

8th Annual Business Continuity Compensation Report



Asia Pacific – April, 2009

| Average Total Compensation by Region - FTE | | |
|--|---------------|---------------|
| Region | Avg Comp 2007 | Avg Comp 2008 |
| Australia | 127,018 AUD | 141,631 AUD |
| Adelaide | 96,000 AUD | 106,000 AUD |
| Melbourne | 158,333 AUD | 161,667 AUD |
| Perth | 102,500 AUD | 104,500 AUD |
| Sydney | 123,242 AUD | 138,516 AUD |
| China | 577,296 CNY | 834,926 CNY |
| Hong Kong | 628,278 CNY | 809,139 CNY |
| India | 1,802,387 INR | 2,053,640 INR |
| Japan | 9,413,750 JPY | 9,610,000 JPY |
| Philippines | 698,667 PHP | 755,250 PHP |
| Singapore | 140,065 SGD | 145,991 SGD |

Figure 1

BC Management, Inc. is pleased to release the third annual Business Continuity Compensation Report exclusively for Asia Pacific. Over 170 professionals throughout Asia, Japan, India, Australia and New Zealand completed the survey, which gathered data on 2007 and 2008 compensations. The data throughout this report highlights full-time, permanent employees (FTE) in Asia Pacific. Please note, the compensations throughout this report are average total compensation. Total compensation, as referenced in this report, includes base, bonuses and any commissions earned in 2007 and 2008. Other job related benefits, such as stock options and profit sharing are not included in this survey report. Figure 1 details average total compensation by region. Only regions with a significant response were included. Responses were also received from Indonesia, Pakistan, Thailand and New Zealand. The compensation in the tables throughout this report highlight full-time employees only. Compensations for independent contractors are not included. The remaining tables highlighting compensations include geographic regions with a significant number of responses only. For the most part this includes Australia, China, India, Japan, Malaysia, Philippines and Singapore.

| Total Compensation by Job Title (FTE) - AP | | | | |
|--|---------------|----------------|----------------|-----------|
| Region | Minimum | Average | Maximum | % of Resp |
| Australia | | | | |
| <i>Planner/Coord/ Admin</i> | 118,000 AUD | 131,500 AUD | 145,000 AUD | 9% |
| <i>Mgr/ AVP/ Project Mgr</i> | 79,000 AUD | 137,513 AUD | 220,000 AUD | 35% |
| <i>Consultant</i> | 100,000 AUD | 127,346 AUD | 154,692 AUD | 9% |
| <i>Chief Officer</i> | 165,000 AUD | 192,500 AUD | 220,000 AUD | 9% |
| China | | | | |
| <i>Mgr/ AVP/ Project Mgr</i> | 250,000 CNY | 566,900 CNY | 1,080,000 CNY | 50% |
| India | | | | |
| <i>Mgr/ AVP/ Project Mgr</i> | 444,000 INR | 1,531,825 INR | 2,700,000 INR | 46% |
| <i>VP/ Director</i> | 1,500,000 INR | 2,579,800 INR | 3,900,000 INR | 10% |
| Japan | | | | |
| <i>Sales/ Marketing/ Product Mgmt</i> | 7,000,000 JPY | 11,250,000 JPY | 19,000,000 JPY | 21% |
| <i>Sr. Consultant</i> | 6,000,000 JPY | 7,000,000 JPY | 7,700,000 JPY | 12% |
| <i>VP/ Director</i> | 5,800,000 JPY | 9,700,000 JPY | 14,800,000 JPY | 9% |
| Malaysia | | | | |
| <i>Planner/Coord/ Admin</i> | 45,000 MYR | 60,200 MYR | 75,400 MYR | 23% |
| <i>Mgr/ AVP/ Project Mgr</i> | 84,280 MYR | 105,936 MYR | 124,000 MYR | 38% |
| <i>Global Mgr</i> | 48,000 MYR | 105,500 MYR | 163,00 MYR | 15% |
| Philippines | | | | |
| <i>Mgr/ AVP/ Project Mgr</i> | 50,000 PHP | 984,000 PHP | 1,918,000 PHP | 29% |
| <i>VP/ Director</i> | 18,500 PHP | 914,250 PHP | 1,810,000 PHP | 29% |
| Singapore | | | | |
| <i>Planner/Coord/ Admin</i> | 38,400 SGD | 76,133 SGD | 132,000 SGD | 9% |
| <i>Mgr/ AVP/ Project Mgr</i> | 52,000 SGD | 121,956 SGD | 225,000 SGD | 26% |
| <i>VP/ Director</i> | 120,000 SGD | 203,500 SGD | 380,000 SGD | 11% |

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



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Survey Job Descriptions

The business continuity profession tends to have varied job titles from company to company. For the purpose of our annual compensation report, we have requested that each survey respondent select a job title from the list below that best suits their current role and responsibilities within their current company. These are general, abbreviated job descriptions for the sole purpose of assisting the survey respondents in selecting a job category and to ensure BC Management can properly assess and analyze compensations.

Entry-level/ Analyst – Assists with the program only for the department, company or government sector (includes US and/or global). No program management responsibilities. No staff management.

Planner/ Coordinator/ Administrator – Partial program management for a department of a corporation or government sector (includes US and/or global). No staff management.

Manager/ Assistant Vice President/ Project Manager – Program management for an entire division, corporation or government sector (local country only). No staff management.

Vice President/ Director – Manages the entire program for a large division, entire company or government sector (local country only). Direct staff management.

Global Manager – Similar responsibilities as a Vice President/ Director. Manages and oversees the global program for the entire company. Direct staff management.

Chief Officer – Executive level within a corporation. Includes Chief Continuity Officer, Chief Risk Officer and Chief Security Officer.

President – President of a company (Not Professional Consulting) providing BC/ DR/ Risk Management/ Information Security/ Emergency or Crisis Management services.

Sales/ Marketing/ Product Management (Non Management – no staff management)

Sales/ Marketing/ Product Management (Management – direct staff management)

Consultant/ Professional Services – Specify role within professional services below.

Consultant – Assists client companies with a variety of BC/ DR engagements. Does not directly manage direct staff.

Sr. Consultant – May manage a client engagement through a full-life cycle and indirectly manage staff.

Managing Consultant/ Project Manager – Manages multiple client engagements, manages direct staff, and little to no business development responsibility.

Sr. Manager/ Director – Manages multiple client engagements, manages direct staff, and responsible for business development of new client engagements.

Practice Leader/ Principle – Manages a regional or national practice with managing client engagements, staff management and business development.

Global Practice Leader – Manages a global practice with managing client engagements, staff management and business development.

Principal/ President – Partial or full owner of a consulting practice.



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Certified Professionals Earning Potential

| Total Compensation by # Certifications (FTE) - AP | | | |
|---|---------------|---------------|-----------|
| Region | Avg 2007 | Avg 2008 | % of Resp |
| Australia | | | |
| Not Certified | 138,629 AUD | 152,571 AUD | 46% |
| 1 Certification | 120,612 AUD | 129,598 AUD | 27% |
| 2+ Certifications | 131,417 AUD | 154,800 AUD | 27% |
| China | | | |
| 1 Certification | 741,000 CNY | 1,182,000 CNY | 50% |
| India | | | |
| Not Certified | 2,481,444 INR | 2,780,333 INR | 24% |
| 1 Certification | 1,212,778 INR | 1,491,750 INR | 24% |
| 2+ Certifications | 1,995,984 INR | 2,239,111 INR | 52% |
| Japan | | | |
| 2+ Certifications | 7,797,917 JPY | 8,491,667 JPY | 57% |
| Malaysia | | | |
| 1 Certification | 87,800 MYR | 101,600 MYR | 44% |
| Philippines | | | |
| Not Certified | 633,000 PHP | 667,875 PHP | 67% |
| Singapore | | | |
| 1 Certification | 117,201 SGD | 128,134 SGD | 43% |
| 2+ Certifications | 131,752 SGD | 397,036 SGD | 46% |

Note— Does not equal 100% since only significant responses were included. Figure 2

Figure 3 highlights the distribution of respondents by certification. It is interesting to note that more professionals have multiple certifications in Asia Pacific compared to the USA. The USA respondents indicated 46% for one certification and 19% for 2+ certifications. USA respondents also indicated three and four certifications at 6% and 3% respectively.

Figure 4 details the percentages of different certifications for those respondents who have obtained certification (s). The most prevalent certifications were the ITIL, CBCP and MBCI. The percentage of respondents by certification do not add up to 100% due to respondents obtaining multiple certifications as well as only those certifications with a significant response were included in this table.

Our survey results in Figure 2 highlight compensations based on number of certifications. The data indicated that a majority of professionals have earned a certification, with the exception of the Philippines. The majority of professionals from India and Japan have obtained multiple certifications, while Singapore has a slight majority of respondents obtaining multiple certifications.

There is an emerging trend of professionals receiving compensation increases as a result of obtaining a certification. According to our study results, 12% of all certified professionals in Asia Pacific enjoyed an increase in their compensation as a result of earning a certification. India surpassed this with 17% of respondents receiving an increase in their compensation as a result of earning a certification. The maximum compensation increase was 700,000 INR for the CISA certification. The minimum compensation increase was 50,000 INR for both the MBCI and ITIL certifications. The average compensation increase as a result of earning a certification was 216,667 INR.

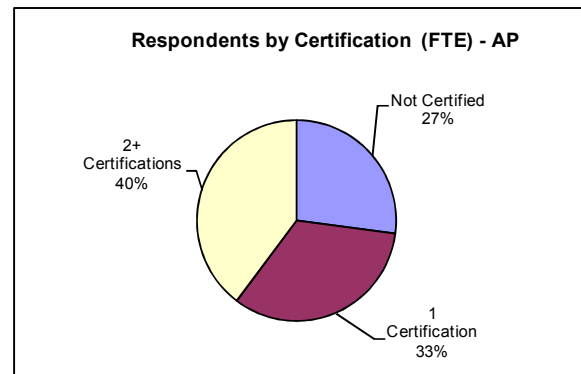


Figure 3

| Total Compensation by Certification (FTE) - AP | | |
|---|----------------|-----------|
| Region | Avg 2008 | % of Resp |
| Australia | | |
| MBCI – Member of BCI | 140,858 AUD | 26% |
| CPRM - Certified Practicing Risk Manager | 162,750 AUD | 11% |
| ITIL (Foundation) | 129,000 AUD | 11% |
| China | | |
| CBCP – Certified Business Continuity Professional | 475,278 CNY | 30% |
| ITIL (Foundation) | 406,917 CNY | 20% |
| India | | |
| CISA – Certified Information Systems Auditor | 1,798,250 INR | 26% |
| ITIL (Foundation) | 1,967,778 INR | 24% |
| MBCI – Member of BCI | 3,499,000 INR | 15% |
| CISM – Certified Information Security Manager | 1,835,000 INR | 13% |
| BCCP - BC Certified Planner | 1,290,000 INR | 11% |
| Japan | | |
| CISSP – Certified Information Systems Security Professional | 8,350,000 JPY | 38% |
| ITIL (Foundation) | 8,175,000 JPY | 27% |
| PMP – Project Management Professional | 10,933,333 JPY | 15% |
| Singapore | | |
| CBCP – Certified Business Continuity Professional | 143,271 SGD | 43% |
| MBCI – Member of BCI | 150,667 SGD | 21% |
| ABCP - Associate Business Continuity Professional | 120,526 SGD | 14% |
| ITIL (Foundation) | 150,438 SGD | 14% |

Figure 4



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Professional Certifications

American College of Forensic Examiners International (ACFEI) – <http://www.acfei.com>

CHS Level I – V – Certified in Homeland Security

American Institute for Chartered Property Casualty Underwriter (CPCU) – <http://www.aicpcu.org>

ARM – Associate Risk Manager

American Society for Industrial Security (ASIS) – <http://www.asisonline.org>

CPP – Certified Protection Professional

American Society for Quality (ASQ) – <http://www.asq.org/certification/>

CMQ/OE – Certified Manager of Quality/ organizational Excellence

CQA – Certified Quality Assessor

SSBB – Certified Six Sigma Black Belt

SSGB – Certified Six Sigma Green Belt

The APM Group Limited (APMG) – <http://www.apmgroup.co.uk>

PRINCE2 – www.prince2.org.uk

CPMQ – Competent Project Manager Qualification

BAI Bankers Training & Certification Center (BAI) – <http://www.bai.org>

CRP – Certified Risk Professional

British Computer Society (BCS) – <http://www.bcs.org>

Certificate in Information Security Management Principles

Practitioner Certificate in Information Risk Management

Business Continuity Institute (BCI) – <http://www.thebci.org>

Student

Affiliate

ABCI – Associate Member of BCI

SBCI – Specialist of BCI

MBCI – Member of BCI

FBCI – Fellow of BCI

Business Continuity Management Institute (BCM Institute) – <http://www.bcm-institute.org>

BCCP - BC Certified Planner

BCCS - BC Certified Specialist

BCCE – BC Certified Expert

DRCS - DR Certified Specialist

DRCE – DR Certified Expert

Business Resilience Certification Consortium International (BRCCI) – <http://www.brcci.org>

CBRS – Certified Business Resilience Specialist

CBRP – Certified Business Resilience Professional

CBRM – Certified Business Resilience Manager

CBRA – Certified Business Resilience Auditor

DRI International (DRII) – <http://www.drii.org>

ABCP – Associate Business Continuity Professional

CFCP – Certified Functional Continuity Professional

CBCP – Certified Business Continuity Professional

MBCP – Master Business Continuity Professional



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Professional Certifications (continued)

Emergency Management Institute (EMI) – <http://training.fema.gov/>

*NIMS – National Incident Management System
ICS – Incident Command System
MEP – Master Exercise Practitioner
PDS – Professional Development Series – Certificate of Completion*

<http://training.fema.gov/EMIWEB/PDS/>

Information Systems Audit & Control Association (ISACA) – <http://www.isaca.org>

*CISA – Certified Information Systems Auditor
CISM – Certified Information Security Manager*

Institute of Certified Records Managers (ICRM) – <http://www.icrm.org>

CRM – Certified Records Manager

Institute of Internal Auditors (IIA) – <http://www.theiia.org>

*CIA – Certified Internal Auditor
CCSA – Certificate in Control Self Assessment
CGAP – Certified Government Auditing Professional*

Institute of Management Consultants (IMC) – <http://www.imcusa.org>

CMC – Certified Management Consultant

International Association of Emergency Managers (IAEM) – <http://www.iaem.com>

*AEM – Associate Emergency Manager
CEM – Certified Emergency Manager*

International Facility Management Association (IFMA) – <http://www.ifma.org>

CFM – Certified Facility Manager

International Information Systems Security Certification Consortium ((ISC) 2) –

<http://www.isc2.org>

*CISSP – Certified Information Systems Security Professional
ISSMP – Information Systems Security Management Professional
SSCP – Systems Security Certified Practitioner*

IT Infrastructure Library (ITIL) Certifications – <http://itsm.fwtk.org/Certification.htm>

*The Foundation Certificate
The Practitioner Certificate
The Manager's Certificate*

Project Management Institute (PMI) – <http://www.pmi.org>

PMP – Project Management Professional

SOX Institute – <http://www.soxinstitute.org>

*CSOX – Certified in Sarbanes-Oxley
CSOXP – Certified SOX Professional*

United States Search and Rescue Task Force – <http://www.ussartf.org>

CERT – Community Emergency Response Team

University of Richmond – <http://www.richmond.edu>

CRP – Certified Recovery Planner (Program used to be owned by the Harris Recovery Group)

Further Information

This document highlights the well-known certifying bodies and their certifications relating to Business Continuity, Disaster Recovery, Crisis Management, or Emergency Management. This list may not be all encompassing as new certifications are created regularly.



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Bonus Review

Figure 5 highlights the bonus received as a percentage of base salary for the job titles with sufficient number of responses. The study results indicated that 30% of the all respondents in Asia Pacific received a bonus in 2007 and 2008. India reported the greatest percentage of respondents receiving a bonus at 49% in 2007 and 47% in 2008. The data noted in Figure 5 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.

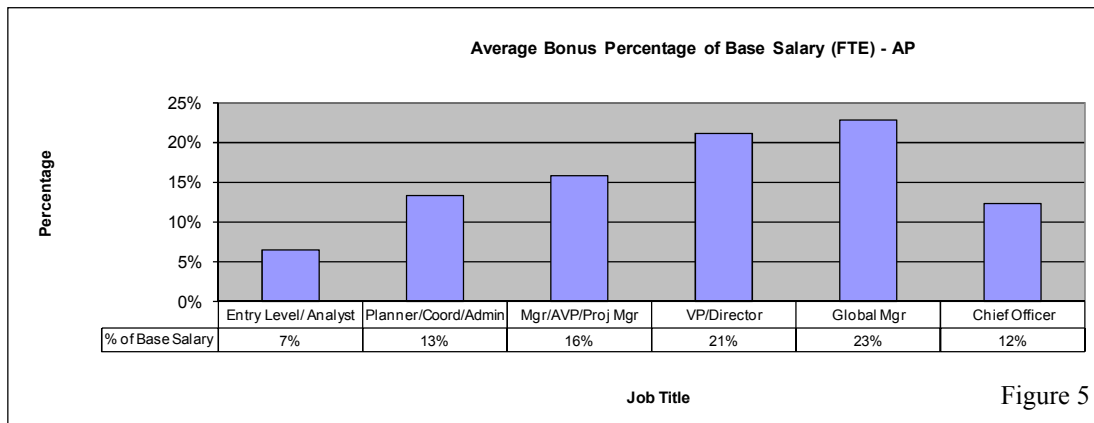


Figure 5

| Bonus Compensation (FTE) - AP | | | |
|-------------------------------|-------------|---------------|---------------|
| 2007 | Minimum | Average | Maximum |
| Australia | 2,500 AUD | 13,764 AUD | 30,000 AUD |
| China | 40,000 CNY | 222,500 CNY | 400,000 CNY |
| India | 30,000 INR | 320,981 INR | 2,450,000 INR |
| Japan | 100,000 JPY | 1,905,357 JPY | 4,500,000 JPY |
| Malaysia | 6,000 MYR | 19,964 MYR | 30,000 MYR |
| Philippines | 1,000 PHP | 44,000 PHP | 130,000 PHP |
| Singapore | 5,000 SGD | 31,833 SGD | 150,000 SGD |
| 2008 | Minimum | Average | Maximum |
| Australia | 3,200 AUD | 18,572 AUD | 35,000 AUD |
| China | 33,000 CNY | 477,375 CNY | 1,734,000 CNY |
| India | 30,000 INR | 355,542 INR | 2,750,000 INR |
| Japan | 100,000 JPY | 1,878,571 JPY | 4,500,000 JPY |
| Malaysia | 5,000 MYR | 16,829 MYR | 33,000 MYR |
| Philippines | 2,000 PHP | 46,000 PHP | 137,000 PHP |
| Singapore | 2,750 SGD | 32,443 SGD | 150,000 SGD |

Figure 6 details the average total compensation by years of field experience. Field experience refers to specific experience within business continuity or related professions, such as disaster recovery, emergency management, crisis management and risk management.

Figure 7 highlights average total compensation by degree. In both figures only the categories with a sufficient response were included.

| Total Compensation by Field Experience (FTE) - AP | | |
|---|----------------|-----------|
| Region | Average | % of Resp |
| Australia | | |
| 1-3 Years | 137,289 AUD | 7% |
| 4-6 Years | 153,013 AUD | 10% |
| 7-10 Years | 153,000 AUD | 7% |
| China | | |
| 1-3 Years | 558,237 CNY | 18% |
| 4-6 Years | 431,579 CNY | 11% |
| 7-10 Years | 433,315 CNY | 9% |
| India | | |
| 1-3 Years | 1,414,504 INR | 21% |
| 4-6 Years | 2,436,231 INR | 13% |
| Japan | | |
| 1-3 Years | 10,787,500 JPY | 13% |
| 4-6 Years | 9,175,472 JPY | 14% |
| Malaysia | | |
| 1-3 Years | 77,668 MYR | 18% |
| 4-6 Years | 89,800 MYR | 8% |
| Philippines | | |
| 1-3 Years | 1,147,913 PHP | 19% |
| 7-10 Years | 1,089,278 PHP | 15% |
| Singapore | | |
| 1-3 Years | 112,821 SGD | 11% |
| 4-6 Years | 174,434 SGD | 13% |

| Total Compensation by Degree (FTE) - AP | | |
|---|----------------|-----------|
| Region | Avg 2008 | % of Resp |
| Australia | | |
| High School | 143,846 AUD | 12% |
| Associate | 158,050 AUD | 24% |
| Bachelor | 130,844 AUD | 53% |
| Master | 150,250 AUD | 12% |
| China | | |
| Bachelor | 1,217,000 CNY | 56% |
| Master | 513,333 CNY | 33% |
| Doctorate | 553,833 CNY | 11% |
| India | | |
| Associate | 1,925,000 INR | 11% |
| Bachelor | 1,803,000 INR | 47% |
| Master | 2,486,781 INR | 42% |
| Japan | | |
| Bachelor | 10,057,143 JPY | 72% |
| Master | 8,975,000 JPY | 20% |
| Malaysia | | |
| High School | 116,000 MYR | 18% |
| Bachelor | 76,360 MYR | 55% |
| Master | 89,000 MYR | 27% |
| Philippines | | |
| Bachelor | 968,250 PHP | 33% |
| Master | 217,500 PHP | 33% |
| Doctorate | 1,080,000 PHP | 33% |
| Singapore | | |
| Bachelor | 103,227 SGD | 56% |
| Master | 179,873 SGD | 33% |

Figure 6

Figure 7



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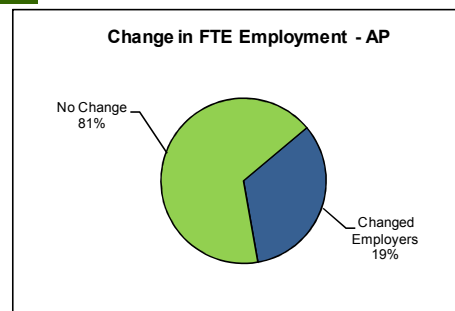
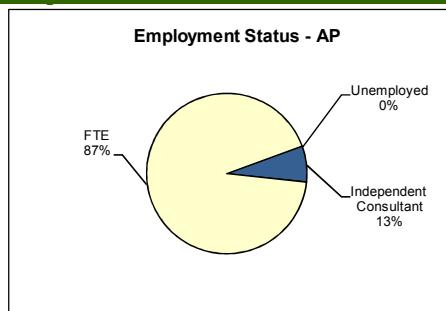
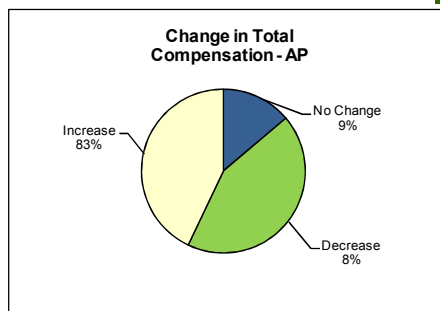
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Study Methodology & Statistics

BC Management's 8th Annual Business Continuity Compensation study received over 2,500 participants in over 50 countries. The study received 171 respondents from the Asia Pacific region, which included 158 full-time, permanently employed professionals, 12 independent contractors and 1 part-time, permanently employed professional. Duplicate responses, missing salary data and unintelligible data were eliminated.

The data used in these results was collected between February and April 17 of 2009 via an on-line survey by WorldAPP Key Survey, an independent survey 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.

Respondent Characteristics



This report concentrates on the respondents received from Asia Pacific. A majority of those respondents were from India (50). A large response was also received from Singapore (29), Japan (29), Australia (23), Malaysia (14), China (10) and the Philippines (7).

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 - AP | |
|---|------------|
| Job Title | Percentage |
| Entry-Level/Analyst | 1.6% |
| Planner/Coord/ Admin | 7.1% |
| Mgr/AVP/Proj Mgr | 31.2% |
| VP/Director | 10.9% |
| Global Mgr | 3.3% |
| Chief Officer | 3.3% |
| FTE Consultant | 6.0% |
| FTE Sr. Consultant | 4.9% |
| FTE Mgmt Consultant/Project Manager | 1.6% |
| FTE Sr. Mgr/Director | 1.6% |
| FTE Practice Leader/Principal | 1.1% |
| FTE Global Practice Leader | 0.6% |
| FTE Principal/ President | 0.6% |
| Sales/Marketing/Product Mgmt | 5.5% |
| Other | 20.8% |

| Distribution of Respondents by Field - AP | |
|---|------------|
| Field | Percentage |
| Audit | 6% |
| Business Continuity (Business Focus) | 13% |
| Change Management | 4% |
| Compliance | 6% |
| Crisis Management | 9% |
| Disaster Recovery (IT Focus) | 8% |
| Emergency Management | 7% |
| Facilities Management | 3% |
| Health/Safety - Environmental | 2% |
| Health/Safety - Occupational | 2% |
| High Availability/ Operational Resilience | 4% |
| Information Technology | 4% |
| Project Management | 7% |
| Records Management | 2% |
| Risk Management - Enterprise | 6% |
| Risk Management - Insurance | 2% |
| Risk Management - Operational | 5% |
| Security - Information | 5% |
| Security - Physical | 3% |
| Other | 2% |

| Total Compensation by Work Experience (FTE) - AP | | |
|--|----------------|-----------|
| Region | Avg 2008 | % of Resp |
| Australia | | |
| 11-15 Years | 151,533 AUD | 17% |
| 16-20 Years | 150,500 AUD | 17% |
| 21-25 Years | 185,000 AUD | 20% |
| 26-30 Years | 138,200 AUD | 15% |
| 31-35 Years | 116,149 AUD | 13% |
| 36-40 Years | 164,000 AUD | 18% |
| China | | |
| 11-15 Years | 710,000 CNY | 13% |
| 16-20 Years | 3,666,000 CNY | 67% |
| India | | |
| 1-5 Years | 1,280,139 INR | 13% |
| 6-10 Years | 1,168,611 INR | 12% |
| 11-15 Years | 3,056,636 INR | 30% |
| 16-20 Years | 2,452,714 INR | 24% |
| 21-25 Years | 2,119,000 INR | 21% |
| Japan | | |
| 1-5 Years | 10,025,000 JPY | 19% |
| 6-10 Years | 8,683,333 JPY | 17% |
| 11-15 Years | 9,500,000 JPY | 18% |
| 21-25 Years | 9,250,000 JPY | 18% |
| 36-40 Years | 14,000,000 JPY | 27% |
| Malaysia | | |
| 1-5 Years | 48,000 MYR | 12% |
| 6-10 Years | 84,180 MYR | 21% |
| 16-20 Years | 143,500 MYR | 36% |
| 26-30 Years | 120,000 MYR | 30% |
| Philippines | | |
| 11-15 Years | 984,000 PHP | 31% |
| 21-25 Years | 1,810,000 PHP | 57% |
| 26-30 Years | 367,500 PHP | 12% |
| Singapore | | |
| 11-15 Years | 177,551 SGD | 19% |
| 16-20 Years | 130,250 SGD | 14% |
| 21-25 Years | 223,200 SGD | 23% |
| 26-30 Years | 111,500 SGD | 12% |
| 31-35 Years | 134,500 SGD | 14% |

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