



Business Continuity — Asia Pacific

2006 COMPENSATION REPORT

~ DATA COLLECTED IN JANUARY—FEBRUARY 2007 ~

BC Management, Inc. is pleased to release the second annual Business Continuity Compensation Report exclusively for Asia Pacific. Over 70 professionals throughout Asia, Australia and New Zealand completed the survey, which gathered data on 2005 and 2006 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 2005 and 2006. 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 Japan and Taiwan.

Average Total Compensation by Region (FTE) - AP		
Region	Avg Comp 2005	Avg Comp 2006
Australia	108,382 AUD	119,426 AUD
Brisbane	72,500 AUD	91,000 AUD
Canberra	89,250 AUD	97,500 AUD
Perth	61,500 AUD	65,000 AUD
Sydney	135,278 AUD	147,806 AUD
China		
Hong Kong	672,750 HKD	813,750 HKD
Malaysia	105,644 MYR	116,678 MYR
Kuala Lumpur	103,700 MYR	114,863 MYR
New Zealand	72,500 NZD	72,000 NZD
Philippines	1,850,000 PHP	1,901,500 PHP
Singapore	141,557 SGD	158,880 SGD
Thailand	2,311,667 THB	2,768,667 THB

Figure 1

Total Compensation by Job Title (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
Australia				
Planner/Coord/ Admin	58,000 AUD	63,000 AUD	68,000 AUD	9%
Mgr/ AVP/ Project Mgr	69,999 AUD	129,208 AUD	175,000 AUD	26%
VP/ Director	81,000 AUD	133,667 AUD	165,000 AUD	13%
Global Mgr	91,000 AUD	142,000 AUD	193,000 AUD	9%
Full-time Sr. Consultant	97,000 AUD	118,500 AUD	140,000 AUD	9%
Hong Kong				
VP/ Director	820,000 HKD	1,235,000 HKD	1,650,000 HKD	50%
Malaysia				
Planner/Coord/ Admin	91,200 MYR	134,475 MYR	216,000 MYR	36%
Singapore				
Planner/Coord/ Admin	37,400 SGD	44,100 SGD	50,800 SGD	10%
Mgr/ AVP/ Project Mgr	80,000 SGD	115,571 SGD	200,000 SGD	40%
VP/ Director	130,000 SGD	256,200 SGD	460,000 SGD	25%

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
Australia				
Financial/ Banking	57,000 AUD	126,281 AUD	175,000 AUD	35%
Government	68,000 AUD	97,500 AUD	150,000 AUD	17%
Hong Kong				
Financial/ Banking	820,000 HKD	1,235,000 HKD	1,650,000 HKD	50%
Malaysia				
Financial/ Banking	91,200 MYR	109,100 MYR	127,000 MYR	27%
Singapore				
Financial/ Banking	50,800 SGD	178,880 SGD	460,000 SGD	55%

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 13%. 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 185,000 AUD and 230,000 AUD respectively in 2005 and 2006. Estimated average hourly rates for 2006 were 115 AUD and 159 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. 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. Other industry responses included Consulting Services, Telecommunications, Computer/ IT Services, Insurance, Manufacturing, Education, Utilities, Energy, Retail, Brokerage and Chemical/ Petro. These other industries did not receive an appropriate response by region to be included in Figure 3.

Certified Professionals Earning Potential

Our survey results in Figure 4 did not highlight higher compensations on average for certified professionals. The data indicated a decrease in total compensation for Australian respondents between 1 to 2+ certifications. After careful review of the data it was discovered that 75% of these respondents with one certification worked in a geography with a higher cost of living. This same figure also highlights a significantly higher compensation for those professionals with no certifications in Singapore. Upon careful review of the data it was discovered that 44% of these non-certified professionals were at a VP/Director job level and thus earned higher compensations on average. It is interesting to note that 100% of the respondents from Hong Kong were certified while Malaysia and Singapore had the highest percentage of non-certified professionals; both at 55%.

Total Compensation by Certification (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
Australia				
Not Certified	57,000 AUD	107,571 AUD	167,000 AUD	35%
1 Certification	97,000 AUD	141,000 AUD	175,000 AUD	30%
2+ Certifications	68,000 AUD	118,875 AUD	193,000 AUD	35%
Hong Kong				
2+ Certifications	360,000 HKD	535,000 HKD	820,000 HKD	75%
Malaysia				
Not Certified	25,200 MYR	81,520 MYR	131,200 MYR	55%
1 Certification	99,000 MYR	147,500 MYR	216,500 MYR	27%
Singapore				
Not Certified	37,400 SGD	170,467 SGD	460,000 SGD	55%
1 Certification	100,000 SGD	129,000 SGD	211,000 SGD	20%
2+ Certifications	60,000 SGD	120,600 SGD	200,000 SGD	25%

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 23% of the certified respondents attributed an increase in their compensation to earning a certification. A majority (33%) of these respondents were from Australia. On average the respondents from Australia enjoyed an increase of 8,000 AUD in their total compensation as a result of becoming certified. The maximum increase was 10,000 AUD while the minimum increase was 5,000 AUD.

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, ITIL 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.

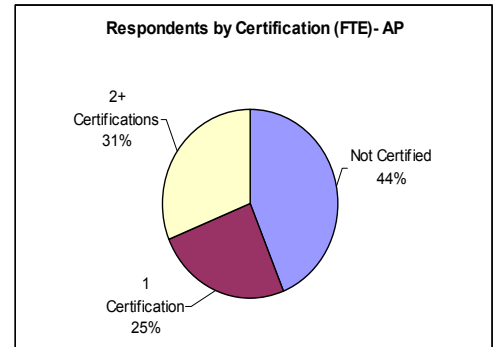
In Figure 6 our survey data showed that those respondents with continued levels of an advanced degree on average earn more than their counterparts. The results indicated that the majority of the respondents have obtained an advanced degree.

Total Compensation by Degree (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
Australia				
High School	69,999 AUD	119,000 AUD	167,000 AUD	17%
Associate	58,000 AUD	125,333 AUD	193,000 AUD	22%
Bachelor	57,000 AUD	127,406 AUD	175,000 AUD	48%
Malaysia				
Bachelor	25,200 MYR	96,380 MYR	216,500 MYR	55%
Master	127,000 MYR	152,733 MYR	200,000 MYR	27%
Singapore				
Bachelor	37,400 SGD	121,440 SGD	220,000 SGD	50%
Master	60,000 SGD	173,500 SGD	460,000 SGD	40%

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 Work Experience (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
Australia				
11-15 Years	68,000 AUD	119,050 AUD	175,000 AUD	26%
16-20 Years	69,999 AUD	135,500 AUD	167,000 AUD	17%
Malaysia				
11-15 Years	99,000 MYR	171,833 MYR	216,500 MYR	36%
Singapore				
6-10 Years	37,400 SGD	82,100 SGD	110,000 SGD	20%
11-15 Years	50,800 SGD	98,700 SGD	130,000 SGD	20%
21-25 Years	91,000 SGD	144,250 SGD	200,000 SGD	20%

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



Percentage of Certifications (FTE) - AP	
Business Continuity/ Disaster Recovery	
ABCI	5%
MBCI	30%
FBCI	5%
ABCP	5%
CBCP	35%
MBCP	3%
Other - BC/DR	3%
Emergency Management	
AEM	3%
CERT	3%
NIMS	3%
Other - Emergency Management	5%
Audit	
CQA	8%
CISA	13%
CISM	3%
CIA	3%
Other - Audit	8%
Security	
CPP	3%
CISSP	5%
Other - Security	3%
Technology	
ITIL	13%
Other - Technology	8%
Other	
CMC	3%
PMP	13%
CPA	3%
Six Sigma - Green	8%
Prince2	3%
Other - Other	3%

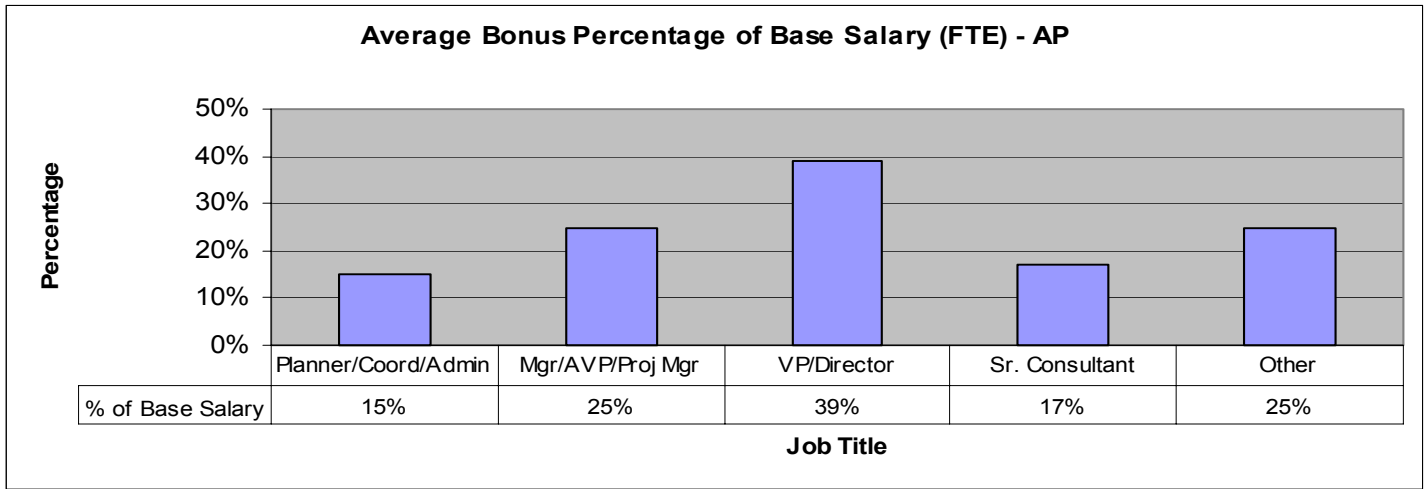
Figure 5

Figure 7 highlights total compensation by years of work experience. Work experience in this figure is total work experience and may include expertise outside of the continuity profession. This figure details that on average total compensation increases by years of work experience. The survey data also highlighted that a majority of the respondents were experienced with 11+ years of total work experience.

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 119%; the smallest was 1%. The VP/Director 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.



Total Compensation by Field Experience (FTE) - AP				
Region	Minimum	Average	Maximum	% of Resp
Australia				
1-3 Years	57,000 AUD	90,200 AUD	175,000 AUD	22%
4-6 Years	91,000 AUD	139,050 AUD	193,000 AUD	30%
7-10 Years	140,000 AUD	154,000 AUD	167,000 AUD	22%
11-15 Years	58,000 AUD	99,000 AUD	142,000 AUD	22%
Hong Kong				
7-10 Years	360,000 HKD	943,333 HKD	1,650,000 HKD	75%
Malaysia				
1-3 Years	25,200 MYR	82,533 MYR	131,200 MYR	36%
4-6 Years	99,000 MYR	141,833 MYR	216,500 MYR	27%
7-10 Years	50,000 MYR	125,667 MYR	200,000 MYR	27%
Singapore				
1-3 Years	50,800 SGD	76,200 SGD	114,000 SGD	25%
4-6 Years	100,000 SGD	127,667 SGD	182,000 SGD	15%
7-10 Years	130,000 SGD	189,680 SGD	460,000 SGD	25%
11-15 Years	91,000 SGD	151,667 SGD	260,000 SGD	20%
16-20 Years	142,000 SGD	171,000 SGD	200,000 SGD	10%

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

Figure 10

Total Compensation by IT Knowledge (FTE) - AP				
IT Expertise (1 = No Experience to 10 = Expert) - Self Rated				
Region	Minimum	Average	Maximum	% of Resp
Australia				
6	58,000 AUD	122,333 AUD	167,000 AUD	13%
7	69,999 AUD	150,750 AUD	193,000 AUD	22%
Singapore				
3	91,000 SGD	127,667 SGD	182,000 SGD	15%
4	37,400 SGD	142,467 SGD	260,000 SGD	15%
5	50,800 SGD	81,600 SGD	114,000 SGD	20%
7	100,000 SGD	204,600 SGD	460,000 SGD	30%
8	60,000 SGD	121,333 SGD	200,000 SGD	15%

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

Figure 11

Figure 8

Bonus Compensation (FTE) - AP				
	2005	Minimum	Average	Maximum
Australia		1,999 AUD	22,611 AUD	50,000 AUD
Hong Kong		50,000 HKD	122,333 HKD	200,000 HKD
Malaysia		1,200 MYR	16,650 MYR	36,000 MYR
Philippines		95,000 PHP	410,000 PHP	725,000 PHP
Singapore		7,000 SGD	32,900 SGD	200,000 SGD
Thailand		200,000 THB	521,000 THB	842,000 THB
	2006	Minimum	Average	Maximum
Australia		1,999 AUD	24,875 AUD	50,000 AUD
Hong Kong		75,000 HKD	214,000 HKD	450,000 HKD
Malaysia		1,200 MYR	17,271 MYR	32,000 MYR
Philippines		103,000 PHP	371,500 PHP	640,000 PHP
Singapore		3,400 SGD	42,293 SGD	250,000 SGD
Thailand		210,000 THB	605,000 THB	1,000,000 THB

Figure 9

Figure 9 displays the minimum, average and maximum bonuses earned by geographic location. Our survey data indicated that the average bonus compensation increased for all geographic locations with the exception of a decrease in the Philippines.

The data indicated that in 2006 66% of the survey respondents in Asia Pacific received a bonus compared to 65% in 2005.

Figure 10 highlights the average total compensation based on years of experience in the Business Continuity, Disaster Recovery or Emergency Management related fields. This figure does not display the common knowledge that on average experienced continuity professionals tend to earn higher compensations. Only those categories with an appropriate number of responses are included and thus the percentages do not add up to 100%.

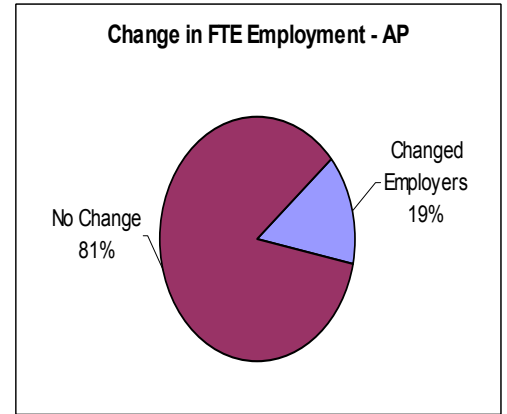
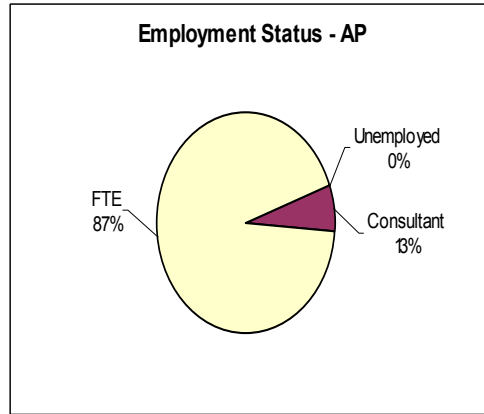
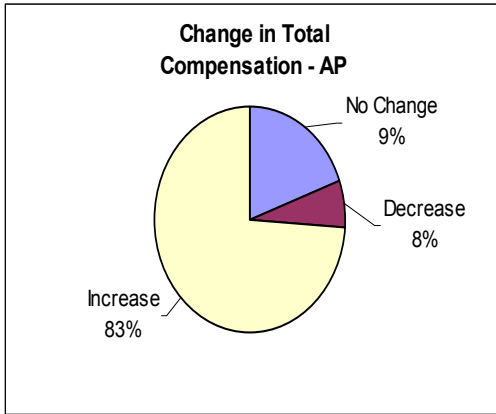
The data in Figure 11 is based on self-evaluation of information technology expertise. This table shows total compensation by IT knowledge. The self rating of 1 indicates no experience while the self rating of 10 indicates being an expert in information technology. Several categories are missing due to the number of respondents. Singapore showed the most complete results due to the overall number of respondents who took part in the survey.

Study Methodology & Statistics

BC Management is pleased to announce that internationally 1,456 individuals took part in this year's survey. After careful review, those responses were trimmed to 1,430 valuable data points. Duplicate responses, missing salary data and unintelligible data were eliminated.

The data used in these results was collected between Jan. 5, 2007 and Feb. 17, 2007 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 2005 and 2006 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 71 respondents from the Asia Pacific region. A majority of those respondents were from Australia (23). A large response was also received from Singapore (20) and Malaysia (11). Of the 71 respondents 63 were full-time employees (FTE) and 8 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 - AP	
Job Title	Percentage
Entry-Level/Analyst	3.2%
Planner/Coord/ Admin	14.5%
Mgr/AVP/Proj Mgr	30.7%
VP/Director	22.6%
Global Mgr	4.8%
Chief Officer	1.6%
President	1.6%
FTE Consultant	4.8%
FTE Sr. Consultant	6.6%
FTE Mgmt Consultant	1.6%
FTE Practice Leader/Principal	1.6%
FTE Principal/ President	0.0%
Other	4.80%
Sales	0.0%
Sales Management	1.6%

Distribution of Respondents by Field - AP	
Field	Percentage
Audit	4%
Business Continuity (Business Focus)	36%
Change Management	2%
Compliance	4%
Crisis Management	11%
Disaster Recovery (IT Focus)	9%
Emergency Management	6%
Facilities Management	1%
Health/Safety	2%
High Availability	1%
Information Security	3%
Information Technology	5%
Physical Security	1%
Project Management	5%
Records Management	0%
Risk Management	9%
Other	1%

Distribution of Respondents by Industry - AP	
Industry	Percentage
Financial/ Banking	36.6%
Government	8.5%
Insurance	7.0%
IT/ Data Services	4.2%
Manufacturing	5.6%
Professional Services	18.3%
Telecommunications	5.6%
Other	14.2%

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