focus)	22.4%
Emergency Management	5.5%
Facilities Management	1.5%
Health/Safety	1.4%
High Availability	0.9%
Information Security	3.1%
Information Technology	5.5%
Physical Security	1.1%
Project Management	4.6%
Records Management	0.9%
Risk Management	3.3%
Other	1.9%

Career Experience Prior to BC/DR - USA		
Career	Avg Comp	% of Resp
Business Analyst	\$91,284	6.5%
Emergency Mgmt	\$86,373	2.0%
Facilities	\$80,952	1.8%
Finance	\$78,631	1.2%
Government	\$87,458	3.8%
Health & Safety	\$90,744	3.2%
Info Security	\$88,550	3.0%
Internal/ External Audit	\$92,642	3.4%
IT - Database Admin	\$101,374	1.6%
IT - General	\$83,833	2.8%
IT - Networking	\$96,654	4.9%
IT - Systems	\$97,286	24.9%
IT - Data Center Recovery	\$97,236	8.0%
Military Services	\$86,583	3.1%
Operations	\$96,476	3.2%
Other Mgmt	\$80,319	1.6%
Physical Security	\$88,289	0.8%
Project Mgmt	\$95,940	13.2%
Quality Mgmt	\$82,631	0.4%
Records Mgmt	\$92,808	0.8%
Risk Mgmt	\$114,579	2.9%
Sales	\$115,925	1.3%
Student	\$77,180	1.0%
Other	\$88,497	4.6%

Salary Benchmarking

Based on the large number of respondents, BC Management is able to offer salary benchmarking. For a fee, we will analyze our data according to your specifications, which can include job title, geography, years of field experience, industry, certification, years work experience, IT expertise, degree and travel. Please contact BC Management for more information.

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Average Total Compensation by Region—Full Time, Permanent Employee

Region	Comp 2004	Comp 2005	Diff %
Alabama	\$79,850	\$83,652	5%
Arizona	\$85,192	\$85,955	1%
<i>Phoenix</i>	\$74,582	\$81,496	9%
Arkansas	\$61,363	\$62,950	3%
California	\$97,844	\$104,686	7%
<i>Los Angeles</i>	\$87,675	\$93,737	7%
<i>Orange County</i>	\$101,649	\$109,915	8%
<i>Riverside</i>	\$58,000	\$64,500	11%
<i>Sacramento</i>	\$71,027	\$73,929	4%
<i>San Diego</i>	\$102,382	\$105,800	3%
<i>San Fernando County</i>	\$91,438	\$107,725	18%
<i>San Francisco</i>	\$111,292	\$118,003	6%
Colorado	\$89,767	\$95,850	7%
<i>Denver</i>	\$90,788	\$96,982	7%
Connecticut	\$91,576	\$93,967	3%
<i>Hartford</i>	\$89,557	\$93,819	5%
<i>Stamford</i>	\$102,175	\$100,675	-1%
Delaware	\$82,100	\$84,375	3%
District of Columbia	\$91,925	\$92,924	1%
Florida	\$82,730	\$89,120	8%
<i>Jacksonville</i>	\$87,400	\$89,904	3%
<i>Miami</i>	\$93,200	\$100,400	8%
<i>Orlando</i>	\$72,200	\$81,500	13%
<i>Tallahassee</i>	\$79,333	\$77,667	-2%
<i>Tampa</i>	\$70,492	\$83,633	19%
<i>West Palm Beach</i>	\$70,250	\$74,400	6%
Georgia	\$94,921	\$101,547	7%
<i>Atlanta</i>	\$97,511	\$104,592	7%
<i>Outside Atlanta</i>	\$73,680	\$76,580	4%
Hawaii	\$63,000	\$64,333	2%
Idaho	\$78,000	\$86,000	10%
Illinois	\$96,126	\$97,874	2%
<i>Chicago</i>	\$97,826	\$101,278	4%
<i>La Salle/ Des Plains/ Rockford</i>	\$71,250	\$77,750	9%
<i>Naperville/ Aurora</i>	\$96,533	\$106,692	11%
<i>North Chicago</i>	\$95,143	\$99,493	5%
<i>Peoria/ Bloomington/ Moline</i>	\$80,000	\$73,167	-9%
<i>Springfield</i>	\$101,000	\$102,667	2%
Indiana	\$68,120	\$70,760	4%
<i>Evansville</i>	\$57,000	\$61,167	7%
<i>Indianapolis</i>	\$77,050	\$82,240	7%
<i>Outside Indianapolis</i>	\$54,000	\$50,667	-6%
Iowa	\$81,594	\$86,536	6%
<i>Des Moines</i>	\$82,233	\$87,664	7%
<i>Iowa City/ Cedar Rapids</i>	\$80,400	\$82,860	3%
Kansas	\$90,200	\$89,430	-1%
<i>Kansas City</i>	\$102,667	\$100,300	-2%
<i>Wichita</i>	\$64,000	\$65,750	3%
Kentucky	\$72,857	\$75,543	4%
<i>Louisville</i>	\$70,833	\$74,800	6%
Louisiana	\$80,083	\$82,833	3%
<i>Baton Rouge</i>	\$68,500	\$71,000	4%
Maine	\$76,000	\$78,500	3%
Maryland	\$93,209	\$102,168	10%
<i>Baltimore</i>	\$86,136	\$102,500	19%
Massachusetts	\$96,949	\$103,424	7%
<i>Boston</i>	\$96,185	\$102,298	6%
<i>Pittsfield/ Springfield</i>	\$54,750	\$54,500	0%
<i>South of Boston</i>	\$100,825	\$111,475	11%
Michigan	\$87,432	\$91,153	4%
<i>Pontiac</i>	\$75,500	\$79,333	5%
<i>Ypsilanti</i>	\$92,650	\$98,116	6%
Minnesota	\$80,014	\$85,863	7%
<i>Minneapolis</i>	\$87,500	\$94,003	7%
<i>Rochester</i>	\$67,900	\$64,167	-5%
<i>St. Paul</i>	\$76,567	\$84,956	11%

Region	Comp 2004	Comp 2005	Diff %
Missouri	\$79,194	\$81,131	2%
<i>St. Louis</i>	\$83,256	\$88,416	6%
<i>Kansas City</i>	\$81,392	\$76,047	-7%
Nebraska	\$59,500	\$61,344	3%
New Hampshire	\$90,452	\$94,044	4%
New Jersey	\$109,580	\$114,764	5%
<i>Northern</i>	\$111,085	\$117,053	5%
<i>Southern</i>	\$103,000	\$104,750	2%
New York	\$113,978	\$120,257	6%
<i>Albany</i>	\$79,000	\$88,500	12%
<i>Brooklyn/ Bronx/ Queens</i>	\$94,500	\$100,575	6%
<i>Buffalo</i>	\$86,425	\$83,775	-3%
<i>New York City</i>	\$129,905	\$136,480	5%
<i>Rochester</i>	\$78,000	\$73,000	-6%
<i>Syracuse</i>	\$60,250	\$64,750	7%
North Carolina	\$92,220	\$95,600	4%
<i>Charlotte</i>	\$84,840	\$87,155	3%
<i>Raleigh/ Durham</i>	\$102,604	\$106,793	4%
<i>Winston Salem/ Greensboro</i>	\$84,667	\$87,833	4%
North Dakota	\$35,000	\$38,500	10%
Ohio	\$79,705	\$83,126	4%
<i>Akron</i>	\$114,720	\$120,500	5%
<i>Cincinnati</i>	\$76,415	\$79,621	4%
<i>Cleveland</i>	\$84,733	\$82,063	-3%
<i>Columbus</i>	\$70,414	\$74,167	5%
<i>Dayton</i>	\$76,940	\$79,760	4%
Oklahoma	\$72,873	\$65,962	-9%
<i>Oklahoma City</i>	\$63,194	\$65,797	4%
<i>Tulsa</i>	\$71,167	\$76,833	8%
Oregon	\$72,600	\$78,600	8%
<i>Portland</i>	\$73,250	\$79,500	9%
Pennsylvania	\$85,905	\$91,901	7%
<i>Harrisburg</i>	\$75,500	\$77,165	2%
<i>Philadelphia</i>	\$91,246	\$98,275	8%
<i>Pittsburgh</i>	\$76,571	\$77,857	2%
Rhode Island	\$80,971	\$82,903	2%
South Carolina	\$80,800	\$82,267	2%
Tennessee	\$82,638	\$88,536	7%
<i>Knoxville</i>	\$64,000	\$64,400	1%
<i>Memphis</i>	\$87,043	\$95,130	9%
<i>Nashville</i>	\$76,045	\$78,979	4%
Texas	\$81,002	\$85,466	6%
<i>Austin</i>	\$67,364	\$66,000	-2%
<i>Dallas</i>	\$83,550	\$88,472	6%
<i>Ft. Worth</i>	\$81,727	\$95,911	17%
<i>Houston</i>	\$93,676	\$91,344	-2%
<i>San Antonio</i>	\$83,140	\$85,220	3%
Utah	\$84,614	\$82,144	-3%
Virginia	\$92,896	\$98,222	6%
<i>Arlington</i>	\$100,833	\$105,277	4%
<i>Norfolk</i>	\$48,750	\$52,250	7%
<i>Richmond</i>	\$84,457	\$91,194	8%
Vermont	\$59,667	\$61,167	3%
Washington	\$81,340	\$84,780	4%
<i>Everett</i>	\$94,795	\$97,100	2%
<i>Seattle</i>	\$71,211	\$75,465	6%
<i>Spokane</i>	\$67,000	\$63,500	-5%
Wisconsin	\$76,142	\$78,734	3%
<i>Green Bay</i>	\$78,575	\$78,350	0%
<i>Madison</i>	\$75,600	\$73,280	-3%
<i>Milwaukee</i>	\$79,088	\$86,588	9%
<i>Outside Milwaukee</i>	\$60,850	\$61,725	1%

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