



# Business Continuity — Asia Pacific

## 2005 COMPENSATION REPORT

BC Management, Inc. is pleased to release the first annual Business Continuity Compensation Report exclusively for Asia Pacific. Over 100 professionals throughout Asia, Australia and New Zealand completed the survey, which gathered data on 2004 and 2005 compensations. The data throughout this report highlights full-time, permanent employees (FTE) in Asia Pacific. 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 survey report.

To start off, Figure 1 details average total compensation by region. Only regions with a significant response were included. Responses were also received from Japan and Thailand.

Average Total Compensation by Region (FTE) - AP		
Region	Avg Comp 2004	Avg Comp 2005
<b>Australia</b>	95,185 AUD	100,030 AUD
Adelaide	66,000 AUD	67,900 AUD
Brisbane	76,250 AUD	83,473 AUD
Melbourne	107,800 AUD	103,357 AUD
Perth	82,828 AUD	81,000 AUD
Sydney	110,429 AUD	125,286 AUD
<b>China</b>	1,142,833 HKD	1,201,542 HKD
Hong Kong	1,142,833 HKD	1,201,542 HKD
<b>Indonesia</b>	56,713,447 IDR	58,261,206 IDR
Jakarta	56,713,447 IDR	58,261,206 IDR
<b>Malaysia</b>	107,671 MYR	131,743 MYR
Kuala Lumpur	107,671 MYR	131,743 MYR
<b>New Zealand</b>	83,500 NZD	89,000 NZD
<b>Philippines</b>	3,852,706 PHP	4,116,590 PHP
Metro Manila	3,852,706 PHP	4,116,590 PHP
<b>Singapore</b>	134,496 SGD	134,573 SGD

Figure 1

Total Compensation by Job Title (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
<b>Australia</b>				
Planner/Coord/ Admin	52,000 AUD	77,237 AUD	123,000 AUD	25%
Mgr/ AVP/ Project Mgr	55,000 AUD	97,530 AUD	136,000 AUD	42%
Full-time Sr. Consultant	69,000 AUD	90,750 AUD	130,000 AUD	17%
<b>Hong Kong</b>				
VP/ Director	1,000,000 HKD	1,425,000 HKD	1,800,000 HKD	56%
<b>Malaysia</b>				
Planner/Coord/ Admin	47,645 MYR	92,661 MYR	195,000 MYR	25%
VP/ Director	86,782 MYR	136,695 MYR	192,000 MYR	31%
<b>Singapore</b>				
Planner/Coord/ Admin	45,000 SGD	82,500 SGD	144,000 SGD	10%
Mgr/ AVP/ Project Mgr	43,000 SGD	123,782 SGD	260,000 SGD	18%
VP/ Director	119,000 SGD	182,415 SGD	237,413 SGD	20%
Global Mgr	90,000 SGD	162,800 SGD	250,000 SGD	13%
Sales Mgmt	70,000 SGD	111,000 SGD	200,000 SGD	10%
Other	62,800 SGD	88,433 SGD	118,500 SGD	8%

Note—Percentages for the geographic regions above do not equal 100% since only those job titles with a significant response were included. Figure 2

Total Compensation by Industry (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
<b>Australia</b>				
Computer Services	60,000 AUD	91,000 AUD	134,000 AUD	13%
Financial/ Banking	56,800 AUD	100,225 AUD	175,000 AUD	33%
IT Data Services	57,500 AUD	92,833 AUD	136,000 AUD	13%
Consulting Services	124,000 AUD	135,667 AUD	153,000 AUD	13%
<b>Hong Kong</b>				
Financial/ Banking	1,440,000 HKD	1,663,333 HKD	1,800,000 HKD	33%
<b>Malaysia</b>				
Financial/ Banking	48,000 MYR	114,000 MYR	192,000 MYR	38%
Telecommunications	47,645 MYR	155,215 MYR	250,000 MYR	19%
<b>Singapore</b>				
Financial/ Banking	41,000 SGD	127,552 SGD	260,000 SGD	23%
IT Data Services	43,000 SGD	142,700 SGD	229,499 SGD	13%
Consulting Services	27,900 SGD	178,852 SGD	458,997 SGD	15%
Other	75,000 SGD	98,667 SGD	119,000 SGD	8%

Note—Percentages for the geographic regions above do not equal 100% since only those industries with a significant response were included. Figure 3

The compensation in the tables throughout this report highlight full-time employees only. Compensations for independent contractors are not included due to the survey response of 7%. A majority of the independent contractors who did respond were from Australia, which was 57%. The independent contractors from Australia enjoyed an average total compensation of 211,667 AUD and 245,333 AUD respectively in 2004 and 2005. Estimated average hourly rates for 2005 were 129 AUD and 214 AUD respectively for low and high.

The remaining tables highlighting compensations include geographic regions with a significant number of responses only. For the most part this includes Australia, Hong Kong, Malaysia and Singapore.

The average total compensation in Figure 2 shows a steady climb upwards based on job title with the exception of VP/Director to Global Manager in Singapore. After carefully reviewing the data it was discovered that 67% of the VP/Director level respondents had 15+ years of BC/DR experience while 50% of the Global Managers indicated 15+ years of BC/DR experience. The FTE Sr. Consultant respondent category under Australia is a job category under professional services. Although there was a sufficient response from the professional services industry, these respondents were spread across several job levels. Only the job titles with a significant response were included in the table.

Figure 2 shows total compensation by industry. The majority of the respondents were from the Financial/ Banking industry.

## On Average Certified Professionals Tend to Earn More

Our survey results in Figure 4 reported that on average all but the Singapore respondents with one certification responded with higher average total compensations than their non-certified counterparts. It is interesting to note that although certified professionals do tend to earn on average higher total compensations a majority of the respondents indicated no professional certification. Our survey data indicated that Hong Kong overwhelming had the greatest number of certified professionals. The one certification category under Malaysia is not included due to the number of respondents.

Total Compensation by Certification (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
<b>Australia</b>				
Not Certified	52,000 AUD	94,675 AUD	175,000 AUD	46%
1 Certification	56,800 AUD	99,133 AUD	147,000 AUD	25%
2+ Certifications	57,500 AUD	109,214 AUD	136,000 AUD	29%
<b>Hong Kong</b>				
Not Certified	750,000 HKD	875,000 HKD	1,000,000 HKD	22%
1 Certification	1,440,000 HKD	1,620,000 HKD	1,800,000 HKD	22%
2+ Certifications	302,675 HKD	1,155,585 HKD	1,750,000 HKD	56%
<b>Malaysia</b>				
Not Certified	47,645 MYR	108,238 MYR	195,000 MYR	62%
2+ Certifications	100,000 MYR	139,333 MYR	168,000 MYR	25%
<b>Singapore</b>				
Not Certified	27,900 SGD	124,496 SGD	260,000 SGD	65%
1 Certification	43,000 SGD	116,483 SGD	237,412 SGD	20%
2+ Certifications	90,000 SGD	197,666 SGD	458,997 SGD	15%

Note—Percentages for the geographic regions above do not equal 100% since only those certifications with a significant response were included. **Figure 4**

According to our survey 17% of the respondents attributed an increase in their compensation to earning a certification. A majority (43%) of these respondents were from Singapore. On average the respondents from Singapore enjoyed an increase of 467 SGD in their total compensation as a result of becoming certified. The maximum increase was 1,000 SGD while the minimum increase was 200 SGD.

Figure 5 details the percentages of different certifications for those respondents who have obtained certification (s). The most prevalent certifications were the MBCI, CBCP, CISA, and PMP. We were not able to indicate average total compensation by certification due to the number of respondents. The percentage of respondents by certification in Figure 5 add up to over 100% due to respondents obtaining multiple certifications.

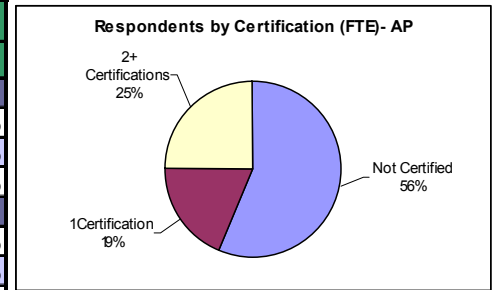
In Figure 6 our survey data showed that those respondents with continued levels of an advanced degree on average earn more than their counterparts. The results indicated that the majority of the respondents have obtained an advanced degree.

Total Compensation by Degree (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
<b>Australia</b>				
High School	56,800 AUD	89,450 AUD	147,000 AUD	17%
Associate	55,000 AUD	97,667 AUD	123,000 AUD	12%
Bachelor	52,000 AUD	102,091 AUD	175,000 AUD	46%
Master	56,420 AUD	104,487 AUD	153,000 AUD	25%
<b>Hong Kong</b>				
Bachelor	750,000 HGD	1,171,250 HKD	1,800,000 HKD	44%
Master	302,650 HKD	1,231,835 HKD	1,750,000 HKD	56%
<b>Malaysia</b>				
Bachelor	47,645 MYR	150,092 MYR	250,000 MYR	56%
<b>Singapore</b>				
Bachelor	27,900 SGD	103,079 SGD	260,000 SGD	58%
Master	75,000 SGD	151,088 SGD	250,000 SGD	33%

Note—Percentages for the geographic regions above do not equal 100% since only those degrees with a significant response were included. **Figure 6**

Total Compensation by Previous Career (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
<b>Australia</b>				
Business Analyst/ Project Management	57,500 AUD	83,688 AUD	130,000 AUD	25%
Information Technology	52,000 AUD	105,459 AUD	175,000 AUD	41%
Government/ Military Services	85,000 AUD	110,166 AUD	153,000 AUD	20%
<b>Malaysia</b>				
Risk Management	48,000 MYR	139,500 MYR	192,000 MYR	31%
Information Technology	80,000 MYR	129,195 MYR	250,000 MYR	31%
<b>Singapore</b>				
Information Technology	43,000 SGD	144,877 SGD	260,000 SGD	43%
Project Management	45,000 SGD	129,488 SGD	237,413 SGD	20%
Government/ Military Services	84,000 SGD	180,716 SGD	458,997 SGD	8%

Note—Percentages for the geographic regions above do not equal 100% since only the previous careers with a significant response were included.



Percentage of Certifications (FTE) - AP	
<b>Business Continuity/ Disaster Recovery</b>	
ABCI	7%
MBCI	31%
FBCI	5%
ABCP	2%
CBCP	29%
Other - BC/DR	10%
<b>Emergency Management</b>	
AEM	2%
NIMS	5%
Other - Emergency Management	2%
<b>Audit</b>	
CISA	14%
CISM	2%
CIA	2%
<b>Security</b>	
CPP	5%
CISSP	7%
Other - Security	2%
<b>Technology</b>	
CSP	2%
Other - Technology	12%
<b>Other</b>	
CMC	7%
PMP	14%
CFM	2%
ARM	2%
CPA	7%
Six Sigma - Green	5%
Six Sigma - Black	5%
Other - Other	7%

**Figure 5**

Individuals have entered into the business continuity profession through various career paths. Figure 7 highlights those career paths that received a significant response. Although the business continuity profession has been shifting slightly away from an information technology focus, a majority of the respondents indicated that their previous career centered on information technology. Hong Kong is missing from this table due to not having a significant number of responses in any one category.

**Figure 7**

## Bonus Review

Figure 8 highlights the bonus received as a percentage of base salary for the job titles with sufficient number of responses. Overall the largest bonus paid as a percent of base salary was 112%; the smallest was 4%. The Planner/ Coordinator/ Administrator respondents noted the highest bonus as a percentage of 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.

The survey results indicate that 59% of respondents received a bonus in 2005, compared to 55% in 2004. Figure 9 shows the minimum, average and maximum bonus payouts by geographic region.

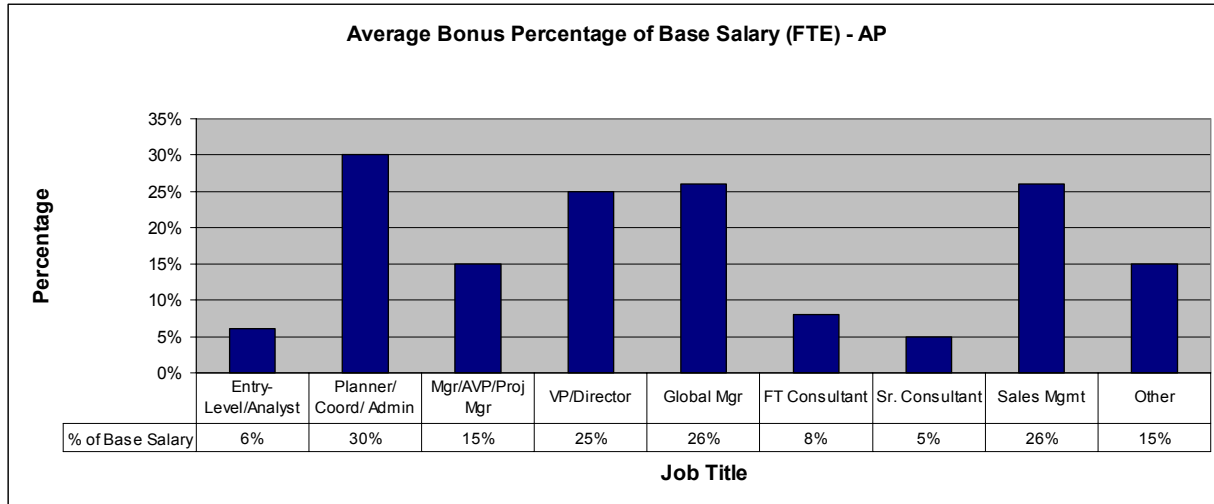


Figure 8

Total Compensation by Field Experience (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
<b>Australia</b>				
1-3 Years	52,000 AUD	81,372 AUD	175,000 AUD	42%
4-6 Years	85,000 AUD	107,667 AUD	123,000 AUD	13%
7-10 Years	79,000 AUD	113,750 AUD	130,000 AUD	17%
11-15 Years	55,000 AUD	124,833 AUD	153,000 AUD	25%
<b>Singapore</b>				
1-3 Years	27,900 SGD	69,356 SGD	205,000 SGD	23%
4-6 Years	45,000 SGD	131,497 SGD	260,000 SGD	20%
7-10 Years	43,000 SGD	100,490 SGD	237,412 SGD	23%
11-15 Years	62,800 SGD	90,433 SGD	118,500 SGD	8%
16-20 Years	86,000 SGD	201,000 SGD	458,997 SGD	15%
21-25 Years	119,000 SGD	199,500 SGD	250,000 SGD	8%

Figure 10

Bonus Compensation (FTE) - AP				
	2004	Minimum	Average	Maximum
<b>Australia</b>				
Australia	3,000 AUD	13,667 AUD	30,000 AUD	
<b>Hong Kong</b>				
Hong Kong	40,000 HKD	245,000 HKD	450,000 HKD	
<b>Malaysia</b>				
Malaysia	8,000 MYR	20,185 MYR	40,000 MYR	
<b>Singapore</b>				
Singapore	3,000 SGD	27,029 SGD	79,138 SGD	
	2005	Minimum	Average	Maximum
<b>Australia</b>				
Australia	2,500 AUD	13,458 AUD	40,000 AUD	
<b>Hong Kong</b>				
Hong Kong	33,675 HKD	265,613 HKD	500,000 HKD	
<b>Malaysia</b>				
Malaysia	16,745 MYR	26,026 MYR	48,000 MYR	
<b>Singapore</b>				
Singapore	1,500 SGD	26,296 SGD	79,138 SGD	

Figure 9

Total Compensation by IT Knowledge (FTE) - AP					
IT Expertise (1 = No Experience to 10 = Expert) - Self Rated					
Region		Minimum	Average	Maximum	% of Resp
<b>Australia</b>					
	3	52,000 AUD	86,000 AUD	115,000 AUD	17%
	5	124,000 AUD	149,750 AUD	175,000 AUD	17%
	7	79,000 AUD	100,000 AUD	136,000 AUD	13%
	8	56,420 AUD	78,855 AUD	130,000 AUD	17%
	9	80,000 AUD	110,333 AUD	134,000 AUD	13%
<b>Hong Kong</b>					
	5	750,000 HGD	1,233,666 HKD	1,750,000 HKD	56%
<b>Malaysia</b>					
	6	48,000 MYR	163,333 MYR	250,000 MYR	19%
	7	80,000 MYR	105,594 MYR	150,000 MYR	19%
<b>Singapore</b>					
	3	38,800 SGD	137,542 SGD	250,000 SGD	13%
	5	55,000 SGD	118,518 SGD	237,413 SGD	25%
	6	43,000 SGD	52,667 SGD	70,000 SGD	8%
	7	41,000 SGD	121,167 SGD	229,499 SGD	18%
	9	94,000 SGD	116,667 SGD	137,000 SGD	8%
	Expert - 10	144,000 SGD	244,799 SGD	458,997 SGD	13%

Figure 11

Figure 10 highlights the average total compensation based on years of experience in the Business Continuity, Disaster Recovery or Emergency Management related fields. The average total compensation shows a steady increase by years of field experience for Australia only. The average total compensation in Singapore showed a large increase for 4-6 Years and 16-20 Years. Only those categories with an appropriate number of responses are included and thus the percentages do not add up to 100%. Hong Kong and Malaysia are not included in this table due to not having a significant response in any one category.

The data in Figure 11 is based on self-evaluation of information technology expertise. This table shows total compensation by IT knowledge. The self rating of 1 indicates no experience while the self rating of 10 indicates being an expert in information technology. Several categories are missing due to the number of respondents. Australia and Singapore showed the most complete results due to the overall number of respondents who took part in the survey. This table does not indicate the standard trend of increasing total compensation by IT expertise.

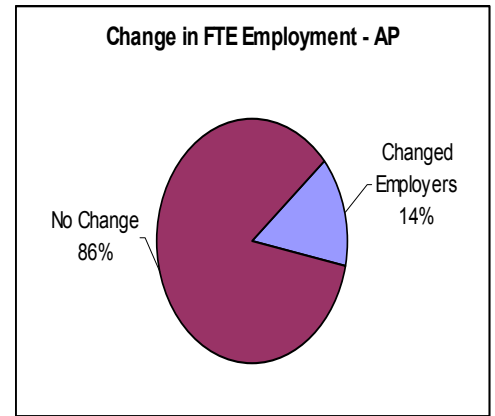
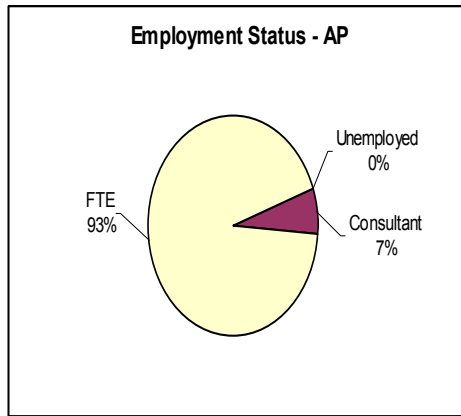
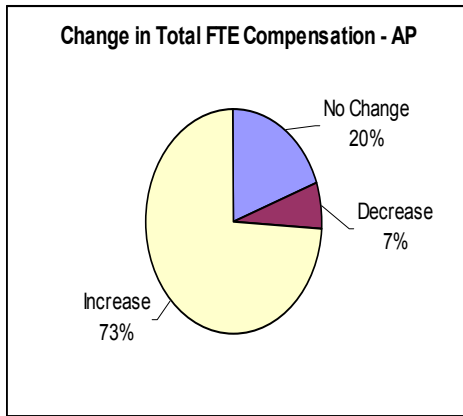
Figure 11 shows a large dip in total compensation from an IT expertise of 5 to a 6 in Singapore. When closely reviewing the data it was discovered that 100% of these respondents from Singapore (at a level 6 IT expertise) have less than 6 years experience working in the business continuity/ disaster recovery profession.

## 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.

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



This report concentrates on the respondents received from Asia Pacific. There was a total of 104 respondents from the Asia Pacific region. A majority of those respondents were from Singapore (40). A large response was also received from Australia (24) and Malaysia (16). Hong Kong had 9 respondents. Of the 104 respondents 97 were full-time employees (FTE) and 7 were independent contracting consultants.

The percentages in the distribution of respondent tables do not add up to 100% because not all categories were included due to the number of respondents.

Distribution of Respondents by Job Title (FTE) - AP	
Job Title	Percentage
Entry-Level/Analyst	2.1%
Planner/Coord/ Admin	20.6%
Mgr/AVP/Proj Mgr	21.7%
VP/Director	22.7%
Global Mgr	8.3%
Chief Officer	4.1%
FTE Consultant	3.1%
FTE Sr. Consultant	4.1%
FTE Mgmt Consultant	1.0%
FTE Practice Leader/Principle	1.0%
FTE Principle/ President	1.0%
Other	5.20%
Sales	1.0%
Sales Management	4.1%

Distribution of Respondents by Industry (FTE) - AP	
Industry	Percentage
Brokerage/ Investment	3.1%
Computer Services	4.1%
Financial/ Banking	27.8%
Government	5.2%
Healthcare	2.1%
Insurance	2.1%
IT/ Data Services	10.3%
Manufacturing	5.2%
Professional Services	15.5%
Telecommunications	9.3%
Transportation	4.1%
Other	11.2%

Distribution of Respondents by Field (FTE) - AP	
Field	Percentage
Audit	3%
Business Continuity (Business Focus)	30%
Change Management	2%
Compliance	4%
Crisis Management	8%
Disaster Recovery (IT Focus)	9%
Emergency Management	4%
Facilities Management	4%
Health/Safety	3%
High Availability	2%
Information Security	2%
Information Technology	8%
Physical Security	2%
Project Management	6%
Records Management	1%
Risk Management	7%
Other	5%

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