



RESILIENCE360 ADVISORY

CAREER COACHING • PROGRAM COUNSEL
STRATEGIC STAFFING

Compensation Benchmarking

Month XXXX

Prepared for: **NAME**
ILLUSTRATIVE DATA ONLY

Table of Contents

Introduction	03
Study Methodology	04
Peer Assessment	05
Compensation by Job Title & Separation from CXO Level	06
Compensation by Experience	07
Compensation by Degree	09
Compensation by Certification	10
Compensation by Management Skills	11
Compensation by Real World Resiliency Skills	12
Compensation by Leadership Skills	14
Overview of Compensation Benchmarking Results	16
Sources & Notes on Compensation Adjustment	17
Team Experience	19
Other Services	20
Contact Us	21

Introduction

Resilience360 Advisory is pleased to present this tailored compensation benchmarking assessment. Backed by 20+ years of analytics and over a decade of compensation benchmarking reports for Fortune 500 clients, we provide actionable insight that blends strategy, data, and execution. These assessments go beyond base pay, factoring in role complexity, experience, education, certifications, leadership scope, technical skillsets, and geography to evaluate true earning potential. Organizations use our research to build fair, competitive pay bands and support equitable promotion practices. Professionals rely on our insights to benchmark against peers, assess marketability, and negotiate with confidence. Whether guiding individual career growth or informing enterprise compensation strategy, our benchmarking ensures alignment with evolving industry standards—strengthening both retention and recruitment outcomes.



Cheyene Marling, Hon MBCI
Managing Director



Study Methodology

Since 2001, Resilience360 Advisory (formerly BC Management) has collected global compensation data to help organizations and professionals better understand fair, competitive, and marketable pay ranges. The online study, developed in collaboration with the International Research Advisory Board and hosted by Key Survey, an independent research firm, uses tailored branching questions based on each participant's role and experience. Advanced programming ensures the accuracy and relevance of the data, and all respondents have the option to keep their name confidential.

Peer Assessment

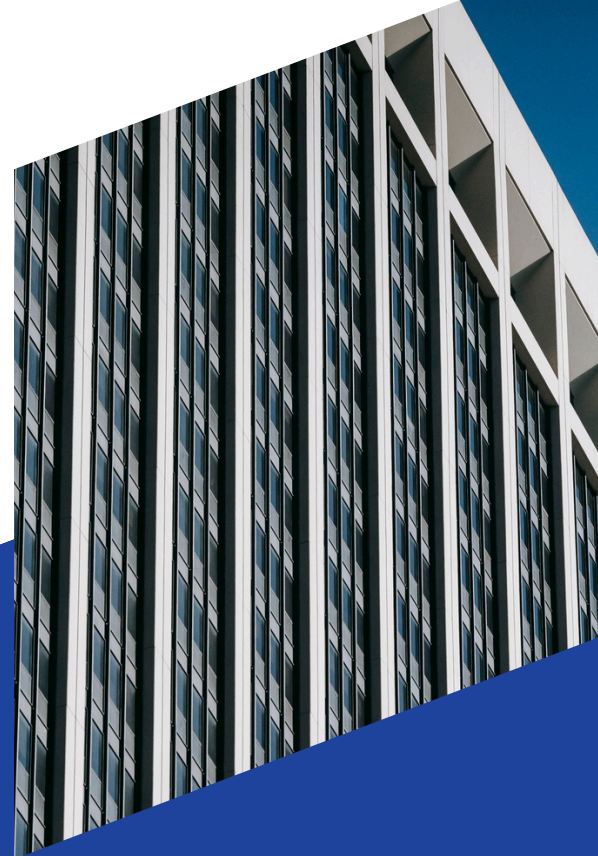
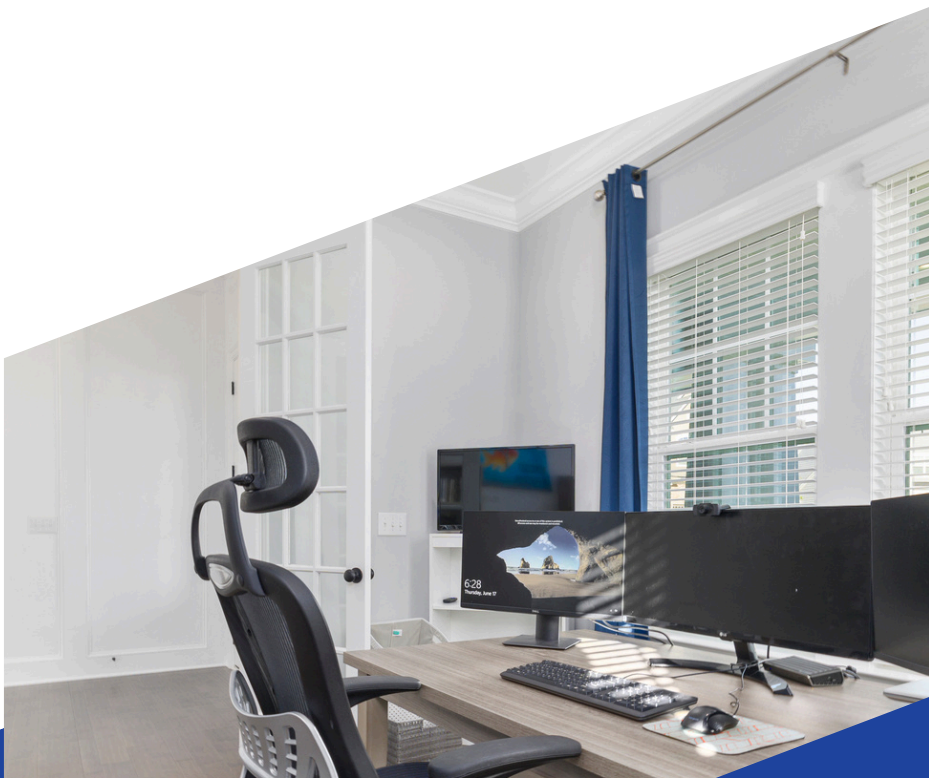
Name selected the job title of ***JOB TITLE (based in COUNTRY)** as the peer group for this assessment, which includes **XX** professionals at the time this report was published. Individual respondent names are not disclosed in this report. Participation in certain questions varied based on the study's built-in logic. For example, respondents who indicated they were not currently certified did not receive the certification list to select from.

Throughout this report, you'll see a variety of data charts illustrating how different factors influence earning potential. The black diamonds on each chart represent the specific professional's expertise for whom this report was created.

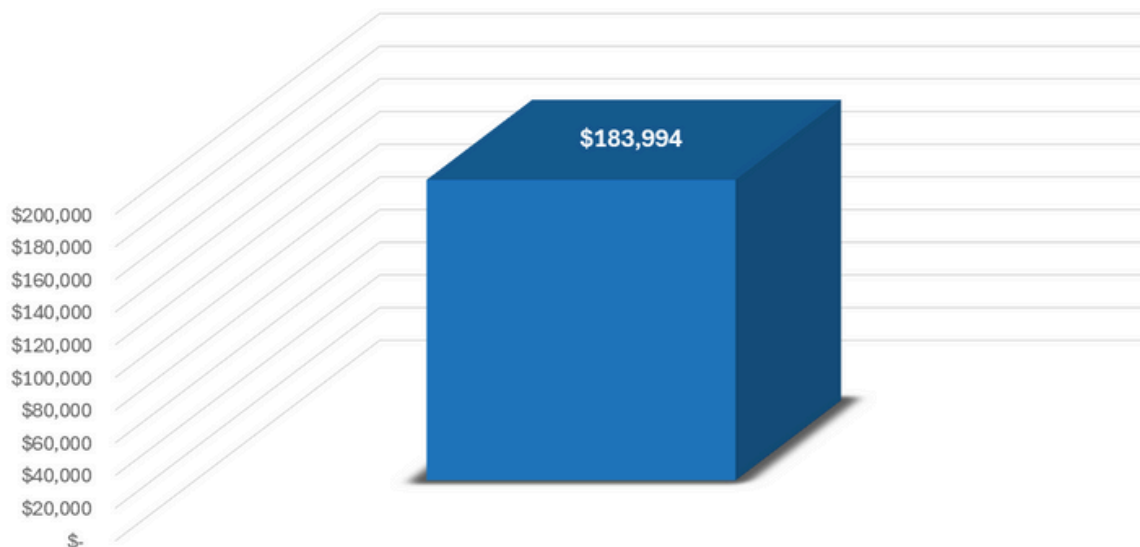
Notations:

* *Job Title* is defined in the annual compensation report for resiliency professionals as "*Lorem ipsum dolor sit amet. Nam corporis doloremque nam beatae galisum qui.*"

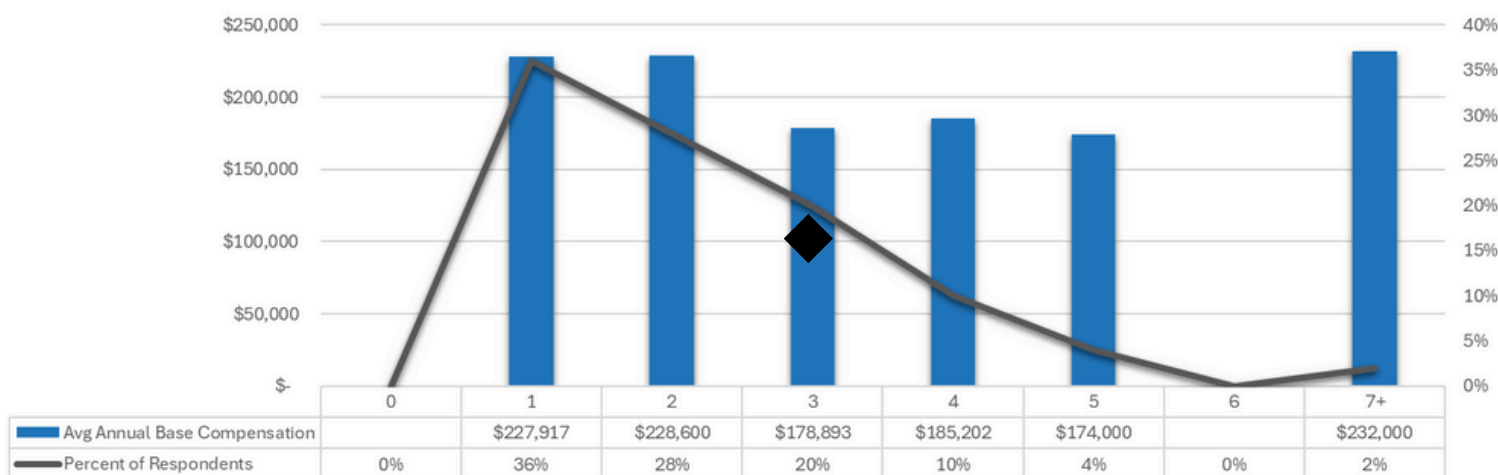
* *All compensation figures in this assessment reflect base salary only. Bonus percentages, incentives, and other forms of variable compensation are presented separately at the end of the report.*



Average Annual Base Compensation (USD): **Job Title**



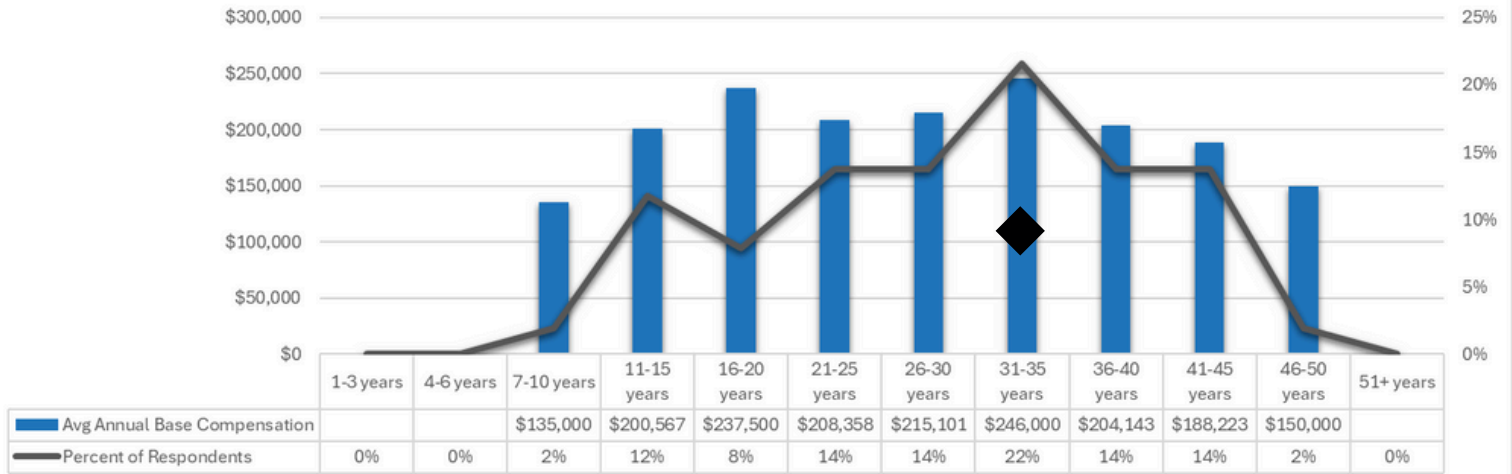
Average Annual Base Compensation (USD) by Level of Separation from CXO Level



Insights:

It's crucial to position the Business Continuity/Resilience Management program for maximum visibility at the executive management level. When assessing the data findings for level of separation from the executive management team by job title, we discovered **XX%** of **JOB TITLE** were positioned one layer below the CXO level (compared to **XX%** of all respondents). These individuals were primarily employed with organizations consisting of **XX,XXX - XX,XXX** employees (**XX%**), **\$X-XXB** in organizational revenues (**XX%**), and worked in the **XXXXXXX** industry sector (**XX%**). Only **X%** of respondents identified as **JOB TITLE** were positioned 7+ layers from the CXO level, representing a very limited sampling pool and therefore not sufficient to yield statistically credible compensation insights.

Average Annual Base Compensation (USD) by Years Total Working Experience



Insights:

Years of total work experience refers to the amount of time the respondent has been working overall, not just within Resiliency (Business Continuity, Disaster Recovery, Crisis Management, or Emergency Management). When comparing the years of total work experience to years of expertise in Resiliency, we discovered that **XX%** of **JOB TITLE** have **XX – XX years total working experience**, while **XX%** have been working within a Business Continuity role for **X – XX years**.

On average, all Resiliency professionals spend 15 years in another profession.

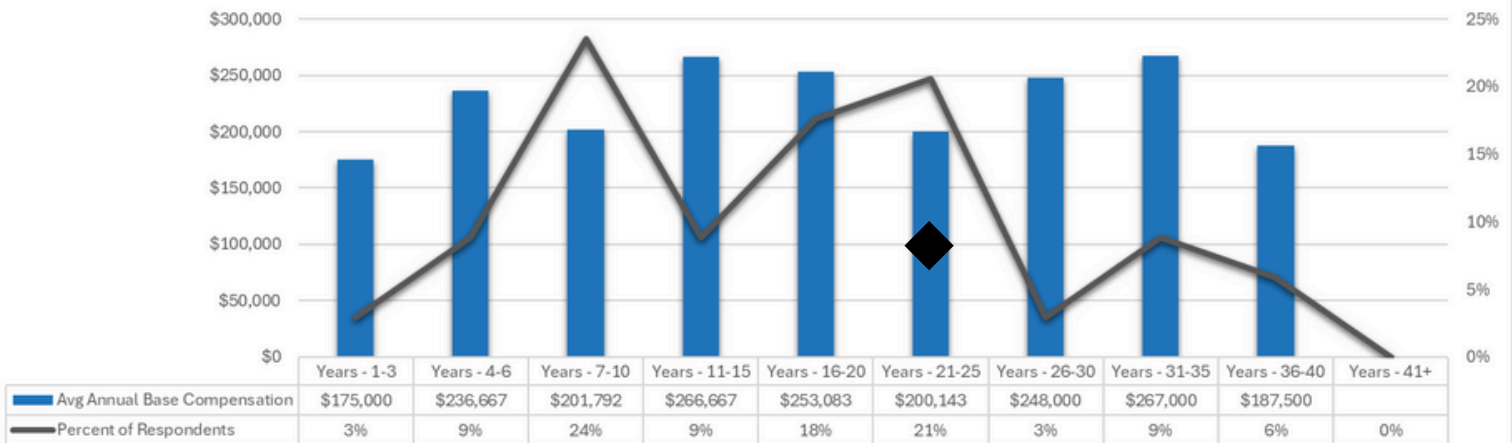
Average Annual Base Compensation (USD) by Years Business Continuity Experience



Average Annual Base Compensation (USD) by Years Crisis Management Experience

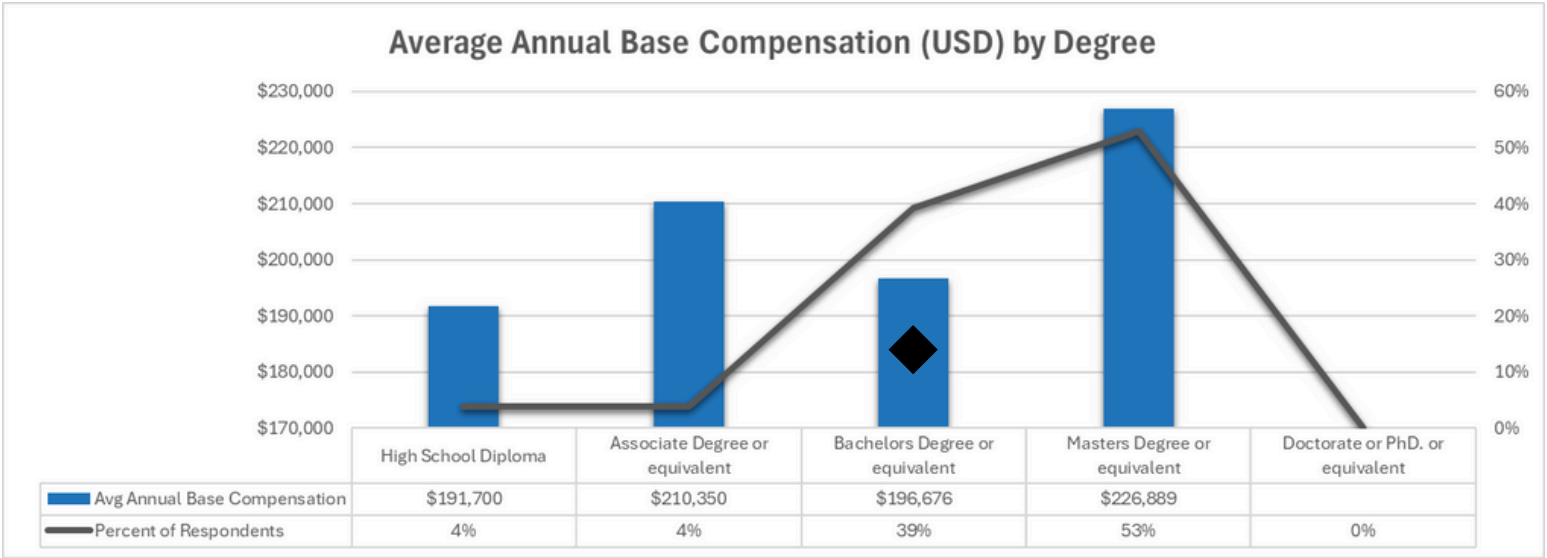


Average Annual Base Compensation (USD) by Years Resilience Management Experience



Average Annual Base Compensation (USD) by Years Third-Party Resilience Management Experience

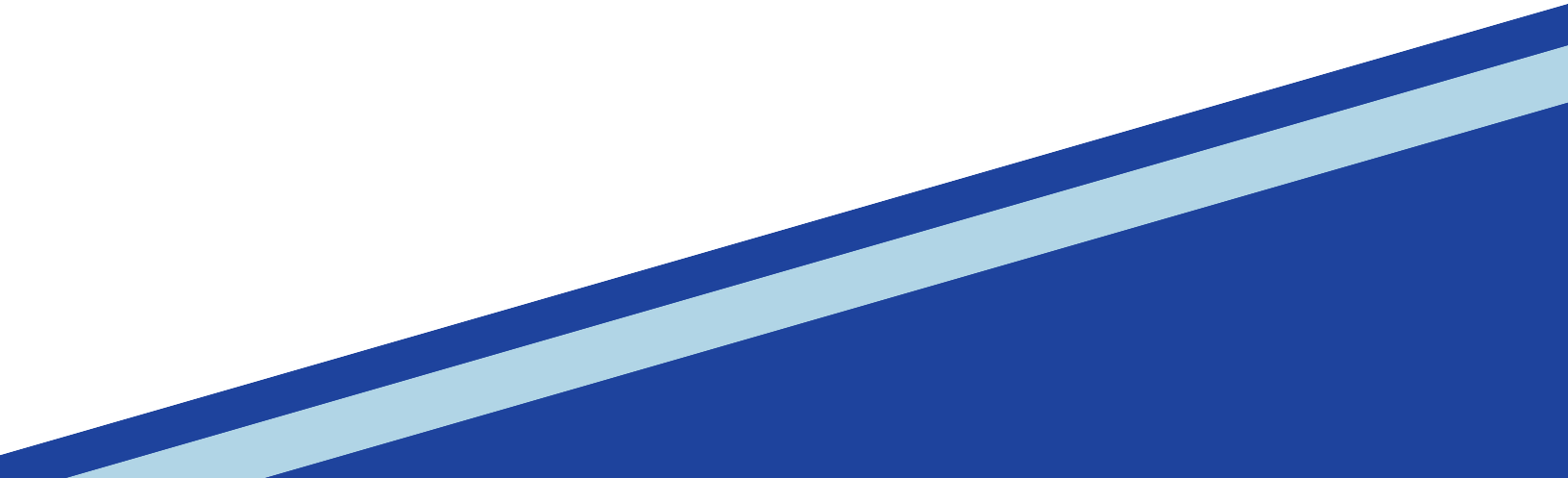


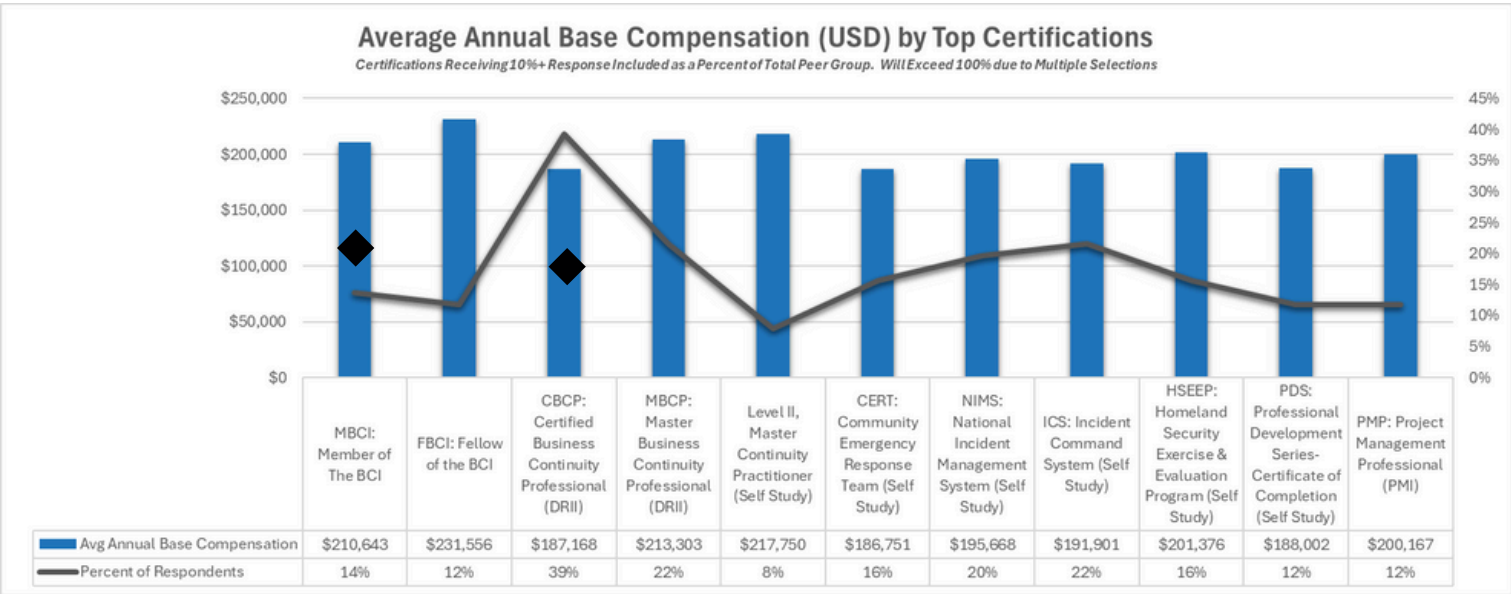
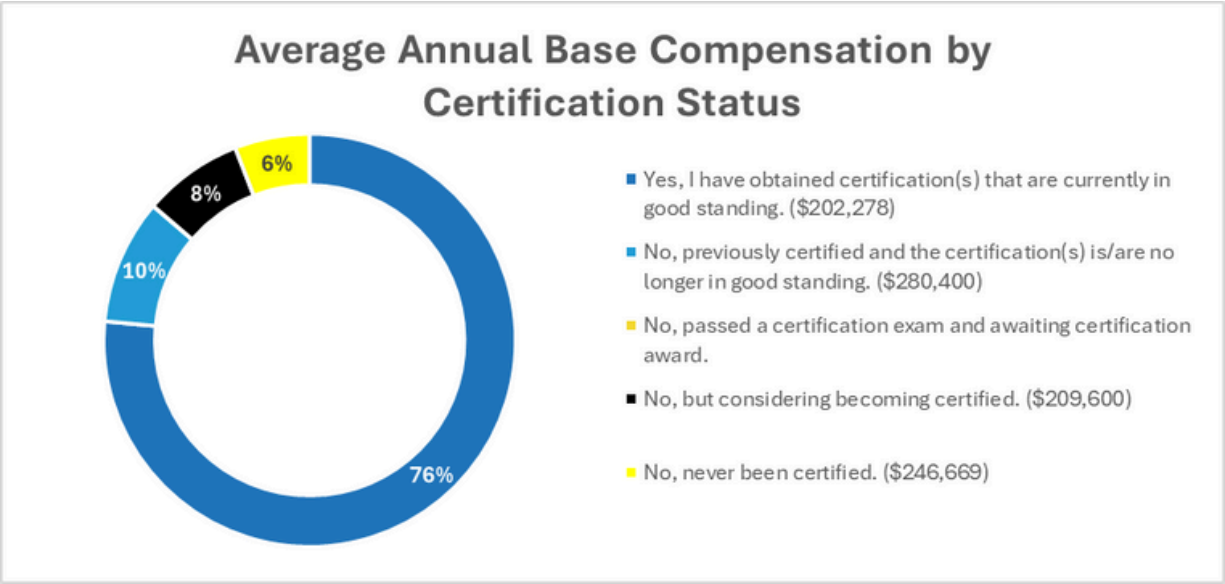


Insights:
The data shows that **XX%** of **JOB TITLES** hold an **advanced degree**, which is slightly higher than the overall study population (**XX%**). The prevalence of advanced degrees among respondents has shown a steady upward trend over the past four years, increasing from **XX%** in 2022 to **XX%** in 2023, **XX%** in 2024, and reaching **XX%** in 2025.

Among **JOB TITLES**, a slight majority (**XX%**) have earned a **Master’s degree**, which is slightly more than all study respondents (**XX%**). Notably, this marks the third consecutive year in which a greater share of professionals across all roles reported holding a Master’s degree rather than a Bachelor’s degree, a gap that has widened from just **X%** in 2024 to **X%** in 2025, suggesting a growing emphasis on postgraduate education in the profession.

Only **X%** of **JOB TITLES** reported holding a High School diploma or an Associate degree. In these cases, higher base compensation is more strongly correlated to their depth of expertise rather than formal academic credentials. Historically, 20+ years ago, many resilience professionals began their careers in IT-focused roles rather than pursuing traditional college pathways. As a result, it is not surprising that three-quarters (**XX%**) of global respondents have **XX+** years of total work experience, with **XX%** reporting **XX+** years of direct Business Continuity expertise, a testament to the profession’s strong roots in practical, hands-on career development.





Insights:

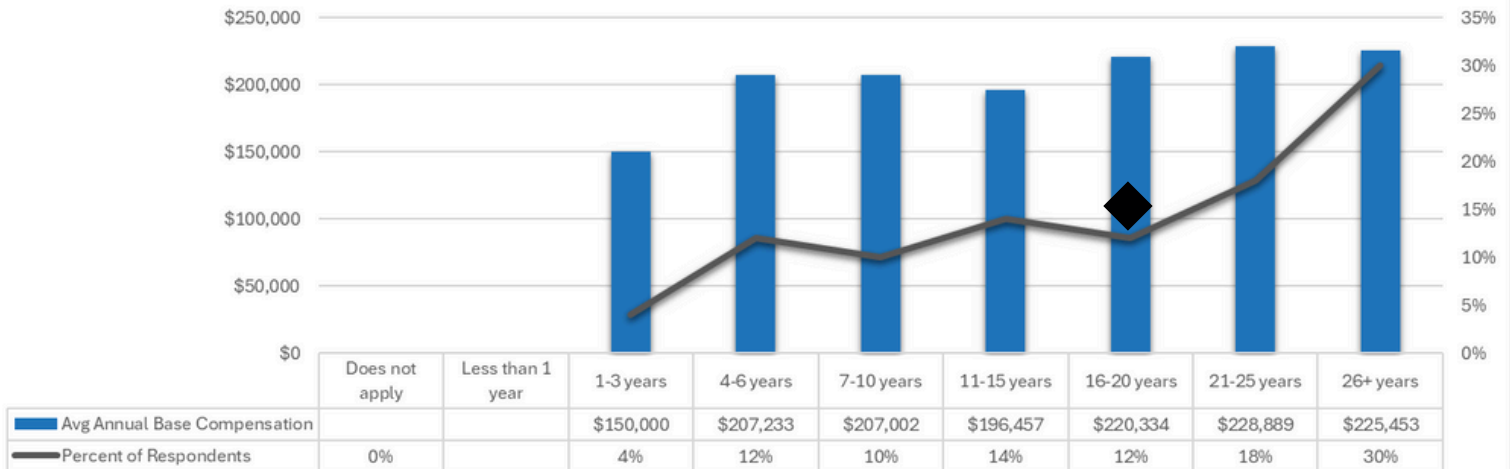
Evaluating the link between professional certifications and earning potential remains a notable trend, as more resilience professionals pursue one or more credentials to strengthen their marketability with hiring managers.

Among **JOB TITLES** in the **COUNTRY**, **XX%** hold at least one certification, slightly less than the global respondent pool (**XX%**). Many of these leaders (**XX%**) maintain between **X** and **X** active certifications, underscoring the profession’s emphasis on continued credentialing as a marker of expertise and competitive advantage.

Average Annual Base Compensation (USD) by Program Management Experience



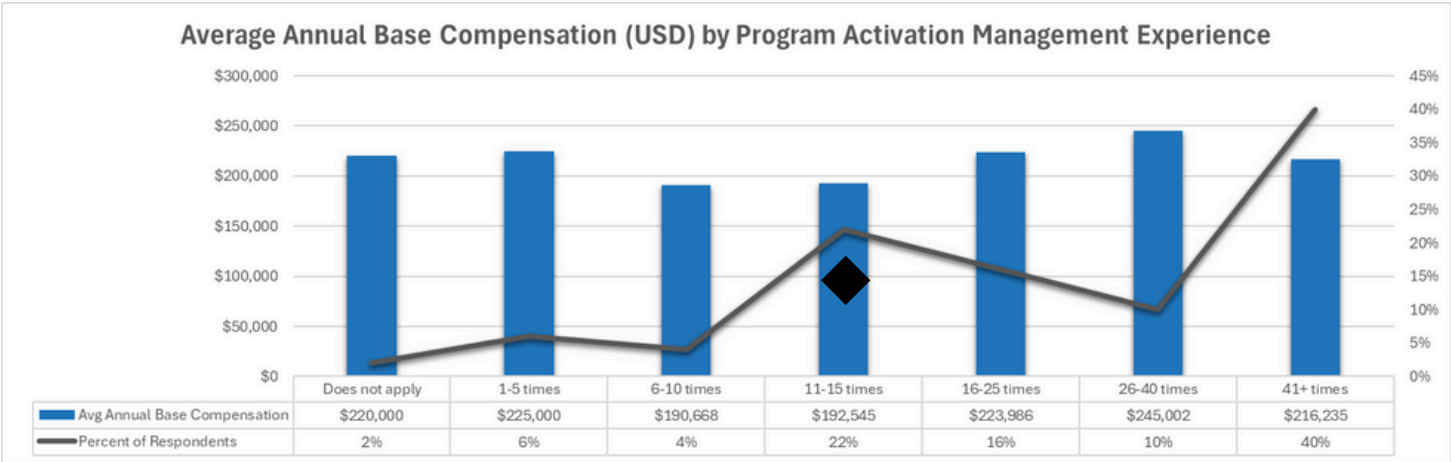
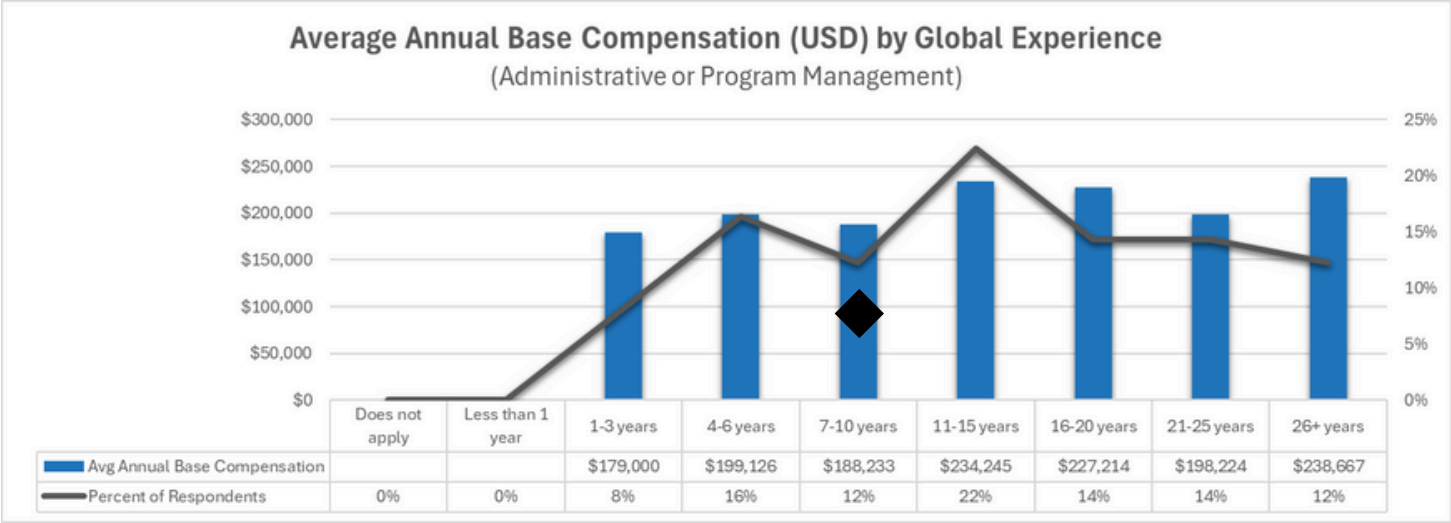
Average Annual Base Compensation (USD) by Staff Management Experience



Insights:

Resilience management often requires navigating complex programs with shifting timelines, evolving deliverables, and the need to balance both proactive and reactive priorities. Given these demands, it is not surprising that the data revealed **XX%** of **JOB TITLES** based in the **COUNTRY** possess **more than XX years of program management experience**, compared to **XX%** of all study participants globally. This substantial gap reflects how senior leaders in the resilience space often bring deep, pre-existing expertise in managing multifaceted initiatives long before stepping into their current roles.

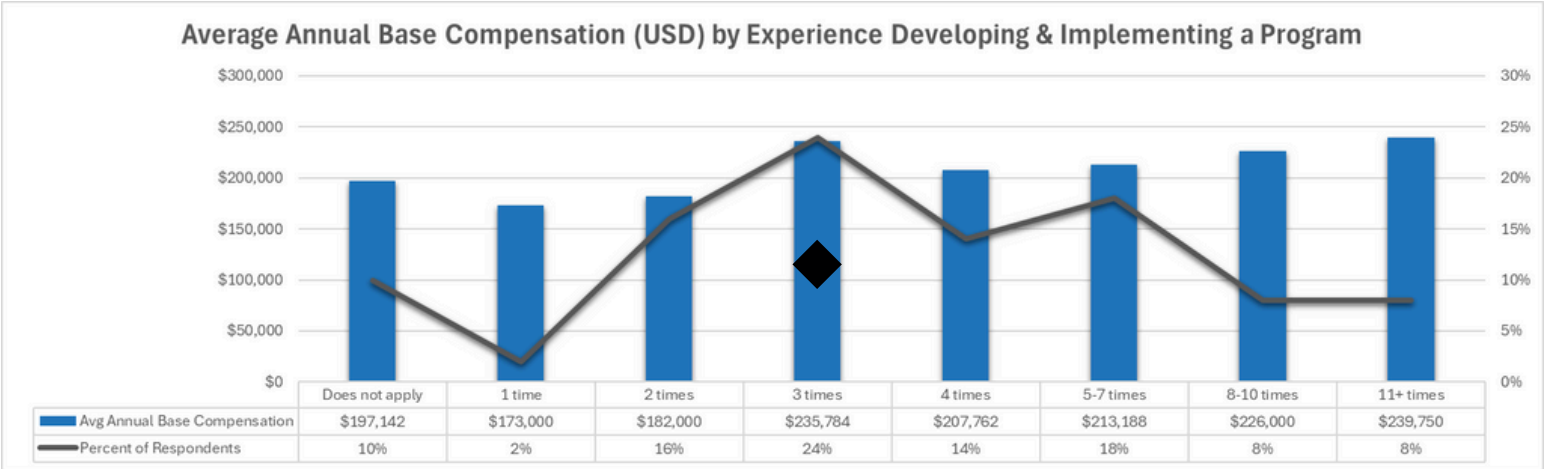
Program management—along with complementary capabilities such as budget oversight, resource allocation, and staff leadership—is frequently acquired earlier in a professional’s career, often in fields outside of traditional resilience disciplines. Many leaders transition into Business Continuity, Disaster Recovery, or Crisis Management roles after building these transferable skills in operations, IT, risk management, or other leadership positions. As a result, it is common to see higher levels of experience in these foundational management skills than in the specialized BCM competencies. This dynamic not only benefits resilience programs but also reinforces the strategic value of bringing broad-based leadership experience into the profession.



Insights:
Managing global resiliency strategies and responding to crises worldwide is complex, and organizations recognize this expertise with competitive compensation. The term “global planning experience” in this context does not mean physically working abroad, but rather overseeing or contributing to global resiliency planning in an administrative or management capacity.

A majority (**XX%**) of **JOB TITLES** report **over XX years of global planning experience**, which is substantially more than all global respondents (**XX%**).

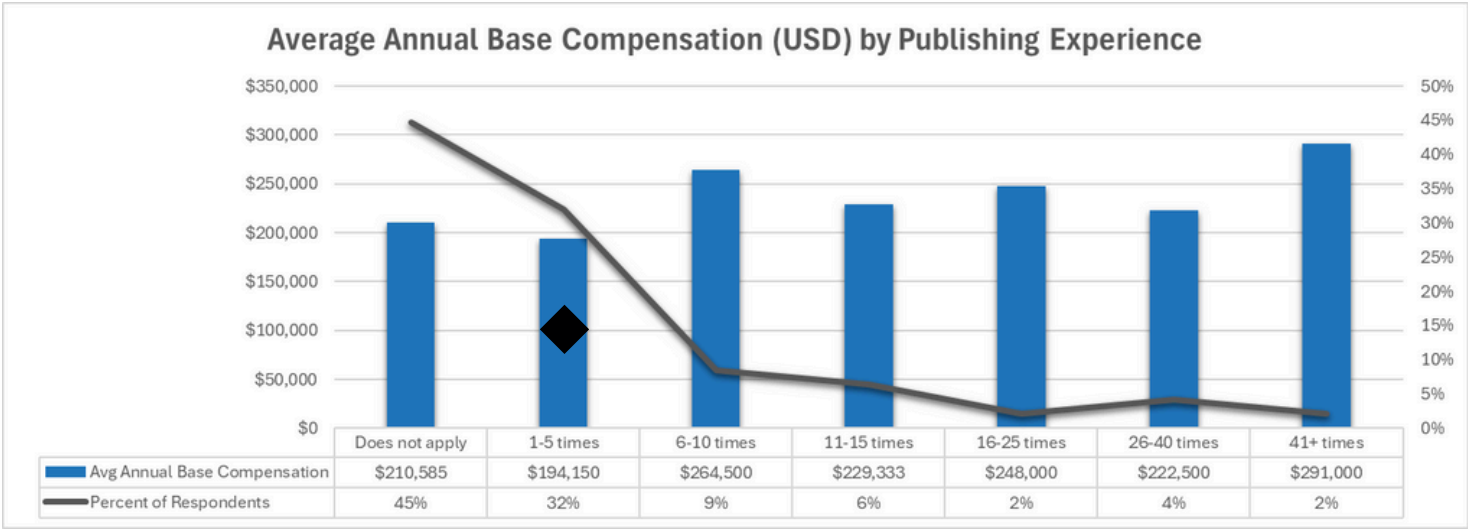
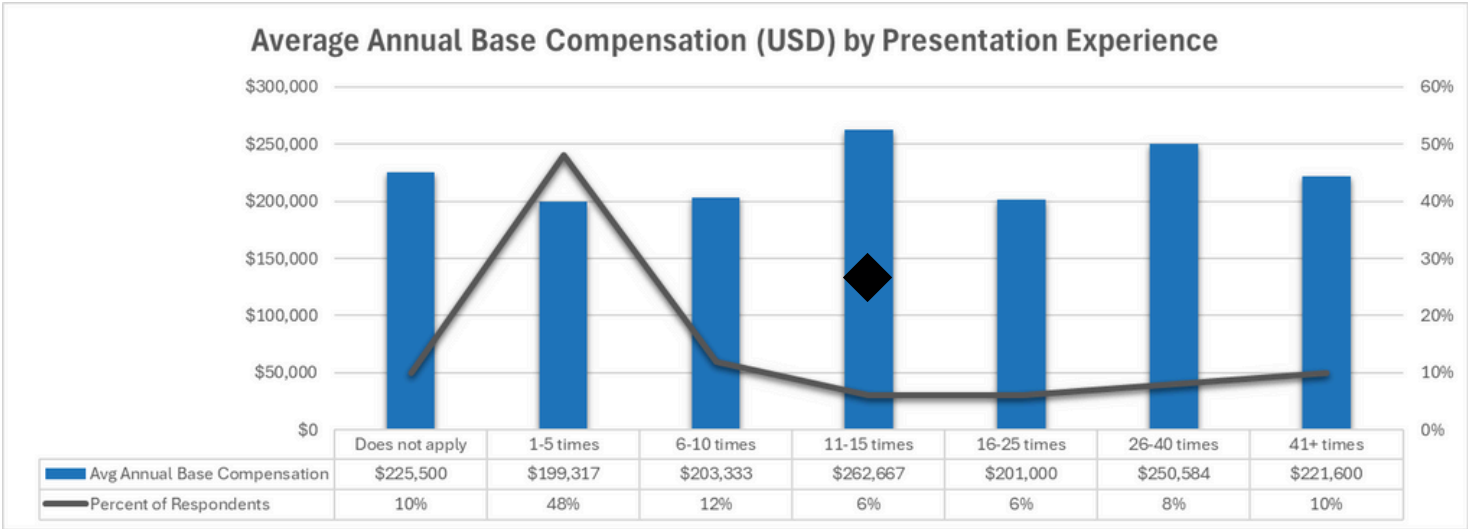
Crisis activation is an inevitable aspect of these roles. It demands not only technical skill and deep knowledge but also situational awareness and strong emotional intelligence. Unsurprisingly, most **JOB TITLES** have significant experience in this area, with **XX% having activated a program or plan in response to a crisis XX or more times**, compared to **XX%** of all global respondents.



Insights:

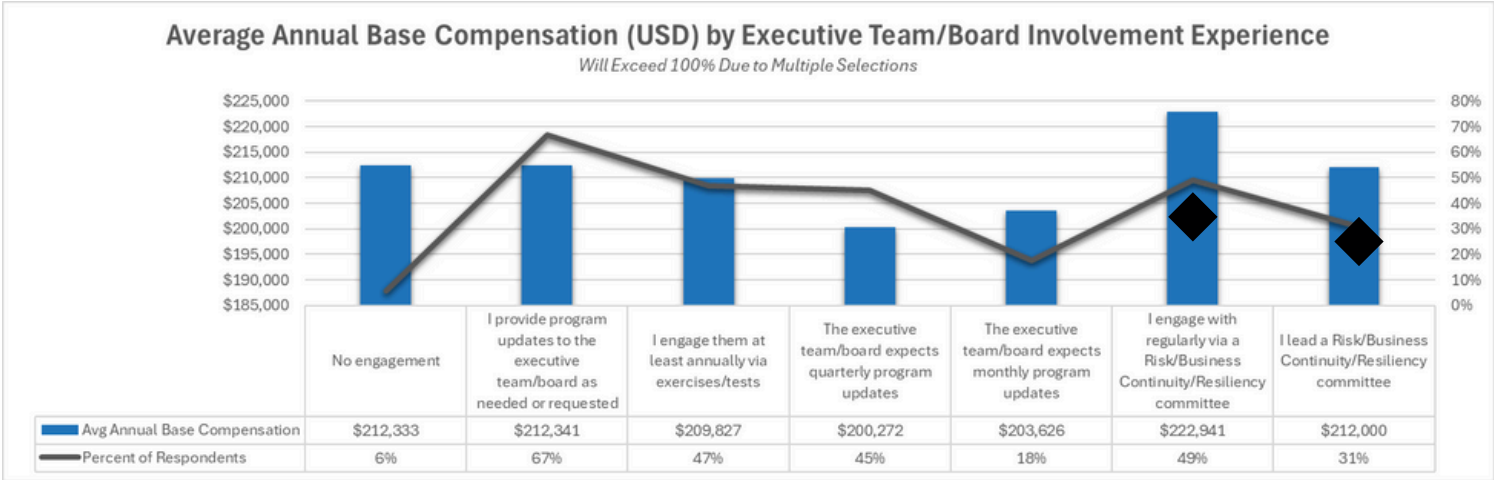
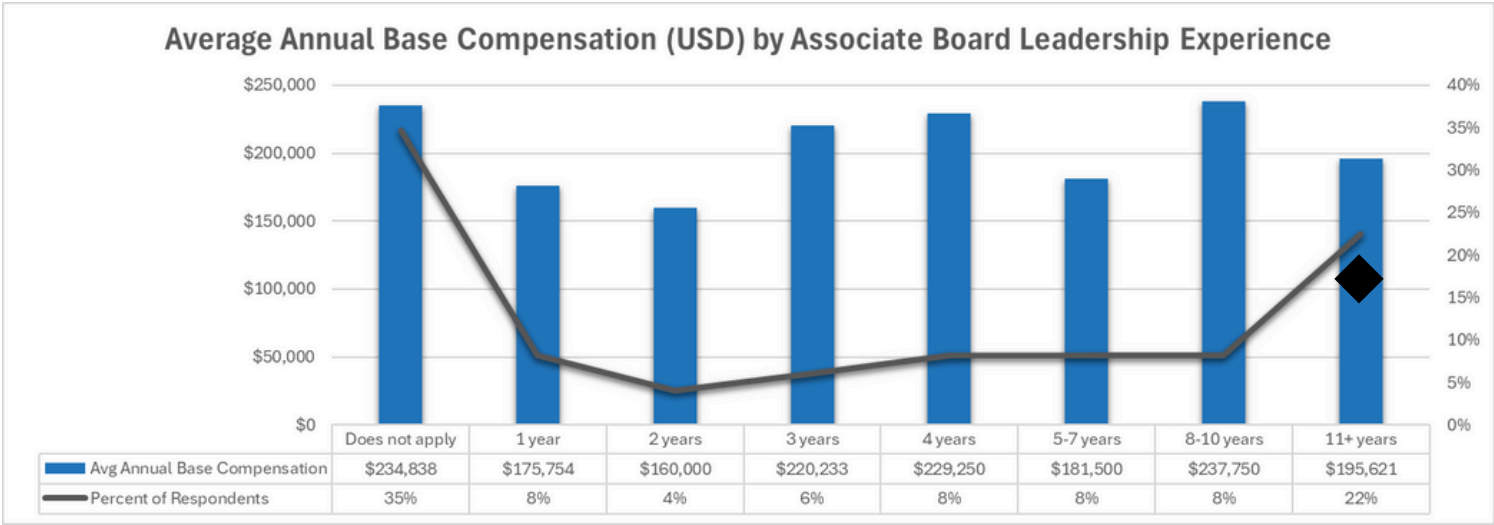
Designing and implementing a resiliency-related program from the ground up—whether in Business Continuity, Disaster Recovery, Crisis Management, or another resiliency discipline—is a complex undertaking that requires vision, cross-functional collaboration, and strong leadership. This process often involves building a program framework, securing executive sponsorship, establishing policies and procedures, and embedding the program into the organization’s culture. When paired with the challenge of developing and rolling out a comprehensive training program across the enterprise, the task becomes even more significant. Training initiatives must not only raise awareness but also ensure that staff at all levels understand their roles and responsibilities in maintaining operational resilience.

Given the scale and complexity involved, few professionals have the opportunity to design and implement resiliency programs multiple times throughout their careers. The survey data indicates that **XX%** of **JOB TITLES** have led such initiatives from the ground up **X to X times**. A smaller but notable segment (**XX%**) reports having done so **X or more times**, and their compensation reflects this expertise. On average, these highly experienced leaders earn nearly **X%** more than peers with fewer implementation cycles, underscoring that the capability to design, launch, and embed a resiliency program is a highly valued skill set with clear market recognition and impact on organizational readiness.



Insights:
Few professionals venture beyond their comfort zone to engage in activities such as delivering presentations, publishing articles, or serving on industry-related boards. According to our data, **XX%** of **JOB TITLES** have either never presented or have done so fewer than **X** times. Only **XX%** have presented more than **XX** times, and these individuals, on average, earn just under **XX% more than peers** with little or no presentation experience.

The findings also show that many (**XX%**) of **JOB TITLES** have never been published.



Insights:
A majority (XX%) of JOB TITLES have dedicated time to serving on an association board, a valuable opportunity to give back to the profession while building strong leadership skills.

Securing executive commitment is critical to a program’s success, and this requires consistent engagement rather than only participating when requested. Nearly half (XX%) of JOB TITLES reported maintaining regular interaction with executive leadership through a Resilience Management Committee, while XX% indicated they serve as the chair or lead of such a committee.

Only X%—just X respondents—reported “no engagement.” Given the extremely small sample size, this figure is not statistically reliable; however, past studies have consistently shown that professionals with no executive engagement tend to earn less than peers who actively collaborate with leadership.

Assessment Factors per Annual Compensation Study for Resiliency Professionals	Average Annual BASE Compensation per 2025 COUNTRY Based JOB TITLE Customized Dashboard	Adjusted Annual BASE Compensation for CITY (12.5% - See Notes on Calculations)
Job Title: Vice President/Director	\$183,994	\$206,993
Level of Separation: 0	\$238,667	\$268,500
Total Work Experience: 11-15 Years	\$193,500	\$217,688
Business Continuity Experience: 7-10 Years	\$189,820	\$213,548
Crisis Management Experience: 11-15 Years	\$177,273	\$199,432
Emergency Management Experience: 11-15 Years	\$155,967	\$175,463
Degree: Doctorate, PhD , or equivalent	\$181,000	\$203,625
Certifications: CBCP	\$180,598	\$203,173
Program Management Experience: 11-15 Years	\$178,333	\$200,625
Staff Management Experience: 7-10 Years	\$184,380	\$207,428
Global Resiliency Planning Experience: 1-3 Years	\$178,845	\$201,201
Times Managed Program Activation: 41+ Times	\$173,727	\$195,443
Program Development Experience: 11+ Times	\$196,667	\$221,250
Presentation Experience: 1-5 Times	\$188,378	\$211,925
Publishing Experience: Does not apply	\$187,941	\$211,434
Industry Board Experience: Does not apply	\$183,974	\$206,971
Executive Engagement: Lead a Resilience/Crisis Committee	\$184,835	\$207,939
	\$185,759	\$208,979

Insights:

Based on the market-adjusted average compensation, the expected salary band falls within **\$XXX,XXX–\$XXX,XXX** ($\pm XX\%$ from **\$XXX,XXX**), reflecting regional cost-of-living variations and typical pay dispersion for comparable resiliency leadership roles.

Other JOB TITLE Market Assessments:

- **XX%** receive a bonus of **XX–XX%** & **XX%** receive a bonus of **XX–XX%**
- **Eum voluptatibus doloremque est nulla omnis eos sequi laudantium. Et modi quaerat et vero tempore ea repellendus alias id totam voluptas et dolorem quasi aut iste sunt. Id labore voluptas ut voluptatem reprehenderit sit blanditiis fuga sed sint quaerat quo illo accusantium At saepe soluta..**
- Only **XX%** are likely or very likely to seek out a new role in the next year.

Sources & Notes for the Cost of Living Adjustment of 12.5% for **CITY**:

Area code & location (metro)	Respondents	RPP (2022, all-items)	Adj. factor to Omaha	% Adj.
201 — Jersey City / Hackensack (New York metro)	2	112.5	0.8222	-17.78%
202 — Washington, DC (Washington-Arl-Alexandria)	1	108.6	0.8517	-14.83%
206 — Seattle, WA	3	113	0.8186	-18.14%
208 — Boise, ID	1	93.4	0.9904	-0.96%
212 — New York City (NY metro)	4	112.5	0.8222	-17.78%
214 — Dallas-Fort Worth, TX	1	103.3	0.8953	-10.47%
216 — Cleveland, OH	1	93	0.9946	-0.54%
281 — Houston, TX	1	100.2	0.9231	-7.69%
301 — MD (DC suburbs — Washington metro)	1	108.6	0.8517	-14.83%
303 — Denver, CO	1	105.5	0.8773	-12.27%
312 — Chicago (downtown)	1	102.6	0.902	-9.80%
339 — Boston suburbs	1	111.6	0.8291	-17.09%
404 — Atlanta, GA	1	100.9	0.9169	-8.31%
408 — San Jose / Silicon Valley	1	112.9	0.8192	-18.08%
412 — Pittsburgh, PA	1	94.4	0.98	-2.00%
415 — San Francisco, CA	1	118.2	0.7831	-21.69%
423 — Chattanooga, TN	1	92.8	0.9974	-0.26%
503 — Portland (OR)	1	106.6	0.8679	-13.21%
508 — Framingham / Cape Cod (mapped to Boston)	1	111.6	0.8291	-17.09%
512 — Austin, TX	1	97.6	0.9473	-5.27%
518 — Albany, NY	1	97.6	0.9473	-5.27%
610 — Allentown-Bethlehem-Easton, PA	2	98.4	0.9394	-6.06%
619 — San Diego, CA	1	111.5	0.8303	-16.97%
650 — San Mateo / San Jose (San Jose metro)	1	112.9	0.8192	-18.08%
703 — Arlington / McLean (Washington metro)	1	108.6	0.8517	-14.83%
714 — Orange County (proxy: Los Angeles MSA)	1	115.5	0.8017	-19.83%
716 — Buffalo, NY	1	94.4	0.98	-2.00%
720 — Denver (duplicate Denver entry)	1	105.5	0.8773	-12.27%
775 — Reno, NV	1	97.4	0.9496	-5.04%
805 — Ventura / Oxnard (CA)	1	113.5	0.815	-18.50%
810 — Flint / Pontiac, MI	1	89.8	1.0301	3.01%
847 — Chicago suburbs (Chicago MSA)	1	102.6	0.902	-9.80%
904 — Jacksonville, FL	1	98.7	0.9372	-6.28%
908 — NJ (Elizabeth / Bridgewater area — mapped to NY metro)	1	112.5	0.8222	-17.78%
914 — Westchester County (NY metro)	1	112.5	0.8222	-17.78%
919 — Raleigh, NC	4	98	0.9449	-5.51%
937 — Dayton, OH	1	92.3	1.0024	0.24%
952 — Minneapolis-St. Paul, MN	1	104.5	0.8856	-11.44%
972 — Dallas-Fort Worth, TX	2	103.3	0.8953	-10.47%
980 — Charlotte, NC	1	97	0.9536	-4.64%

Sources & Notes for the Cost of Living Adjustment of 12.5% for CITY:

Baseline:

- **CITY Metro: All-items Regional Price Parity (RPP) = 92.1 (2022, BEA metro-level).**
- All adjustment factors are calculated as:
Adjustment Factor = CITY RPP (92.1) / RPP of location
 - A factor below 1 means the other location is more expensive than CITY—applying this factor reduces salaries to CITY-equivalent.
 - A factor above 1 means the other location is less expensive—salary is scaled up to maintain CITY-equivalent purchasing power.

Data Sources:

- **BEA Regional Price Parities (RPP), Metro (All-Items, 2022):** Most metro-level RPPs across the U.S. were directly used from the BEA dataset, [Bureau of Economic Analysis](#).
- Where an area code corresponds to a metro not individually listed (e.g., Framingham mapped to Boston, Orange County mapped to Los Angeles, Elizabeth mapped to NYC), the **closest BEA-defined metro RPP** was applied.
- This aligns methodology with standard RPP benchmarking frameworks, as detailed in the BEA documentation, [BEA Apps](#).

Methodology:

1. Map each area code to the corresponding BEA metro statistical area.
2. Assign RPP values.
3. Calculate each location's Adjustment Factor by applying the formula above.
4. Weight adjustment factors are calculated by the number of respondents per area code to determine the composite sample weighting.
5. This yields the overall weighted factor ≈ 0.8885 , translating to a 12.5% adjustment to convert sample-average compensation into CITY-equivalent value.

Practical Use

- To arrive at CITY-equivalent compensation, multiply the sample salary by ~ 0.8885 ($\sim 12.5\%$).
- Example: A sample average of \$200,000 becomes $\$200K \times 0.8885 \approx \$177,700$.

Limitations:

- RPP measures regional price levels for goods, services, and housing combined — it does **not** reflect differences in taxes, health insurance premiums, or employer benefit structures.
- Proxies for smaller metros may slightly overstate or understate true local costs but are directionally accurate for compensation benchmarking.

Team Expertise



**Cheyene Marling, Hon MBCI
Managing Director**

Cheyene Marling is a global thought leader with over 25 years of dedicated expertise in the resilience management profession. She founded BC Management, Inc., a firm that specialized in international staffing and data research for resilience management and related disciplines. Recently, she launched Resilience360 Advisory, which integrates career coaching, strategic staffing, and customized benchmarking solutions under one brand.

Cheyene has designed and managed both direct-hire and temporary staffing services globally, and she leads the development of industry-recognized data research initiatives, including the Resilience Compensation Report (23+ years), Resilience Trends Report (14+ years), and Crisis Management Assessment (11+ years). She also developed an advanced data analyzer tool that enables customized benchmarking assessments tailored to client-defined peer groups, providing actionable insights that drive program maturity and strategic decision-making. Her deep knowledge of resilience program metrics and compensation benchmarking supports organizations in optimizing staffing, budgeting, and governance frameworks.

Since 2010, she has served as a founding lecturer for MIT's Crisis Management and Business Continuity Course and has presented her research findings internationally. Cheyene's leadership extends to previously serving on the national and local chapter boards for the Association of Continuity Professionals (ACP) and the Editorial Advisory Board for Continuity Insights. Her distinguished recognitions include the ACP Lifetime Achievement Award (2024), the inaugural ACP Hall of Fame Award (2006), and an Honorary MBCI designation from the Business Continuity Institute (BCI) in 2010.

Other Services

➔ Customized Program Benchmarking

- Our customized benchmarking reports help you compare your program to peer organizations—assessing maturity, budgets, staffing & resources to validate investments.

➔ Career Coaching

- Career coaching for resilience professionals—resume/LinkedIn modernization, market insights, strategic career planning, interview preparation, and more.

➔ Consulting Referrals

- We have an extensive partner ecosystem matching tailored talent to your program needs and engagements.

➔ Direct-Hire Recruitment

- Support clients globally for resilience, risk, continuity, disaster recovery, cyber, third-party/supplier, and security roles.

➔ Staff Augmentation

- We source and manage contract professionals while partnering with consulting firms for larger-scale resource needs.

➔ Fractional Recruitment Support

- Embedded talent acquisition solutions to supplement internal teams and accelerate hiring.

A low-angle photograph of a modern multi-story building with a glass and steel facade, set against a clear blue sky. The building features large windows and a prominent corner structure. The image is partially obscured by a white diagonal shape that serves as a background for the text.

Contact Us



www.resilience360advisory.com



info@resilience360advisory.com



+1 310-739-7074