



# Business Continuity — Europe/UK

## 2005 COMPENSATION REPORT

BC Management, Inc. is pleased to release the first annual Business Continuity Compensation Report exclusively for Europe with an emphasis on the United Kingdom. Over 190 professionals throughout Europe completed the survey, which gathered data on 2004 and 2005 compensations. This report has a special focus on the United Kingdom due to the overwhelming response of over 140 professionals. The data throughout this report highlights full-time, permanent employees (FTE) in the United Kingdom as well as other locations throughout Europe (depending on the number of respondents). 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 the increase in compensation for both FTE's and independent consultants. Survey results indicate a 4.2% increase in salary for FTE's, while independent consultants saw a 2.9% increase. Hourly rates for independent consultants varied with an average low hourly rate of £159 and an average high hourly rate of £232. The low and high hourly rates for independent consultants were £40 and £1,250 respectively.

The average total compensation (Figure 2) showed a steady climb upwards based on job title with the exception of the Chief Officer level. After carefully reviewing the data it was discovered that 2 out of the 8 Chief Officer individuals responded with less than six years of field experience. The salaries of these respondents were significantly lower on average compared to the more experienced Chief Officers. The final three categories in this figure focus on FTE's working within professional services/ consulting organizations.

Figure 3 shows the average total compensation by industry, and illustrates that a majority of the industries had little differentiation in salaries with the exception of financial/ banking. This industry segment had the greatest number of respondents to the survey (32.5%). The next industry with a large number of respondents was professionals services (19.4%), which also showed a significant variation in compensations. Typically we would see a higher average total compensation for the financial/ banking industry, however, 60% of the respondents within this industry indicated six years or less of field experience within business continuity/ disaster recovery.

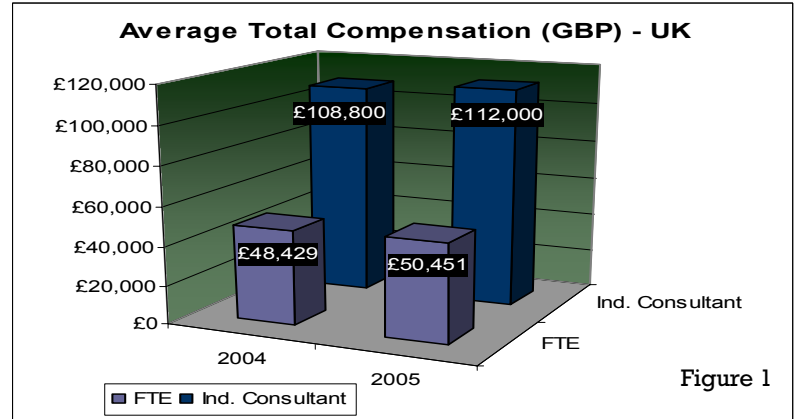


Figure 1

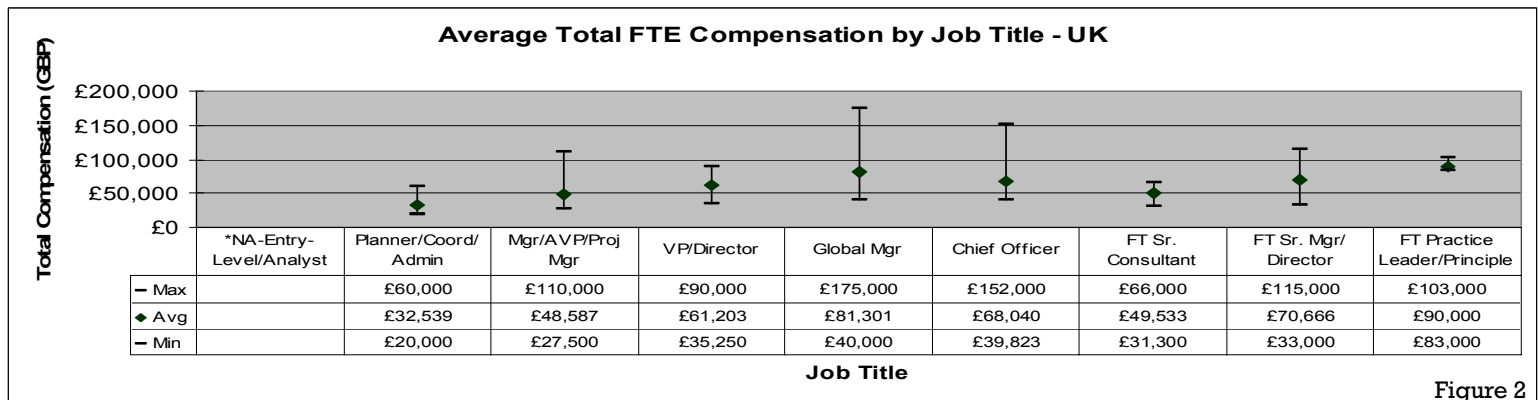


Figure 2

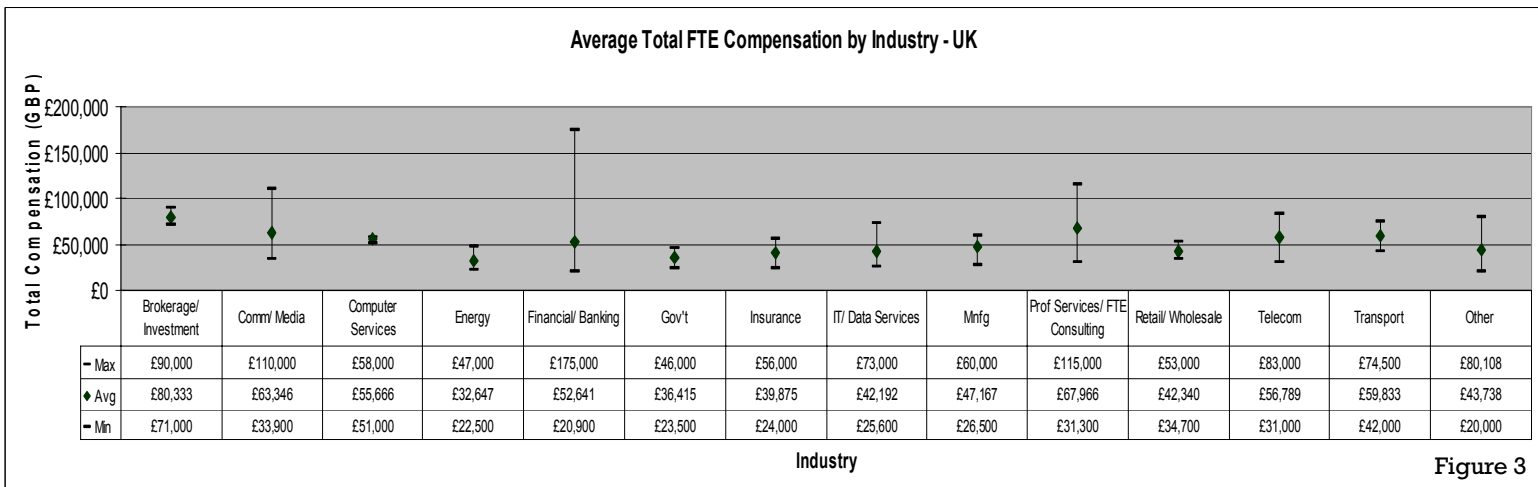


Figure 3

## On Average Certified Professionals Tend to Earn More

Our survey results in Figure 4 reported that on average all but the ABCI certified professionals responded with higher average total compensations than their non-certified counterparts. Upon closely reviewing the data it was discovered that those professionals with the ABCI certification tended to have less experience on average compared to their non-certified counterparts. The non-certified professionals had the greatest variation in average total compensations. This was attributed to the wide range of both field and work experience. 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 response are noted.

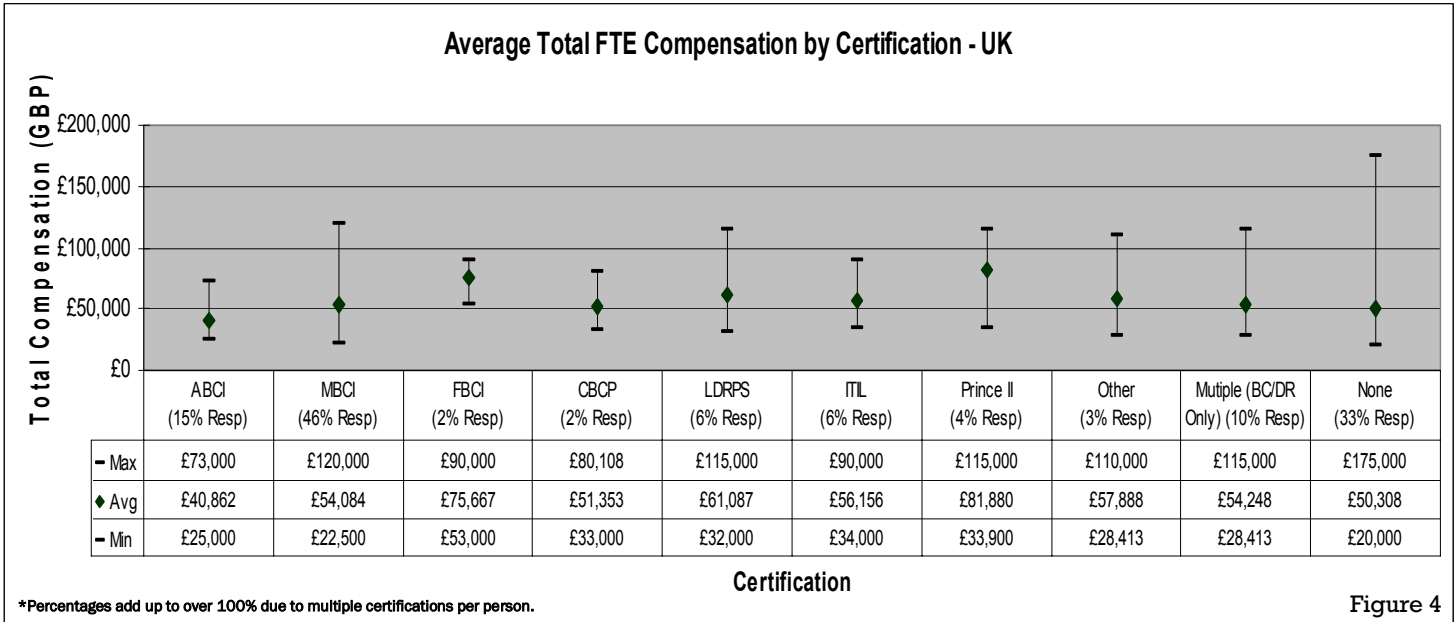


Figure 4

Average Total Compensation by # of Certifications - UK	
Number of Certifications	Average Total Compensation
Not Certified - 33%	£49,995
Certified (1) - 40%	£48,992
Certifications (2) - 17%	£57,426
Certifications (3) - 8%	£56,650
Certifications (4) - 2%	£48,875

Figure 5

Figure 5 highlights that a majority of the respondents were either non-certified or had obtained one certification. The percentage of respondents who received multiple certifications dropped significantly compared to those professionals with one certification. The survey data indicated that on average those professionals with multiple certifications earned higher salaries, with the exception for those professionals with 4 certifications.

According to our survey 3% 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 MBCI certification (75%). The average increase in compensation attributed to becoming certified was £3,925.

Our survey inquired on advanced degrees within business continuity as a response to the increase in university programs. Although only 5% of the respondents noted an advanced degree within business continuity (Figure 6), we are anticipating this to become an upwards trend.

In Figure 7 our survey data showed that those respondents with a higher degree on average earn more than their counterparts without degrees. This trend has been true in previous years up to a Master's degree.

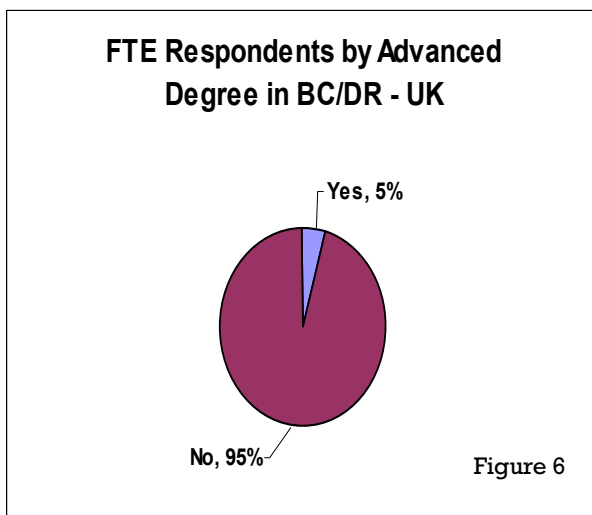


Figure 6

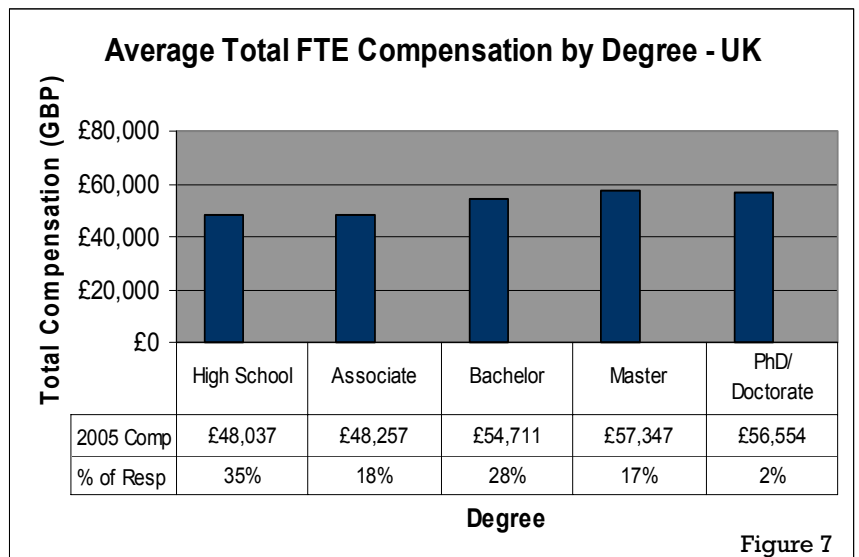


Figure 7

## Bonus Review

The survey results indicate that 56% of respondents received a bonus in 2005, compared to 53% in 2004. Although more respondents received a bonus in 2005 compared to 2004 the average bonus in 2005 (£8,025) was less than the 2004 average (£8,760).

The largest bonus paid in 2005 was £50,000; the minimum was £700, compared to £60,000 and £500 respectively in 2004. Overall the largest bonus paid as a percent of base salary was 120%; the smallest was 2%. Figure 8 highlights the bonus received for each job title as a percentage of the base salary. The VP/Director respondents noted the highest bonus as a percentage of base salary. The respondent with the 120% bonus as a percentage of their base salary was a VP/Director level professional. 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.

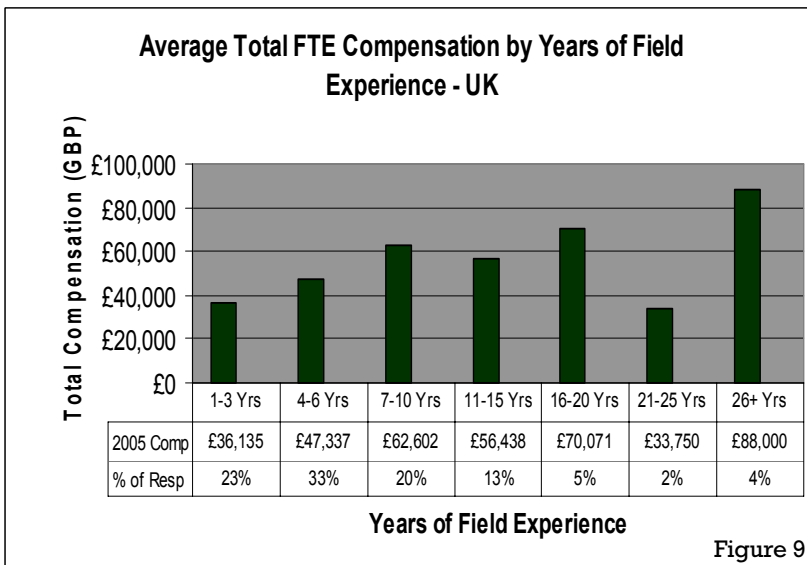
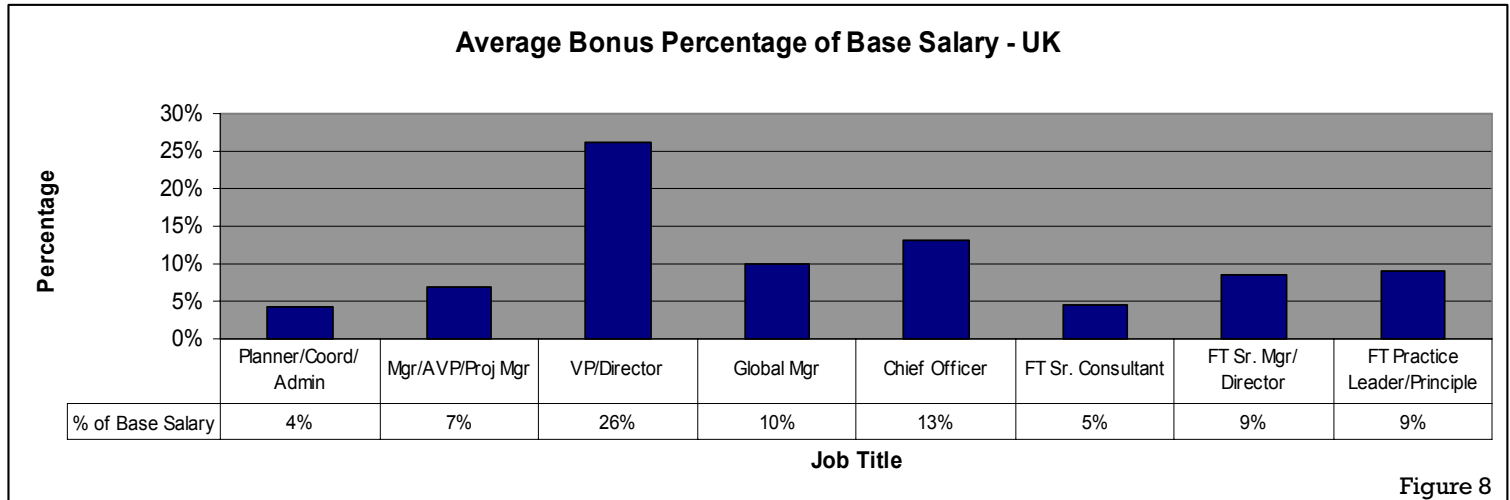
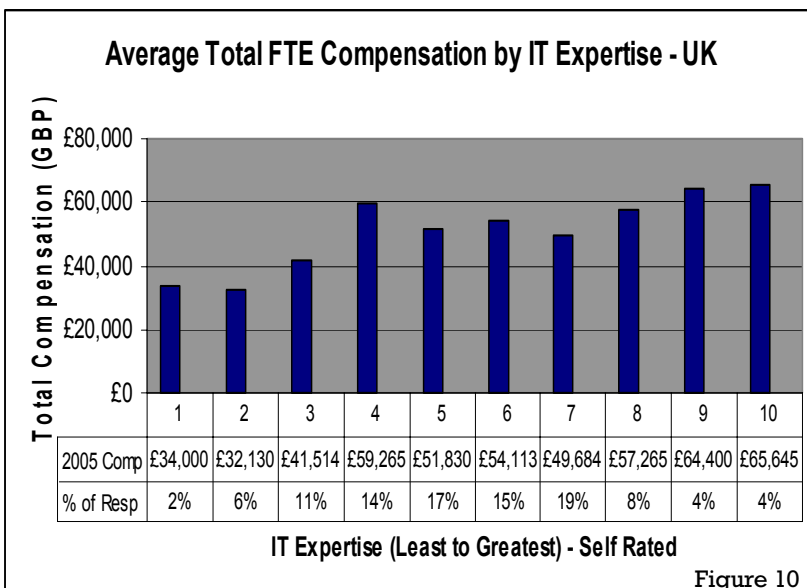


Figure 9 highlights the average total compensation based on years of experience in the Business Continuity, Disaster Recovery or Emergency Management related fields. The survey results indicate an increase for all professionals with the exception of a slight decrease for professionals with 11-15 years and a large decrease for those professionals with 21-25 years of experience. It was discovered, after carefully reviewing the data, that those respondents with 21-25 years experience were focused in lower paying industry segments such as government.

The data in Figure 10 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 11 details the average total compensation by region. Special focus was given to the United Kingdom as a result of the 136 FTE respondents from this region. One response was received from North Ireland and therefore it was not included in the table below. We were pleased to see 19 European countries respond to the survey; however, only those countries with 3+ responses were included in the table below.



Average Total Compensation by Region - FTE		
Region	Avg Comp 2004	Avg Comp 2005
United Kingdom	£48,429	£50,451
England	£48,573	£50,800
North West	£41,189	£46,389
West Midlands	£42,571	£44,554
East Midlands	£36,600	£39,100
Yorkshire	£37,400	£30,748
London	£49,598	£52,019
East of London	£44,188	£48,830
South East	£54,000	£50,847
South West	£34,027	£38,282
Scotland	£40,412	£42,769
Wales	£30,433	£34,333
Channel Islands	£76,769	£80,556
Belgium	65,429 €	70,950 €
Germany	46,250 €	56,750 €
Sweden	SEK 487,620	SEK 490,812
Switzerland	CHF 136,625	CHF 145,000

Figure 11

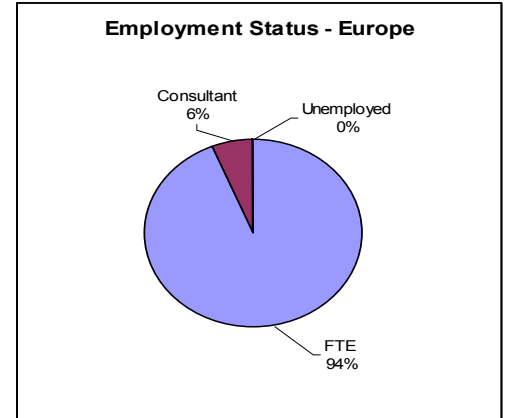
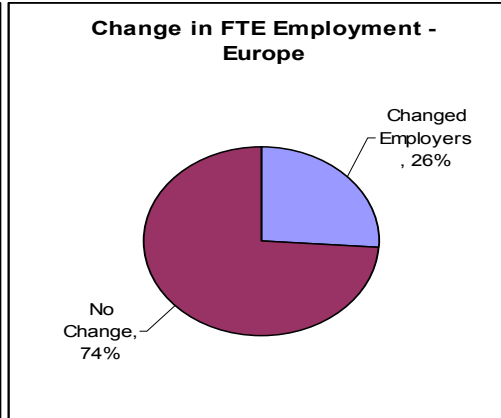
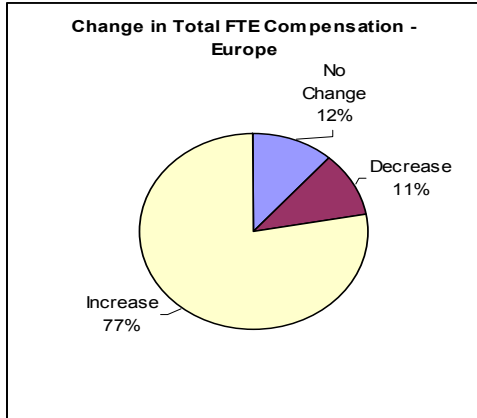
## Study Methodology & Statistics

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.

This report concentrates on the European countries with a special focus on the United Kingdom. There was a total of 191 respondents from the European geography. A majority of those respondents came from the United Kingdom, which totaled 144. Of those 136 were full-time employees (FTE) and 8 were employed as independent consultants. The information presented throughout this survey represents full-time, permanent employees in the United Kingdom, 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 - Europe	
Job Title	Percentage
Entry-Level/Analyst	2.2%
Planner/Coord/ Admin	18.9%
Mgr/AVP/Proj Mgr	40.0%
VP/Director	6.7%
Global Mgr	5.0%
Chief Officer	7.2%
FTE Consultant	2.2%
FTE Sr. Consultant	6.1%
FTE Mging Consultant	1.7%
FTE Sr. Mgr/ Director	4.4%
FTE Practice Leader/Principle	2.8%
FTE Principle/ President	0.6%
Other	2.20%

Distribution of Respondents by Industry - Europe	
Industry	Percentage
Brokerage/ Investment	2.1%
Communications/ Media	1.6%
Computer Software	0.5%
Computer Services	2.6%
Energy	2.1%
Entertainment	1.0%
Financial/ Banking	32.5%
Government	8.9%
Insurance	2.1%
Internet/ e-Business	0.5%
IT/ Data Services	6.3%
Logistics	0.5%
Manufacturing	2.1%
Pharmaceutical	1.0%
Consulting Services	19.4%
Retail/ Wholesale	2.6%
Telecommunications	5.8%
Transportation	1.6%
Utilities	1.0%
Other	5.8%

Distribution of Respondents by Field - Europe	
Field	Percentage
Audit	3.1%
Business Continuity (Business Focus)	45.7%
Change Management	2.1%
Compliance	3.6%
Crisis Management	8.4%
Disaster Recovery (IT Focus)	10.8%
Emergency Management	3.4%
Facilities Management	0.8%
Health/Safety	1.4%
High Availability	0.7%
Information Security	3.8%
Information Technology	1.9%
Physical Security	1.5%
Project Management	4.2%
Records Management	0.2%
Risk Management	6.8%
Other	1.6%

Career Experience Prior to BC/DR - Europe		
Career	Avg Comp	% of Resp
Business Analyst	£48,683	10%
Internal/ External audit	£65,850	5%
Risk Management	£38,824	7%
IT -Data Center Recovery	£59,629	5%
IT - Systems	£54,250	14%
IT - General	£51,444	4%
Emergency Mgmt	£48,667	3%
Project Mgmt	£48,502	17%
Info Security	£69,105	4%
Facilities	£70,141	3%
Physical Security	£46,000	2%
Military Services	£64,856	7%
Student	£48,652	3%
Banker	£46,000	2%
Government	£37,717	3%
Other	£41,157	11%

## 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.

For More information, please contact:



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