



RESILIENCE360 ADVISORY

CAREER COACHING • PROGRAM COUNSEL
STRATEGIC STAFFING

SAMPLE: Compensation Benchmarking

MONTH XXXX

Prepared for: My Good Friend –
ILLUSTRATIVE DATA ONLY

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Introduction

Resilience360 Advisory Research Insights is pleased to present this tailored compensation benchmarking assessment. Drawing on over 20 years of data analytics and a decade of benchmarking with Fortune 500 leaders, we deliver guidance that blends strategy, data, and execution. Our compensation assessments go beyond base salary, analyzing all the factors that impact earning potential—including role, years of experience, degree, certifications, management and leadership expertise, real-world skills, and geography. Organizations often leverage these reports not only to help professionals validate their market value and strengthen negotiation confidence, but also to establish fair, competitive compensation bands when hiring or promoting talent. Benchmarking ensures alignment with industry best practices while supporting both retention and recruitment strategies.



Cheyene Marling, Hon MBCI
Managing Director



Study Methodology

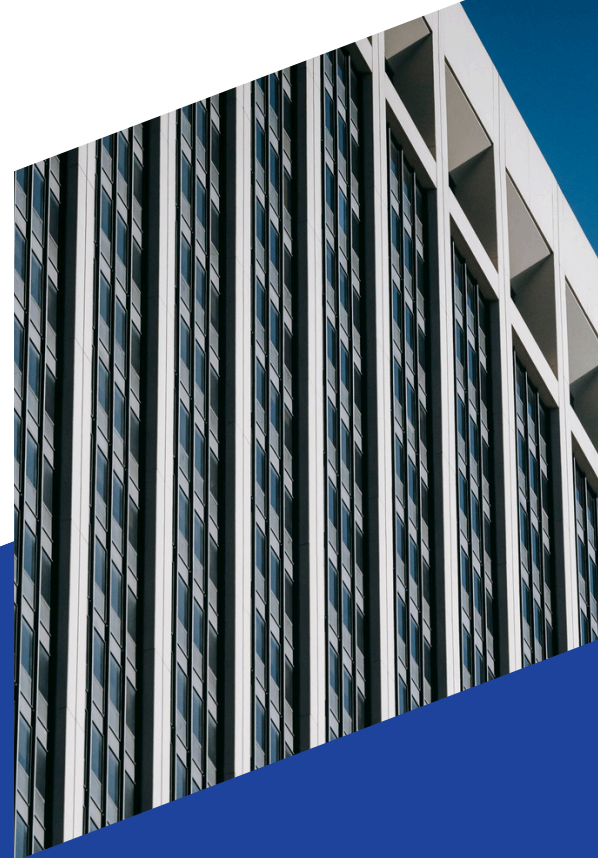
Since 2001, Resilience360 Advisory (formerly BC Management) has collected global compensation data to help organizations and professionals better understand fair, competitive, and marketable pay ranges. The online study, developed in collaboration with the International Research Advisory Board and hosted 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 company name confidential.

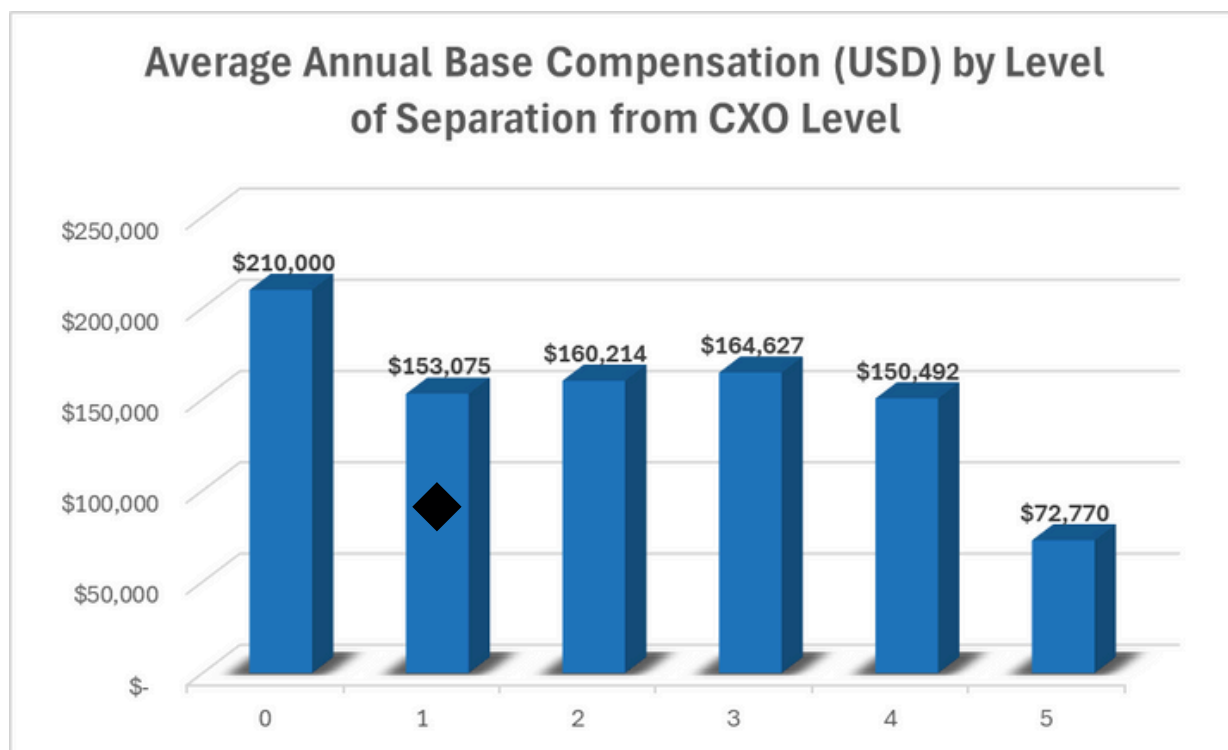
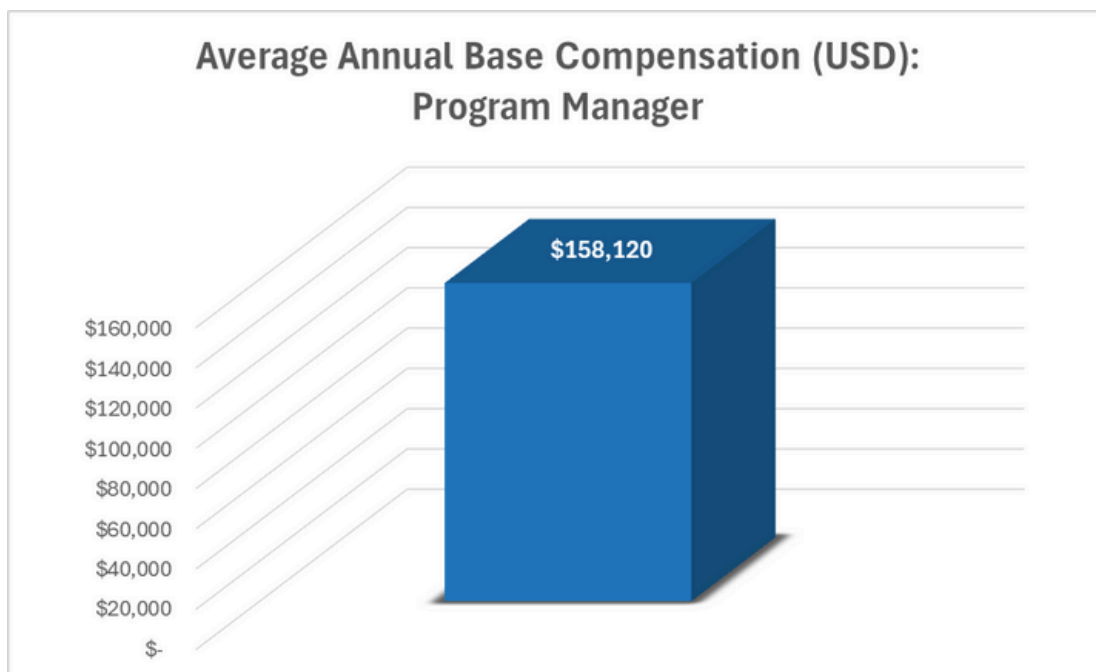
Peer Assessment

My Good Friend (Sample Template) selected the job title of **Program Manager** as the peer group for this assessment. Please note that individual respondent names are not disclosed in the report, and participation in specific questions varied. For instance, respondents who noted unemployed within the study would not have received a question regarding current compensation, bonus, or benefits.

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. **Please note, this is a sample report; the data shown is for illustrative purposes only and should not be interpreted as actual findings.**

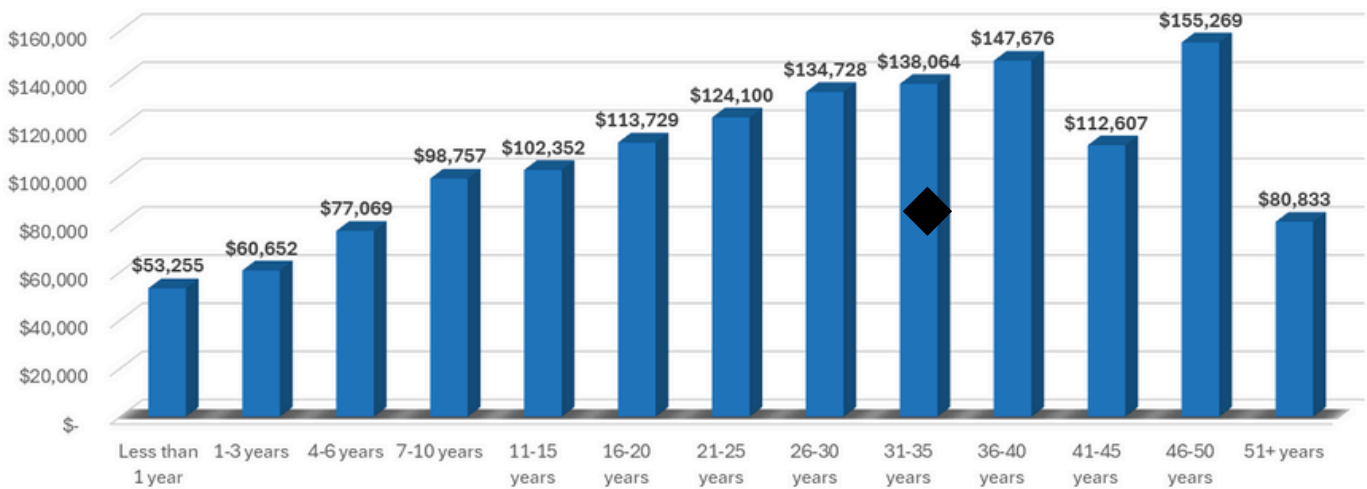
For the most reliable insights, we recommend a peer group of 25–50 professionals. The requester of this report may also choose to refine the peer group further by applying additional filters such as years of experience, geography, or company size to ensure a fair and balanced comparison.



**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 Program Managers** were positioned at the CXO level or one layer below.

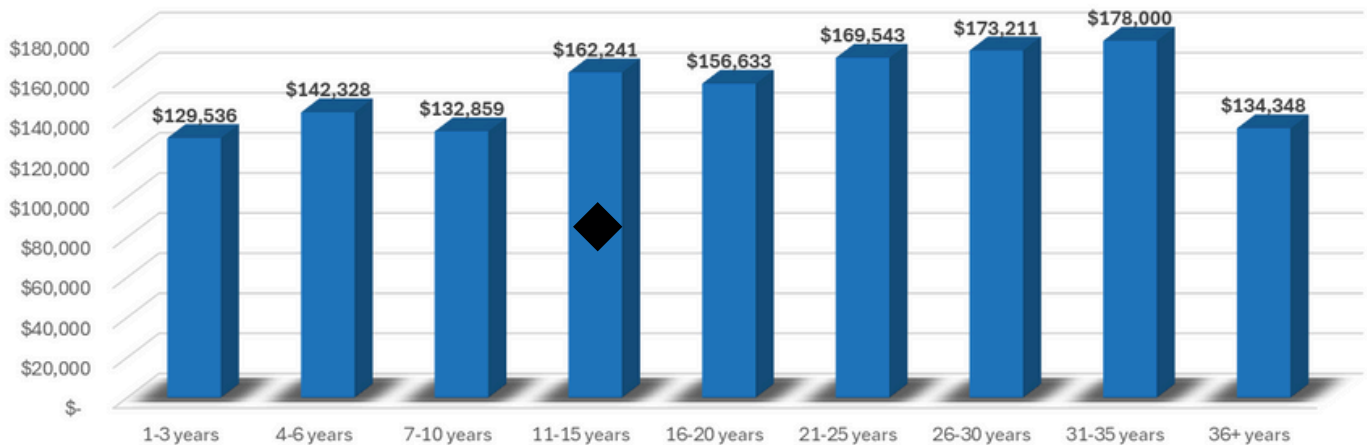
Average Annual Base Compensation (USD) by Years Total Working Experience

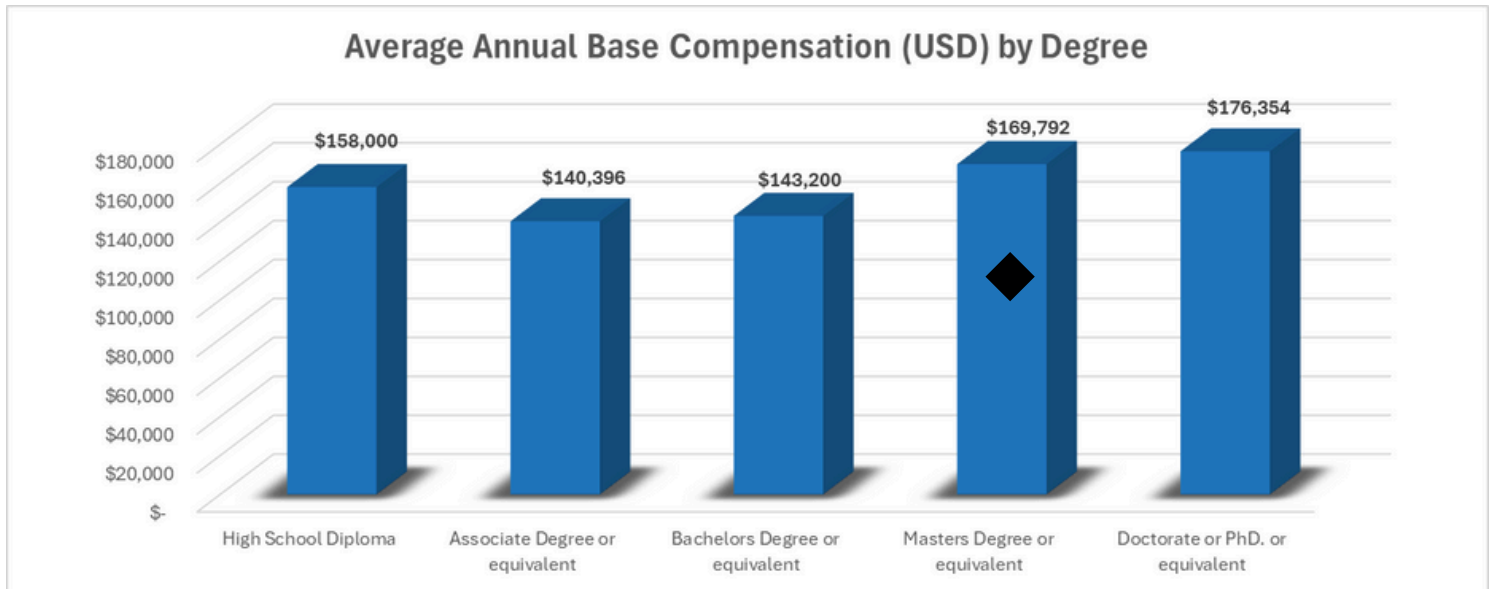


Insights:

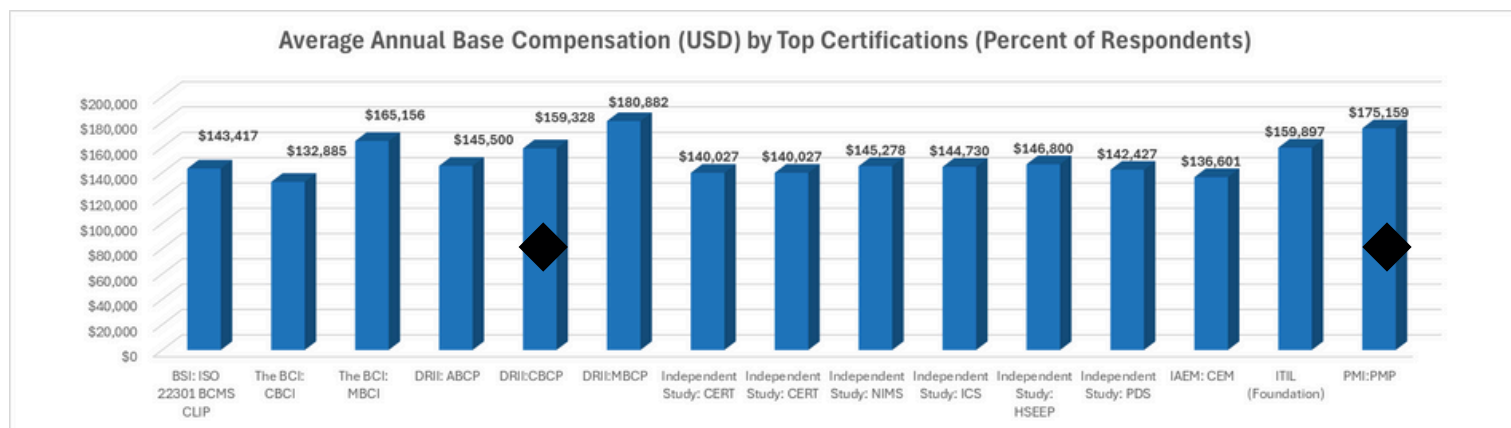
Years of total work experience refers to the amount of time the respondent has been working overall, not just within Resiliency (Business Continuity, Disaster Recovery, Crisis Management, or Emergency Management). When comparing the years of total work experience to years of expertise in Resiliency, we discovered that XX% of respondents have 16 – 35 years total working experience, while XX% have been working within a Resiliency planning role for 4 – 15 years.

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



**Insights:**

The data indicated that 87% of all respondents have obtained an advanced degree, which is a continued increase from the 79% that was reported in 2022, 83% in 2023, and 84% in 2024. Additionally, this is the third consecutive year of reporting on compensation that more professionals noted a Master's degree over a Bachelor's degree, and the percent differential is increasing from 2% in 2024 to 6% in 2025. Professionals with a high school diploma also dropped from 7% in 2024 to 5% this year. 62% of all professionals with a Master's degree or equivalent have less than 25 years total work experience, and 52% have less than 10 years of expertise in a Resiliency/Business Continuity related role.



Insights:

Assessing how certification impacts earning potential continues to be an interesting trend as more Resiliency professionals seek one or more certifications to advance their marketability among hiring managers.

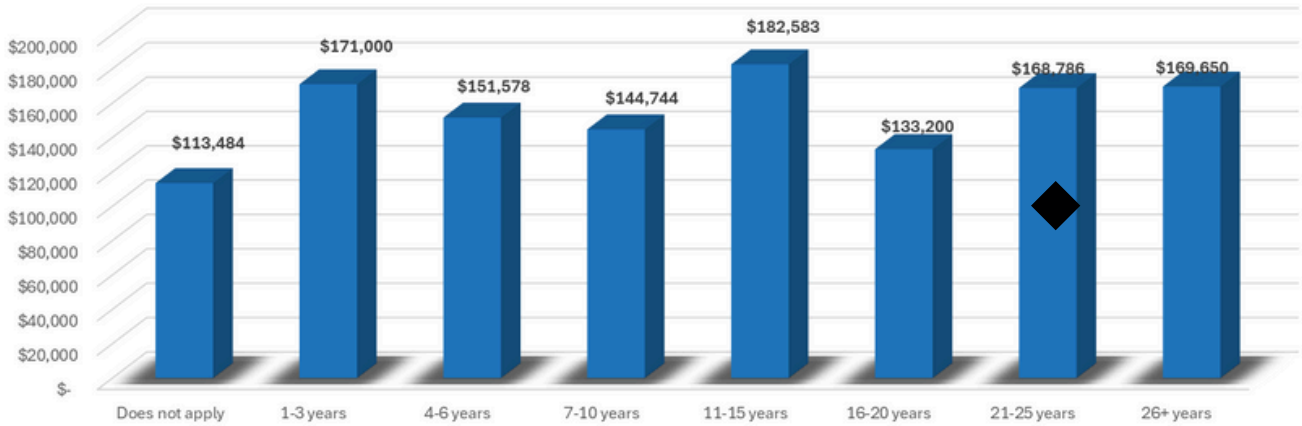
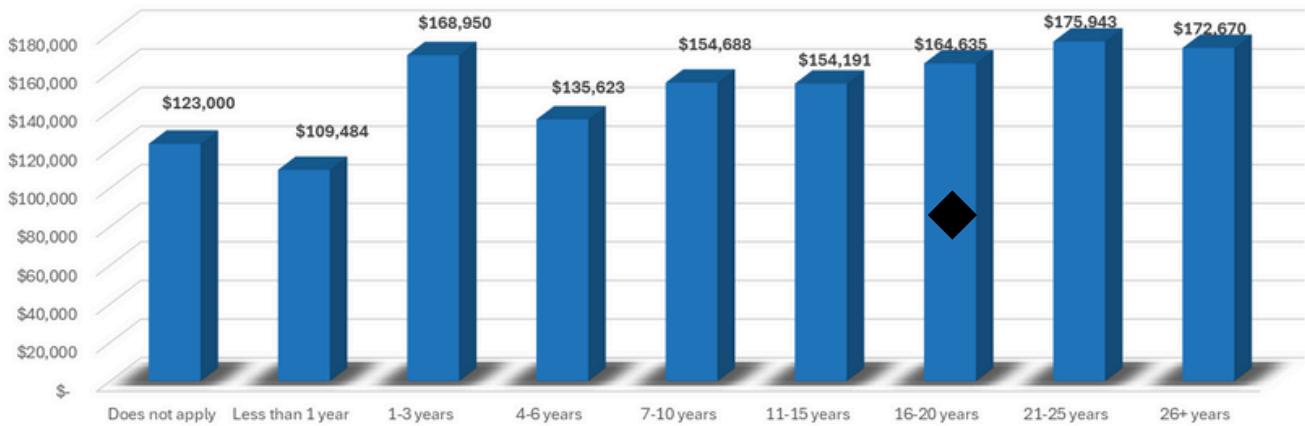
Those professionals who are currently certified will, on average, outearn their counterparts who have never been certified by X%.

The majority of all professionals (XX%) are currently certified, while XX% of Program Managers noted having a certification that was current and in good standing.

The majority of professionals have obtained multiple certifications (XX%), and those professionals with multiple certifications, on average, will outearn their peers with one certification by X%.

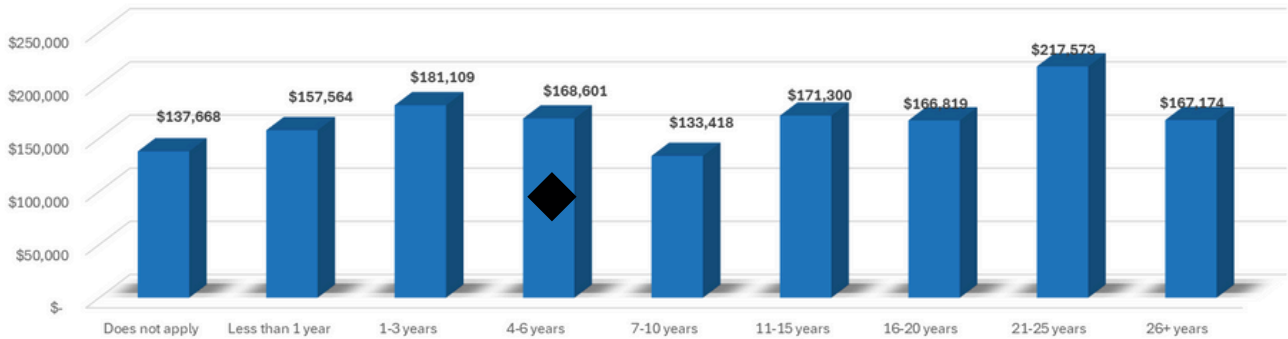
Pro Tip:

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.

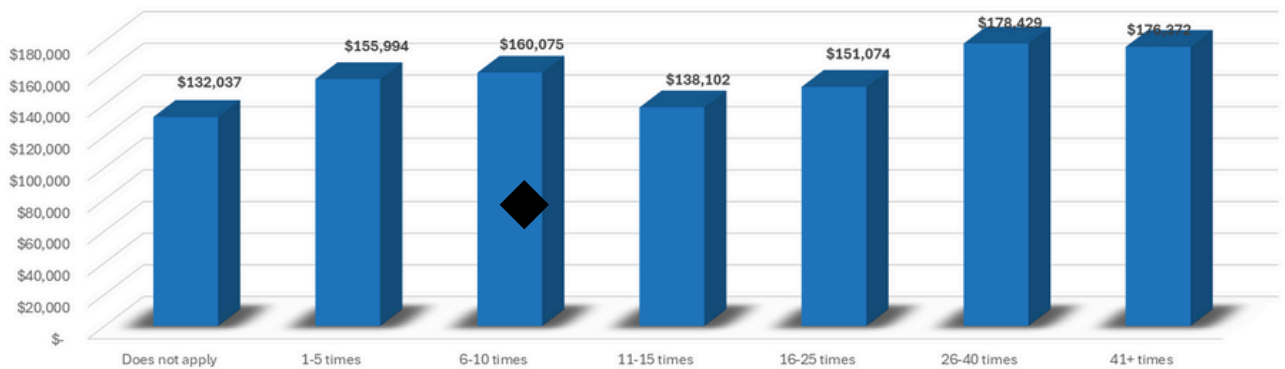
Average Annual Base Compensation (USD) by Program Management Experience**Average Annual Base Compensation (USD) by Staff Management Experience****Insights:**

Resilience management is heavily involved in managing a program with changing timelines and deliverables; therefore, it wasn't surprising when the data highlighted that 51% of all professionals and 77% of senior professionals (VP and higher) have 11+ years of 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 Resiliency (Business Continuity, Disaster Recovery, Crisis Management) professional; therefore, it isn't surprising that many professionals will be more experienced in these transferable skills versus the BCM-specific skills.

Average Annual Base Compensation (USD) by Global Resilience Management Experience
(Administrative or Program Management)



Average Annual Base Compensation (USD) by Activation Management Experience



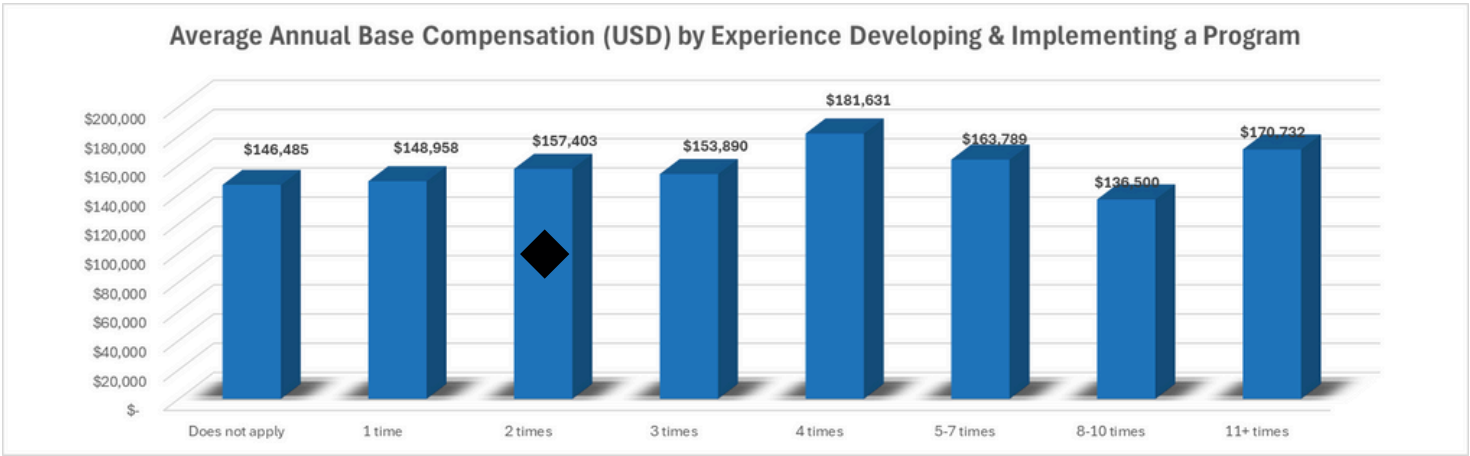
Insights:

Managing Resiliency program strategies and responding to crises globally can be a challenge, and organizations are willing to compensate for this expertise. It is important to note that this question regarding “global planning experience” doesn’t imply that you are working in another country for a period of time, but that one is either working on global resiliency planning in an administrative or management role.

The data highlighted that XX% either do not have this level of expertise or it doesn’t apply to the organizations they’ve worked for. In comparison, XX% have 11+ years of global Business Continuity/Resiliency planning expertise, and these individuals, on average, may outearn professionals with less or no global planning expertise by XX%. Additionally, XX% of these professionals are currently working in a regional or global management role.

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 (XX%) 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 area, with XX% having to activate a program during a crisis 11+ more times compared to all study respondents at XX%.

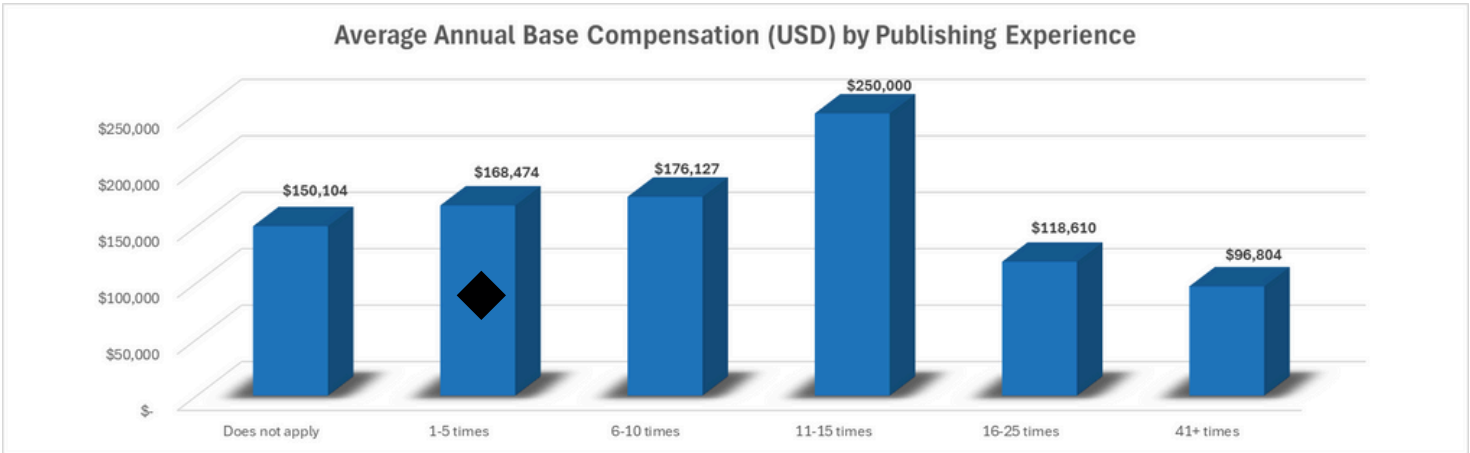
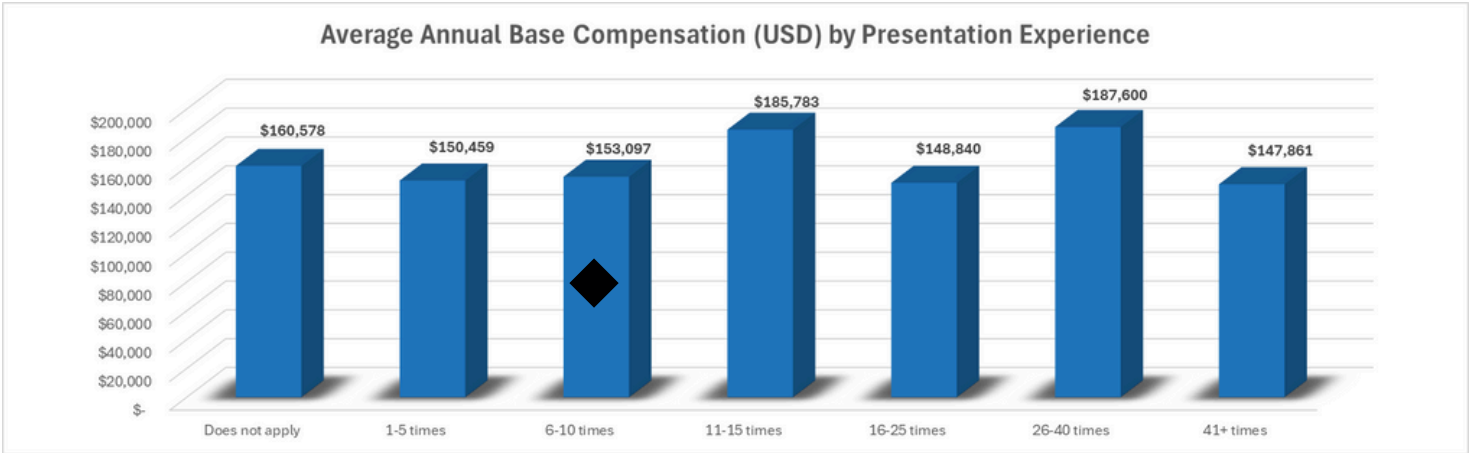


Insights:
Designing and implementing a Resiliency related program from the ground up, in addition to developing and rolling out a training program across the organization, seems to be an opportunity that few professionals experience multiple times.

XX% of the respondents indicated either developing a program from the ground up once or never.

It wasn't surprising when the data highlighted that XX% of the most senior professionals (VP and higher) have implemented programs from the ground up 3+ times, while XX% of less senior respondents noted the same.

XX% of the respondents indicated either designing and implementing a program training rollout either once or never. Similarly to managing the design and implementation of a Business Continuity/Resilience Management program from the ground up, the data also highlighted that XX% of the most senior professionals (VP and higher) have designed and rolled out a training program 5+ times, while XX% of less senior respondents noted the same.

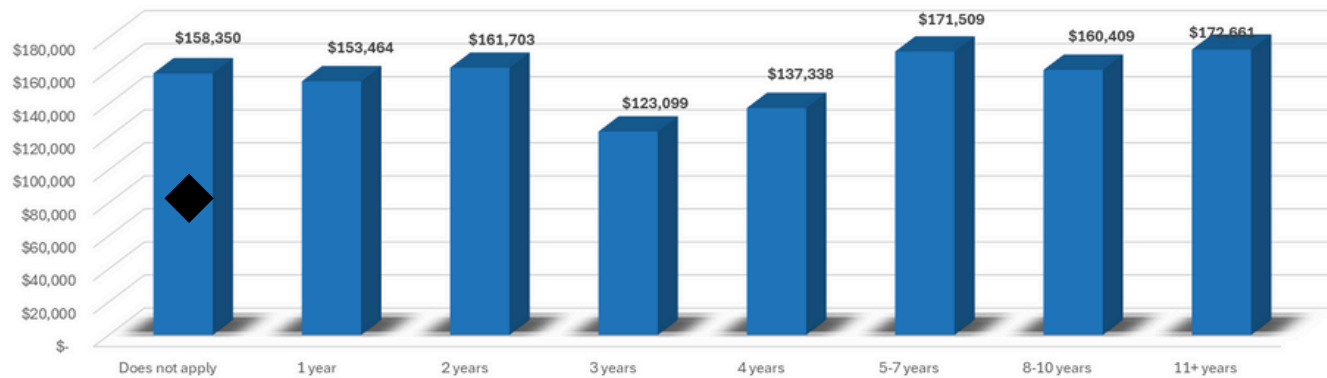


Insights:

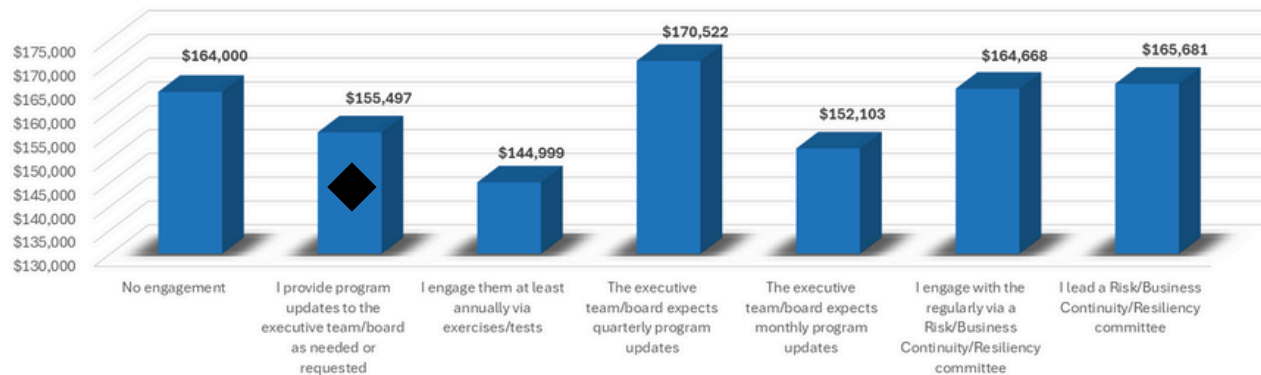
Few professionals step outside of their comfort zone in giving presentations, publishing, or serving on an industry related board. Our data indicated that XX% of the respondents have either never given a presentation or have presented less than 5 times.

Only XX% of the respondents have presented more than 11 times, and on average, they may outearn their peers with less presentation expertise or none by XX%. The data also highlighted that a majority of professionals have never been published (XX%) or served on an industry related board (XX%), but for those who have served on a board, usually do so for 5+ years (XX%).

Average Annual Base Compensation (USD) by Industry Association Board Leadership Experience



Average Annual Base Compensation (USD) by Executive Team/Board Involvement Experience



Insights:
Driving executive commitment is imperative for the program's success and this means regular engagement, not just as needed or requested, which XX% of the respondents noted.

XX% of the respondents noted that they lead a Risk/Business Continuity/Resiliency Committee. Of those, XX% were VP/Directors, XX% were Global Program Heads, and XX% were Managers/Program Managers. Additionally, XX% are men and XX% are women.

Based on the above assessment, your calculated base compensation range is \$145,000 - \$180,000 within Dallas, TX.

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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's architecture features large windows and a grid-like structure. 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.

Contact Us



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