



RESILIENCE360 ADVISORY

CAREER COACHING • PROGRAM COUNSEL
STRATEGIC STAFFING

Resilience Program Benchmarking: Comprehensive

Month XXXX

Prepared for: ABC Company
ILLUSTRATIVE DATA ONLY

Table of Contents

Introduction	03
Study Methodology	04
Peer Assessment	05
Reporting Structures: Program Department Owner & Program Sponsor	06
Program Staffing: Number of Program Personnel & Hiring New Personnel	09
Program Budgeting: Approximate Annual Budget & Budget Line Items	11
Maturity Assessment: Current Program Status & Maturity Statements	14
Program Assessments: Frequency & Approving Parties	16
Program Audits: Frequency of Internal & External	17
Exercises: Frequency & Type of Exercises	18
Standards & Regulations	20
Team Expertise	21
Other Services	22
Contact Us	23

Introduction

Resilience360 Advisory Research Insights is pleased to present **ABC Company** with this valuable benchmarking assessment. With over 20 years of data analytics and a decade of benchmarking, including insights from Fortune 500 leaders, we deliver expert guidance that blends strategy, data, and execution. Benchmarking your resilience program against peer organizations is vital to uncover gaps, validate investments, and align with best practices. Our services include maturity assessments, board-level reporting, staffing and budget modeling, and cross-functional strategy to help you evolve your program and stay ahead of emerging risks.



Cheyene Marling, Hon MBCI
Managing Director



Study Methodology

Since 2001, Resilience360 Advisory (formerly BC Management) has collected global data on resilience management programs to help organizations assess and strengthen their capabilities. The online study was developed in collaboration with the International Research Advisory Board and is hosted by Key Survey, an independent research firm. Each participant receives a tailored set of branching questions based on their role and experience, guided by advanced programming to ensure data accuracy and relevance. All respondents had the option to keep their company name confidential.

Peer Assessment

ABC Company selected the **XXXXXXX** industry sector as its peer group for this assessment. Please note that individual peer company names are not disclosed in the report, and participation in specific questions varied. For example, respondents who do not directly manage a program would not be presented with staffing or budgeting questions. Additionally, not all organization names are listed below, as some participants opted to complete the study confidentially using a personal email address.

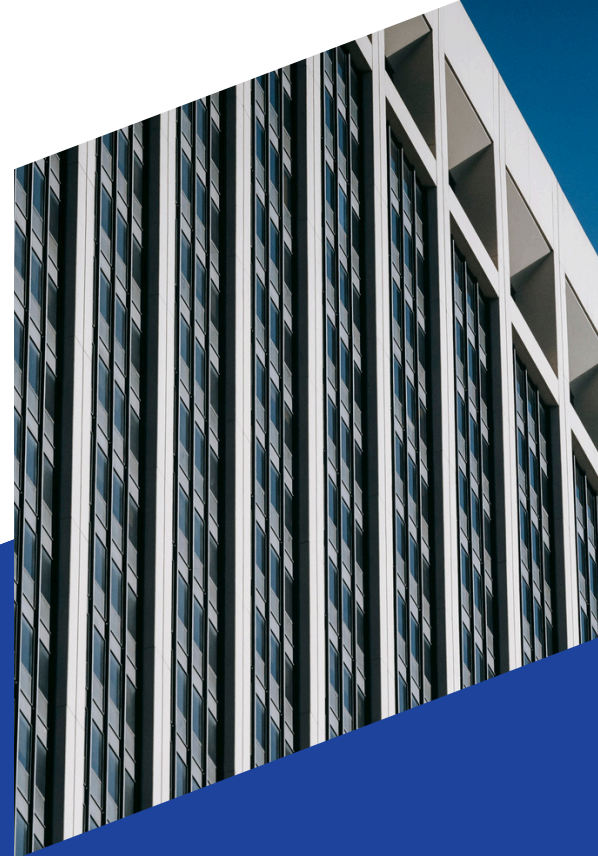
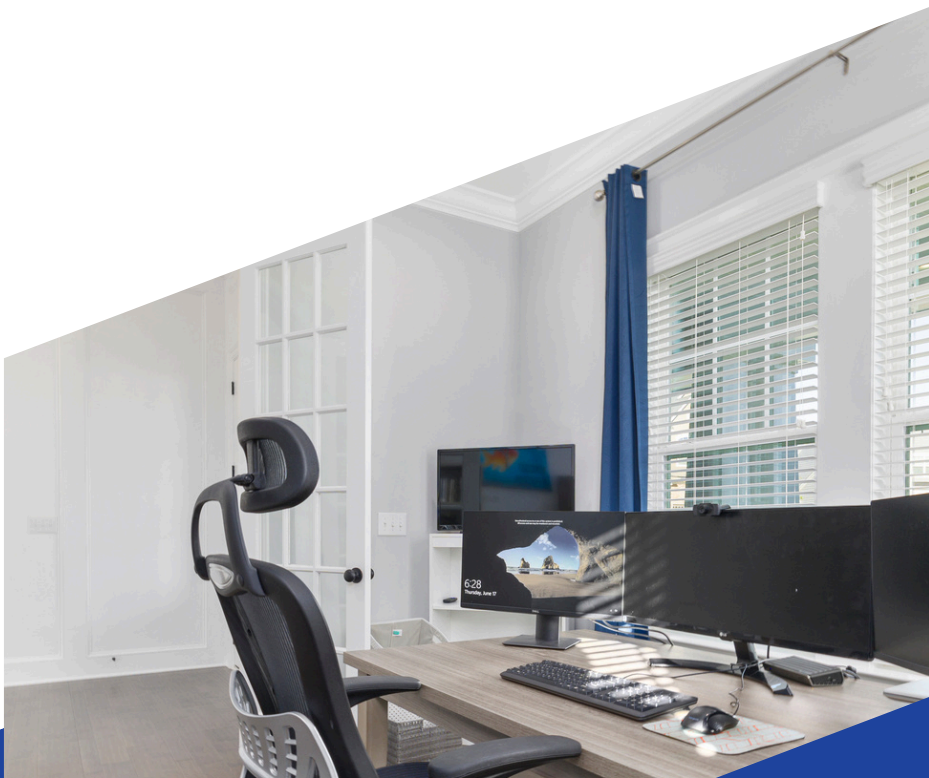
XXXXXXXXX Industry Sector

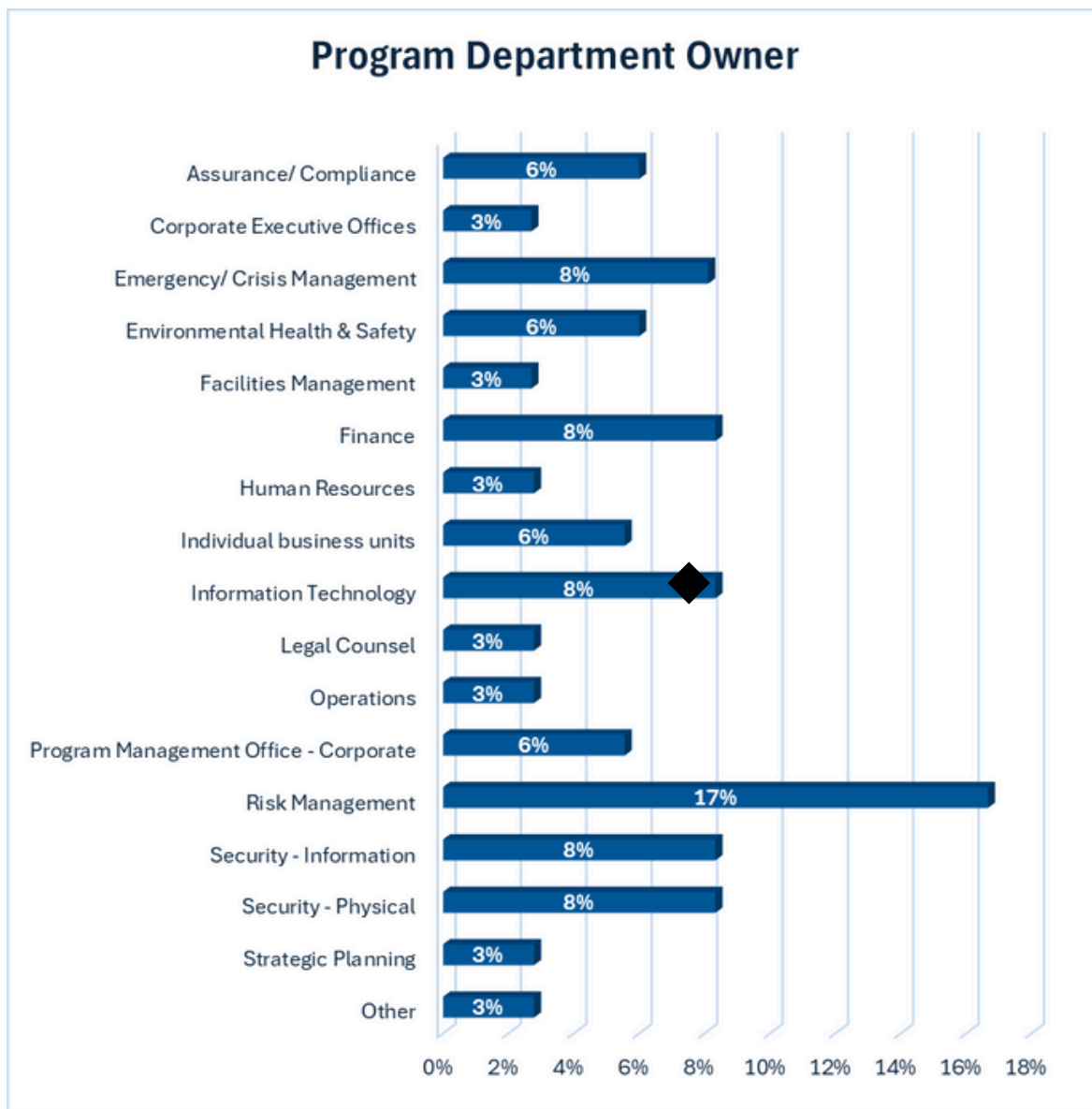
36 organizations were included in this assessment, with notable companies including: **efg, hij, klm, nop, qrs, tuv, wxy, hij, klm, nop, qrs, tuv, wxy, hij, klm, nop, qrs, tuv, wxy, hij, klm, nop, qrs, tuv, & wxy.**

Disclaimer: This sample report is provided for demonstration purposes only. The data presented is illustrative and does not represent actual findings.

For the most accurate insights, we recommend a peer group size of 25–50 professionals. Report requesters may further refine the peer group by applying filters such as organizational revenues, number of employees, or program maturity to ensure a balanced and meaningful comparison.

In each chart, the black diamond indicates the organizational benchmark for which this report was generated.



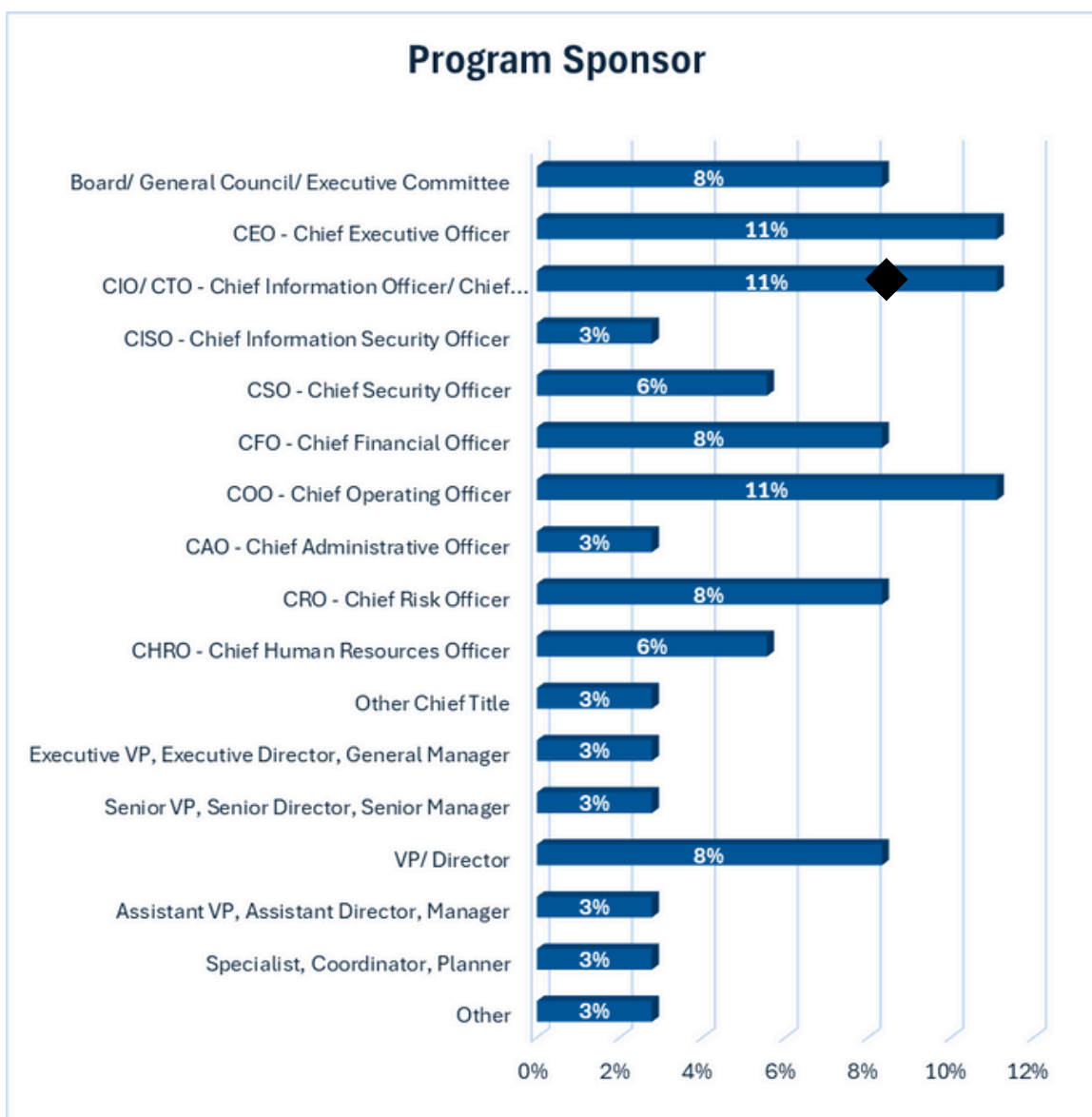


Insights:

Program positioning is key to gaining and sustaining executive support, and varies by industry. Since 2009, our data has shown a clear shift in resilience program ownership from IT to Risk Management, regardless of organization size or maturity. In 2009, XX% of respondents reported into IT; by 2024, that dropped to X%. In contrast, Risk Management ownership rose from XX% to XX%.

In the XXXXXX sector, the trend is even more pronounced: IT ownership fell from XX% to X%, while Risk Management rose from X% to XX%.

While Risk Management is becoming the dominant home, the most effective placement is where the program gains visibility, influence, and cross-functional impact within your organization.

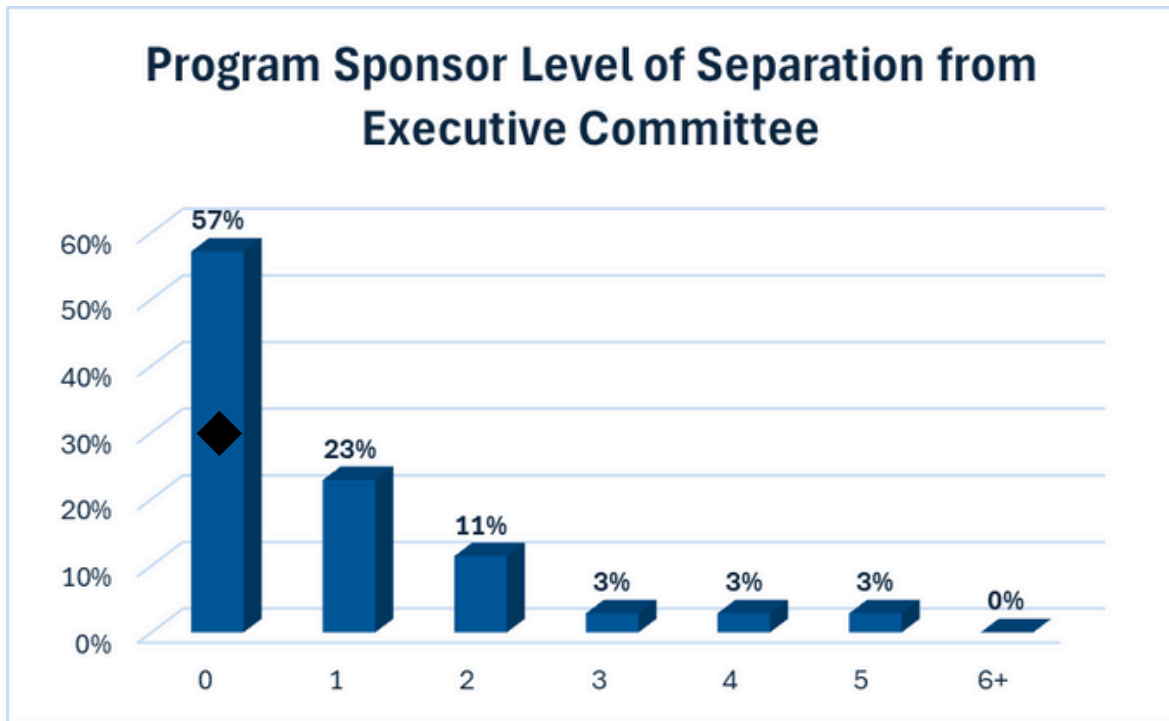


Insights:

Just like department ownership, the choice of program sponsor significantly influences visibility and executive commitment. Our data shows a clear shift in sponsorship from IT to Risk Management. In 2009, XX% of respondents cited the CIO/CTO as sponsor, dropping to XX% in 2024. Meanwhile, CRO sponsorship rose from X% to XX%.

In the XXXXXX sector, CIO/CTO sponsorship declined from XX% to XX%, while CRO sponsorship grew from X% to X%. Most XXXXXX organizations now report sponsorship under the CEO, CIO/CTO, or COO.

What's critical is not just who sponsors the program, but how close they are to executive leadership, a dynamic explored further on the next page.

**Insights:**

Beyond job title, the program sponsor's proximity to executive leadership is critical, ideally with "0" level of separation from the executive committee. Since 2009, the visibility of Business Continuity/Resilience programs has improved significantly. Organizations reporting direct executive-level alignment rose from **XX%** in 2009 to **XX%** in 2024. In the **XXXXXX** sector, that number climbed from **XX%** to **XX%**.

Notably, **XX%** of respondents with direct executive alignment said this positioning positively impacted program effectiveness.



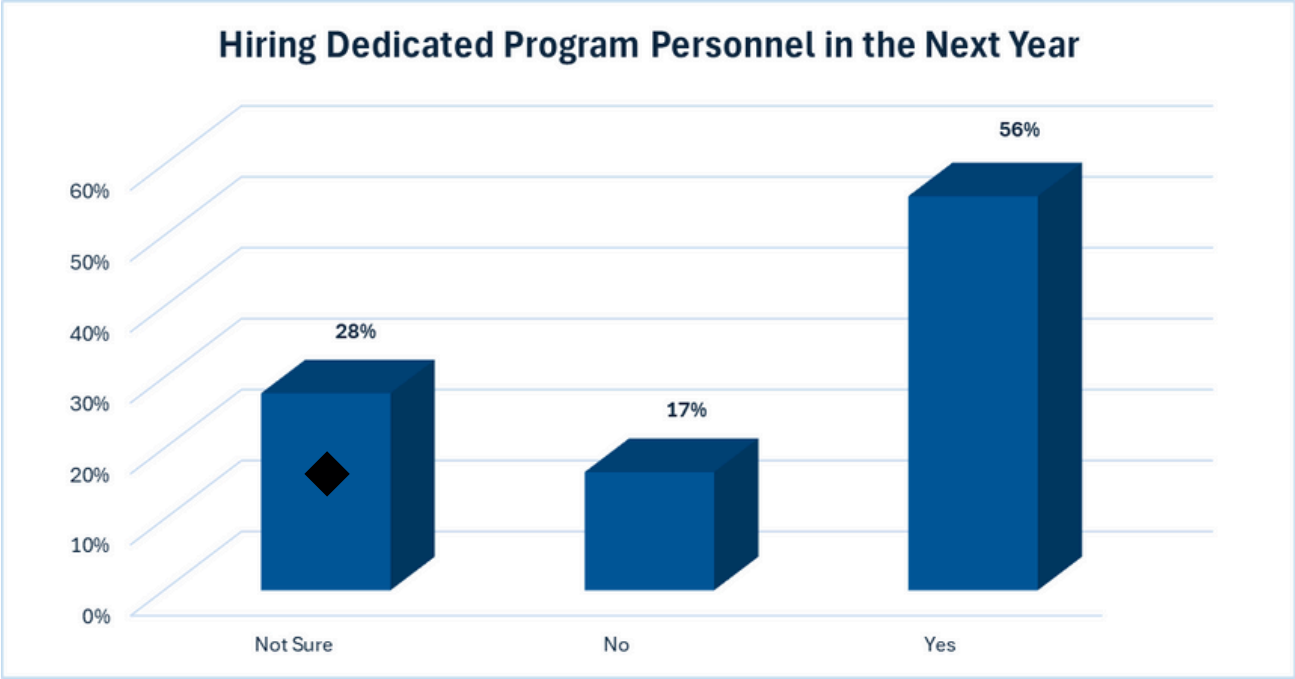
Insights:

Securing the right level of resiliency staffing is essential to achieving program objectives, whether it's maintaining compliance, responding effectively to disruptions, or driving long-term program maturity. Inadequate staffing can lead to coverage gaps, delayed recovery timelines, insufficient stakeholder engagement, and difficulty scaling resilience efforts across the organization. Conversely, appropriately resourced programs are more likely to integrate across functions, maintain executive support, and demonstrate measurable value.

Our research examines staffing from multiple angles:

- Total dedicated staff across the organization
- Staff directly managed by the study participant
- Total involved staff, including those contributing part-time or indirectly to program planning
- Number of resilience disciplines the program encompasses

For the XXXXXX industry, the average number of dedicated program personnel is XX.X. However, when narrowing the focus to core program disciplines (Business Continuity, Crisis Management, Disaster Recovery, Emergency Management, and Resilience Management), the average drops to X.X personnel dedicated to the program and X.X dedicated to the program and directly managed by the study participant. This suggests that staffing needs vary significantly based on program scope and the number of functions included under the resiliency umbrella.



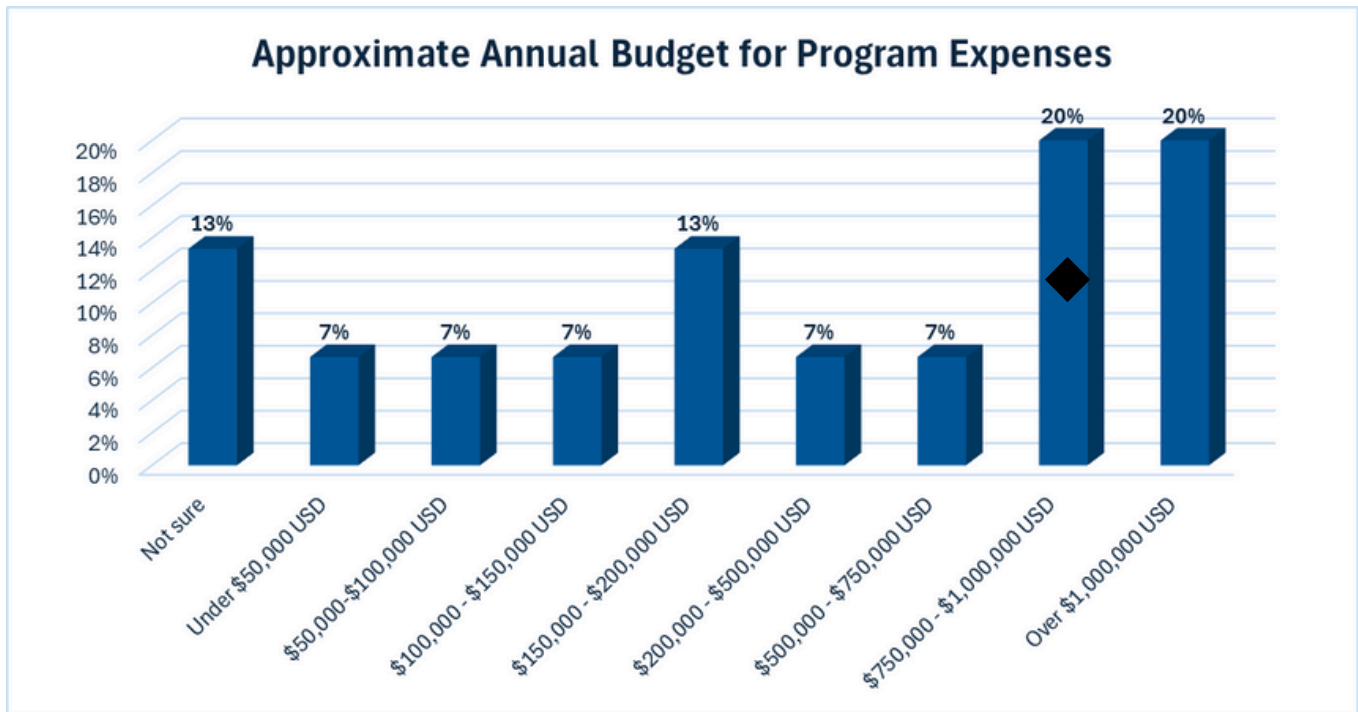
Insights:
The employment market for resilience professionals surged between April 2020 into 2023, driven by the urgent need to manage the COVID-19 response and a broader transformation toward more holistic, integrated resilience programs. Organizations were not only addressing pandemic-related disruptions but also rethinking their preparedness strategies to incorporate cybersecurity risks, supply chain fragility, outdated technology infrastructures, and closer alignment with enterprise risk and compliance functions.

As a result, hiring activity jumped significantly, from XX% in 2018 to XX% in 2021, and peaked at XX% in 2023. However, as organizations stabilized and economic pressures returned, hiring normalized in 2024, dropping to XX%, which aligns with historical averages in our research.

Interestingly, the XXXXXX industry has bucked this trend. XX% of XXXXXX organizations reported plans to hire resilience professionals in 2025 (data collected in 2024), indicating a continued upward trajectory. Why is XXXXXX hiring more than other sectors?

- XXXXXX are facing a perfect storm of interconnected risks that demand greater resiliency investment:
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In this high-risk environment, resilience is no longer a support function—it’s a core operational necessity. As a result, XXXXXX organizations are expanding their teams to ensure they can respond rapidly, recover effectively, and future-proof their operations.



Insights:

XX% of respondents who manage a Business Continuity or Resiliency program reported having a dedicated budget to support program expenses.

According to our research, XX% of organizations reported annual program budgets of \$500K USD or more:

- XX% reported budgets between \$500K–\$1M USD
- XX% reported budgets exceeding \$1M USD, a notable increase from XX% in 2022 and XX% in 2021

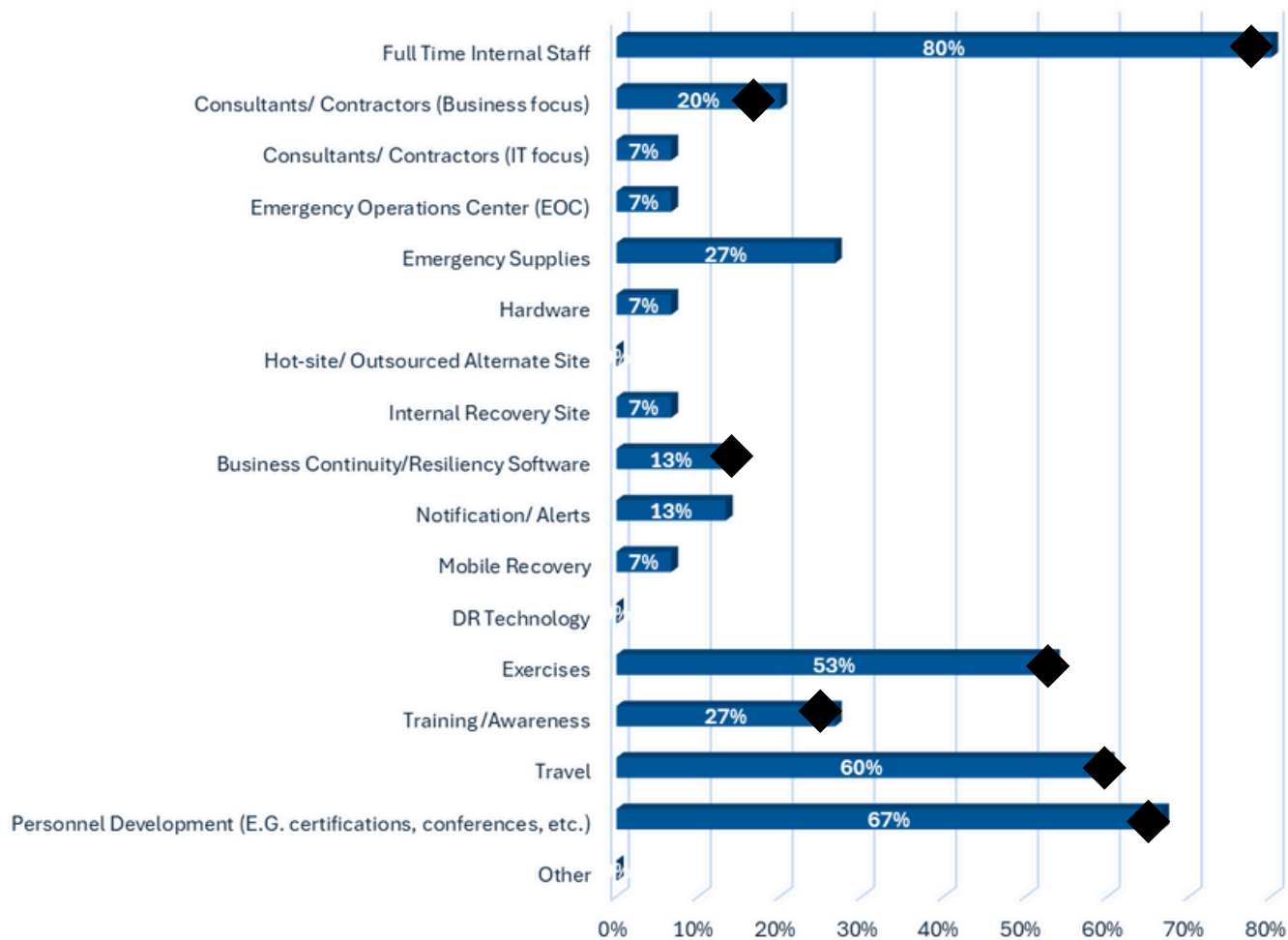
When analyzing budgets by organizational revenue, a clear correlation emerges – larger companies invest more heavily in resilience programs.

Organizations reporting a Business Continuity/Resilience Management budget of \$1M USD+ by revenue tier:

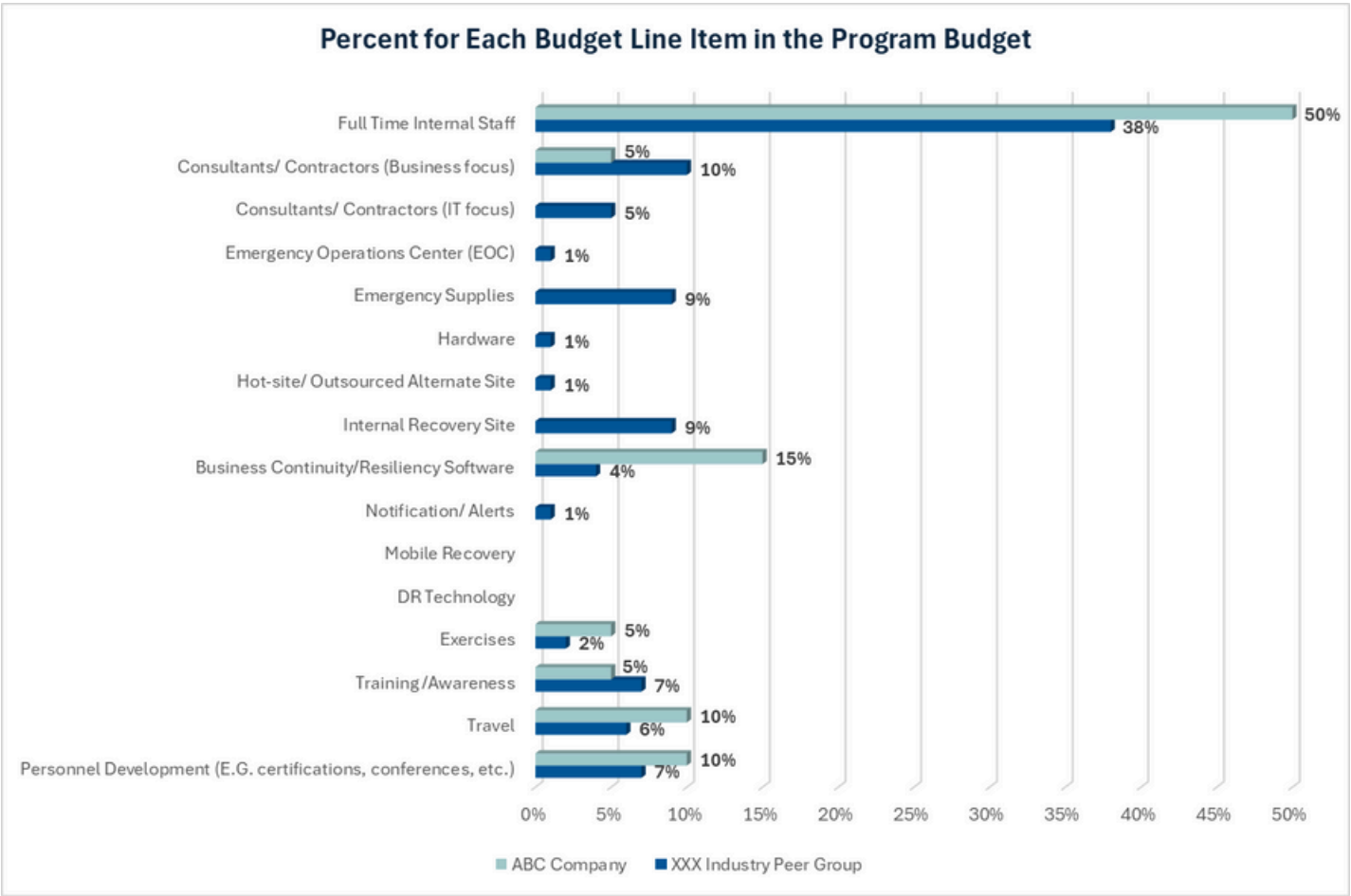
- X% of companies with \$10M–\$100M USD in revenue
- XX% of companies with \$100M–\$500M USD
- XX% of companies with \$500M–\$1B USD
- XX% of companies with \$1B–\$5B USD
- XX% of companies with \$5B–\$20B USD
- XX% of companies with over \$20B USD

These findings reflect a growing recognition of resilience as a strategic investment, particularly among high-revenue enterprises managing complex risk landscapes.



What is Accounted for within the Program Budget



Insights:
According to our research, more than half of *all* organizations include key budget line items such as full-time staff, Business Continuity/Resiliency software, notifications, exercises, training, travel, and personnel development. **XXXXXX** organizations commonly prioritize full-time staff, exercises, travel, and personnel development-related expenses. **ABC Company's** budget approach is closely aligned with broader industry trends, incorporating full-time staff, software, exercises, training, travel, and personnel development, as well as business-focused consultants and contractors, demonstrating a comprehensive investment in program support.



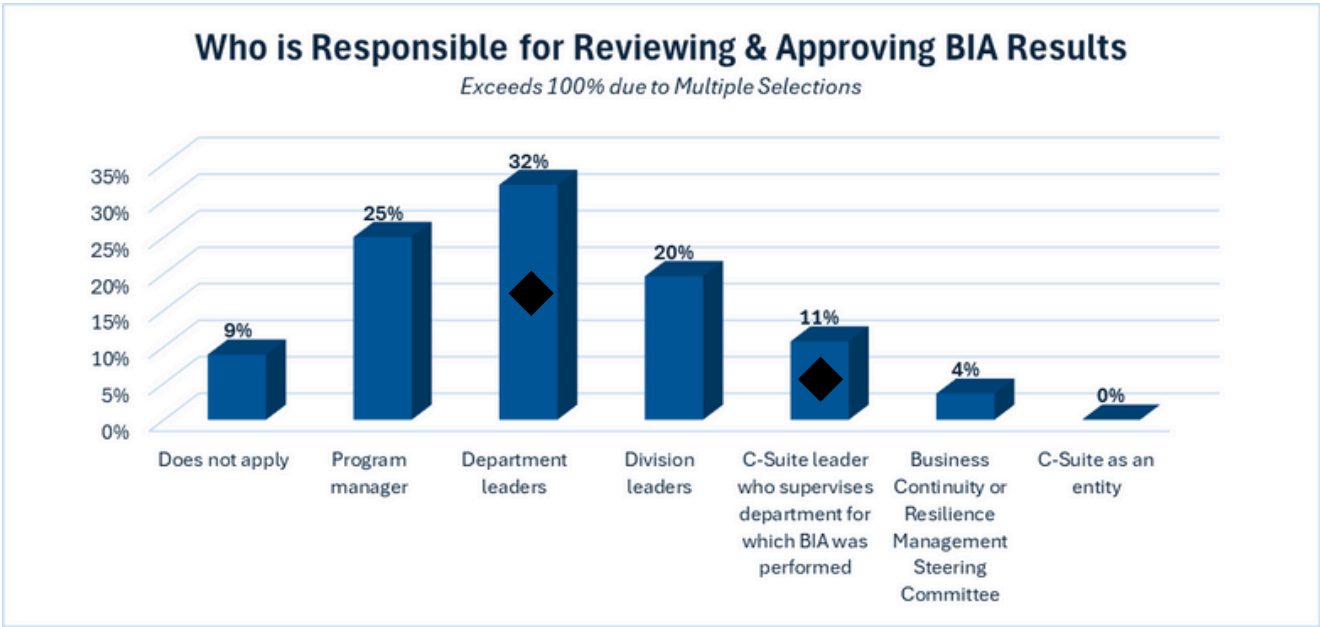
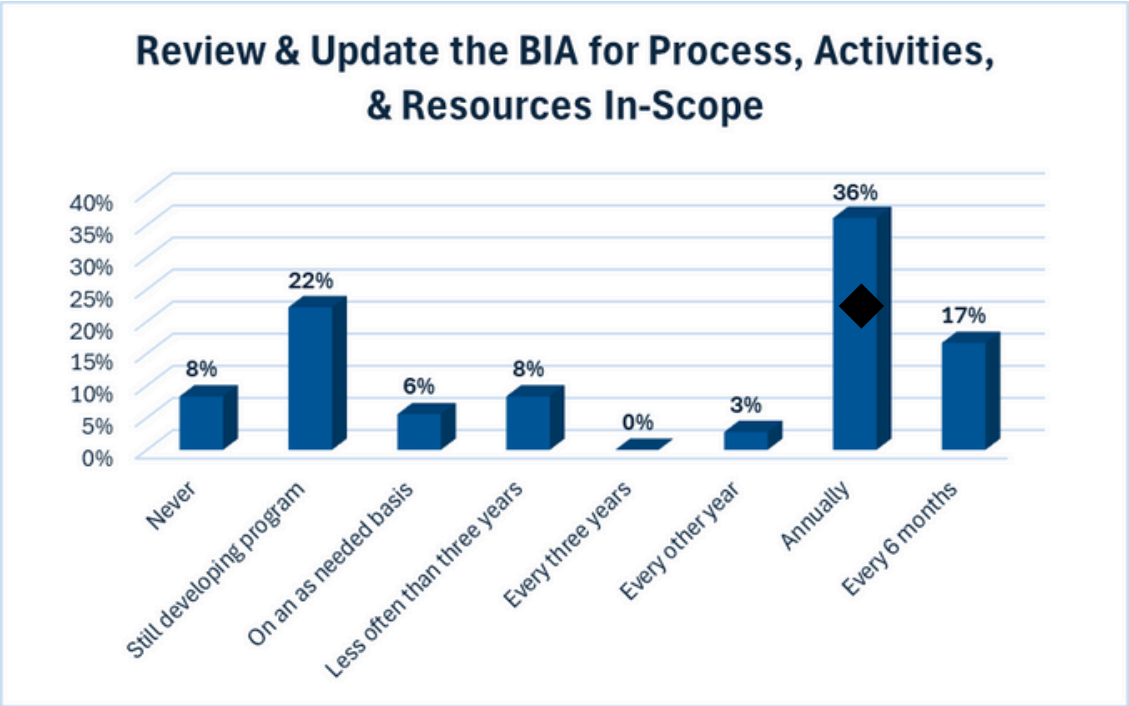
Insights:
Our research shows that **ABC Company's** average budget allocation for full-time staff and Business Continuity/Resiliency software is more closely aligned with overall industry averages than with the **XXXXXX** sector specifically. Across all organizations, the average budget percentages for these categories are **XX%** for full-time staff and **XX%** for software, reflecting broader investment patterns in resiliency programs.

Current Program Status		XXXXX Industry	XXXXX Organizational Revenues
Current Level of Program Status	Off-site data recovery only.	20%	0%
	There are contingency plans in place for IT functions only (i.e., Disaster Recovery only)	0%	24%
	Critical systems are either resilient or recoverable. 	67%	81%
	Some departments/divisions have Business Continuity/Resiliency plans. 	73%	38%
	Currently obtaining or have management support and formulating the Business Continuity/Resiliency program framework to include chartering and governance contingency strategies, resiliency needs, recovery objectives, operational and enterprise risk management, and crisis management plans. 	53%	29%
	Currently developing and implementing Business Continuity, Resiliency, and/or IT Disaster Recovery plans that meet the needs of the organization. 	60%	48%
	Currently conducting regular BIA or risk assessments. 	60%	67%
Emergency Management/Crisis Management Planning Status	Implemented a full-functioning, corporate-wide Business Continuity/Resiliency program that meets the organization's identified contingency, resiliency, risk management, emergency management and crisis management needs.	40%	76%
	Currently assessing the need for an Emergency Operations Center.	7%	5%
	Currently implementing an Emergency Operations Center. 	7%	14%
	A full functioning Emergency Operations Center is in place.	47%	62%
	Policies and procedures are in place to interact and coordinate with external agencies in times of a disaster.	53%	71%
	A Crisis Management process and plan is in place.	87%	76%
	A Crisis Communications program is in place.	80%	71%
Pandemic Preparedness Planning Status	Currently developing a Pandemic Preparedness policy.	7%	5%
	Currently implementing a Pandemic Preparedness policy. 	20%	14%
	A full functioning Pandemic Preparedness policy is in place.	67%	86%
Assessment/Audit/Exercise/Awareness Status	Maintain an assessment and audit schedule of the Business Continuity/Resiliency program to ensure the program is up to date and complete.	40%	76%
	Maintain an exercise schedule in order to identify new potential vulnerabilities or weaknesses in the current Business Continuity/Resiliency program. Analyze findings to elevate the program.	33%	81%
	Exercises involve multiple teams across the organization - not just a single process/technology recovery.	40%	81%
	Joint Information Security and Business Continuity/Resiliency exercises are conducted.	20%	57%
	Implemented an awareness and training program to promote and educate the entire organization on the Business Continuity/Resiliency program, including specified roles and responsibilities.	40%	71%
	Recovery capability reports are shared on a regular basis with the pertinent senior leadership of the organization.	20%	57%
	My organization is struggling to understand what Organizational Resilience management means.	27%	19%
Resilience Management Status	My organization is working towards a holistic Organizational Resilience approach. 	60%	38%
	Resilience management is embedded within the culture of the organization.	13%	38%
	The executive management team understands the importance behind Resilience Management and they are committed to continuous improvement.	40%	57%
	My organization has implemented a holistic Organizational Resilience approach that includes preventive control, mindful action, performance optimization, and adaptive innovation.	7%	33%
	Currently developing an executive/leadership succession plan.	27%	14%
	Currently implementing an executive/leadership succession plan.	7%	24%
	A full functioning executive/leadership succession is in place. 	27%	52%
Executive Leadership Succession Planning Status			

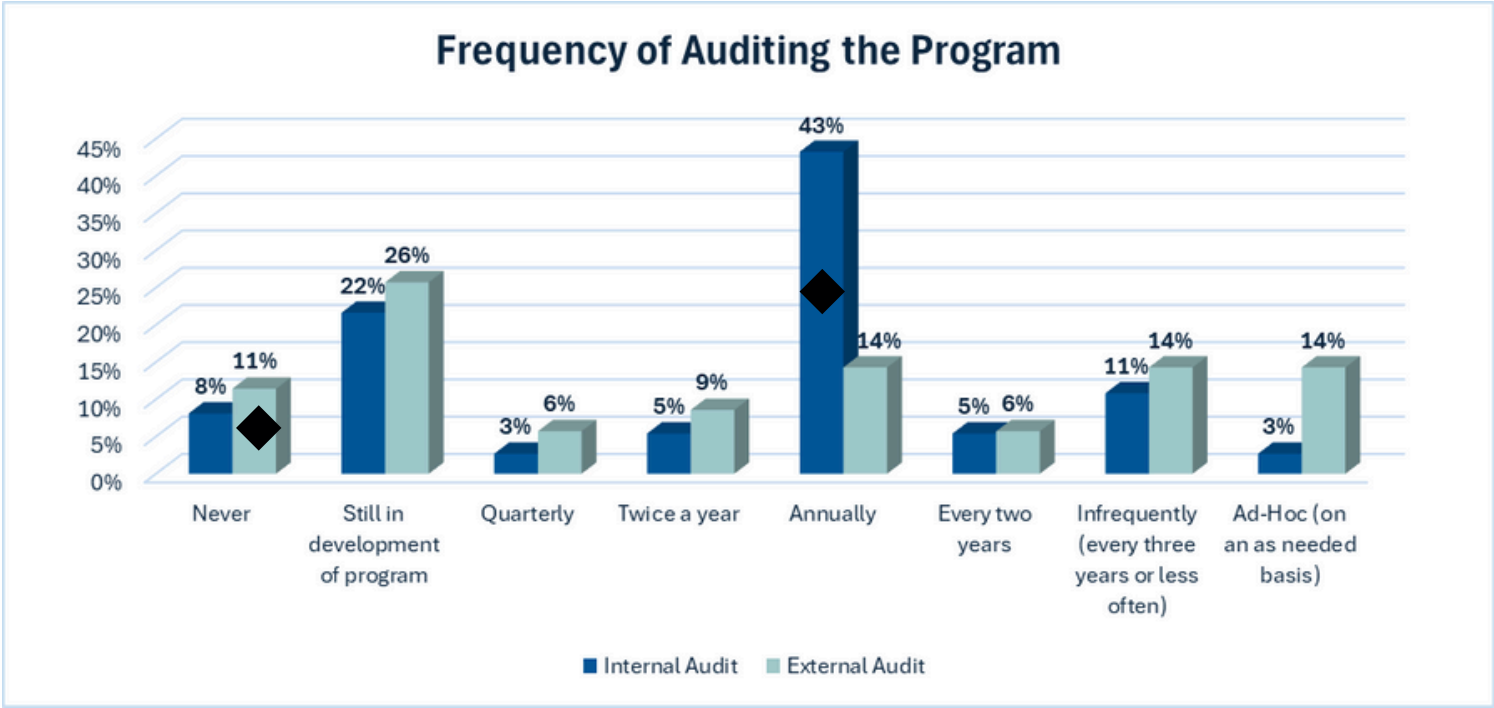
Comparison of ABC Company to other Organizations within the Peer Group	0=Does not describe our organization	1	2	3	4	5=Our organization very much aligns to this statement
Our organization uses automation (software and other tools) to accomplish regular recurring tasks, manage incidents, and analyze program performance.	4%	12%	16%	12%	36%	20%
Our core Resilience Management team (full-time resources leading the program) connects regularly to discuss/ solve issues to move the program forward, tracks and follows up on action items, and seeks improvement opportunities to strive for the right level of resiliency		8%	12%	12%	36%	32%
Our Resilience Management program is well integrated with other risk disciplines within the organization (e.g., Information Security, Emergency/Incident Response, IT Disaster Recovery).		12%	12%	24%	40%	12%
Our senior management understands the investment, agrees on the products and services the Resilience Management program is working to protect, understands the maximum downtime tolerance for each, and regularly reviews our ability to recover.	4%	4%	24%	24%	20%	24%
The program can effectively improve and adapt to the organization's changing business strategy and is appropriately funded to enable approved strategies, risk mitigation controls, and other improvement opportunities.	4%	4%	24%	12%	36%	20%
Everyone with a role in our Resilience Management program understands expectations, wants to participate in their role, meets regularly to be trained, and has the capacity (time and knowledge) needed to execute their role well.	4%	8%	12%	12%	40%	24%
We have a cross functional steering committee that meets regularly to review the recoverability of in-scope products and services, prioritize corrective actions, and address strategic issues that may be impeding our ability to achieve the right level of resiliency.	8%	8%	16%	12%	40%	16%
We have a process for how we perform Resilience Management activities, which is documented, simple and straightforward, and followed by all program participants.	4%	12%	12%	12%	28%	32%
We have mapped in-scope products and services to their underlying department/activity dependencies (facilities, technologies, equipment, people, and suppliers); all have downtime tolerances.	4%	16%	12%	20%	28%	20%
Our Resilience Management plans include actionable content that describes what needs to be recovered, by whom, how it will be recovered & communicated, when the plans should be used, and everyone is trained and aware.	4%	8%	16%	12%	32%	28%

Insights:

Explain what color coding means. Also include the assessment on program maturity score rating in comparison to peers. Average length of program and last update by program maturity.



Insights:
An overwhelming percent of organizations (XX%) conduct a BIA on an annual basis. This is a significant increase from XX% who reported the same last year. When taking a deeper dive into the data, we noticed that those respondents with mature programs were more likely to conduct an annual BIA (XX%) while those with immature programs were less likely (XX%) or they were still developing their program (XX%).



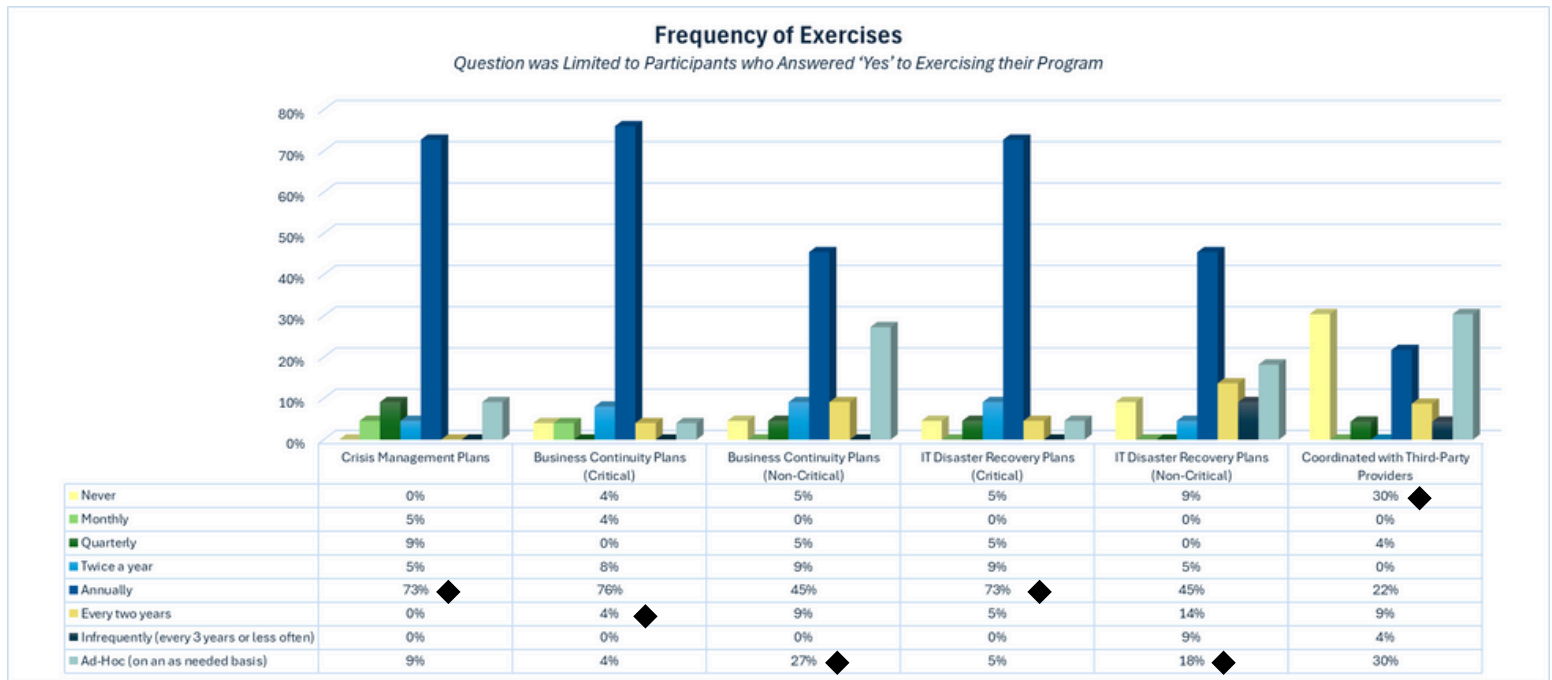
Insights:

More than ever before organizations are auditing their programs on an annual basis (both internal and external) compared to 2022. Internal audits increased from XX% to XX% while external audits increased from XX% to XX%. Unfortunately, XX% of all respondents have never conducted an external audit of their program.

Surprisingly, XX% of organizations with immature programs noted that they have never conducted an external audit of their Business Continuity/Resiliency program and XX% noted the same for an internal audit. Organizations with mature programs were more likely to conduct annual audits (XX% and XX%, respectively for external and internal).

Utilize a third-party provider to audit the Business Continuity/Resilience Program:

- XX%: Currently utilize or plan to utilize
- XX%: Considering utilizing



Insights:

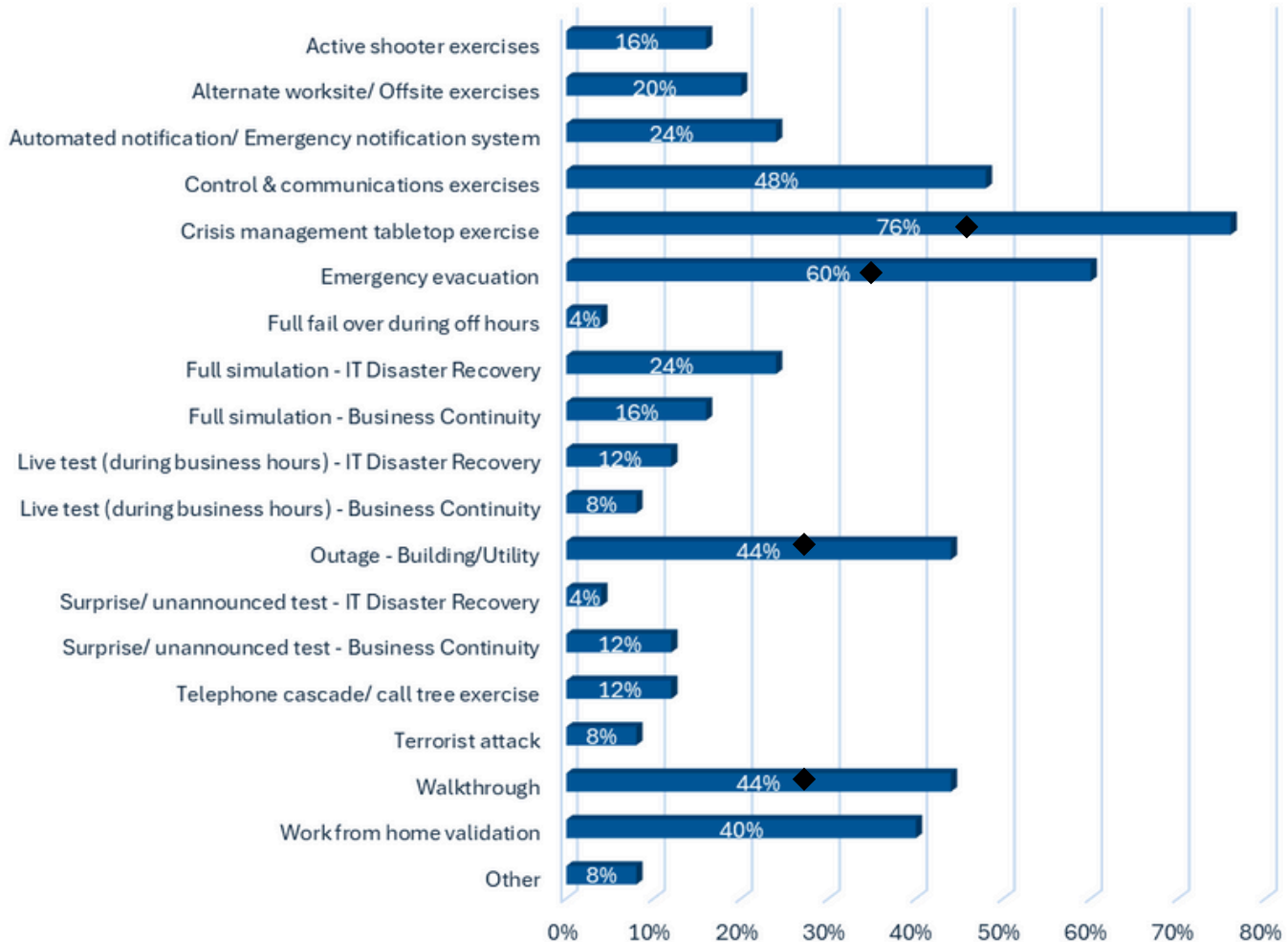
Fortunately, an increasing percentage of organizations (XX% – up from XX% from 2022) are exercising their Business Continuity/Resiliency plans. Organizations with immature programs, however, were still developing their program (XX%), and X% have not exercised their program. Furthermore, those respondents with immature programs were more likely to exercise their crisis management plans and business continuity/IT disaster recovery plans for the critical functions/systems, but never exercise business continuity/IT disaster recovery plans for non-critical functions/systems (XX% and XX%, respectively).

The data also highlighted an area of improvement for the entire profession – coordinating exercises with third-party providers. Several respondents indicated that they either never (XX%) or only coordinate exercises with third-party providers on an ad-hoc basis as needed (XX%). Those organizations that noted mature programs were more involved with coordinating such exercises on an annual basis (XX%), while those noting immature programs were significantly less concerned (XX% never).

XX% indicated that they actively exercise their program; thus, all of these individuals received this follow-up question on the frequency.

Types of Exercises Implemented in the Last Year

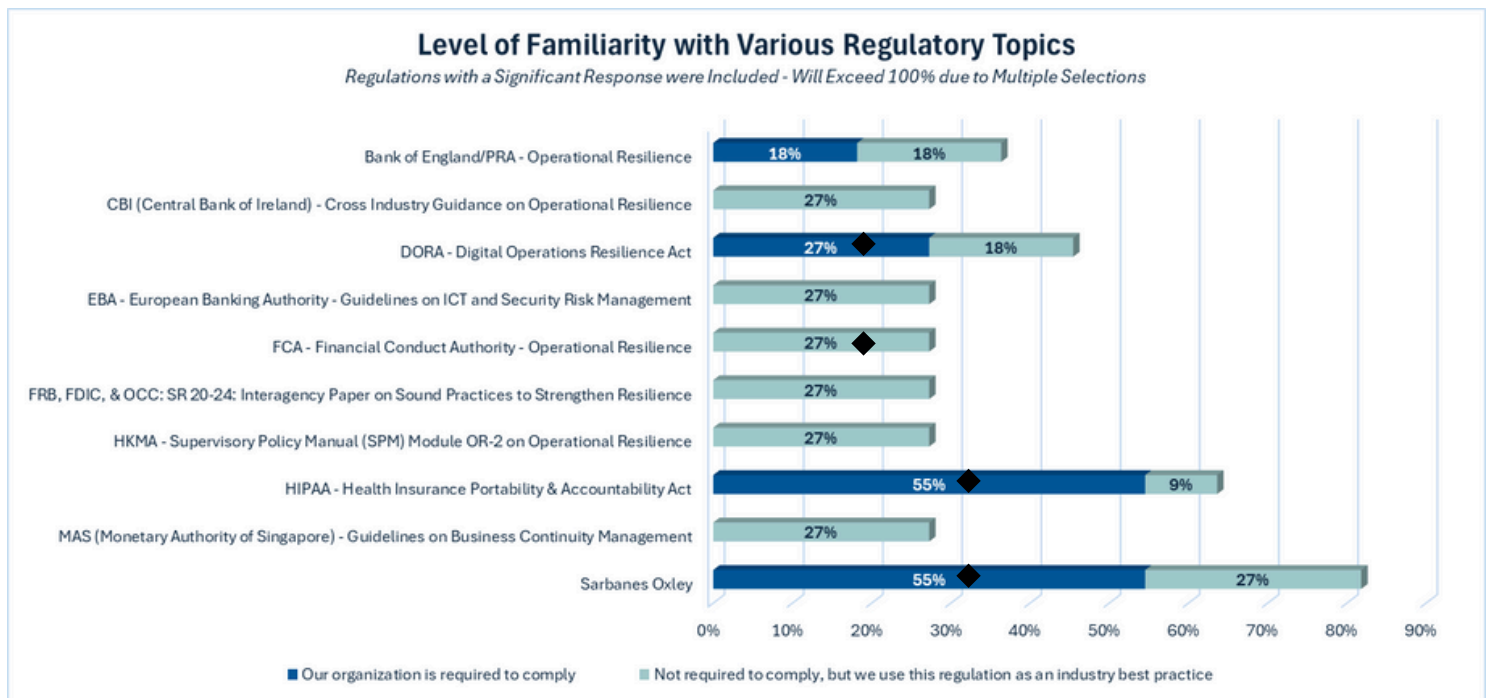
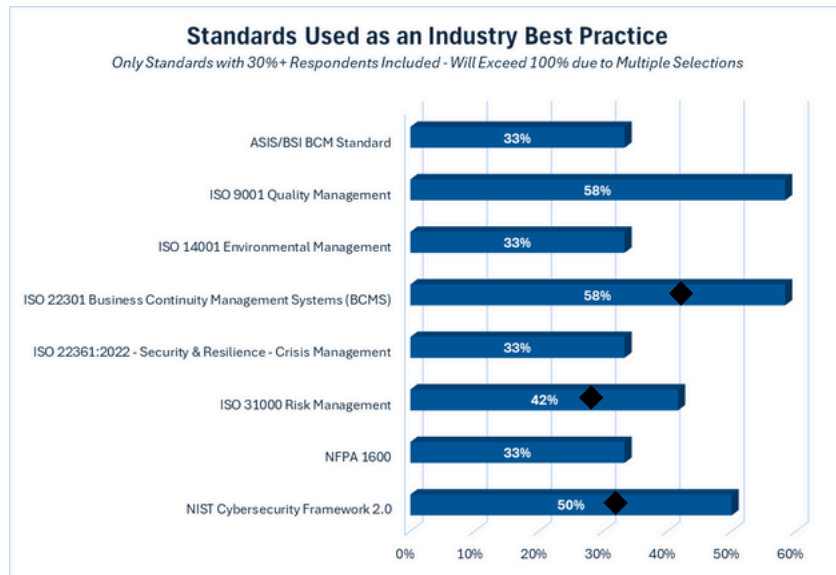
Exceeds 100% due to Multiple Selections



Insights:

Using varied scenarios to exercise Business Continuity/Resiliency plans helps uncover gaps. With more employees returning onsite, outage-building/utility (+XX% from 2022) and active shooter exercises (+X% from 2022) increased. Compared to the previous report, most exercise categories rose, except for live tests during business hours and unannounced tests, which declined slightly (X-X%).

Cross-referencing maturity ratings showed that advanced programs conduct a broader range of exercises, while less mature programs reported no live business-hour tests, unannounced tests, or terrorist attack scenarios in the past year.



Insights:

Organizations seek guidance from third-party certification bodies to better understand how to model their Resiliency program in addition to being better prepared to address audit reviews. Although there are over 50 different regulatory topics/standards, this report highlights the most popular according to our most recent data findings. Regulatory topics/standards will also vary based on the industry sector.

The data findings highlighted that organizations (regardless of industry, location, size, or program maturity) are more likely to be required to comply to:

- Sarbanes Oxley: **XX%**
- HIPAA: **XX%**
- DORA: **XX%**
- FCA: **XX%**

An overwhelming **XX%** of organizations use ISO 22301 BCMS to model their program to as a best practice.

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 Compensation Benchmarking

- Our compensation benchmarks help organizations build fair pay bands and empower professionals to validate market value, assess skills, and negotiate with confidence.

➔ 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's architecture features a grid of windows and structural elements. The image is partially framed by a dark blue diagonal shape in the top-left corner and a white diagonal shape in the bottom-right corner.

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