

PAY RECOMMENDATIONS

Summary of Market Positioning and Suggested Remuneration

for Consultants of Your Firm
in Greenland

February 2024

ILLUSTRATIVE
SAMPLE
for *Consultants*
(below Partner level)



VENCON
RESEARCH INTERNATIONAL

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Greenland: Summary of market positioning and key changes suggested

To meet the defined TMPs, we recommended adjusting t-TCC, Basic Salary, and t-Bonus due to Your Firm's below-market positioning (or TMP)

	Your Firm's current positioning and implications	Vencon's recommendations
t-TCC (Target Total Cash Comp.)	<ul style="list-style-type: none"> When using the market's 75th percentile as target market percentile (TMP), Your Firms' medians on average -25% below (between -40% to -5%); Increasing t-TCC for all levels seems opportune. 	<ul style="list-style-type: none"> For all levels an increase of t-TCC by between +6% (to GND 165k for SM) and +65% (to GND 66k for An 2), averaging +37% compared to Your Firm's current pay levels were suggested.
Basic Salary	<ul style="list-style-type: none"> Your Firm's medians for Basic Salary are inconsistent across all levels compared to the TMP (50th percentile) ranging between -31% and +29%. Basic Salary adjustments ("smoothing") at respective levels seem suggestable. 	<ul style="list-style-type: none"> We suggest adjustments of Basic Salary by on average +16% (between -24% to GDN 118k for SM and +43% to GND 57k for AN 2) compared to Your Firm's current pay levels were suggested.
t-Bonus (Target Bonus)	<ul style="list-style-type: none"> Your Firm does not offer t-Bonus in Greenland; hence, an implementation is opportune (TMP should be at least the 75th percentile or possibly higher). 	<ul style="list-style-type: none"> Suggested "typical" t-Bonus are at or above the market's 75th percentile; but, for some levels the suggested t-Bonus is much higher than the TMP to also meet the TMP for t-TCC.
Time-based Remuneration	<ul style="list-style-type: none"> Your Firm's Analysts and Associates progress slower (4 years at each level) compared to the market's levels (3 years at each level). They are paid below the market's minimum levels during the first 6 years. 	<ul style="list-style-type: none"> The average timing for progression from Analyst to Associate seemed to be slower than market levels, which typically take 3 years per level. This adjustment would enable consultants at Your Firm to reach higher pay levels earlier.
Budget Effect	<ul style="list-style-type: none"> Due to the below market (or TMP) positioning of Your Firm, adjustments of t-TCC and Basic Salary as well as offering t-Bonus may result in a budget increase. 	<ul style="list-style-type: none"> Your Firm's personnel budget in the Greenland would have to be increased by GDL 367k or +27% when all suggestions would be implemented.*
The "Pyramid" (Distribution by level)	<ul style="list-style-type: none"> Your Firm has a rather "Christmas tree"-shaped distribution, which can be beneficial from a cost-efficiency perspective compared to the "pyramid"-shaped distribution of the market (due to the low number of incumbents, the analysis may not be so meaningful). 	<ul style="list-style-type: none"> To correct the pyramid, it may be advantageous for Your Firm to hire at top, mid- and lower levels.

* Only approximated values based on medians (variance is a given because, e.g., not all incumbents are or will be paid at median level).

Recommendations

This report makes recommendations on Your Firm's compensation after reviewing your positioning versus your TMP within a market of selected competitors (1 ...)

Based on a thorough analysis of your positioning in the market compared to your competitors, this report confidently recommends adjustments to your firm's compensation strategy in relation to your TMP:

- Vencon recommended increasing t-TCC by +37% on average across all levels, ranging from +6% to +65%. A smooth lockstep level-to-level increase averaging +19% and ranging between +8% and +40% was recommended.
- We recommended adjustments averaging +16% (ranging from -24% to +43%). These adjustments facilitated a smooth level-to-level increase, averaging +15% and ranging from +8% to +35%.
- Your Firm did not offer t-Bonus in Greenland; hence, the implementation of t-Bonus seemed opportune and would support reaching the TMP of least the 75th percentile.
- Our recommendations were based on meeting the 75th percentile for t-TCC, the 50th percentile for basic salary, while ensuring a smooth level-to-level increase. The resulting ranges for t-TCC and basic salary averaged 19%* across all career levels.
- Vencon recommended the 75th percentile (= TMP) to equate to the “typical” t-TCC; Additionally, a 'smoothened' slope was suggested, resulting in a range that originated from the recommended Basic Salary ranges.
- Vencon recommended Your Firm's TMP, i.e. the market's 50th percentile, for “typical” Basic Salary, with a range of +10% for the upper end and -7.5% for the lower end.
- Vencon recommended a TMP equal to the market's 75th percentile for Your Firm's t-Bonus. However, some levels required a much higher t-Bonus to meet TMP for t-TCC.

→ To implement all of Vencon's recommendations, your firm's personnel budget in Greenland would need to be increased by GND 367,000 or +27%.

Background: The market and Your Firm's positioning

This report makes recommendations on Your Firm's compensation after reviewing your positioning versus your TMP within a market of selected competitors (... 2)

The market

- The analyses of Your Firm's and the market's data sets are based on Vencon Research's Consultant Salary Report Greenland (2023).
- Herein only the data for the line of business "XYZ-oriented consulting" (LOB) was used.
- A total of 15 firms were included, as defined and agreed with Your Firm.
- A "firm-weighted" approach was applied for the calculation of the market data, giving each participant the same weighting. Therefore no consulting company skewed the market data due to its size, i.e. the number of its incumbents.
- This report (and our recommendations) used only "target" (as opposed to "actual") remuneration data.
- To ensure a like-for-like comparison of Your Firm's career levels to the market's levels, detailed job matching sessions were carried out.
- Your Firm's target market percentile (TMP) was the market's 75th percentile for t-TCC and the market's median for Basic Salary.
- Together with Your Firm, we also defined acceptable ranges around the TMP.

Your Firm's positioning

- When using the market's 75th percentile as target market percentile (TMP), Your Firm's medians are on average -25% below (between -40% to -5%); increases seem opportune.
- Your Firm's median Basic Salaries were inconsistent across all levels compared to TMP (50th percentile) and ranged from -31% to +29%; adjustments seemed appropriate.
- Your Firm did not offer t-Bonus in Greenland. The introduction of a t-Bonus seemed opportune to ensure meeting the TMP of the market's 75th percentile.
- In year 9 of a consultant's career, most of your competitors' consultants will have advanced well beyond the level of M1 (Manager) while Your Firm's consultants had progressed only to this level.
- Consultants at Your Firm were paid below the market's minimum for the first six years of their career. However, pay increased to the middle of the range by year 12.

Greenland: Summary of suggested changes in remuneration

Our recommendations were based on meeting the 75th percentile for t-TCC, the 50th percentile for basic salary, while ensuring a smooth level-to-level increase. The resulting ranges for t-TCC and basic salary averaged 19%* across all career levels

Vencon Career Titles	Main Level	Analyst			Associate			Manager	Snr Man	Principal
	Sub-level	An 1	An 2	An 3	As 1	As 2	As 3	M	SM	Pr
Your Firm Career Titles		XXX		XXX	XXX	XXX	XXX	XXX	XXX	XXX
t-TCC Upper end of Range - Suggestion in '000s		66	73	80	86	93	101	129	181	253
t-TCC "Typical" - Suggestion in '000s		60	66	73	79	85	92	118	165	230
t-TCC Lower end of Range - Suggestion in '000s		55	61	67	73	79	85	109	152	213
Basic Salary Upper end of Range - Suggestion in '000s		57	63	70	75	81	88	104	129	175
Basic Salary "Typical" - Suggestion in '000s		52	57	63	68	74	80	94	118	159
Basic Salary Lower end of Range - Suggestion in '000s		48	53	59	63	68	74	87	109	147
t-Bonus Upper end of Range - Suggestion in '000s		9	9	10	11	12	13	26	52	79
t-Bonus "Typical" - Suggestion in '000s*		8	9	9	10	11	12	24	47	71
t-Bonus Lower end of Range - Suggestion in '000s		7	8	9	9	10	11	22	44	66
t-Bonus - Suggestion in % of "Typical" Basic Salary		15,0%	15,0%	15,0%	15,0%	15,0%	15,0%	25,0%	40,0%	45,0%

Basic Salary **Increase** from "Typical" to Upper end

+10,0% (applied for all levels)

Basic Salary **Decrease** from "Typical" to Lower end

-7,5% (applied for all levels)

Will be defined as per
Your Firm's pay strategy.

t-TCC Range (from lower to upper end)*

19% 19% 19% 19% 19% 19% 19% 19% 19%

Basic Salary Range (from lower to upper end)

19% 19% 19% 19% 19% 19% 19% 19% 19%

* Please note that the resulting range for t-TCC is based on the suggested range for Basic Salary using the same bonus percentage (t-Bonus in % of Basic Salary). In reality, this range could be much wider, since there could be incumbents which get no bonus (e.g. due to under-performance) and others which may get more than the standard rate (if the model allows this).

Greenland: Suggested changes for Target Total Cash Compensation

Vencon recommended increasing Target Total Cash Compensation (t-TCC) by +37% on average across all levels, ranging from +6% to +65%. A smooth lockstep level-to-level increase averaging +19% and ranging between +8% and +40% was recommended

Vencon Career Titles	Main Level	Analyst			Associate			Manager	Snr Man	Principal
	Sub-level	An 1	An 2	An 3	As 1	As 2	As 3	M	SM	Pr
Your Firm Career Titles		XXX		XXX	XXX	XXX	XXX	XXX	XXX	XXX
Market (75th %ile) in '000s		60	67	73	80	82	92	117	164	233
Your Firm now (50th %ile) in '000s		38	40	47	53	59	84	106	156	
Difference Market to Your Firm now in '000s		-22 ▼	-27 ▼	-26 ▼	-27 ▼	-23 ▼	-8 ▼	-10 ▼	-8 ▼	
Difference Market to Your Firm now in %		-37% ▼	-40% ▼	-35% ▼	-34% ▼	-28% ▼	-9% ▼	-9% ▼	-5% ▼	
t-TCC - Suggestion* in '000s		60	66	73	79	85	92	118	165	230
Difference Suggestion to Your Firm now in '000s		+22 ▲	+26 ▲	+26 ▲	+26 ▲	+26 ▲	+8 ▲	+12 ▲	+9 ▲	
Difference Suggestion to Your Firm now in %		+57% ▲	+65% ▲	+55% ▲	+49% ▲	+44% ▲	+10% ▲	+11% ▲	+6% ▲	
Difference Suggestion to Market (75th %ile) in '000s		-1 ▼	-1 ▼	+0 ▲	-1 ▼	+3 ▲	+0 ▲	+1 ▲	+1 ▲	-3 ▼
Difference Suggestion to Market (75th %ile) in %		-1% ▼	-1% ▼	+0% ▲	-1% ▼	+3% ▲	+0% ▲	+1% ▲	+1% ▲	-1% ▼
Lockstep in '000s		-	6	7	6	6	7	26	47	66
Lockstep in %		-	10%	10%	8%	8%	8%	28%	40%	40%

Suggestion compared to Your Firm now:

Unchanged/New

Increase

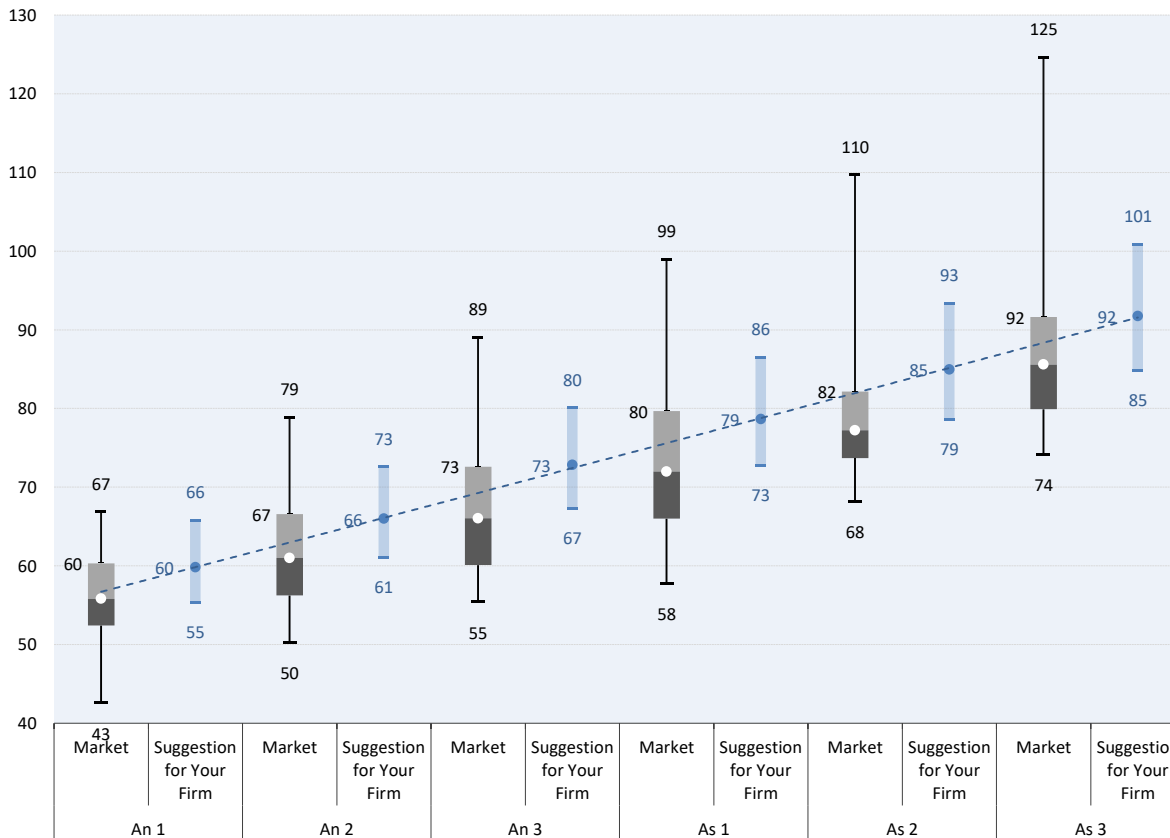
Decrease

* Market = LOB, 50th percentile for Basic Salary and 75th percentile for TTC (defined as "target Market percentile" or "TMP")

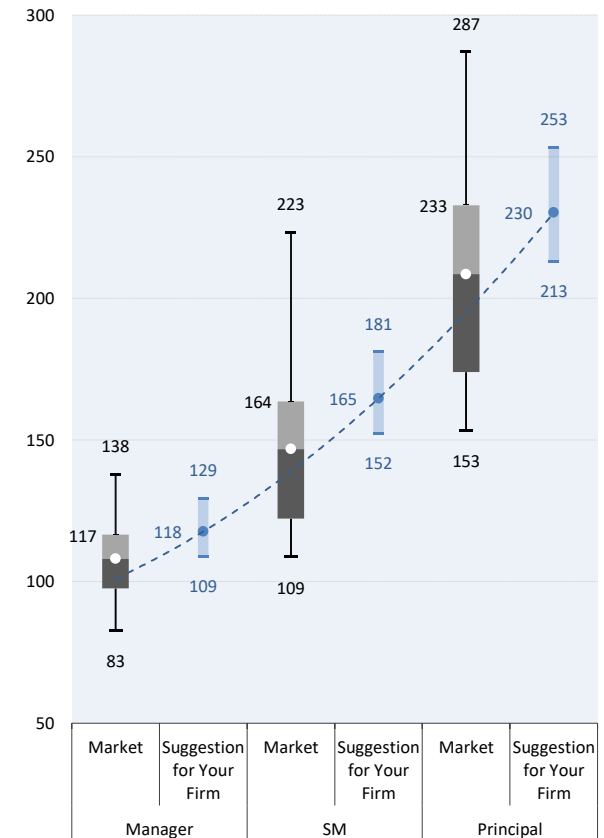
Greenland: Suggested pay ranges for Target Total Cash Compensation*

Vencon recommended the 75th percentile (= TMP) to equate to the “typical” t-TCC; Additionally, a 'smoothened' slope was suggested, resulting in a range that originated from the recommended Basic Salary ranges

Suggested t-TCC - Up To Associate 3 (in '000s GDL)



Suggested t-TCC - Manager



* t-TCC = Target Total Cash Compensation

Source: Vencon's Consultant Salary Report Greenland (2022) for LOB; the graphics were split in two to allow better adjustments of the y-axes to the respective pay levels.

Greenland: Suggested changes for Basic Salary

We recommended adjustments averaging +16% (ranging from -24% to +43%). These adjustments will facilitate a smooth level-to-level increase, averaging +15% and ranging from +8% to +35%

Vencon Career Titles	Main Level	Analyst			Associate			Manager	Snr Man	Principal
	Sub-level	An 1	An 2	An 3	As 1	As 2	As 3	M	SM	Pr
Your Firm Career Titles		XXX		XXX	XXX	XXX	XXX	XXX	XXX	XXX
Market (50th %ile) in '000s		53	58	60	68	72	80	92	120	164
Your Firm now (50th %ile) in '000s		38	40	47	53	59	84	106	156	
Difference Market to Your Firm now in '000s		-15 ▼	-18 ▼	-13 ▼	-15 ▼	-13 ▼	+4 ▲	+14 ▲	+35 ▲	
Difference Market to Your Firm now in %		-28% ▼	-31% ▼	-22% ▼	-22% ▼	-18% ▼	+5% ▲	+15% ▲	+29% ▲	
Basic Salary ("Typical") - Suggestion* in '000s		52	57	63	68	74	80	94	118	159
Difference Suggestion to Your Firm now in '000s		+14 ▲	+17 ▲	+16 ▲	+15 ▲	+15 ▲	-4 ▼	-12 ▼	-38 ▼	
Difference Suggestion to Your Firm now in %		+37% ▲	+43% ▲	+35% ▲	+29% ▲	+25% ▲	-5% ▼	-11% ▼	-24% ▼	
Difference Suggestion to Market (50th %ile) in '000s		-1 ▼	-0 ▼	+3 ▲	+1 ▲	+2 ▲	-0 ▼	+2 ▲	-3 ▼	-5 ▼
Difference Suggestion to Market (50th %ile) in %		-2% ▼	-1% ▼	+5% ▲	+1% ▲	+3% ▲	-0% ▼	+2% ▲	-2% ▼	-3% ▼
Lockstep in '000s		-	5	6	5	5	6	14	24	41
Lockstep in %		-	10%	10%	8%	8%	8%	18%	25%	35%

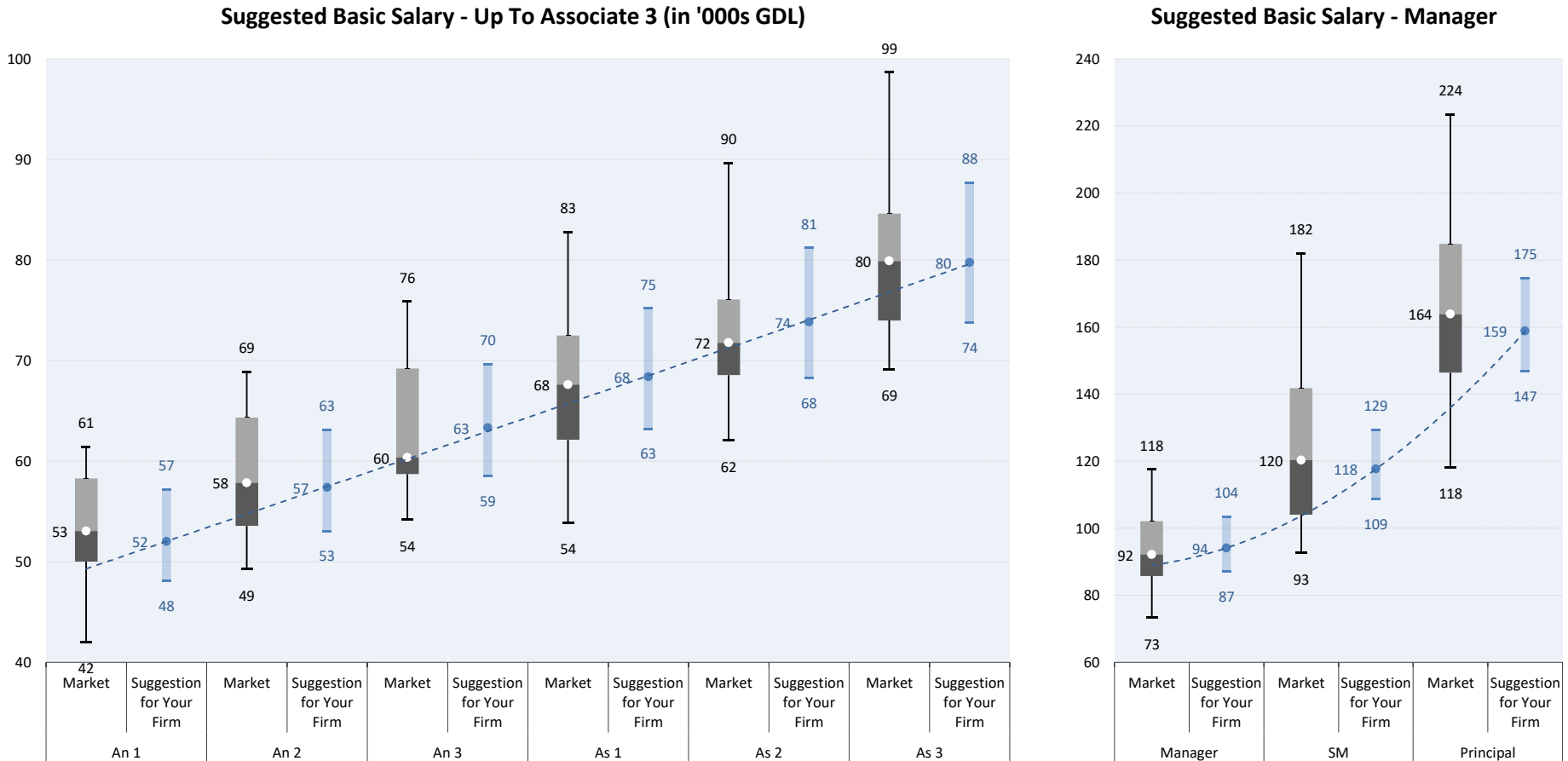
The resulting differences to TMP (50th %ile) are in low single digit rates

Suggestion compared to Your Firm now: Unchanged/New Increase Decrease

* Market = LOB, 50th percentile for Basic Salary and 75th percentile for TTC (defined as "target Market percentile" or "TMP")

Greenland: Suggested pay ranges for Basic Salary

Vencon recommended Your Firm's TMP, i.e. the market's 50th percentile, for "typical" Basic Salary, with a range of +10% for the upper end and -7.5% for the lower end



Source: Vencon's Consultant Salary Report Greenland (2022) for LOB; the graphics were split in two to allow better adjustments of the y-axes to the respective pay levels.

Greenland: Suggested changes for Target Bonus (t-Bonus)

Your Firm did not offer t-Bonus in Greenland; hence, the implementation of t-Bonus seemed opportune and would support reaching the TMP of least the 75th percentile

Vencon Career Titles	Main Level	Analyst			Associate			Manager	Snr Man	Principal
	Sub-level	An 1	An 2	An 3	As 1	As 2	As 3	M	SM	Pr
Your Firm Career Titles		XXX		XXX	XXX	XXX	XXX	XXX	XXX	XXX
Market (75th %ile) in '000s		4	4	4	7	8	10	16	29	53
Your Firm now (50th %ile) in '000s		0	0	0	0	0	0	0	0	
Difference Market to Your Firm now in '000s		-4 ▼	-4 ▼	-4 ▼	-7 ▼	-8 ▼	-10 ▼	-16 ▼	-29 ▼	
Difference Market to Your Firm now in %		-100% ▼	-100% ▼	-100% ▼	-100% ▼	-100% ▼	-100% ▼	-100% ▼	-100% ▼	
t-Bonus - Suggestion* in '000s		8	9	9	10	11	12	24	47	71
Difference Suggestion to Your Firm now in '000s		+8 ▲	+9 ▲	+9 ▲	+10 ▲	+11 ▲	+12 ▲	+24 ▲	+47 ▲	
Difference Suggestion to Your Firm now in %										
Difference Suggestion to Market (75th %ile) in '000s		+4 ▲	+4 ▲	+5 ▲	+4 ▲	+3 ▲	+2 ▲	+7 ▲	+18 ▲	+18 ▲
Difference Suggestion to Market (75th %ile) in %		+50% ▲	+49% ▲	+54% ▲	+36% ▲	+30% ▲	+19% ▲	+31% ▲	+38% ▲	+26% ▲
t-Bonus in % of Basic Salary now (calculated)		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	
t-Bonus - Suggestion in % of "Typical" Basic Salary		15,0%	15,0%	15,0%	15,0%	15,0%	15,0%	25,0%	40,0%	45,0%

The resulting differences to TMP (75th %ile) are expected to be higher; due to the lower TMP for Basic Salary

Suggestion compared to Your Firm now: Unchanged/New Increase Decrease

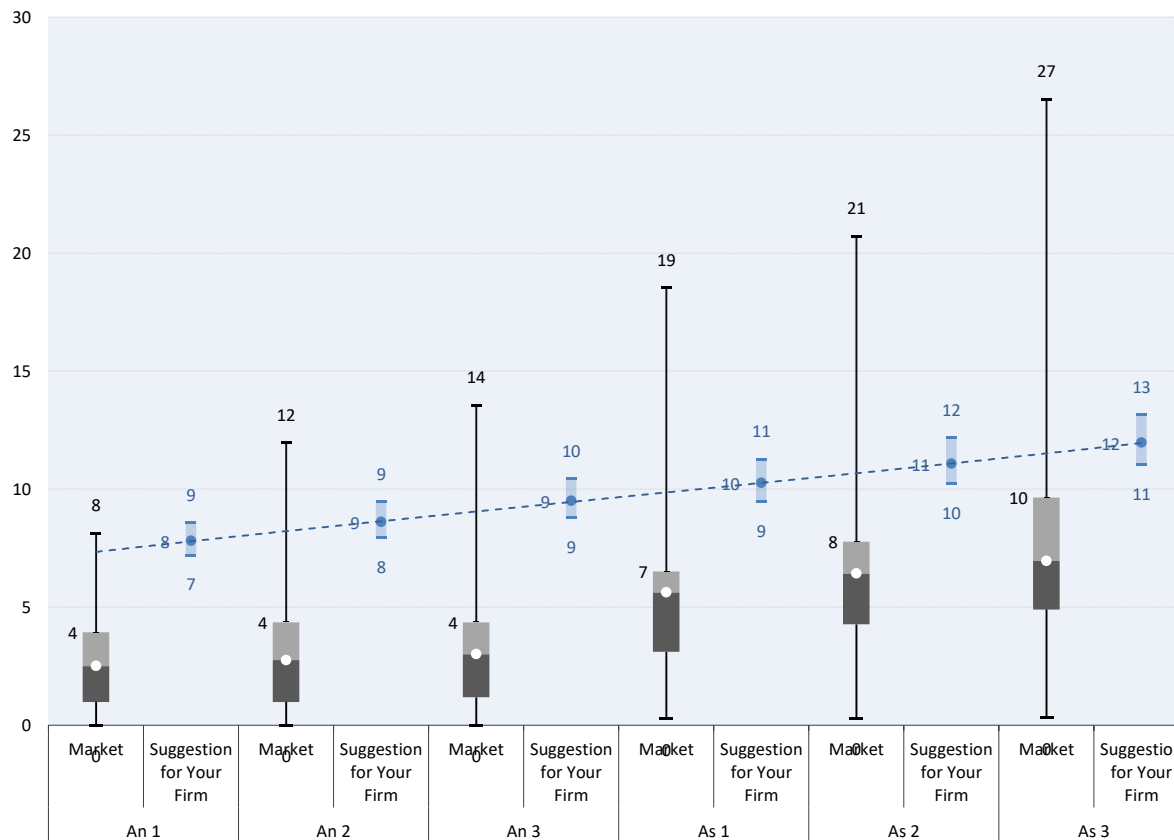
* Market = LOB, as guidance, also for t-Bonus the 75th percentile is suggested as "reference point" (or "target Market percentile" or "TMP").

Please note again, the suggested t-Bonus is the calculated difference between suggested Basic Salary and suggested t-TCC.

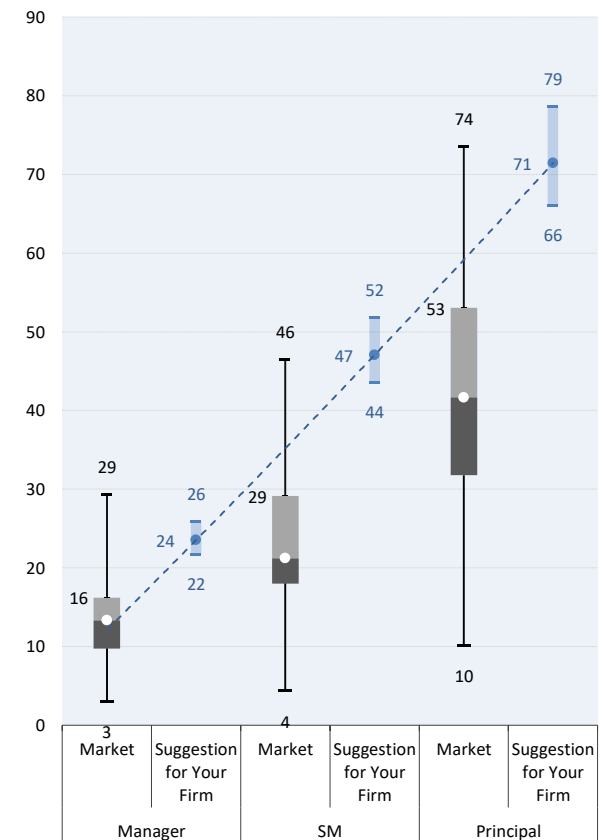
Greenland: Suggested pay ranges for Target Bonus (t-Bonus)

Vencon recommended a TMP equal to the market's 75th percentile for Your Firm's t-Bonus. However, some levels required a much higher t-Bonus to meet TMP for t-TCC

Suggested t-Bonus - Up To Associate 3 (in '000s GDL)



Suggested t-Bonus - Manager



Source: Vencon's Consultant Salary Report Greenland (2022) for LOB; the graphics were split in two to allow better adjustments of the y-axes to the respective pay levels.

Greenland: Simulated budget effect when suggestions are implemented

To implement all of Vencon's recommendations, your firm's personnel budget in Greenland would need to be increased by GDL 367k or +27%*

Vencon Career Titles	Main Level	Analyst			Associate			Manager	Snr Man	Principal
	Sub-level	An 1	An 2	An 3	As 1	As 2	As 3	M	SM	Pr
Your Firm Career Titles		XXX		XXX	XXX	XXX	XXX	XXX	XXX	XXX
Increase of t-TCC to now per Incumbent in '000s*		+22 ▲	+26 ▲	+26 ▲	+26 ▲	+26 ▲	+8 ▲	+12 ▲	+9 ▲	
No. of Incumbents Your Firm now**		1	1	1	4	4	4	1	2	0
t-TCC now for all Incumbents (Median) in '000s*		51	53	63	212	236	334	106	311	
t-TCC based on suggestions for all in '000s*		80	88	97	315	340	367	118	329	0
Increase of t-TCC to now for all Incumbents in '000s*		+29 ▲	+35 ▲	+34 ▲	+103 ▲	+104 ▲	+32 ▲	+12 ▲	+18 ▲	
Total Change of Personnel Cost (Indicative)***										+27% ▲

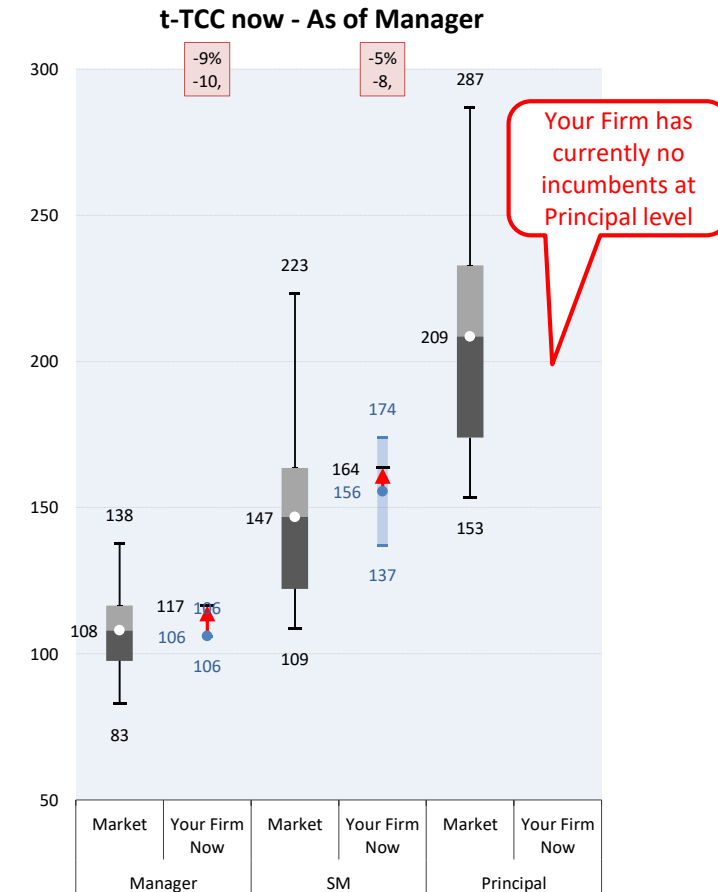
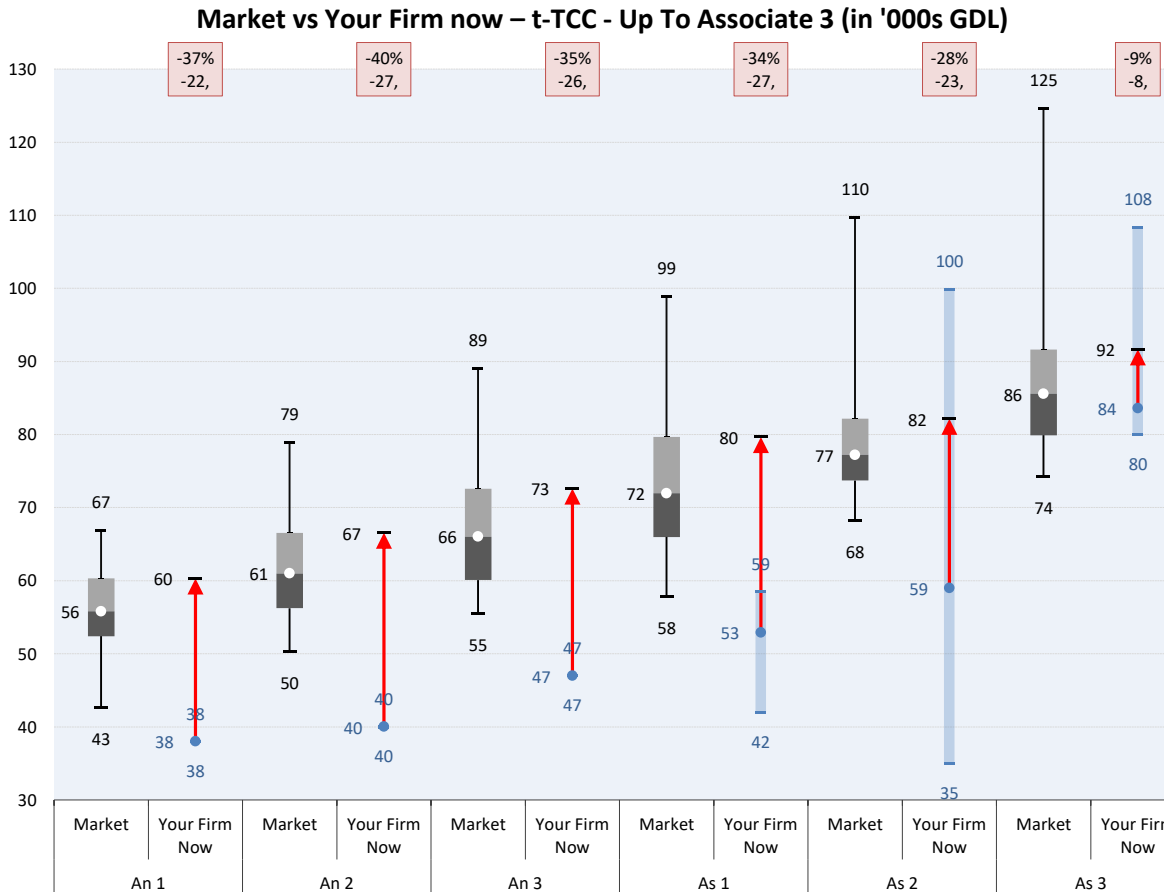
* Only approximated; based on median/"typical" values (the actual range will certainly be wider, since e.g. not all incumbents are or will be paid at median level).

** Incumbents allocated into sublevels (only approximated number of incumbents below Director level)

*** Decreases for current employees are unrealistic; hence, any budget reduction for the current employees should be disregarded.

Greenland: Market vs Your Firm now – Target Total Cash Compensation*

When using the market's 75th percentile as target market percentile (TMP), Your Firm's medians are on average -25% below (between -40% to -5%); increases seem opportune

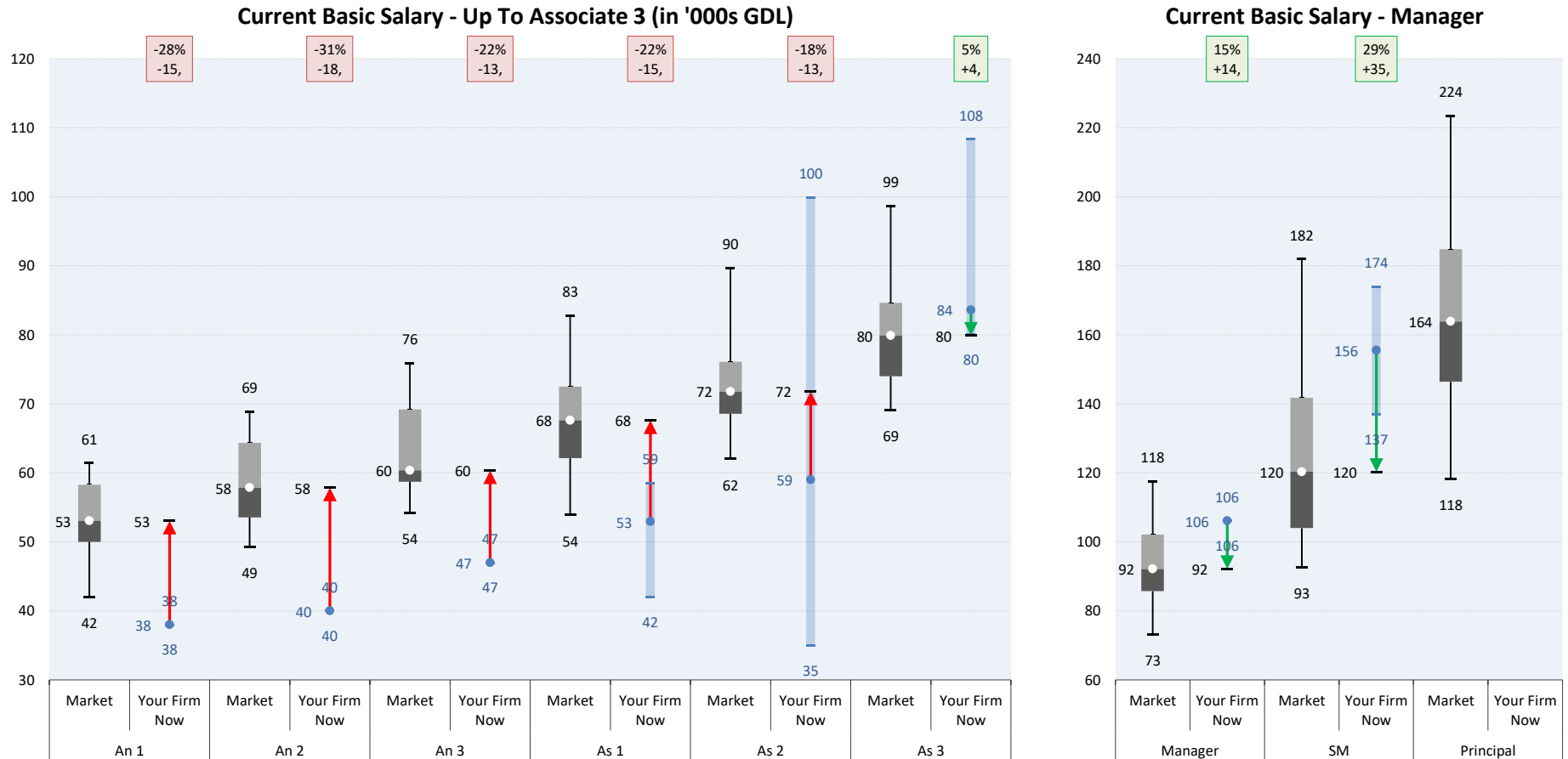


* t-TCC = Target Total Cash Compensation

Source: Vencon's Consultant Salary Report Greenland (2022) for LOB; the graphics were split in two to allow better adjustments of the y-axes to the respective pay levels.

Greenland: Market vs Your Firm now – Basic Salary

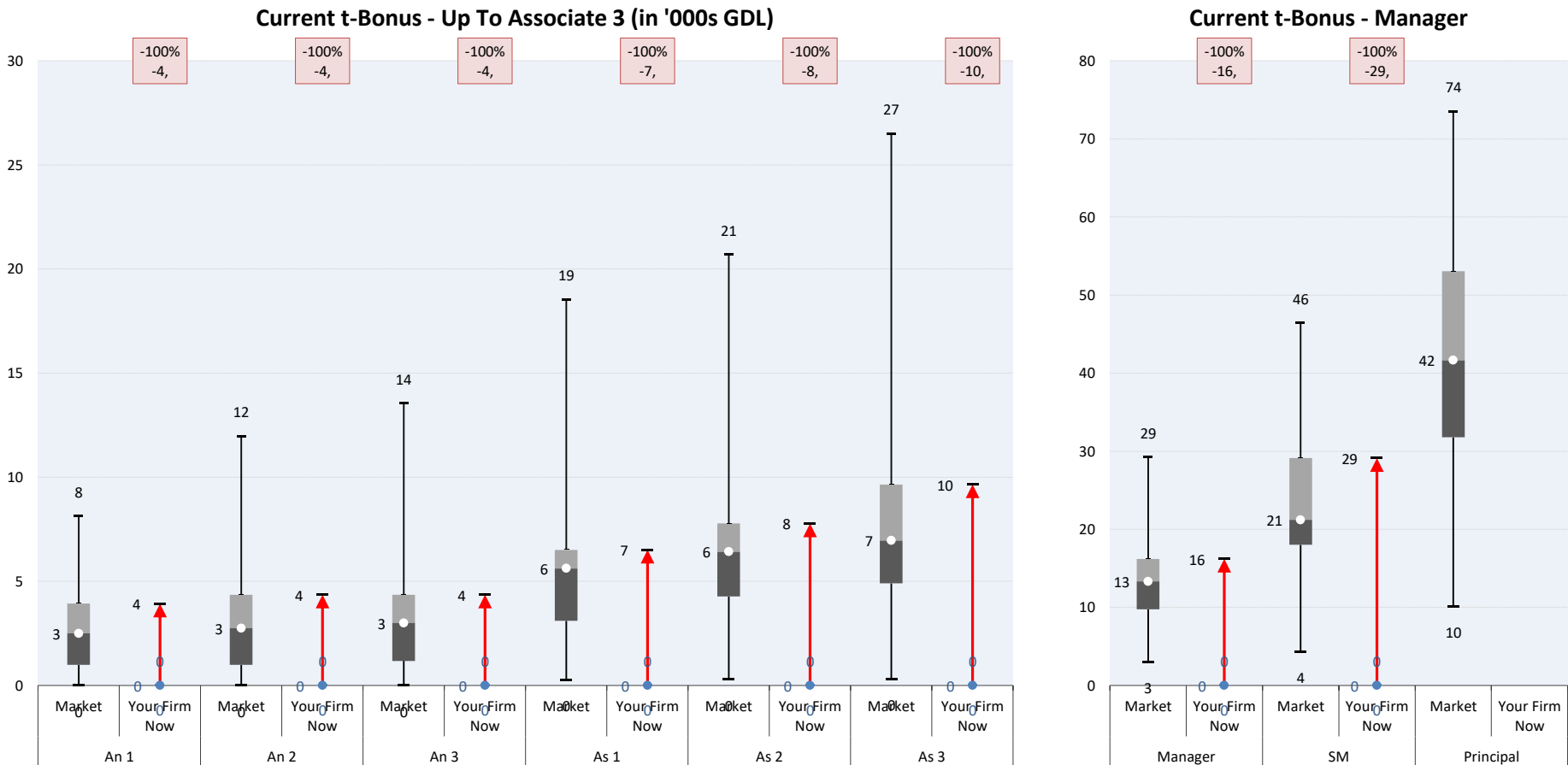
Your Firm's median Basic Salaries were inconsistent across all levels compared to TMP (50th percentile) and ranged from -31% to +29%; adjustments seemed appropriate



Source: Vencon's Consultant Salary Report Greenland (2022) for LOB; the graphics were split in two to allow better adjustments of the y-axes to the respective pay levels.

Greenland: Market vs Your Firm now – Target Bonus (t-Bonus)

Your Firm did not offer t-Bonus in Greenland. The introduction of a t-Bonus seemed opportune to ensure meeting the TMP of the market's 75th percentile



Source: Vencon's Consultant Salary Report Greenland (2022) for LOB; the graphics were split in two to allow better adjustments of the y-axes to the respective pay levels.

Greenland: Time-based remuneration – Typical progression timing (1...)

In year 9 most of consultants of your competitors' will have advanced well beyond the level of M1 (Manager) while your consultants had progressed only to this level

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Your Firm	An1	An2	An2	An3	As1	As1	As3	As3	M1	M2	M3	SM1	SM2	SM3	SM3	Pr1	Pr2	Pr3		
Firm 1	An1	An1	An2	An3	An3	As1	As1	As1	As2	As2	As3	M1	M2	M3	M3	SM1	SM2	SM2	SM3	Pr1
Firm 2	An1	An2	An2	An3	As1	As1	As2	As3	As3	M1	M2	M3	M3	SM1	SM1	SM2	SM2	SM3	SM3	Pr1
Firm 3	An1	An2	An3	As2	As3	As3	As3	As3	As3	As3	As3	M1	M2	M2	M3	M3	SM1	SM2	SM2	SM3
Firm 4	An1	An2	An3	As1	As2	As3	M1	M1	M2	M3	M3	M3	SM1	SM2	SM2	SM3	SM3	Pr1	Pr1	Pr2
Firm 5	An1	An2	An3	As1	As2	As3	M1	M2	M2	M3	SM1	SM1	SM2	SM3	SM3	Pr1	Pr2	Pr2	Pr3	
Firm 6	An1	An2	An3	As1	As2	As3	As3	M1	M2	M2	M3	SM1	SM2	SM2	SM3	Pr1	Pr2	Pr2	Pr3	
Firm 7	An1	An2	As1	As1	As2	As3	M1	M2	M2	M3	SM1	SM1	SM2	SM3	SM3	Pr1	Pr2	Pr2	Pr3	
Firm 8	An1	An2	An3	As1	As2	As3	M1	M2	M3	SM1	SM1	SM2	SM2	SM3	Pr1	Pr1	Pr2	Pr3	Pr3	
Firm 9	An1	An2	An2	An3	As1	As1	As2	As3	M1	M2	M3	SM1	SM2	SM3	SM3	Pr1	Pr2	Pr3		
Firm 10	An1	An2	An3	As1	As2	As3	M1	M2	M2	M3	SM1	SM2	SM2	SM3	Pr1	Pr2	Pr3			
Firm 11	An1	An2	An3	As1	As2	As3	M1	M2	M3	M3	SM1	SM2	SM3	SM3	Pr1	Pr2	Pr3			
Firm 12	An1	An3	As1	As2	As3	M1	M2	M3	SM1	SM2	SM2	SM3	SM3	Pr1	Pr2	Pr3	Pr3			
Firm 13	An1	An2	An3	As1	As2	As3	M1	M2	M3	SM1	SM2	SM3	Pr1	Pr2	Pr3					
Firm 14	An1	An2	An3	As1	As2	As3	M1	M2	M3	SM1	SM2	SM3	Pr1	Pr2	Pr3					
Firm 15	An1	An3	An3	As2	As3	As3	M2	SM1	SM3	Pr1	Pr2	Pr2	Pr3							

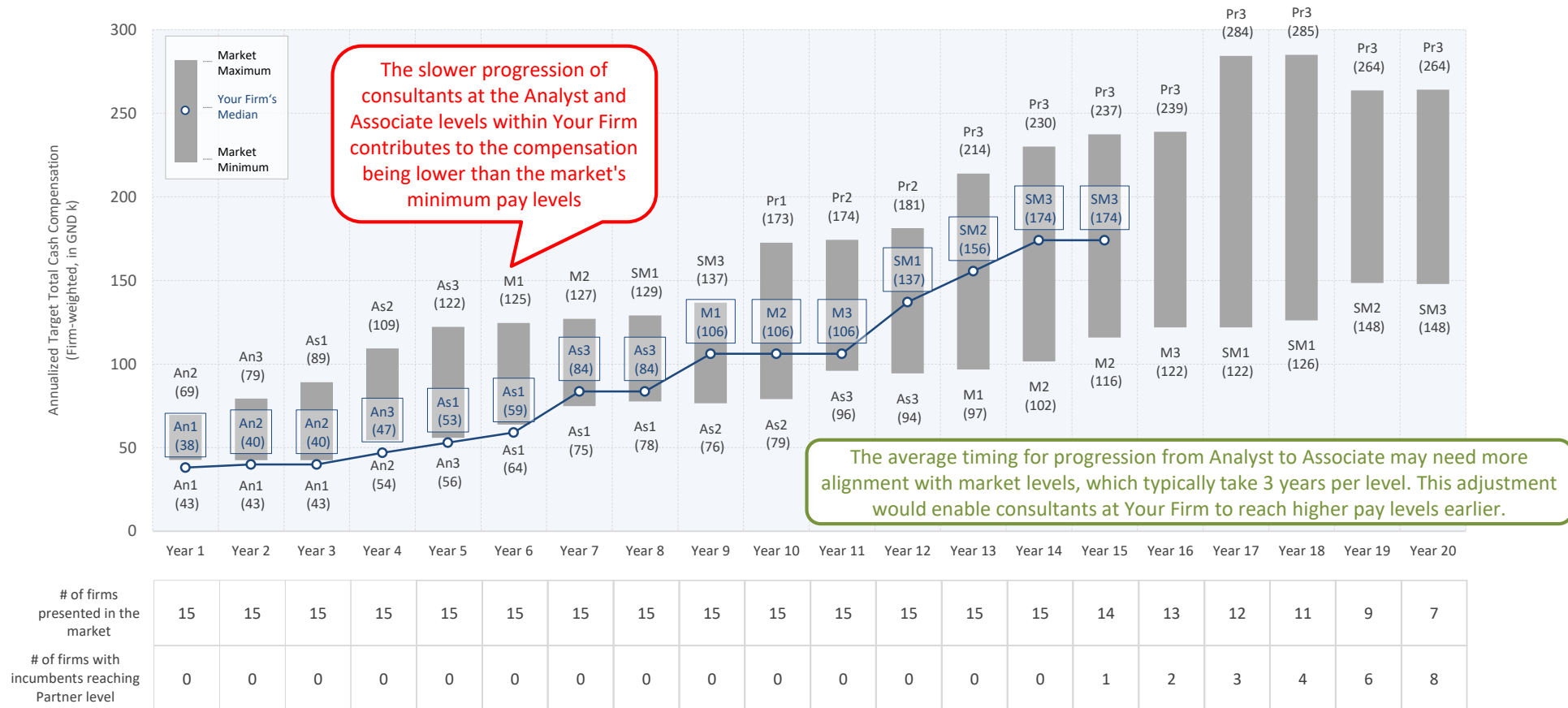
Career levels	Analyst	Associate	Manager	Senior Manager	Principal	Partner
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- The market's average progression timing from Analyst to Partner level is around 19 years and 18 years for Your Firm (similar to market).
- The career progression data of the market shows, that consultants spend an average of 3 years at the first two career levels (Analyst and Associate) and 4 years at senior career levels (Manager and above). Consultants at your firm spend on average 8 years at the first two levels.
- Your Firm's typical progression timing is in total quicker than that of 8 other firms, but the career progression is slower than the market average at the first two levels.

* The displayed graph shows a progression timing limited up to a 20-year period (actual career progressions are longer than that).

Greenland: Time-based remuneration – Typical progression timing (...2)

Consultants at Your Firm were paid below the market's minimum for the first six years of their career. However, pay increased to the middle of the range by year 12

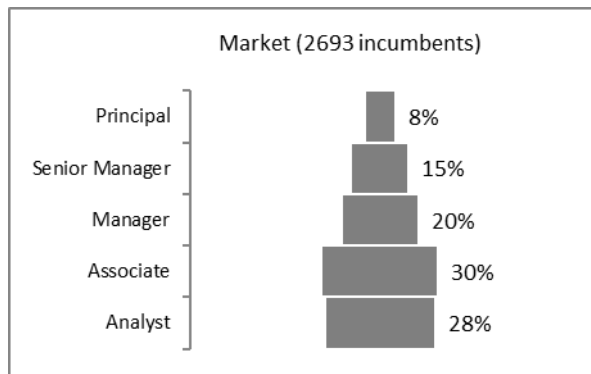


* The displayed graph shows a progression timing limited up to a 20-year period (actual career progressions are longer than that).
 No compensation data was provided for Your Firm's Principal levels

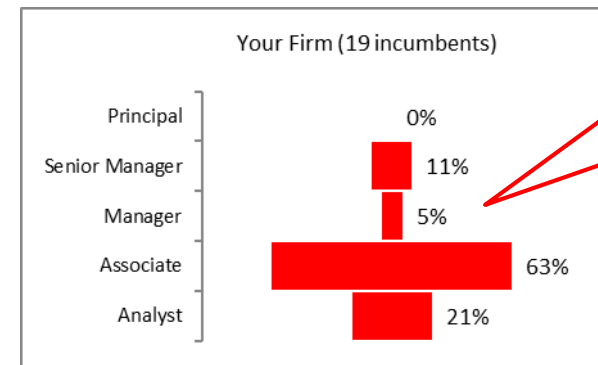
Greenland: Distribution of client-facing staff by level (the “pyramid”)*

Your Firm's staff distribution is predominantly composed of Associates (63% of incumbents). This structure may offer a cost-efficient advantage when compared to the market's pyramid-shaped distribution

The Market



Your Firm (Greenland)



It may be suitable for Your Firm to hire at top, mid- and lower levels.

* The “pyramid” provides an indication whether an organisation may be too “top heavy” in comparison to the market (or vice versa). It may also be a measure of organisational efficiency. Please note that the levels shown are based on Vencon’s generic career structure (please also refer to next page for level mapping).

Greenland: Market participants in the benchmarking survey

15 competitors were defined and included in the 2023 Consultant Salary Survey for Greenland that was completed for the LOB “XYZ-oriented consulting”

	Analyst(An)			Associate (As)			Manager(M)			Senior Manager (SM)			Principal (Pr)		
	An1	An2	An3	As1	As2	As3	M1	M2	M3	SM1	SM2	SM3	Pr1	Pr2	Pr3
Your Company	Business Analyst		Snr Business Analyst	Consul-tant	Snr Consul-tant	Associate Director	Director			Snr Director			Principal		
Company 1	(Business) Analyst			Consultant			Manager			Snr Manager			Principal (CL 4)		
Company 2	Analyst		Snr Analyst	Associate		Snr Associate	Market/Reaseach Lead						Principal/Head of Research		
Company 3	Analyst		Consul-tant I	Consul-tant II	Snr Consultant		Manager			Snr Manager			Director		
Company 4	Analyst	Consultant		Snr Consultant			Manager			Snr Manager			Director		
Company 5	Associate			Consultant		Snr Consul-tant	Principal Consultant			Managing Principal			Executive Director		
Company 6	Jnr Consul-tant	Consultant		Snr Consultant			Manager			Snr Manager			Principal		
Company 7	Business Analyst	Consultant		Snr Consultant			Manager			Snr Manager			Director		
Company 8	Staff / Assistant			Snr			Manager			Snr Manager			Executive Director		
Company 9	Consul-tant Trainee Entry	Consultant		Snr Consultant			Managing Consultant			Snr Managing Consultant			Principal / Executive Consultant / Associate Partner		
Company 10	Level 1			Level 2			Level 3			Level 4			Level P1		
Company 11	Jnr Business Analyst	Business Analyst		Jnr Associate	Associate		Snr Associate			Principal			Snr Principal		
Company 12	Jnr Consul-tant	Consultant		Snr Consultant			Manager			Snr Manager			Associate Partner		
Company 13	Jnr Consul-tant	Consultant		Snr Consultant		Snr Expert	Manager			Snr Manager			Associate Partner		
Company 14	Associate			Snr Associate			Manager			Snr Manager			Director		
Company 15	Jnr Consul-tant	Consultant		Snr Consultant		Lead Consul-tant	Manager			Snr Manager			Director		

Methodology and approach

Compensation data from relevant leading international consulting companies from Greenland were included in the benchmarking of Your Firm's consultants

SCOPE OF BENCHMARKING

- **Line of business:** XYZ-oriented consulting
- **Country:** Greenland
- **Year:** 2023
- **Incumbents:** Consultants at all levels (up to, but not including Partners) within participating companies

PARTICIPATING FIRMS

- In total **15 firms** are included in the benchmark
- Your Firm's data *is not* included in the market data (so it has no impact on the market data)

MAPPING OF LEVELS

Your Firm's Career levels

- Associate → **Analyst 1-3**
- Consultant → **Associate 1+2**
- Senior Consultant → **Associate 3**
- Principal Consultant → **Manager 1-3**
- Managing Principal → **Senior Manager 1-3**
- Executive Director → **Principal 1-3**

Vencon's levels

SUGGESTIONS: Key Premise No. 1

- **t-TCC** → Target is the **75th market percentile (= TMP*)**
- **Basic Salary** → Target is the **50th market percentile (= TMP)**

SUGGESTIONS: Key Premise No. 2

Basic Salary:

- Where Your Firm's Basic Salary is at the TMP and/or higher than the TMP, no change is suggested.
- Where Your Firm's Base income is below the TMP (more than slightly), an increase of is suggested.

Target Total Cash Compensation (t-TCC):

- Where t-TCC is at the TMP and/or higher than the TMP, no change is suggested.
- Where Your Firm's t-TCC is below the TMP (more than slightly), an increase of is suggested.

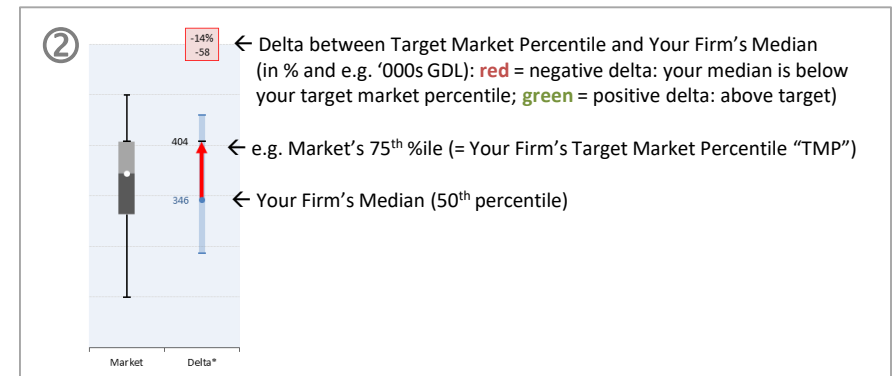
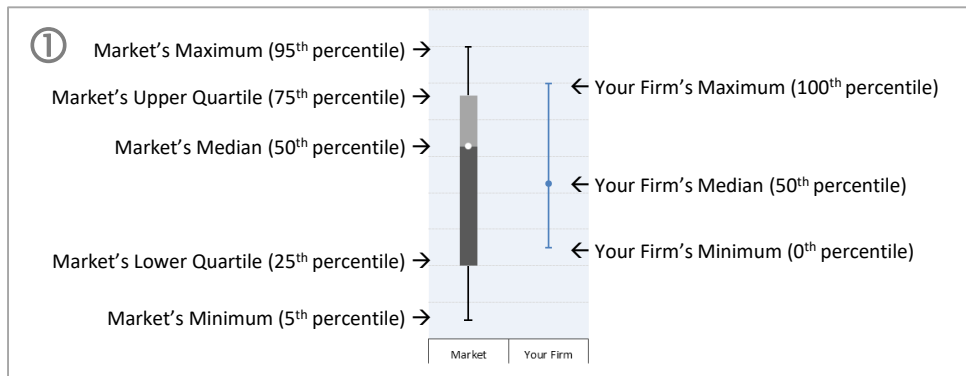
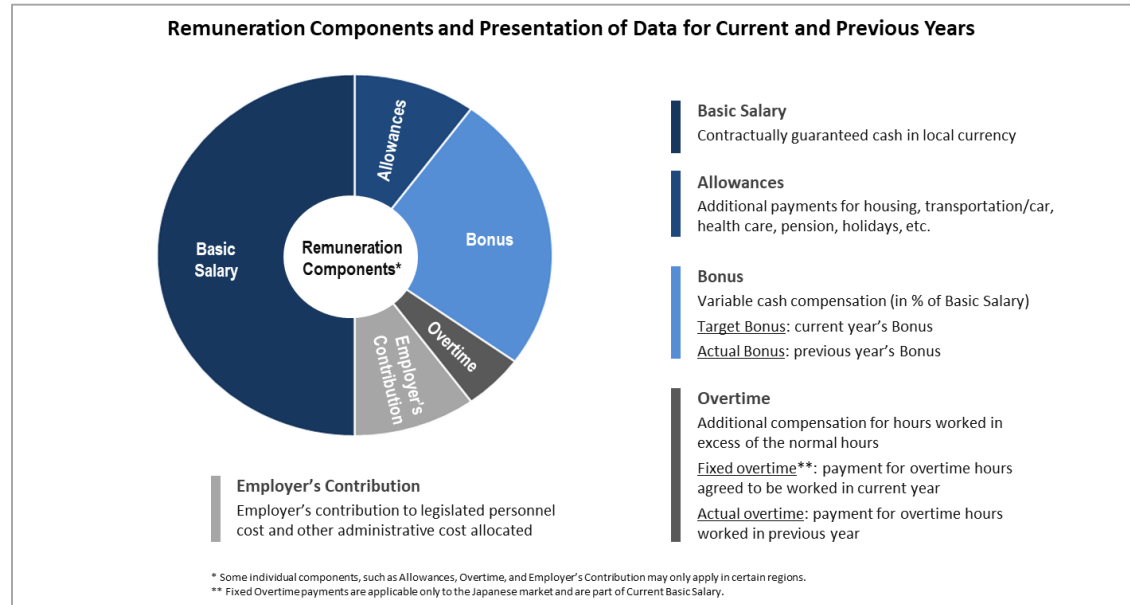
Pay Range:

- For Your Firm's maximum pay for Base Salary, Target Bonus and Target Total Cash Compensation, no change is suggested.
- Where Your Firm's minimum pay is lower than the market's minimum pay, an increase is suggested.

* TMP = Target Market Percentile (defined as the 50th market percentile).

Overview of methodology (1...)

The following terms and definitions of compensation elements were used



The legends above (1 and 2) describe the graphics used in this report. Please note, that the terms "pay" or "income" or "remuneration" or "compensation", etc. are used interchangeably.

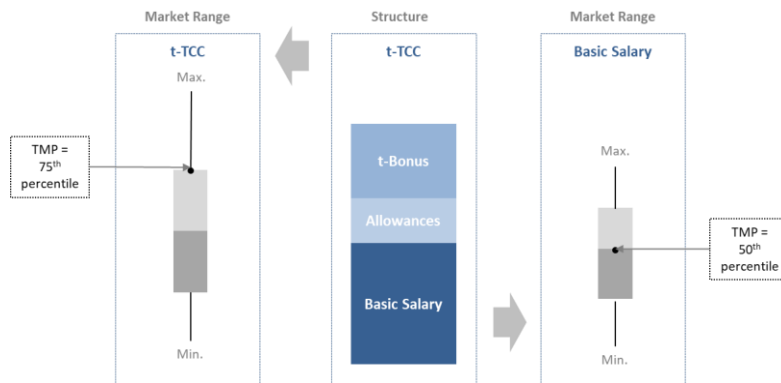
Overview of methodology (...2)

- The analyses of the client and market data sets are based on our Vencon's Consultant Salary Report Greenland (2022) for the line of XYZ-oriented consulting (LOB) of management consulting firms (*not* including "pure" strategy consulting firms).
- The data used in this report (and for our suggestions) is target data.
- Your Firm's data was not included into the calculation of the market data.
- All values – unless specifically defined otherwise – are shown in thousands of local currency units; compensation is always presented as "annual pay" (not monthly or the like). And, Bonuses based on Unit Values were converted into local currency.
- The calculation of the market data is based on a "firm-weighted" approach (as opposed to an "incumbent-weighted" approach), which gives each participating consulting company the same weighting (i.e. no consulting company skews the market data due to its size, which we represented by the number of incumbents in a particular data-set).
- In order to allow for a like-for-like comparison to market levels, the following job matching was used in this report:
 - » Vencon's Analyst → Your Firm's XXX
 - » Vencon's Associate → Your Firm's XXX
 - » Vencon's Manager → Your Firm's XXX
 - » Vencon's Senior Manager (SM) → Your Firm's XXX
 - » Vencon's Principal → Your Firm's XXX

Approach for our suggestions

Our suggestions strive for meeting the 75th percentile for t-TCC and the market's median for Basic Salary; we also suggest a range for Basic Salary

- Our suggestions are based on Your Firm's positioning target (e.g. **75th market percentile**) for **t-TCC** (Target Total Cash Compensation) and usually based on the following three principles:
 - » When Your Firm's **compensation was below the TMP (75th percentile)** for t-TCC, usually an **increase** was suggested,
 - » When Your Firm's **compensation was at or around the TMP**, usually **no change** was suggested (where applicable, a reallocation of compensation elements was suggested; e.g. from t-Bonus to Basic Salary), and
 - » When Your Firm's **compensation was above the TMP** (or even above market levels), **no / slight reduction** was suggested (usually only a respective comment was made or a shift of, e.g., e.g. from t-Bonus to Basic Salary, was suggested).
- And, our suggestions for Basic Salary were to meet approx. the 50th market percentile (median):



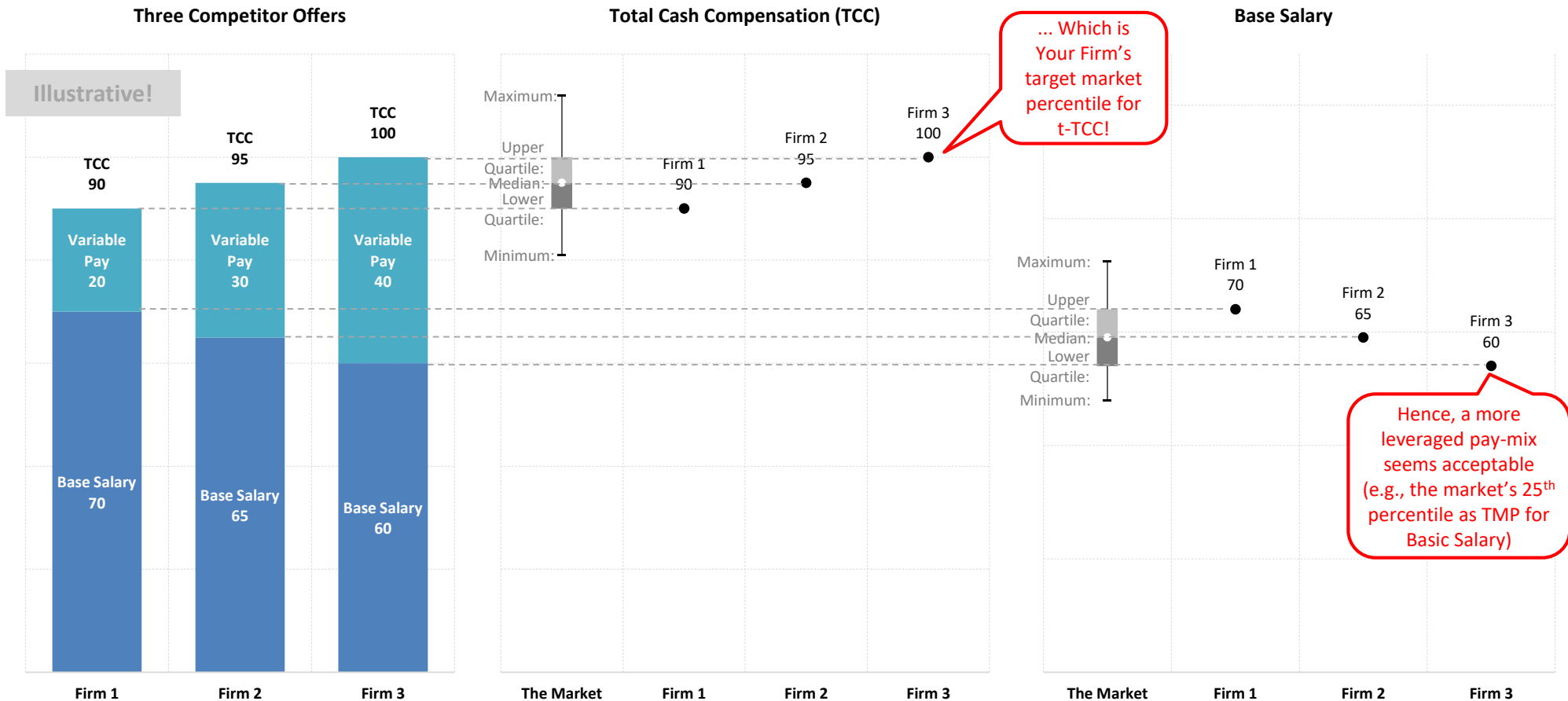
Will be defined as per Your Firm's pay strategy.

Will be defined as per Your Firm's pay strategy.

- We were also asked to provide a suggestion for a "salary range" for Basic Salary, which was calculated **based on the "typical" value for Basic Salary** (the value suggested to "match" the median) **plus 10% for the upper end and minus 7.5% for the lower end of the range**.
- Hence, the suggested **t-Bonus** was usually a **calculative difference between t-TCC and** (the "typical" value for) **Basic Salary**.
- The goal was, that our suggestions for t-TCC were only single-digit percentages away from the TMP (e.g. 75th percentile) and that pay increases between levels were "smooth" (also refer to lockstep-increase). Our suggestions were usually defined as "round numbers".

Exemplary approach with regards to pay-mix

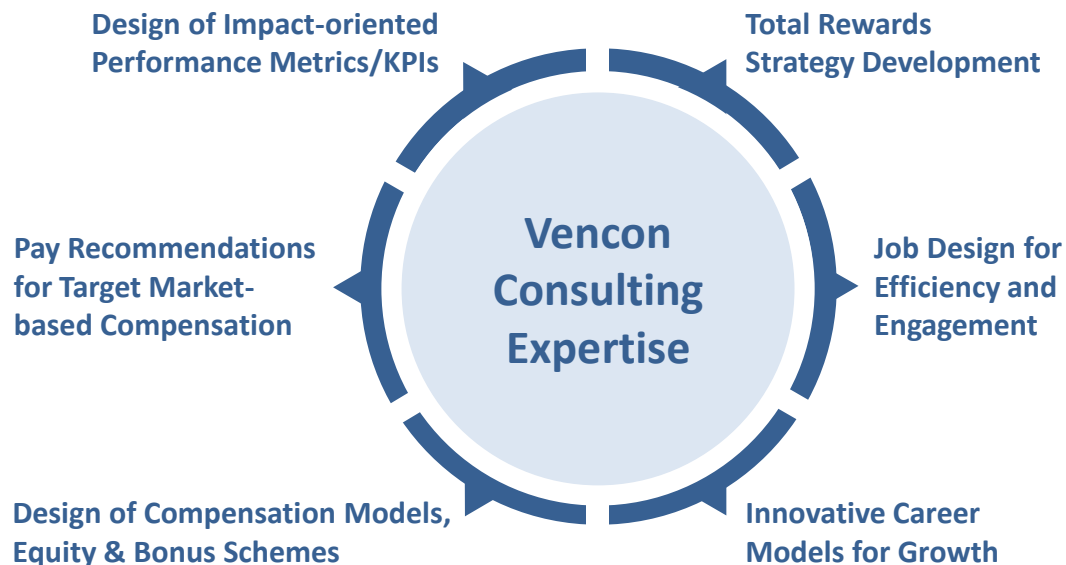
When a higher Target Total Cash Compensation is offered, pay-mix is typically more “leveraged”; thus, a lower percentile may be targeted for Basic Salary*



* Please note that values are for illustration purpose only (The samples are not a generalisation of market practices).

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