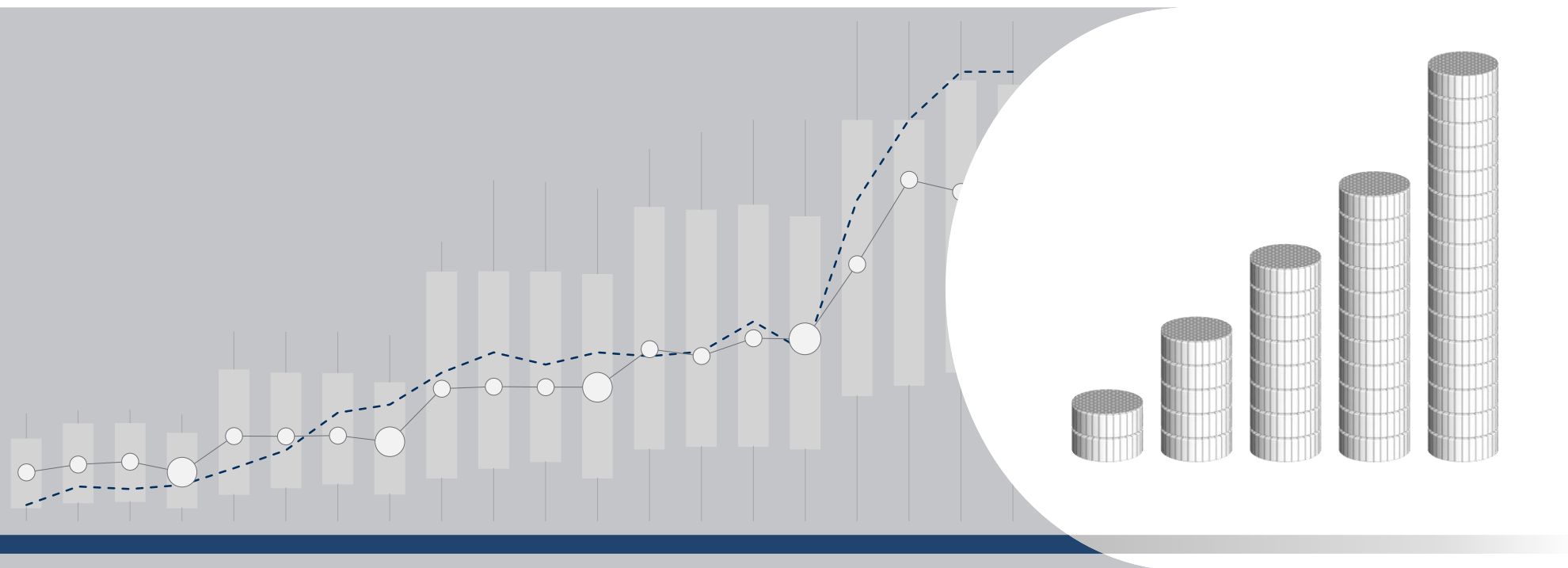


ADMINISTRATION & SUPPORT STAFF SALARY SURVEY



GREENLAND

Firm-weighted
Version V1

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Vencon Research at a glance

3 research offices operate in

- Germany
- the UK
- Switzerland

+75 consulting geographies surveyed

90% repeat business ratio

North America

Canada Mexico
United States

Western Europe

Austria	Germany	Netherlands	Switzerland
Belgium	Greece	Norway	United Kingdom
Denmark	Ireland	Portugal	
Finland	Italy	Spain	
France	Luxemburg	Sweden	

Central/Eastern Europe

Bulgaria	Romania
Croatia	Russia
Czech Republic	Slovakia
Hungary	Slovenia
Latvia	Ukraine
Poland	

South America

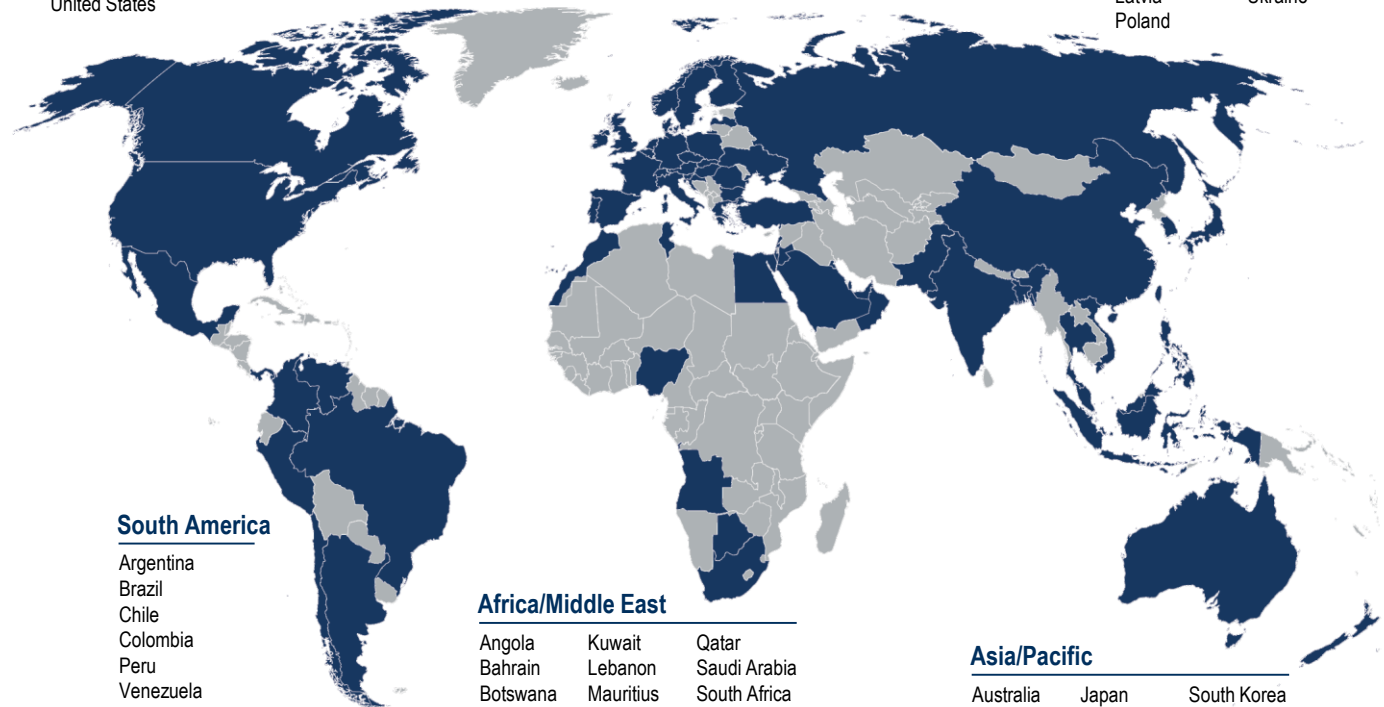
Argentina
Brazil
Chile
Colombia
Peru
Venezuela

Africa/Middle East

Angola	Kuwait	Qatar
Bahrain	Lebanon	Saudi Arabia
Botswana	Mauritius	South Africa
Egypt	Morocco	Tunisia
Israel	Nigeria	Turkey
Jordan	Oman	UAE

Asia/Pacific

Australia	Japan	South Korea
Bangladesh	Malaysia	Taiwan
China	New Zealand	Thailand
Hong Kong	Pakistan	Vietnam
India	Philippines	
Indonesia	Singapore	



Welcome to the presentation format of our Administration and Support Staff survey

This document accompanies the Excel based Administration and Support Staff Survey results in presentation format.

Alongside an INTRODUCTION of the survey, it presents ADDITIONAL INFORMATION, a resource not included in the Excel data tables. This valuable data outlines participating firms’ policies on overtime, vacation days and other essential employment practices, such as a short additional benefits overview.



Report Scope

Country	Period
Greenland	2025
Firms included in analysis	Number of incumbents
7 	1027 
Dates of reference	Currency
Data gathered up to: 31 Jan 2025 Fx Rate Date: 30 Apr 2024	GND
Type	
Firm-weighted	

Page reference

INTRODUCTION	MARKET SURVEY RESULTS	ADDITIONAL INFORMATION	METHODOLOGY
6 --- Country profile	11 --- Incumbent distribution	120 --- Salary changes	126 --- Sources
8 --- Participants	12 --- Basic salary	121 --- Required educational background	127 --- Analyses and results
9 --- Scope of survey	21 --- Allowances	122 --- Overtime payment	129 --- Remuneration components
	30 --- Base salary	123 --- Vacation days	131 --- Description of benefits
	39 --- Target bonus	124 --- Additional benefits	
	57 --- Target TCC		
	66 --- Actual Basic salary		
	75 --- Actual Allowances		
	84 --- Actual Base salary		
	93 --- Actual bonus		
	111 --- Actual TCC		
			APPENDIX
			132 --- Further advice
			133 --- Other surveys
			134 --- Contact details

Country labour statistics at a glance

GREENLAND



CAPITAL: Nuuk

CURRENCY: GND

LANGUAGE: Greenlandic
Danish

POPULATION

56.4k

(2021)

202nd

world rank

US
(3rd)
335m

China
(1st)
1,4bn

LABOUR FORCE

31k

56%
of population

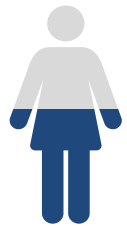


Labour, Employment, and Education indicators

LABOUR FORCE BY GENDER



47%
of total
labour force

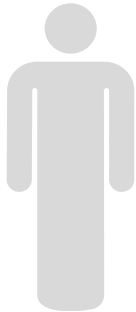


53%
of total
labour force

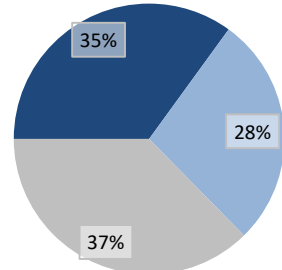
UNEMPLOYMENT

0k

0.1%
of labour force



EMPLOYMENT BY SECTOR



■ Services ■ Industry ■ Agriculture

EDUCATION SPENDING

5.5%

of GDP (2018)

5.0%

OECD avg (2015)

4.8%

G20 avg (2017)

TERTIARY EDUCATION ENROLMENT

20%

(2020)

74%

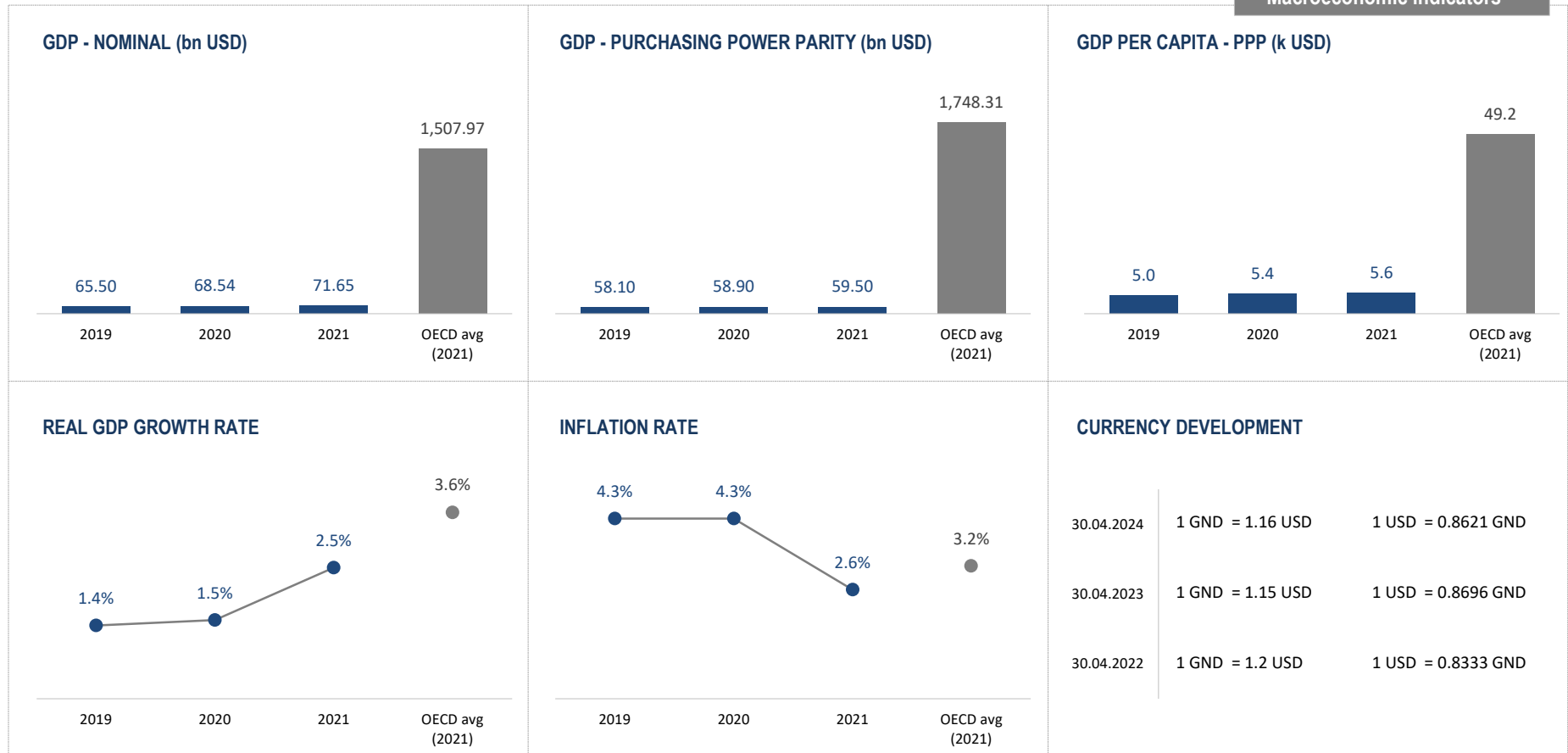
OECD avg (2017)

66%

G20 avg (2017)

Country economic indicators at a glance

Macroeconomic indicators



Source: World Bank; OECD; ILO; www.oanda.com.

The survey presents data from the following firms

Beta Partners

Alpha Consulting

Delta Group

Epsilon Co.

Gamma Associates

Kappa Company

Lambda Holdings

Nano Inc.

- The participating firms have been arranged in alphabetical order, however the order of the firms in the data tables to follow is random and not in alphabetical or rank order.
- If your firm is included in the report, your firm's values will be displayed at top of the tables and charts to follow (all other participating firms appear in alphabetical order).
- In order to preserve anonymity, participating firm names will only be disclosed when a minimum of 6 firms (including your firm, 5 without) are included in the survey (firms are then referred to as "Firm 1", "Firm 2", etc.).

Our Admin and Support Staff survey used the following ‘Department Breakdown’ for the data provided

Department/ Function	Sub-department group	Sub-department
Administration	General Administration	Office Services
		Reception & Switchboard
		Travel Assistance
	Personal Assistance	Personal Assistance
	Administration - Other	Administration - Other
Finance	Accounting & Payroll	Accounting
		Payroll
	Controlling & Risk Management	Controlling
		Risk Management
	Internal Audit	Internal Audit
Human Resources	Compensation & Benefits	Compensation
		Benefits
	Employee Relations & HR Business Partner	Employee Relations
		HR Business Partner
	Recruitment & Staffing	Recruitment
		Staffing
	Training & Development	Training
		Development
	HR - Other	HR - Other

Department/ Function	Sub-department group	Sub-department
IT	Infrastructure	Infrastructure
	Maintenance	Maintenance
	Development	Development
	IT - Other	IT - Other
Legal	Compliance	Compliance
	Legal	Legal
	Legal - Other	Legal - Other
Marketing	Business Development	Business Development
		Client Management
	General Marketing	Marketing, PR & Events
		Digital & Web Marketing
	Marketing - Other	Marketing - Other
Operations	Operations	Operations
Support	Data Analytics	Data Analytics
	Editing & Translation	Editing
		Translation
	Graphics and Design	Graphics and Design
	Knowledge Management	Knowledge Management
	Research & Information Services	Research & Information Services
	Support - Other	Support - Other
Unspecified	Unspecified	Unspecified

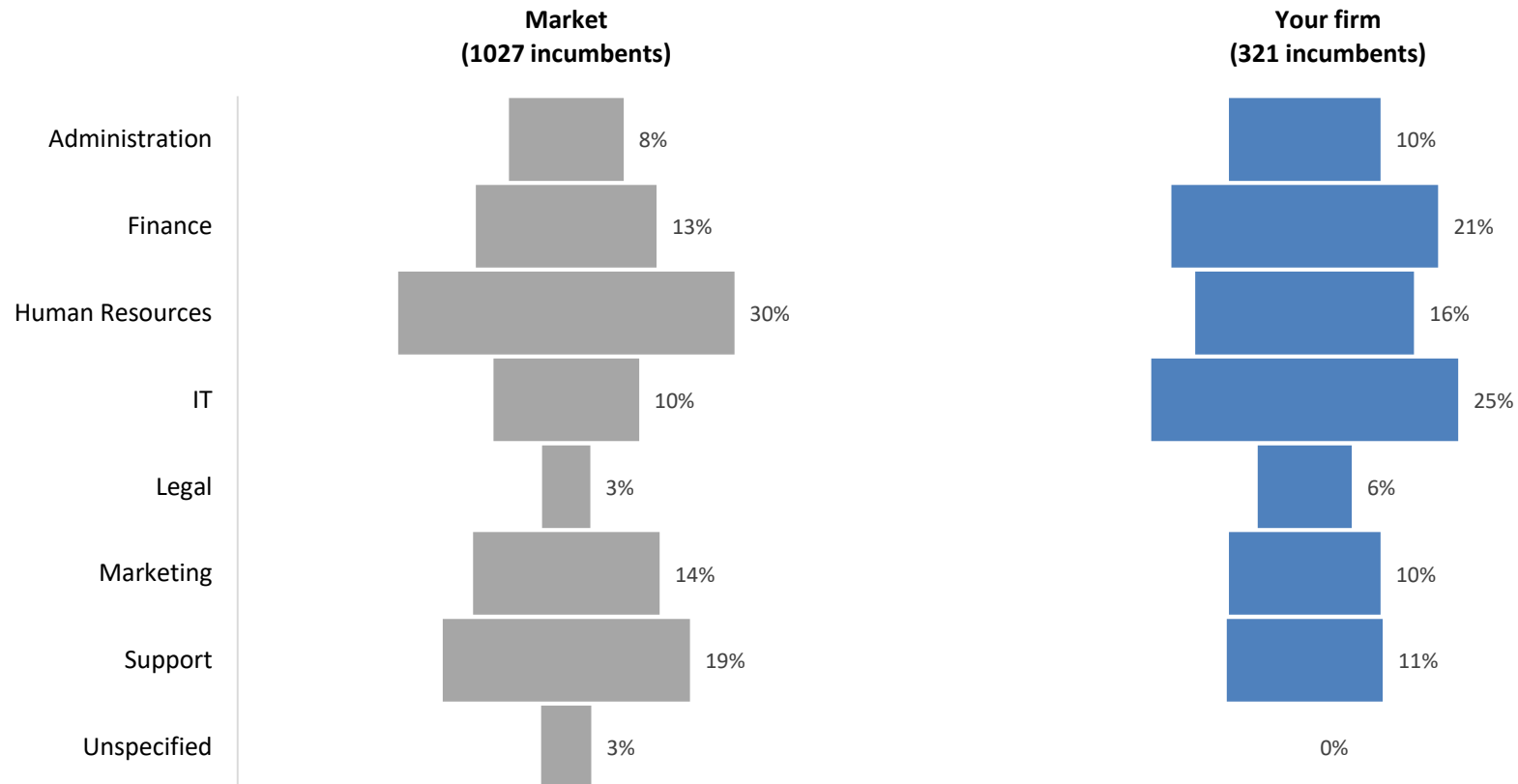
Note: For department/sub-department highlighted in grey, there is no robust market data available

Firm-specific roles were matched to Vencon's generic job levels

Group	Level	Hierarchy	Explanation	Position contributes Especially through	"Typical" Title(s)	Job Example(s)	Sub-level	
Managers	L6	C-Suite	Firm-wide / Global Executives ("C-Suite")	Strategic Direction of Business	Chief ... / Global ... / Senior Vice President	CFO (Chief Financial Officer)	C-Suite	L6
	L5	Director / Executive	National / Regional Heads	(Regional) Leadership of Major Function	Director / Senior Director / Vice President	Finance Director EMEA	Senior	L5.3
							Experienced	L5.2
							Junior	L5.1
	L4	Management	Department Heads	Direction of Functional Area	Senior Manager / Head of ... / Associate Director	Senior Finance Manager	Senior	L4.3
			Sub-Department Heads	Control of Specified Activities	Manager	Financial Accounting Manager	Experienced	L4.2
			Team Leaders / Supervisors	Leadership within Peer Group	Supervisor / Team Leader / (Junior) Manager	Accounts Receivable Supervisor	Junior	L4.1
Individual Contributors	L3	Expert	Subject Matter Experts ("Gurus")	Expertise & "Source of knowledge" for others	Leader..., ... Expert, ... Advisor	Corporate Tax Expert / Senior Knowledge Expert	Senior	L3.3
							Experienced	L3.2
							Junior	L3.1
	L2	Professional	Specialists	Knowledge	Senior ... / ... Coordinator (Experienced / Senior Level)	Senior Accountant / Accounts Payable Coordinator / Executive Assistant	Senior	L2.3
							Experienced	L2.2
							Junior	L2.1
	L1	Para-Professional	Assistant	Skills	Junior ... (Entry Level)	Accounting Assistant / Manager Assistant	Senior	L1.3
							Experienced	L1.2
							Junior	L1.1
	L0	Administration	Ancillary / Manual / Support	Tasks, Routine work	Receptionist, Facility Assistant, Driver	Receptionist, Facility Assistant, Driver	Senior	L0.3
							Experienced	L0.2
							Junior	L0.1

Note: For Career levels/Sub-levels highlighted in grey, there is no robust market data available

The distribution of incumbents per department for the Current year

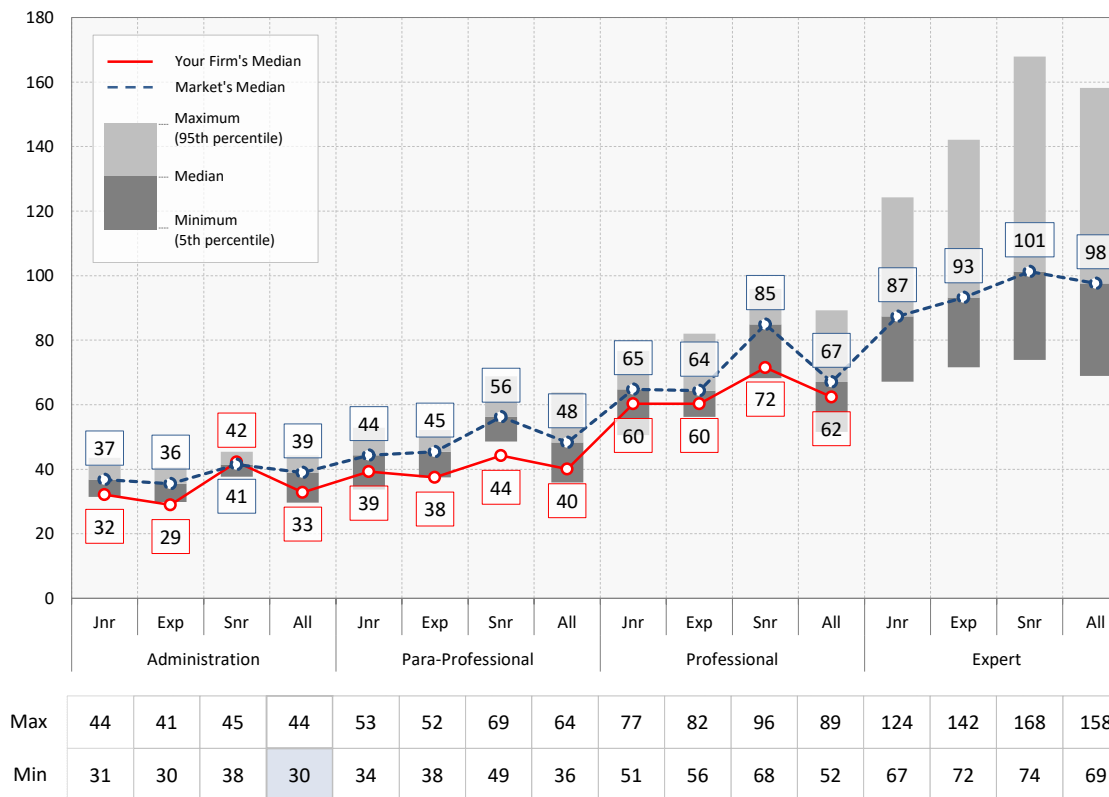


Note: Number of incumbents per department for current year is presented.

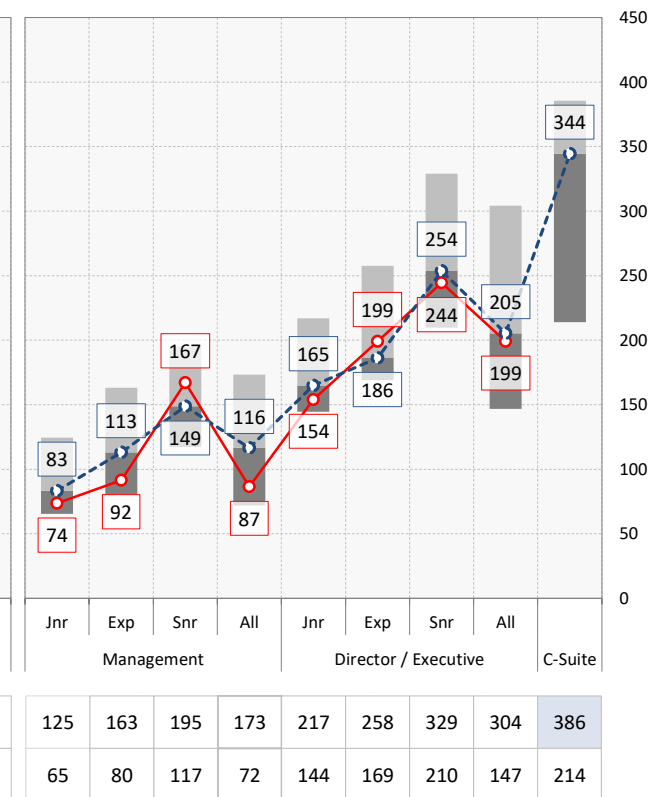
Basic Salary in All Administration & Support Staff ranged from GND 30k to GND 386k across all levels in the market

2025 Overview of Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



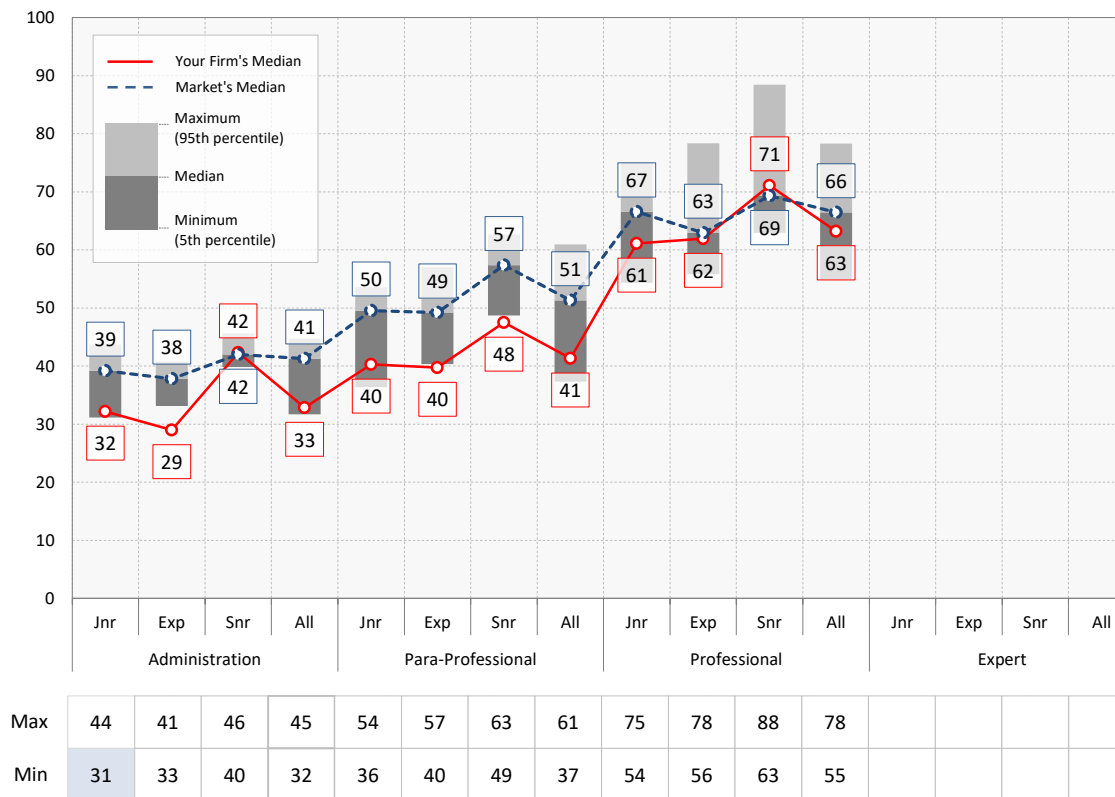
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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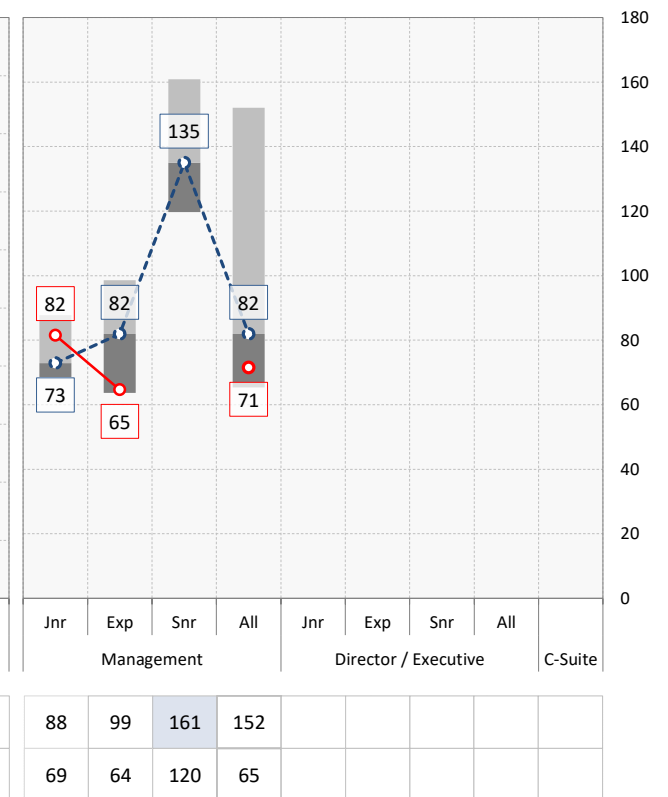
Basic Salary in Administration ranged from GND 31k to GND 161k across all levels in the market

2025 Overview of Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



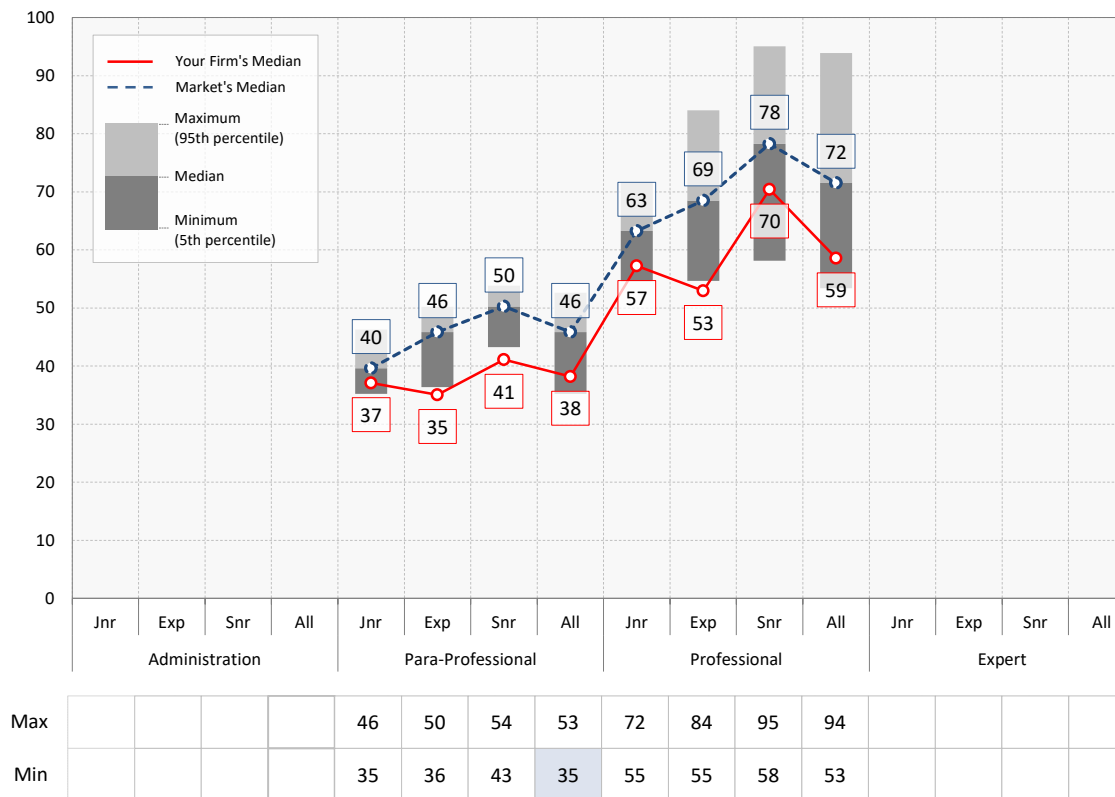
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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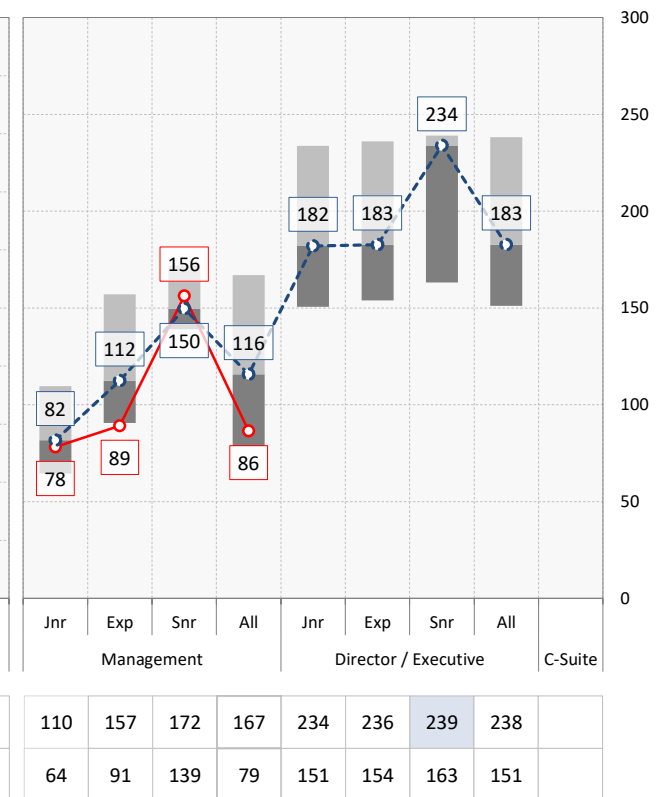
Basic Salary in Finance ranged from GND 35k to GND 239k across all levels in the market

2025 Overview of Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



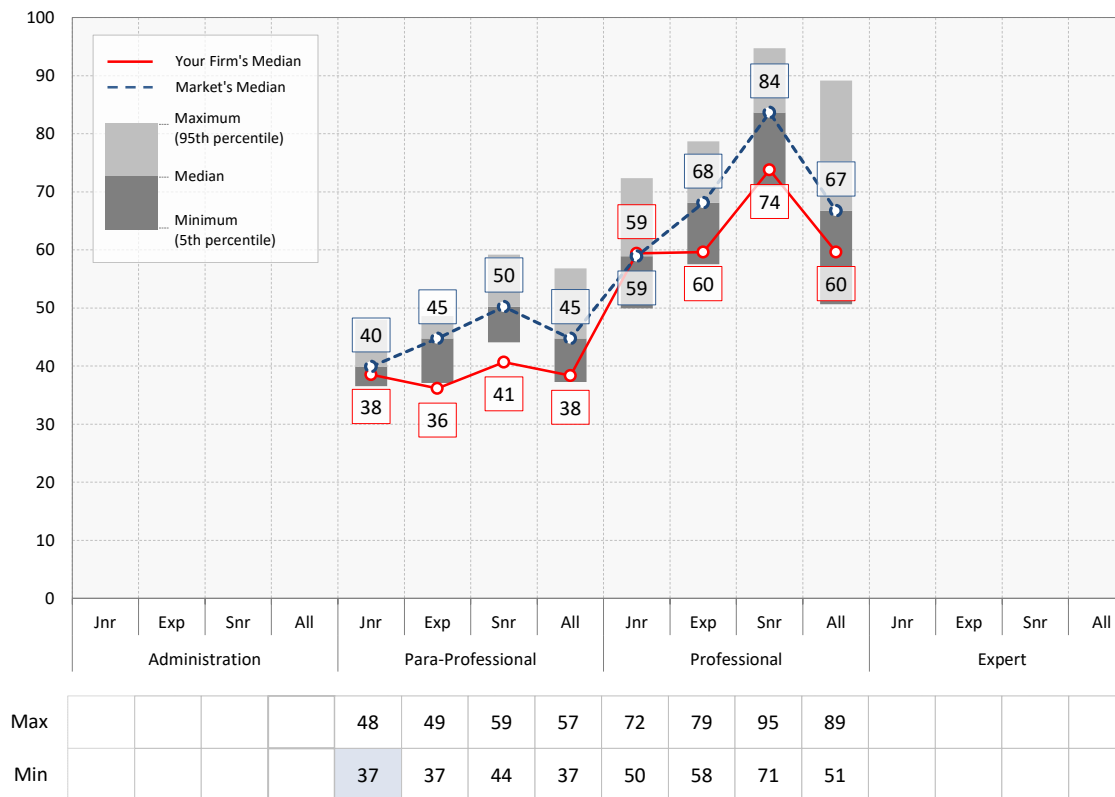
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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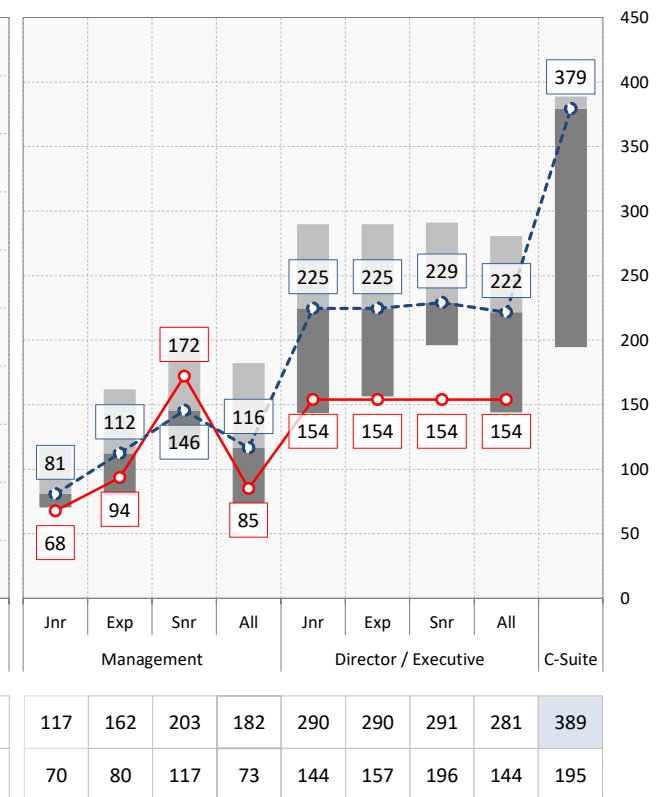
Basic Salary in Human Resources ranged from GND 37k to GND 389k across all levels in the market

2025 Overview of Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



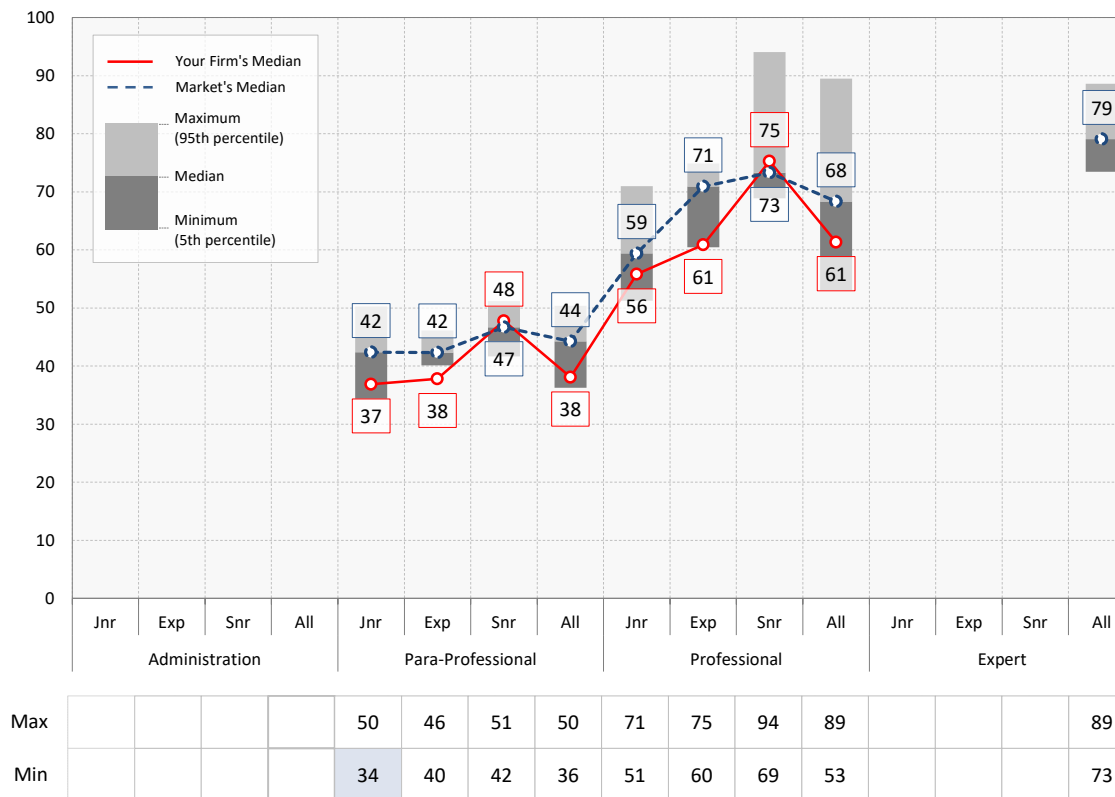
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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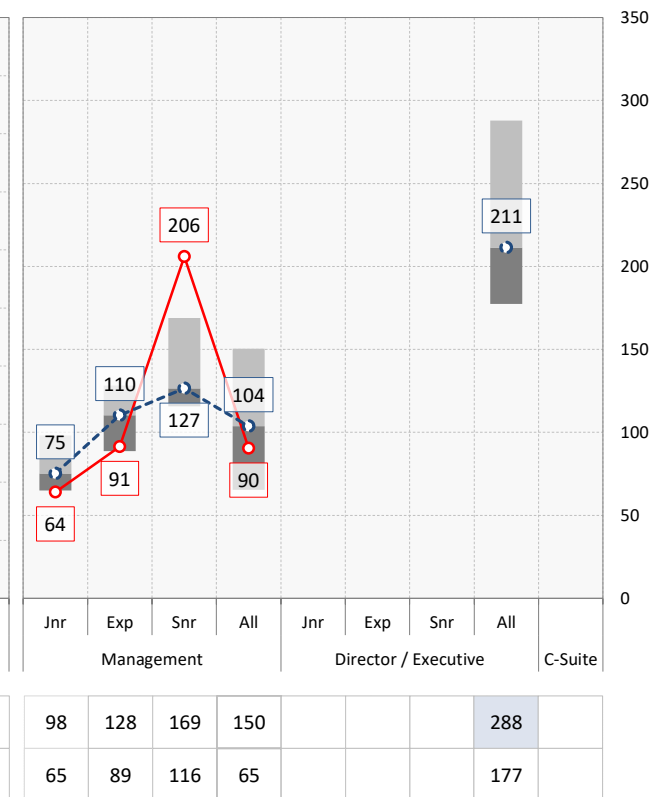
Basic Salary in IT ranged from GND 34k to GND 288k across all levels in the market

2025 Overview of Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



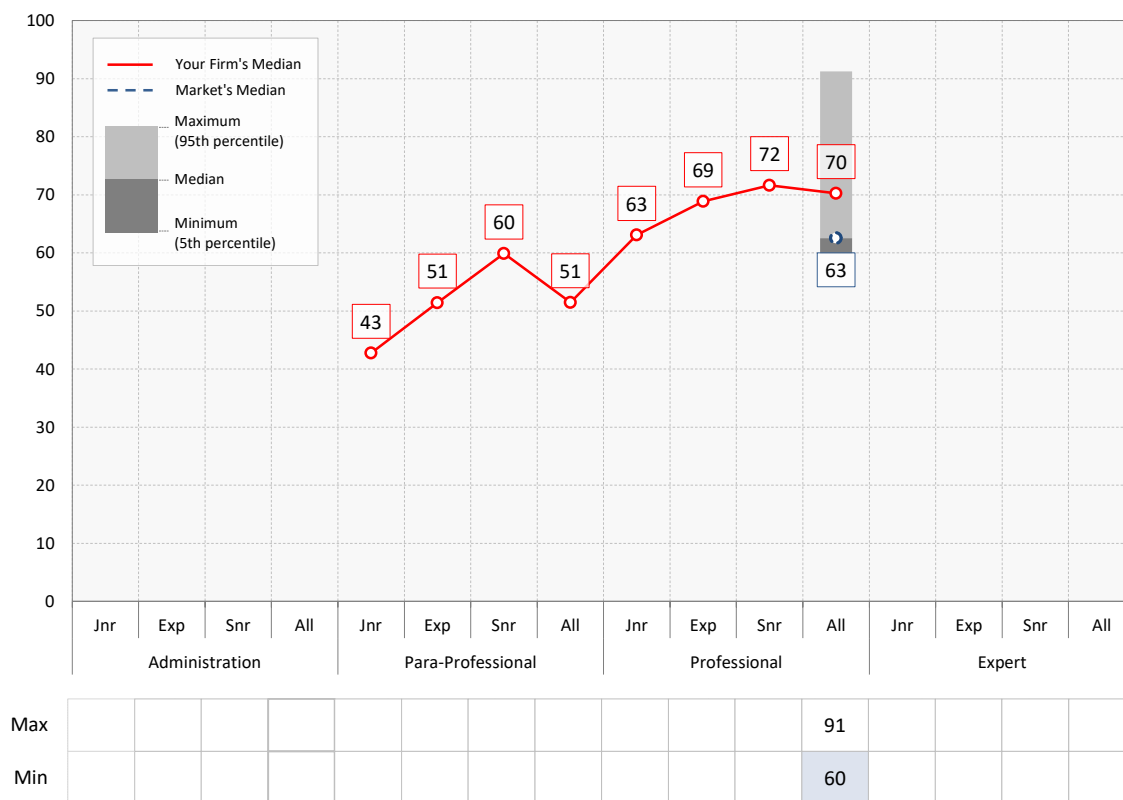
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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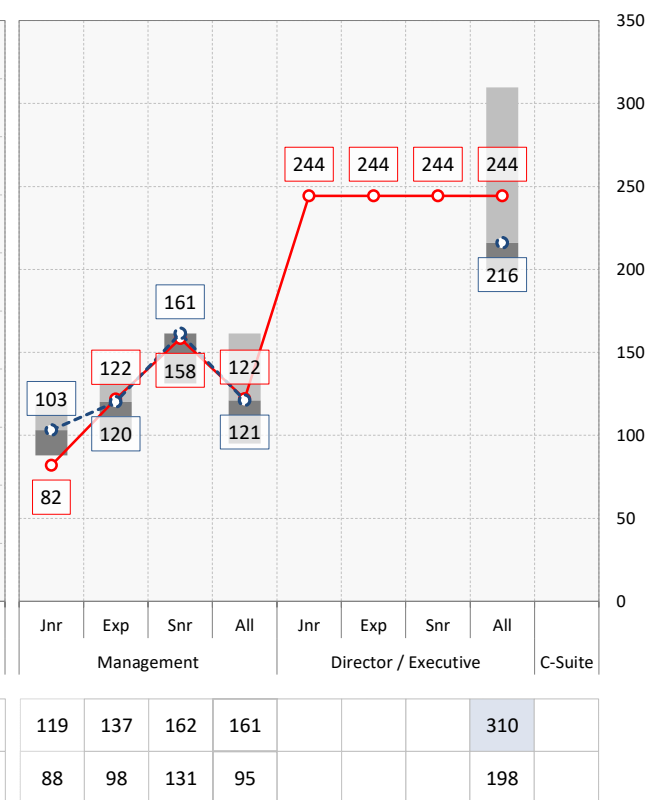
Basic Salary in Legal ranged from GND 60k to GND 310k across all levels in the market

2025 Overview of Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



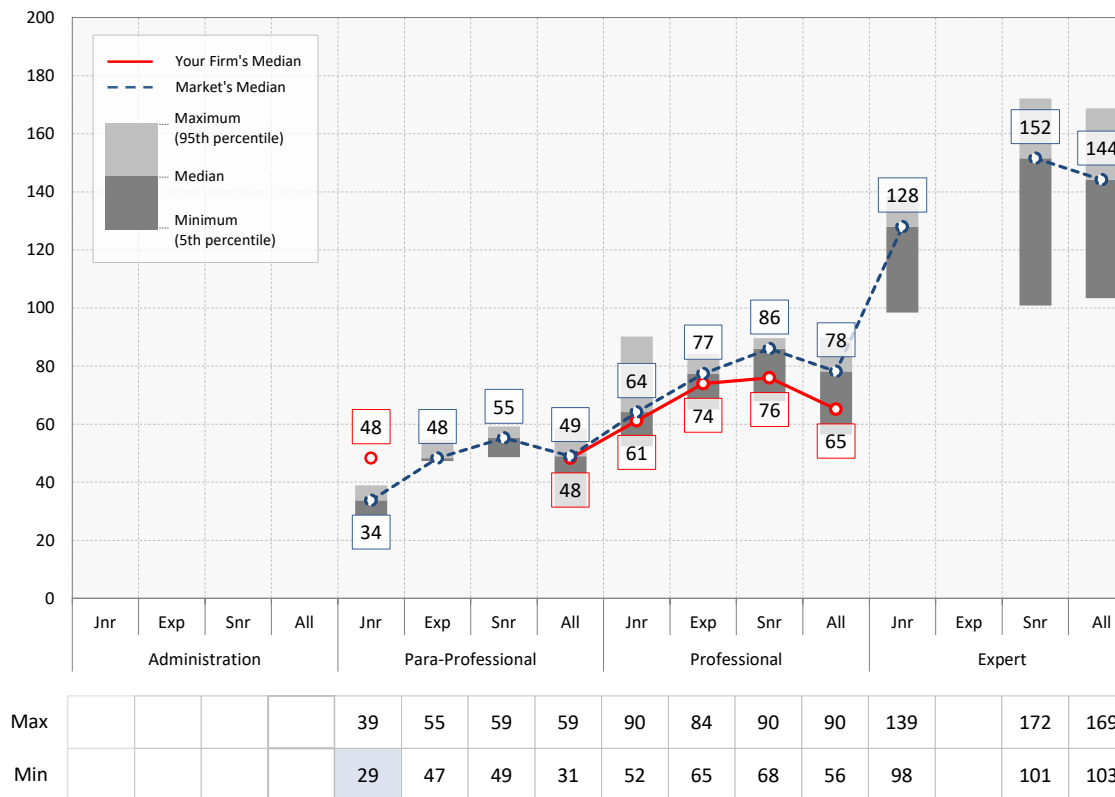
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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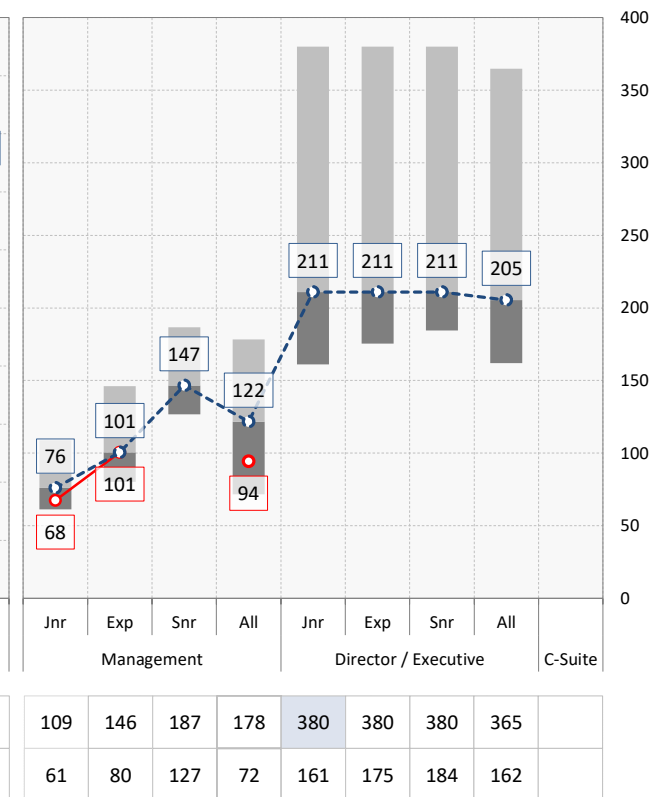
Basic Salary in Marketing ranged from GND 29k to GND 380k across all levels in the market

2025 Overview of Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



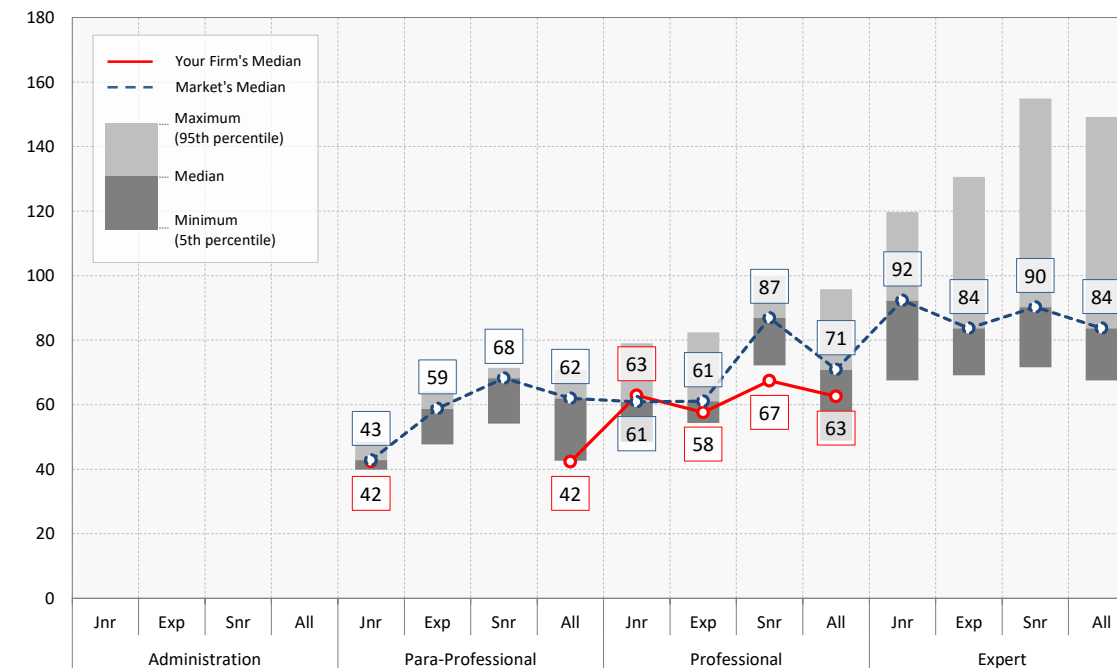
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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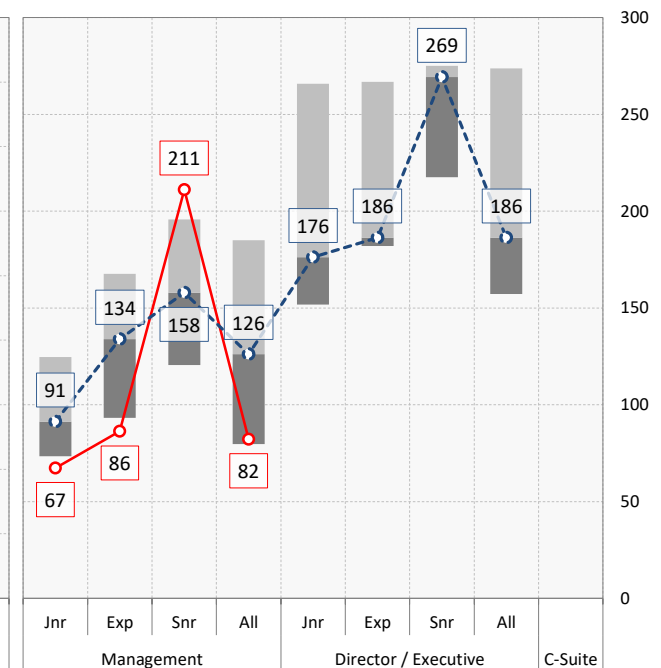
Basic Salary in Support ranged from GND 40k to GND 275k across all levels in the market

2025 Overview of Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Max					49	64	71	71	79	82	100	96	120	131	155	149	125	168	196	185	266	267	275	274	
Min					40	48	54	43	48	54	72	49	68	69	72	68	73	93	121	80	152	182	218	157	

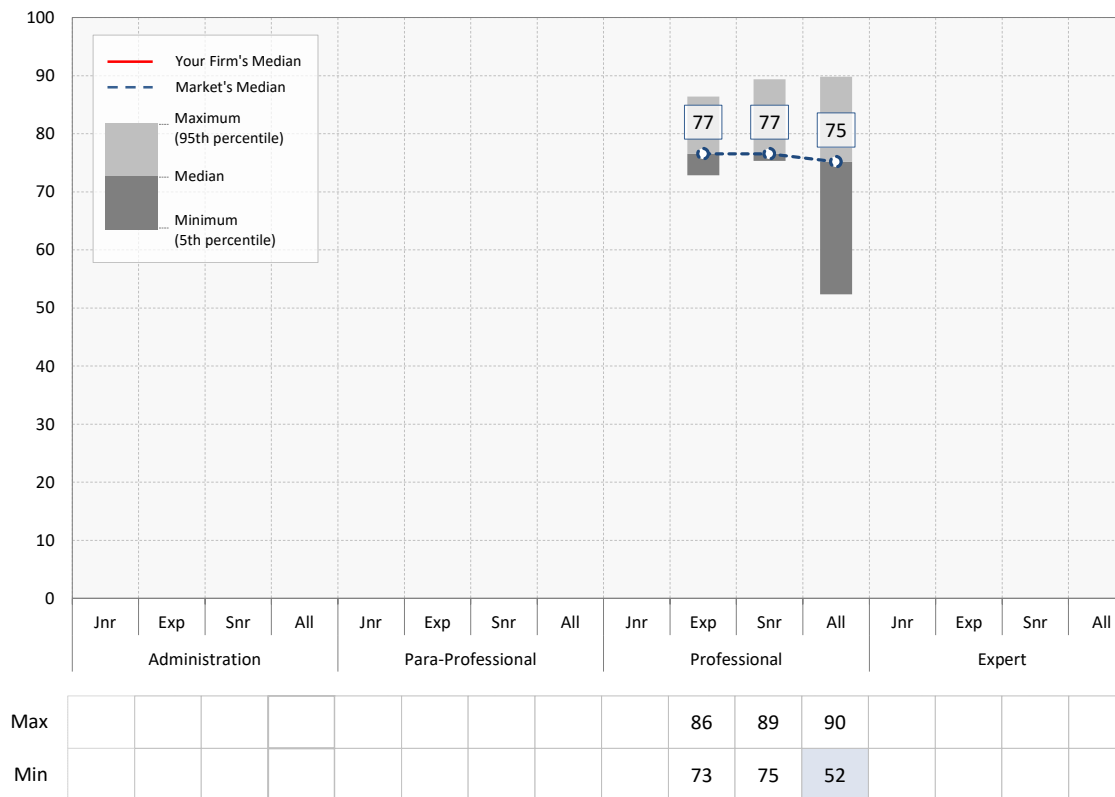
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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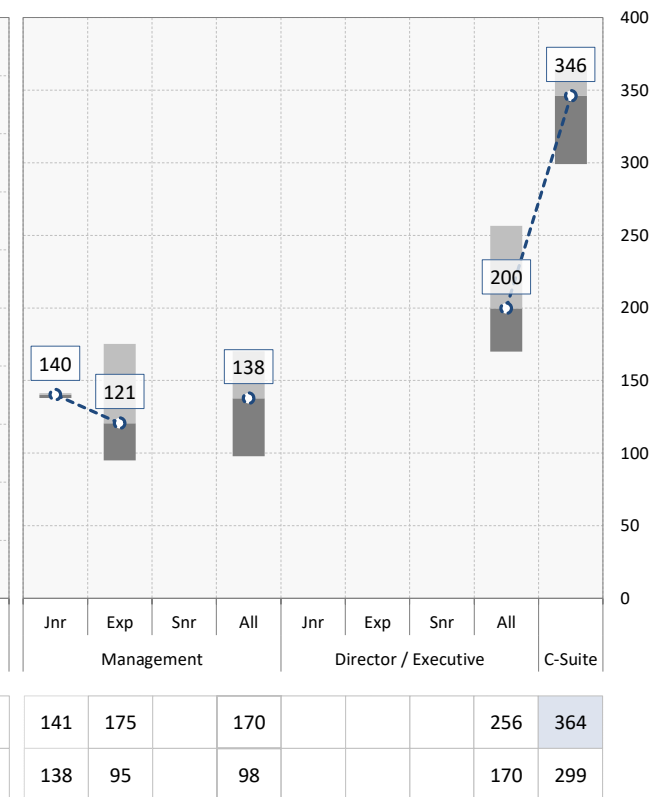
Basic Salary in Unspecified ranged from GND 52k to GND 365k across all levels in the market

2025 Overview of Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



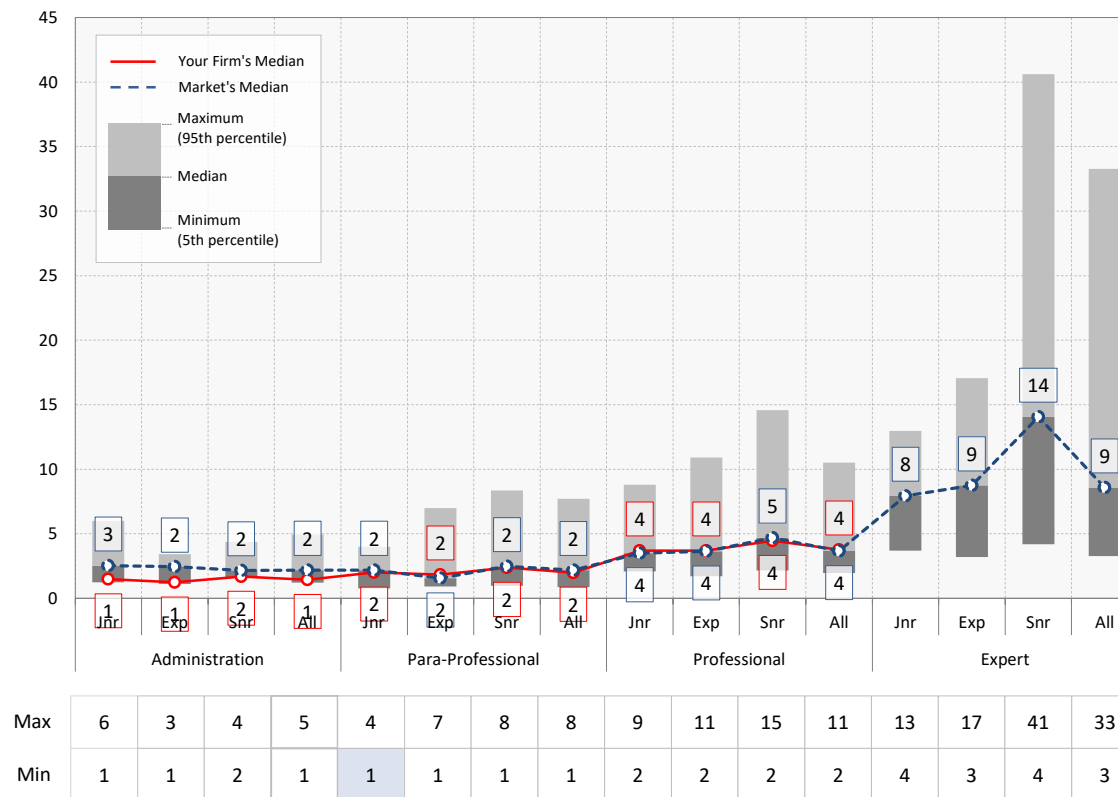
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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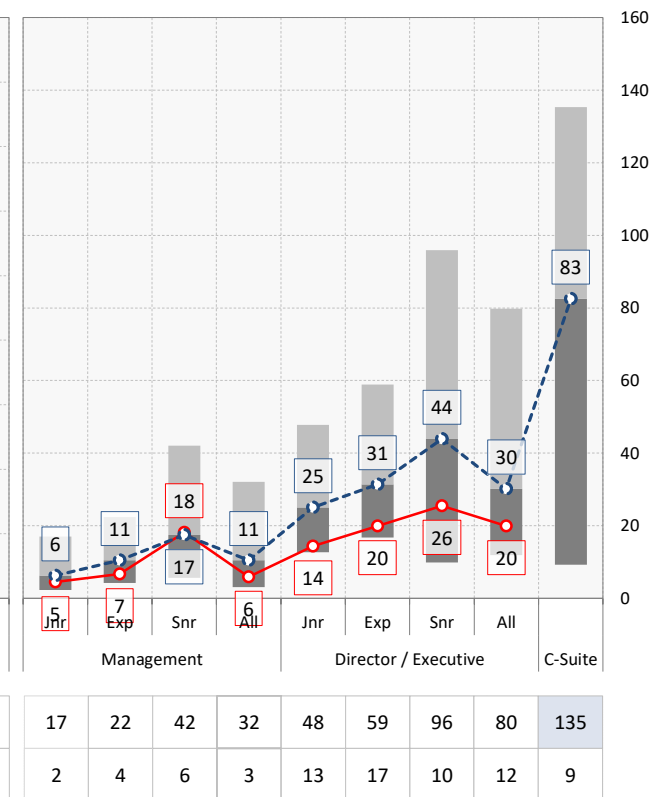
Allowances in All Administration & Support Staff ranged from GND 1k to GND 135k across all levels in the market

2025 Overview of Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Max	6	3	4	5	4	7	8	8	9	11	15	11	13	17	41	33
Min	1	1	2	1	1	1	1	1	2	2	2	2	4	3	4	3

17	22	42	32	48	59	96	80	135
2	4	6	3	13	17	10	12	9

Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

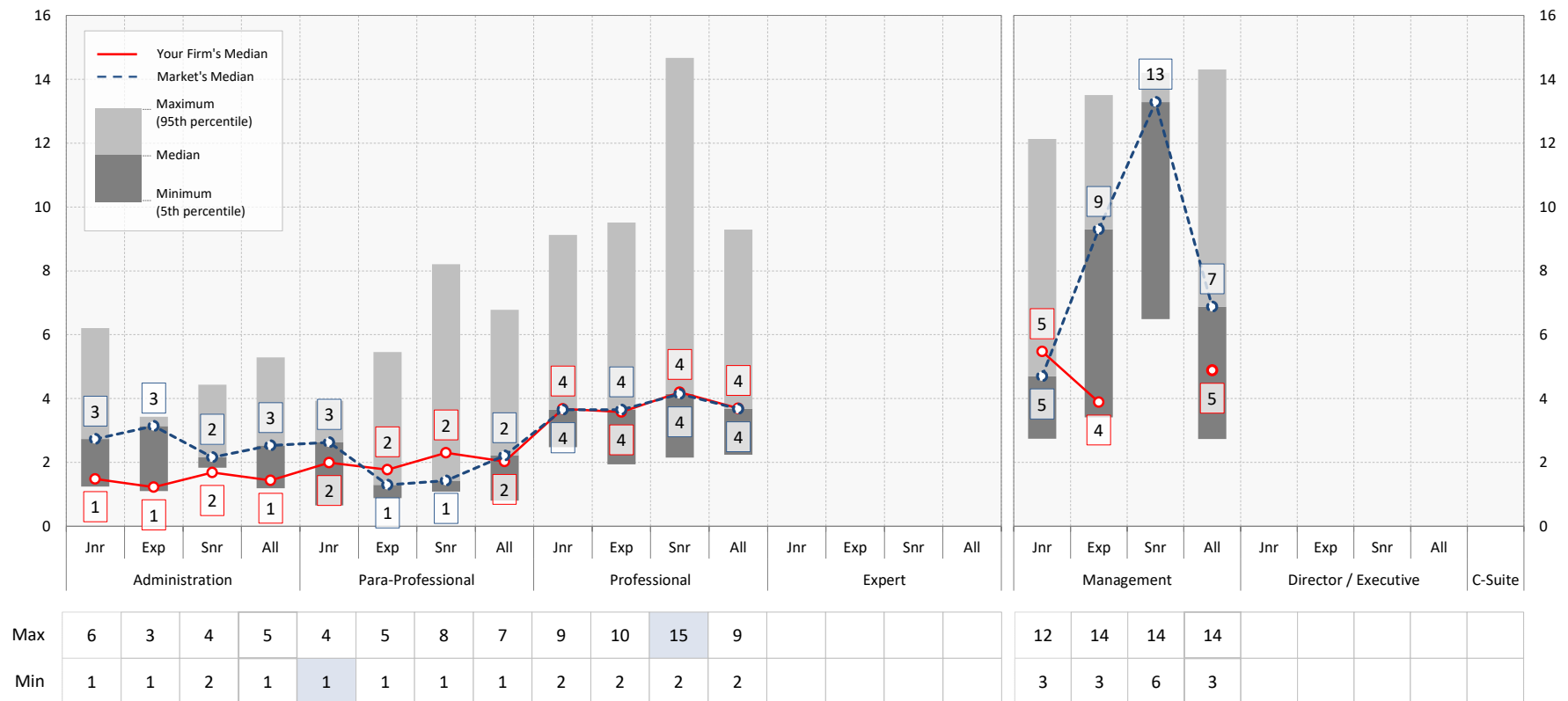
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Allowances in Administration ranged from GND 1k to GND 15k across all levels in the market

2025 Overview of Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



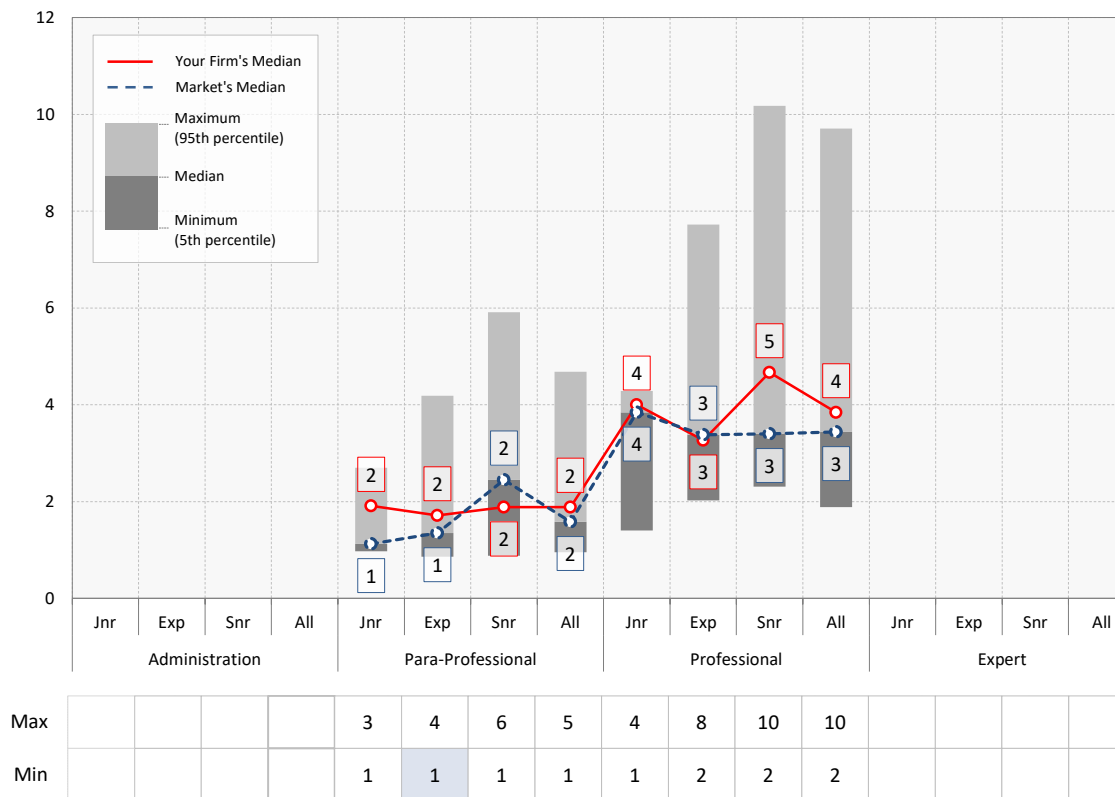
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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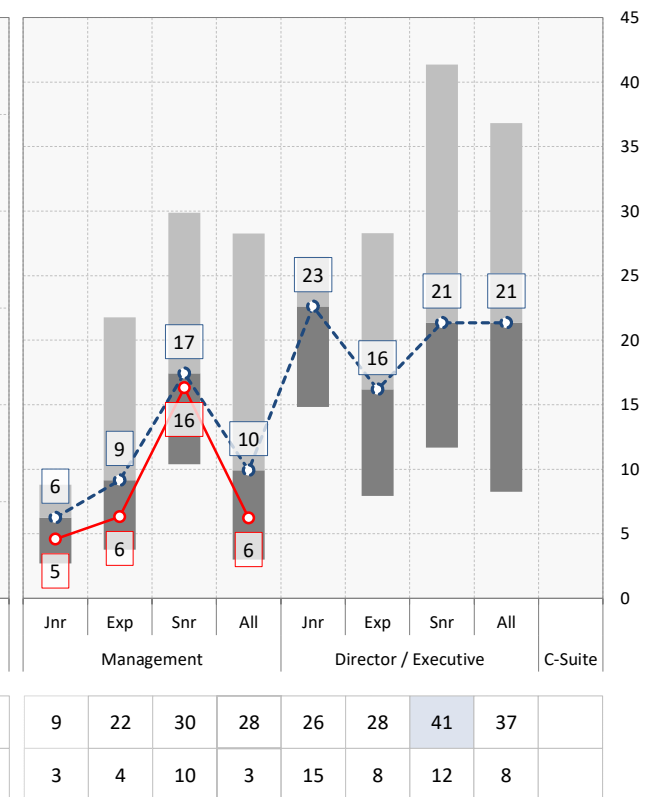
Allowances in Finance ranged from GND 1k to GND 41k across all levels in the market

2025 Overview of Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



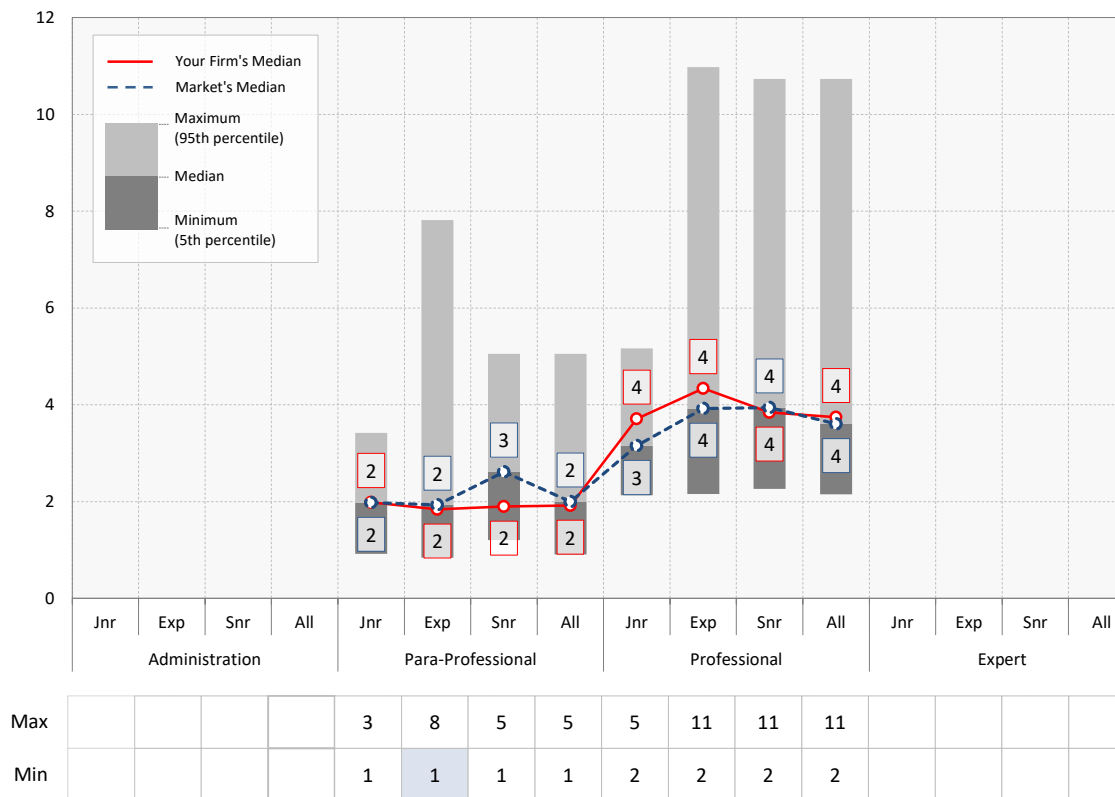
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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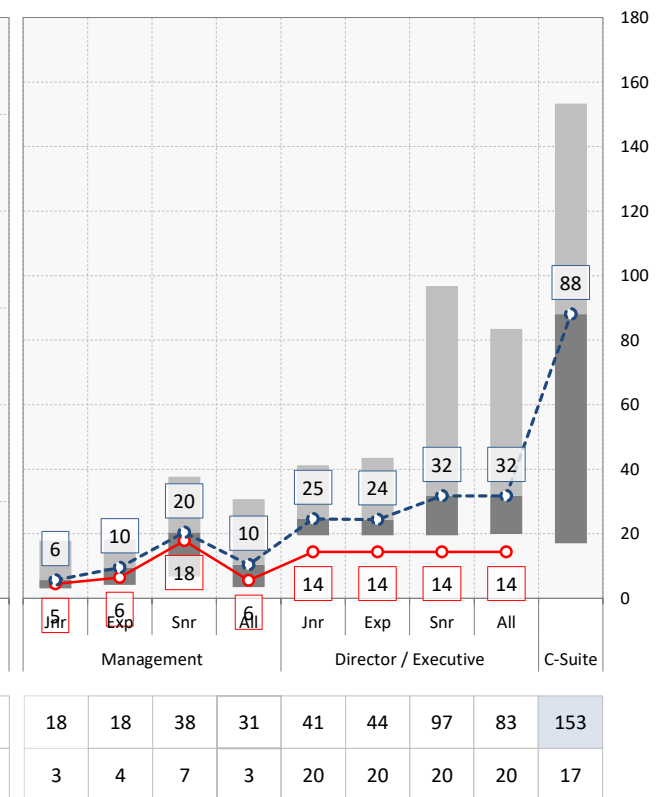
Allowances in Human Resources ranged from GND 1k to GND 153k across all levels in the market

2025 Overview of Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



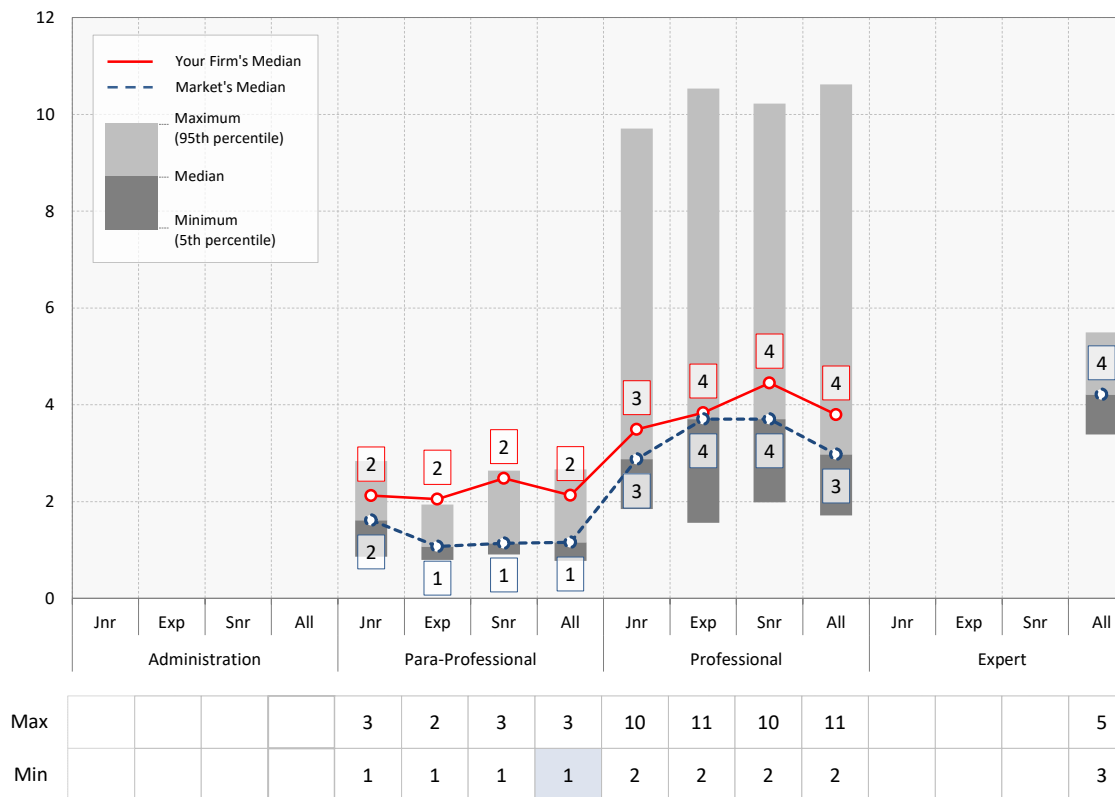
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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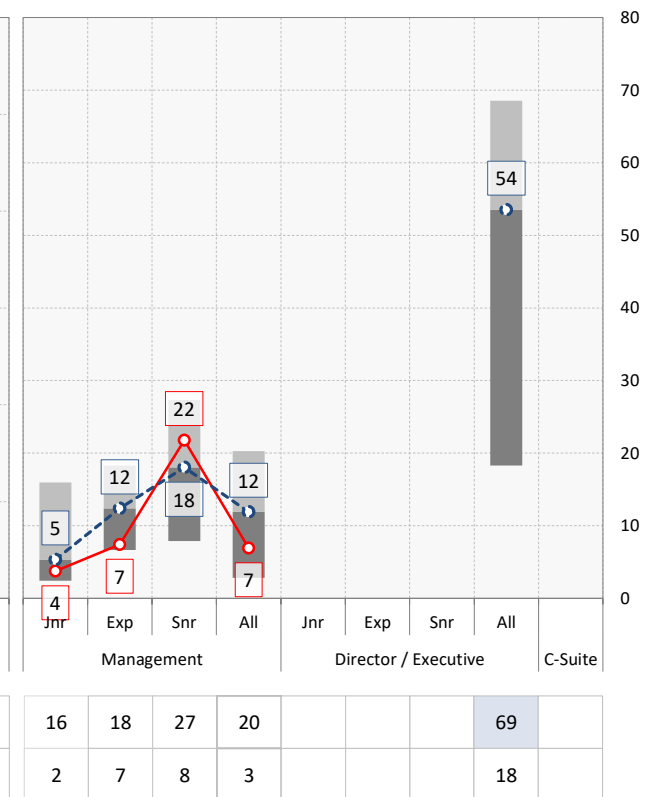
Allowances in IT ranged from GND 1k to GND 69k across all levels in the market

2025 Overview of Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



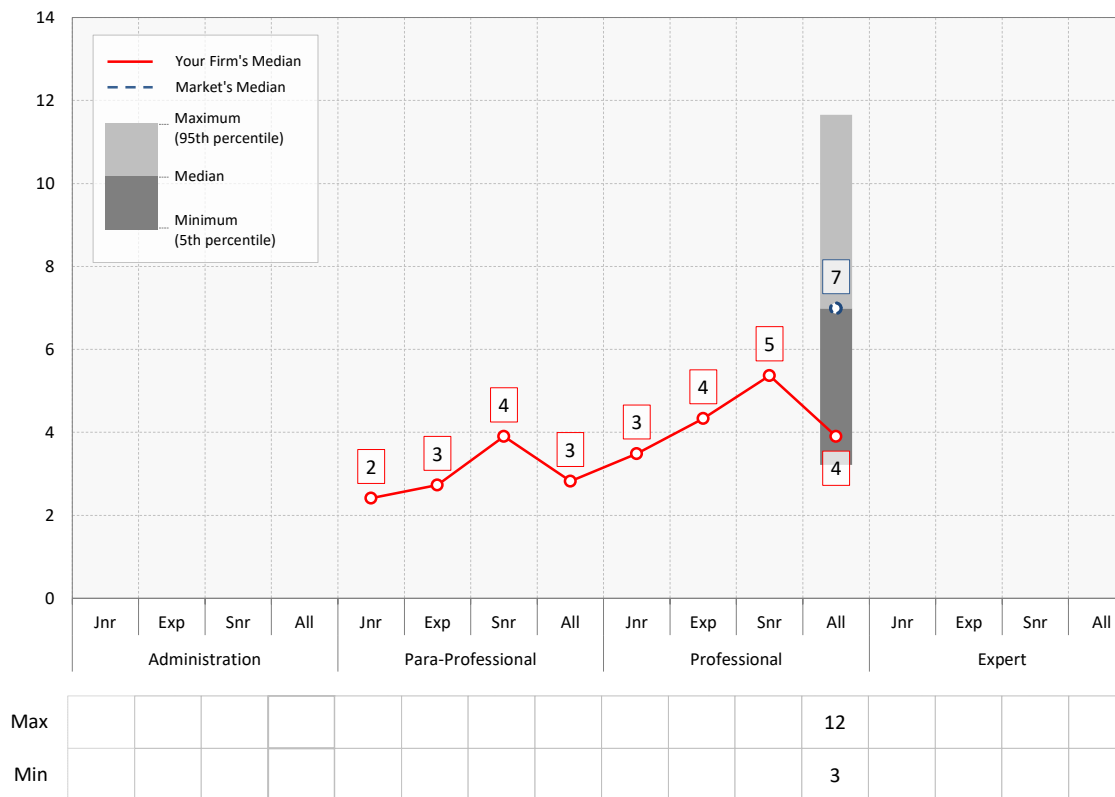
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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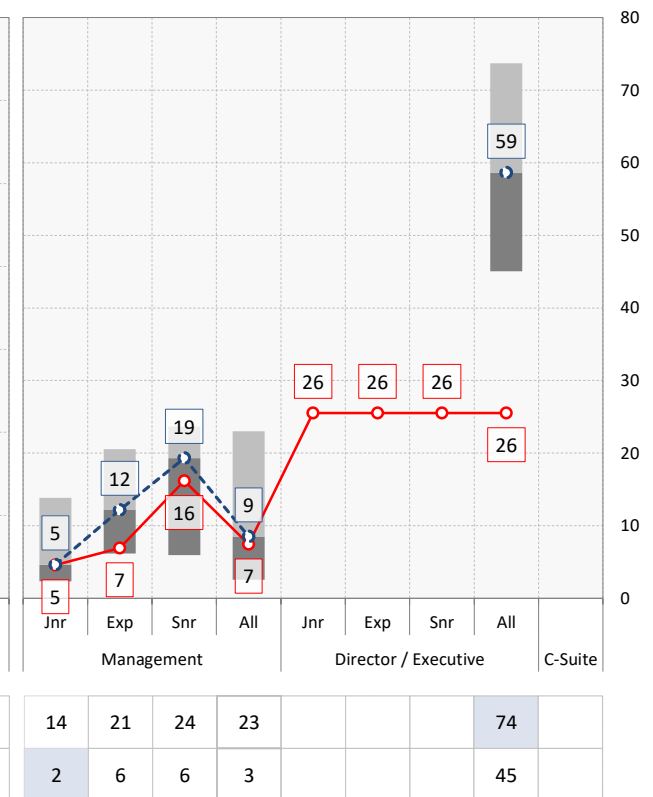
Allowances in Legal ranged from GND 2k to GND 74k across all levels in the market

2025 Overview of Allowances across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

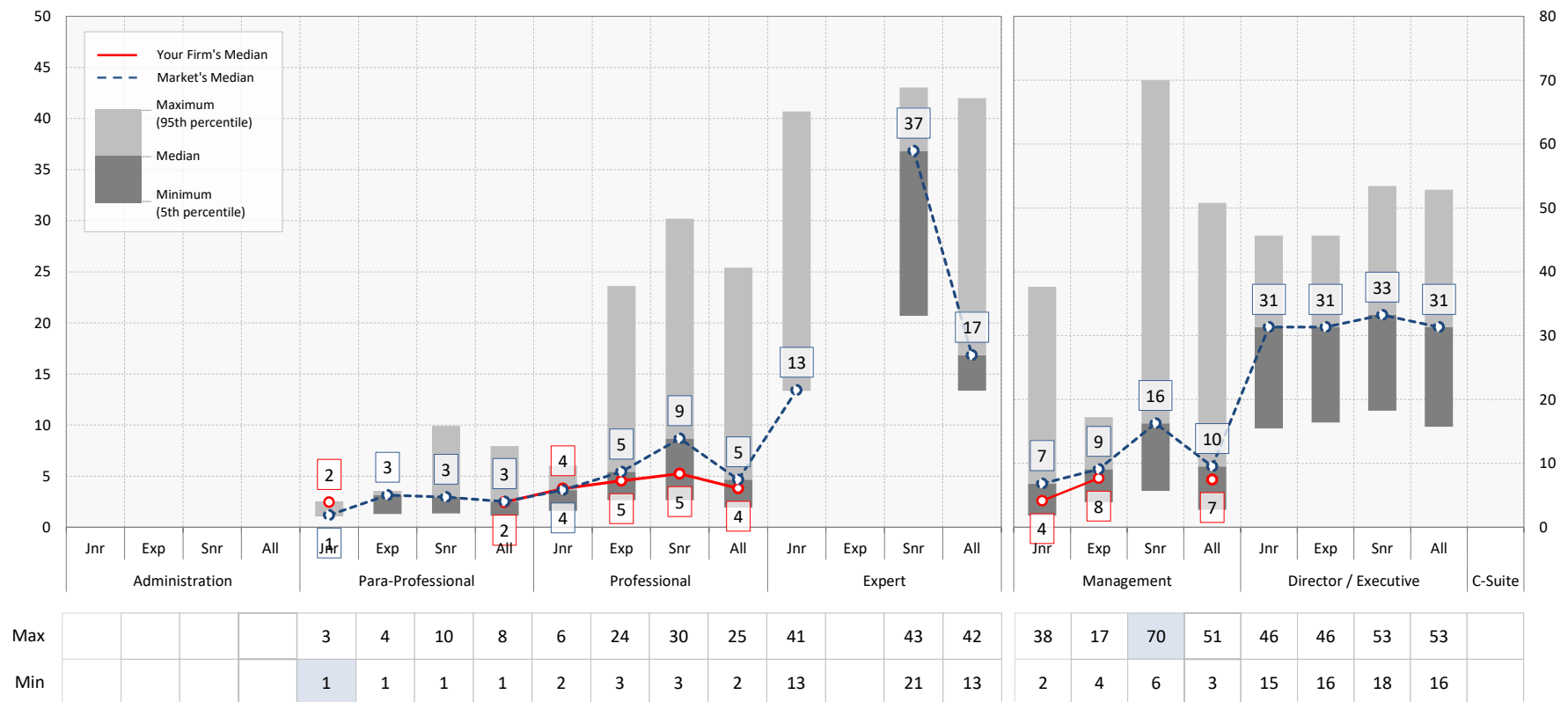
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Allowances in Marketing ranged from GND 1k to GND 70k across all levels in the market

2025 Overview of Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



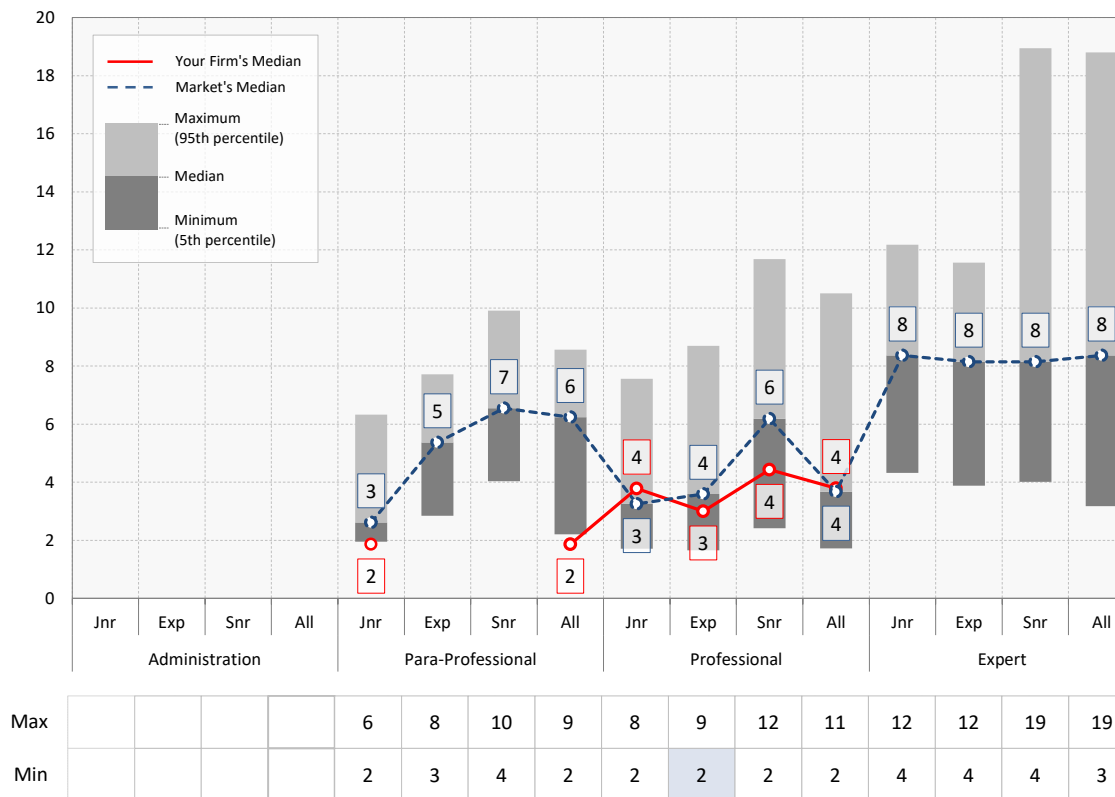
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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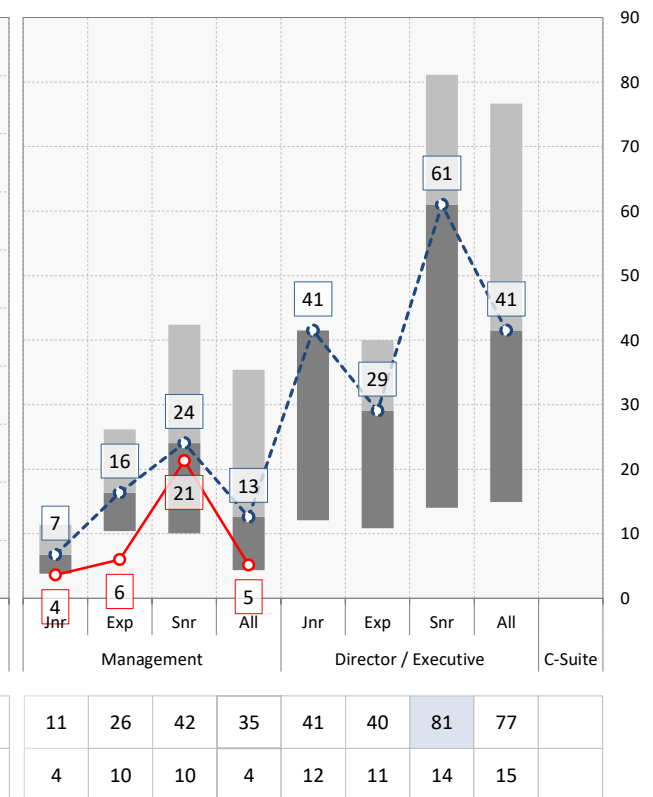
Allowances in Support ranged from GND 2k to GND 81k across all levels in the market

2025 Overview of Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



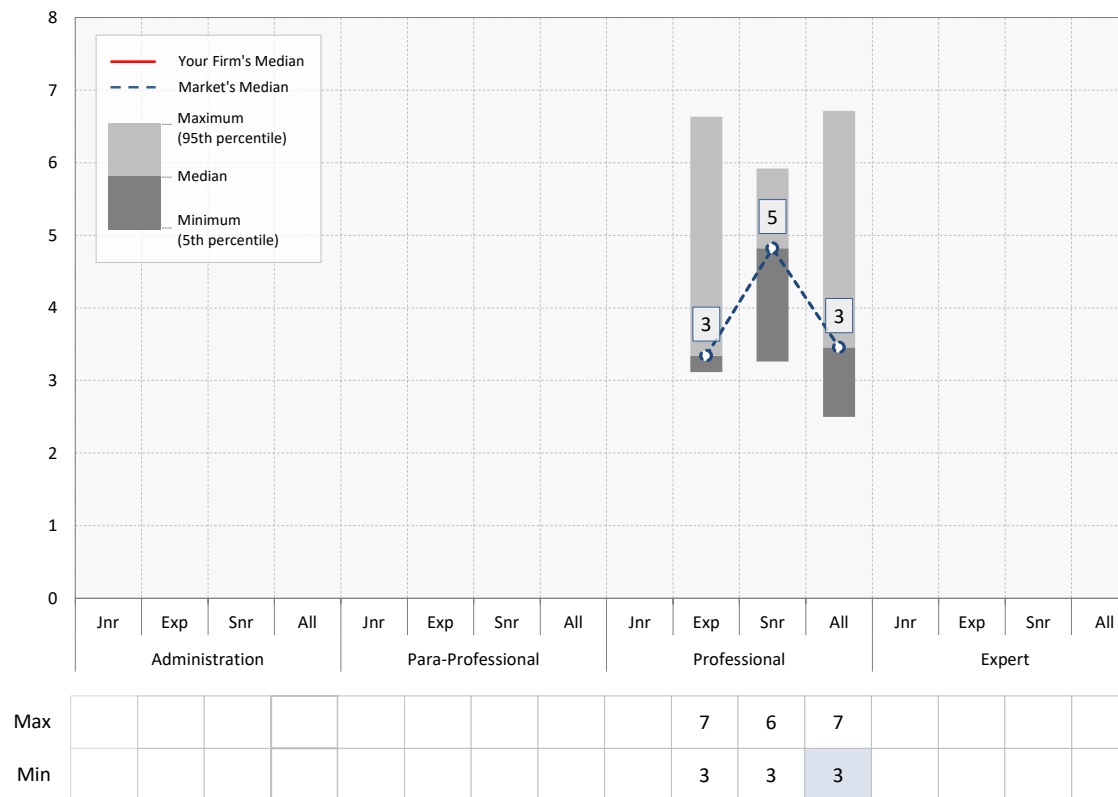
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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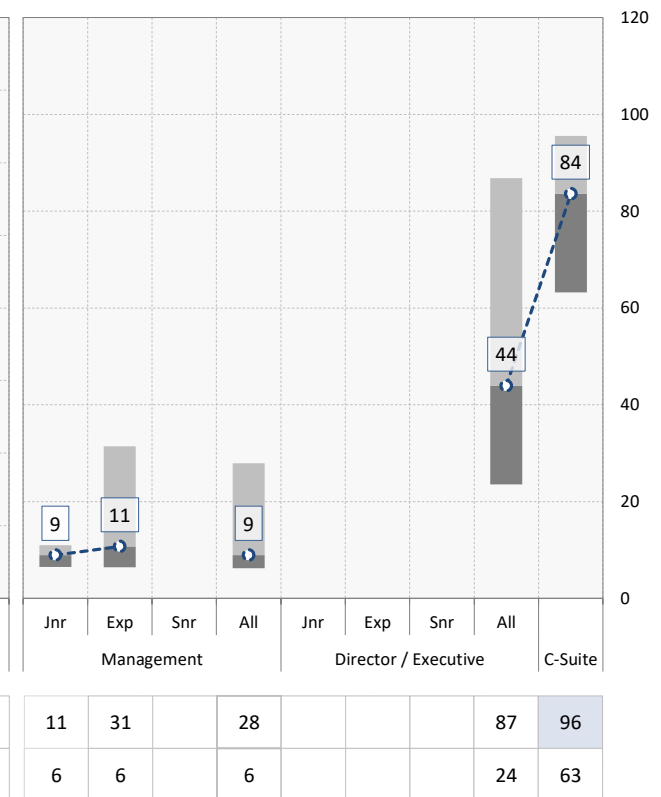
Allowances in Unspecified ranged from GND 3k to GND 96k across all levels in the market

2025 Overview of Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



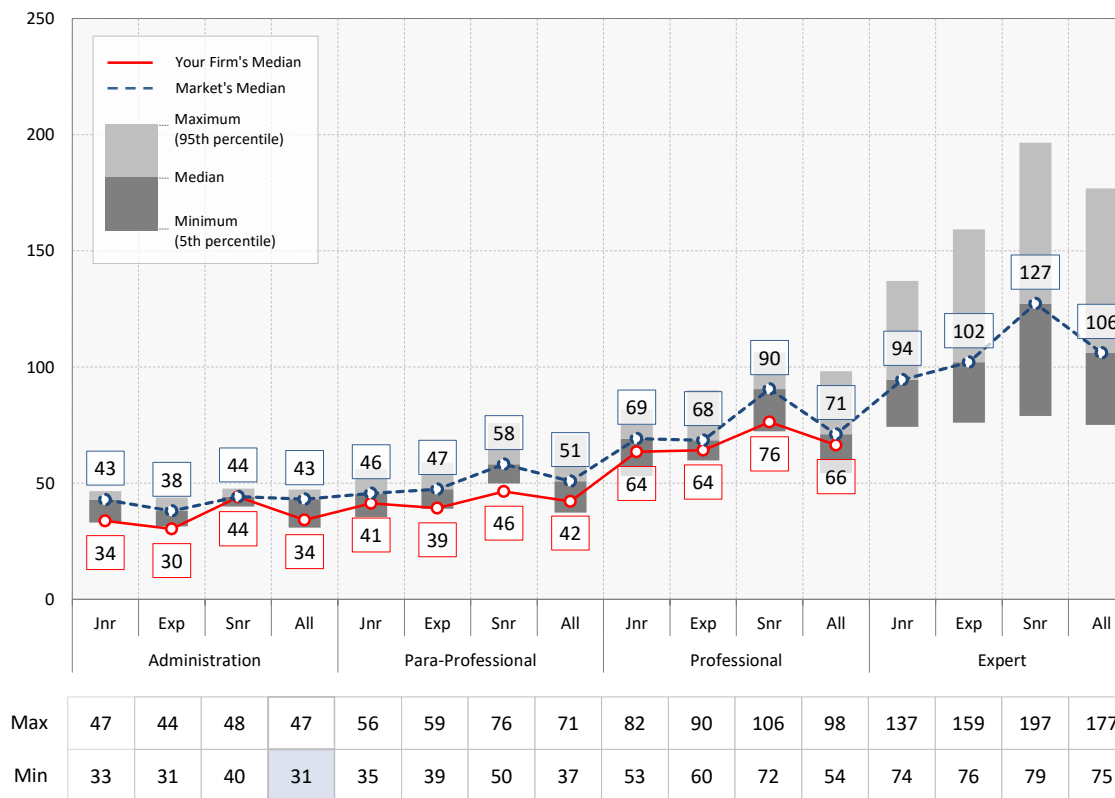
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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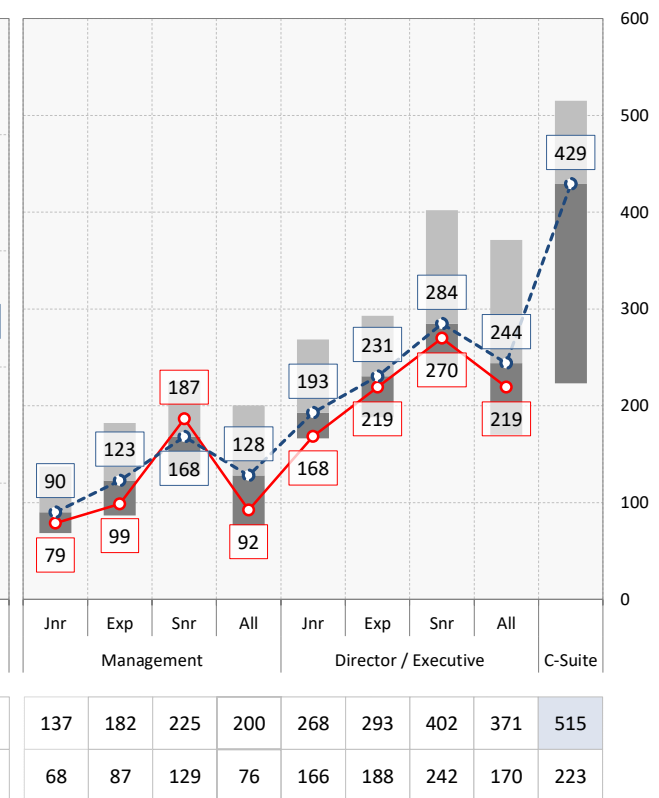
Base Salary in All Administration & Support Staff ranged from GND 31k to GND 515k across all levels in the market

2025 Overview of Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



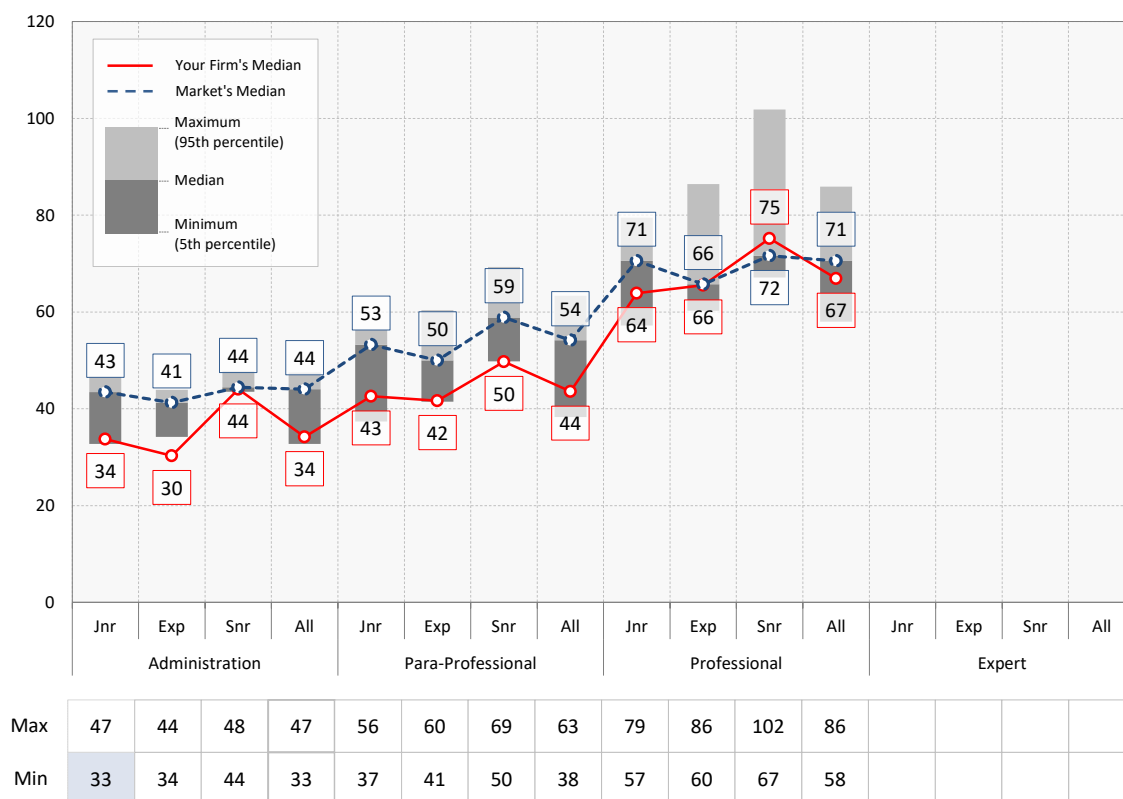
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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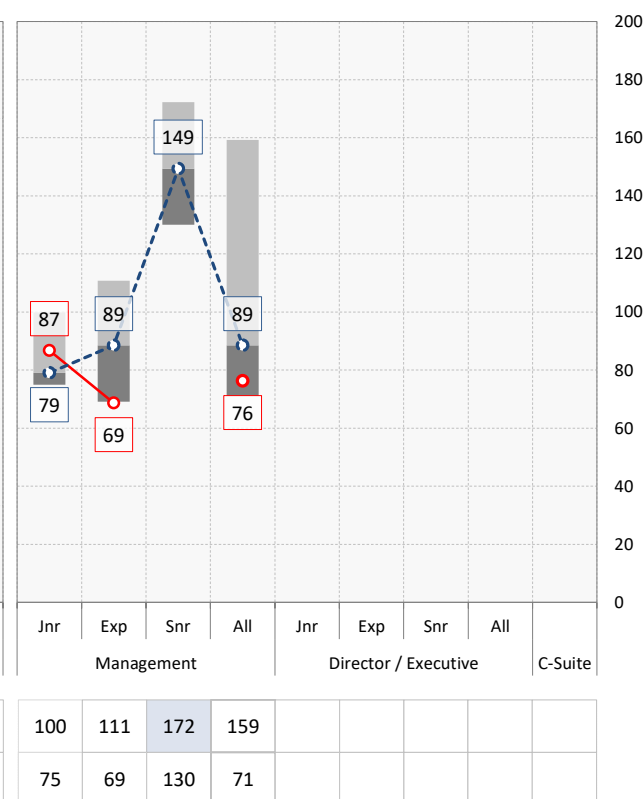
Base Salary in Administration ranged from GND 33k to GND 172k across all levels in the market

2025 Overview of Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



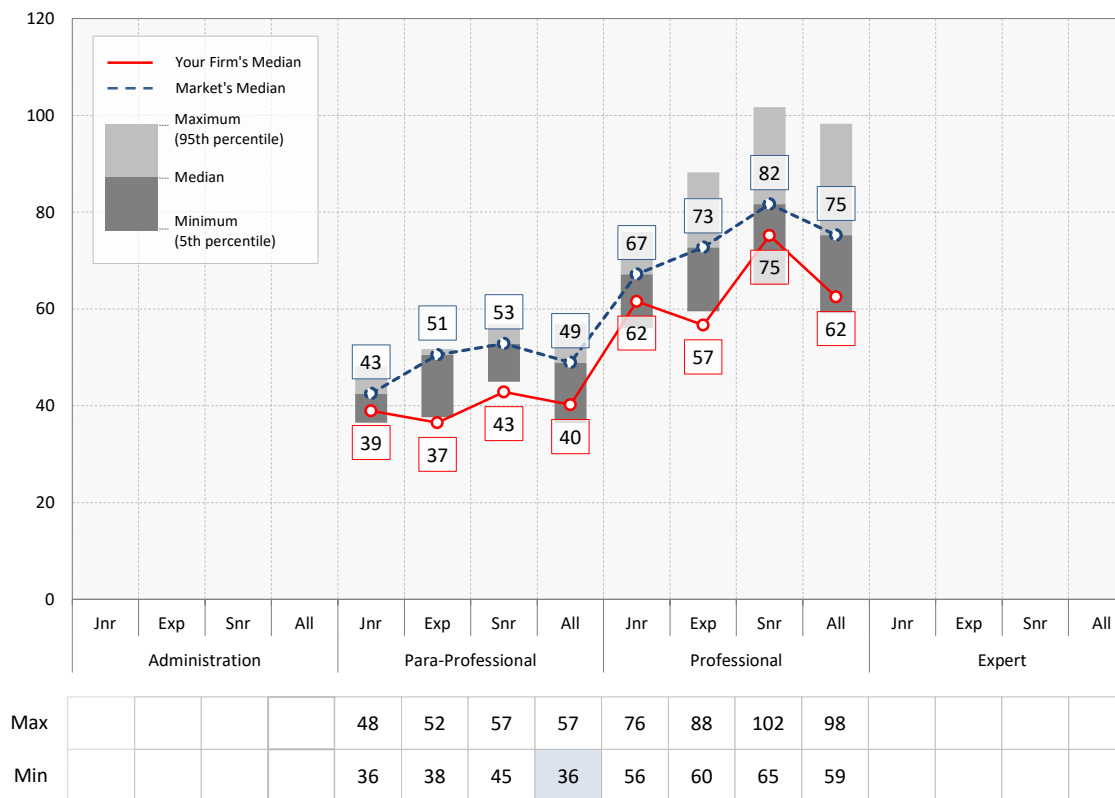
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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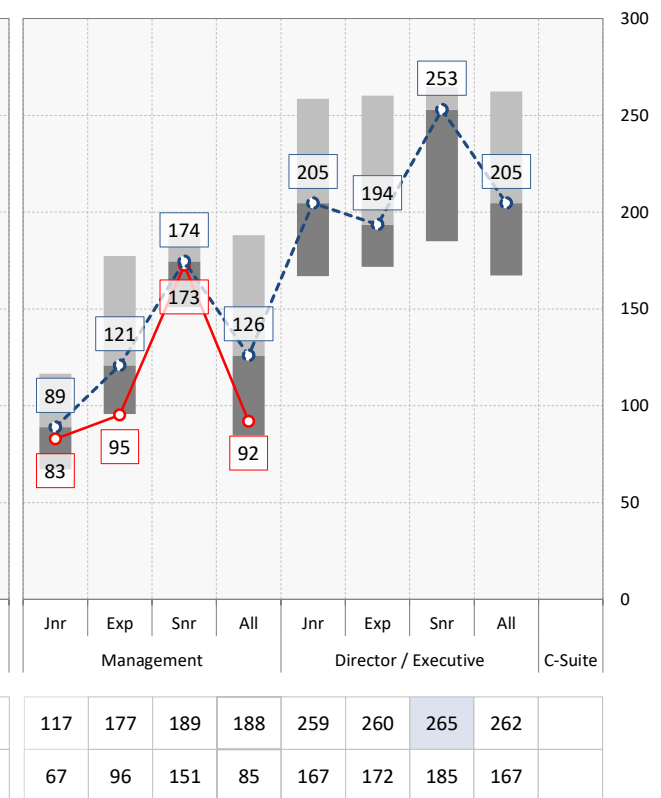
Base Salary in Finance ranged from GND 36k to GND 265k across all levels in the market

2025 Overview of Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



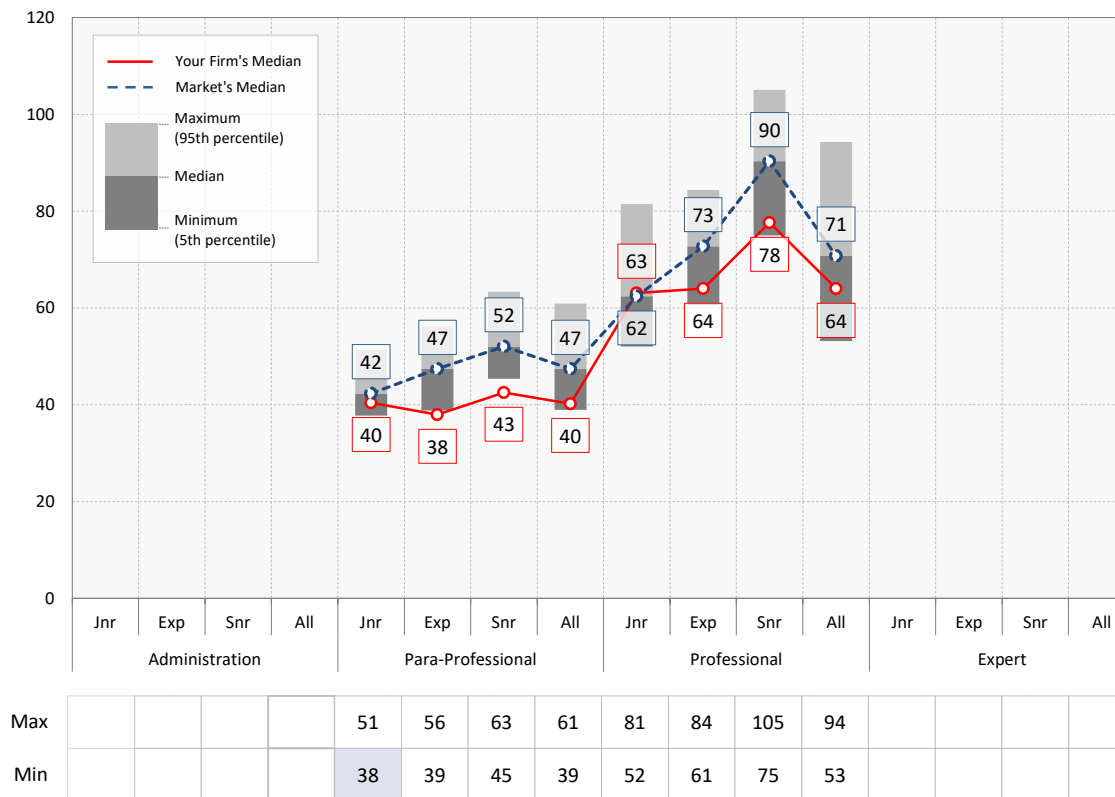
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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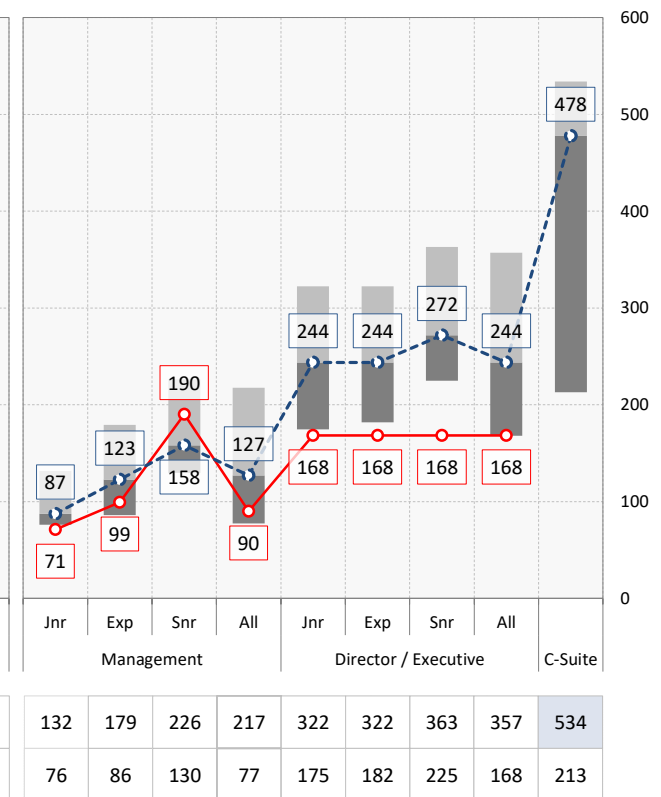
Base Salary in Human Resources ranged from GND 38k to GND 534k across all levels in the market

2025 Overview of Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



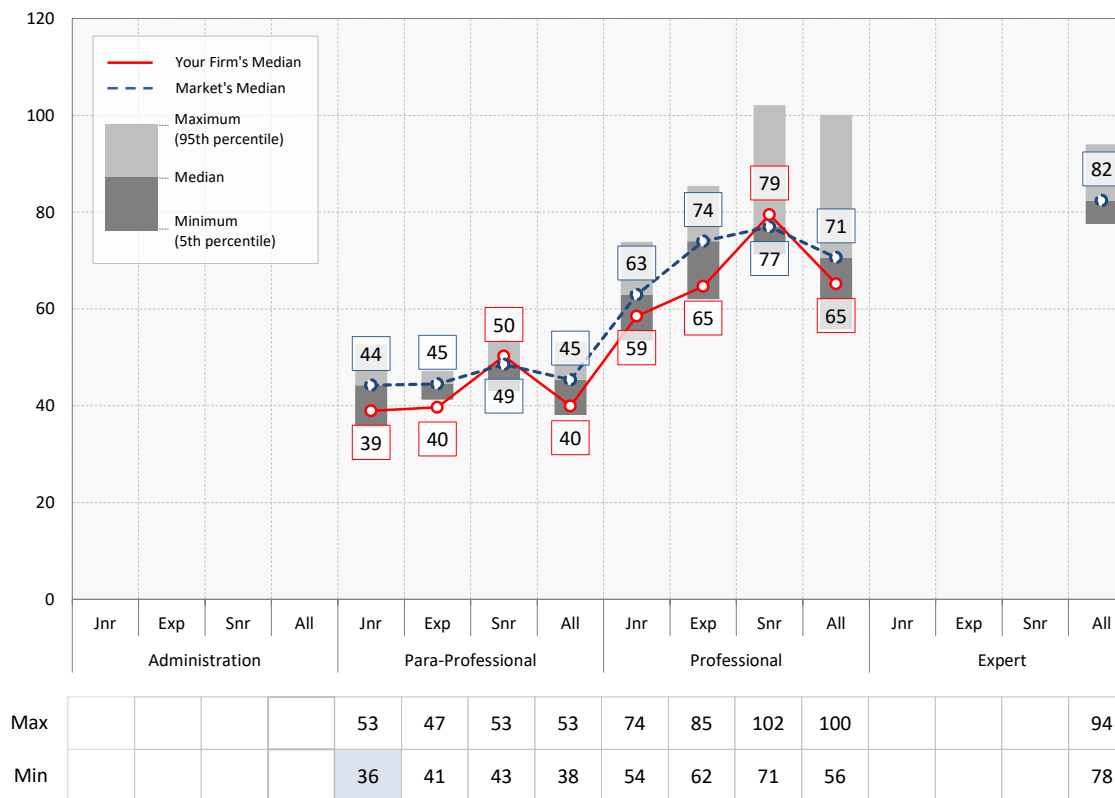
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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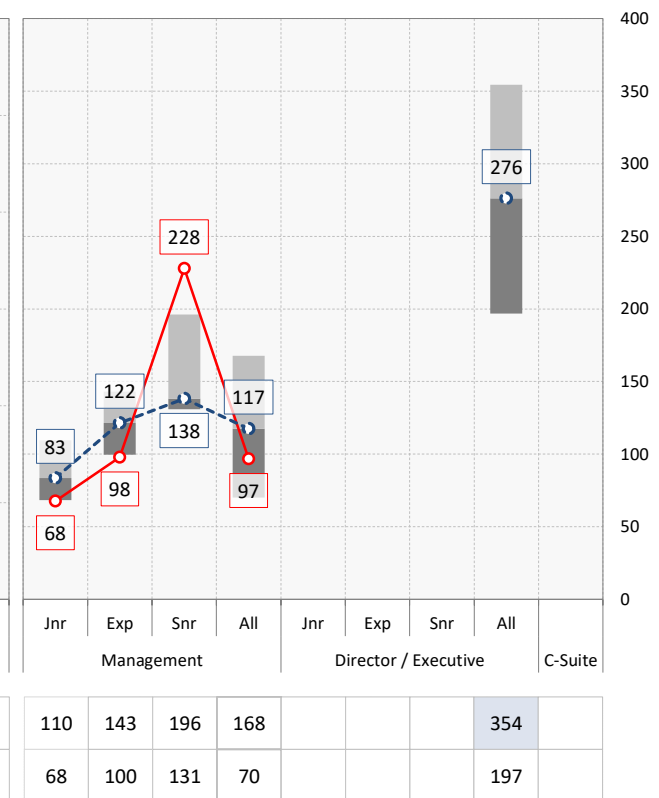
Base Salary in IT ranged from GND 36k to GND 354k across all levels in the market

2025 Overview of Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



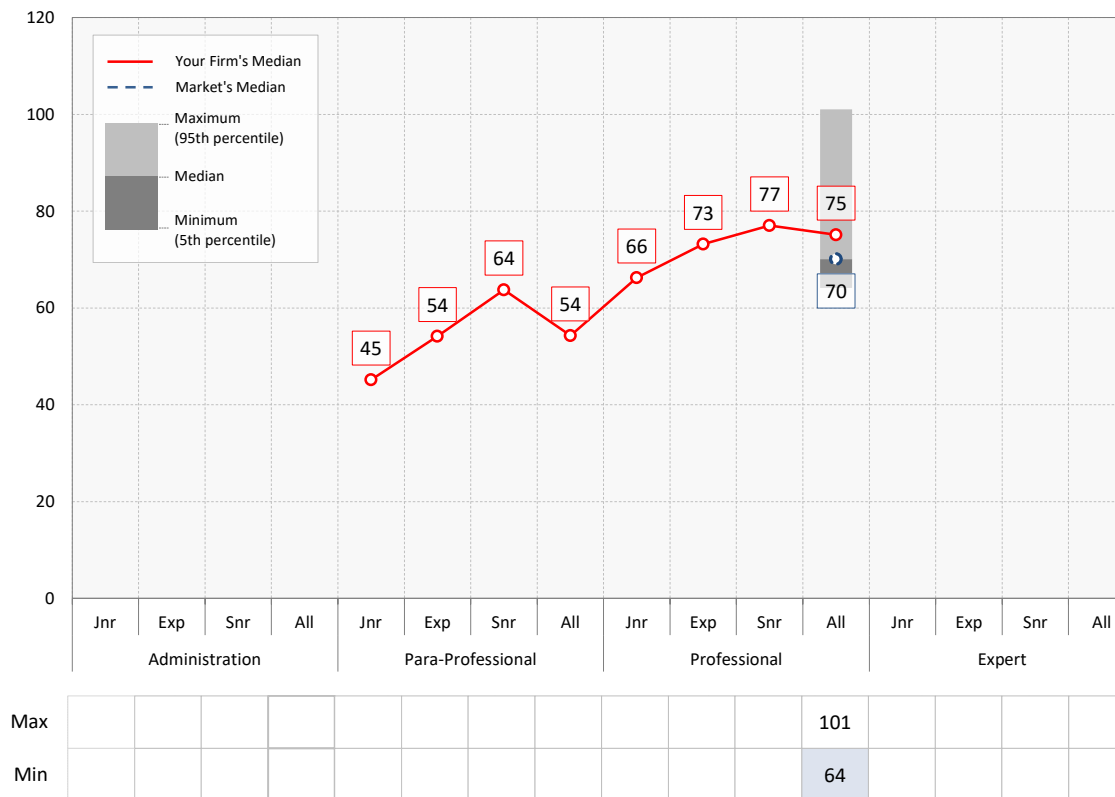
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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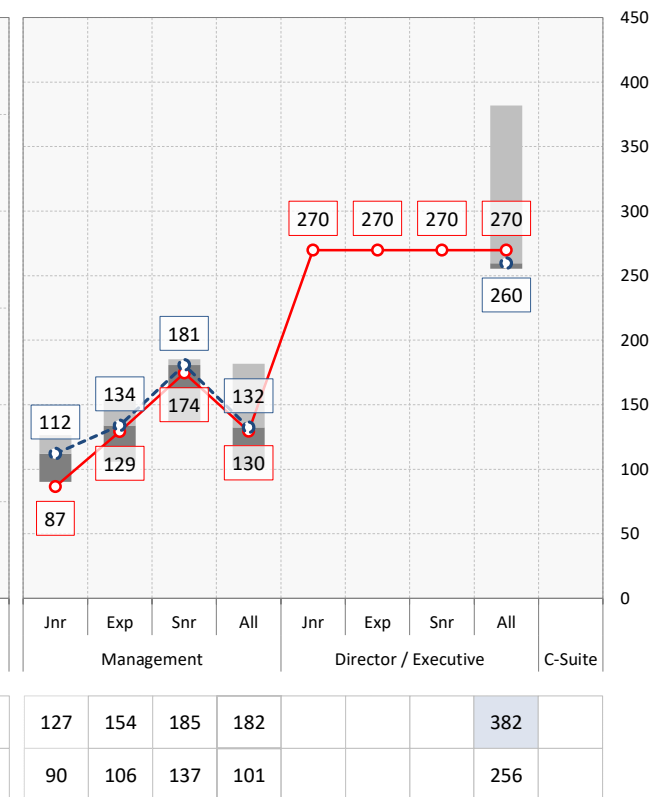
Base Salary in Legal ranged from GND 64k to GND 382k across all levels in the market

2025 Overview of Base Salary across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



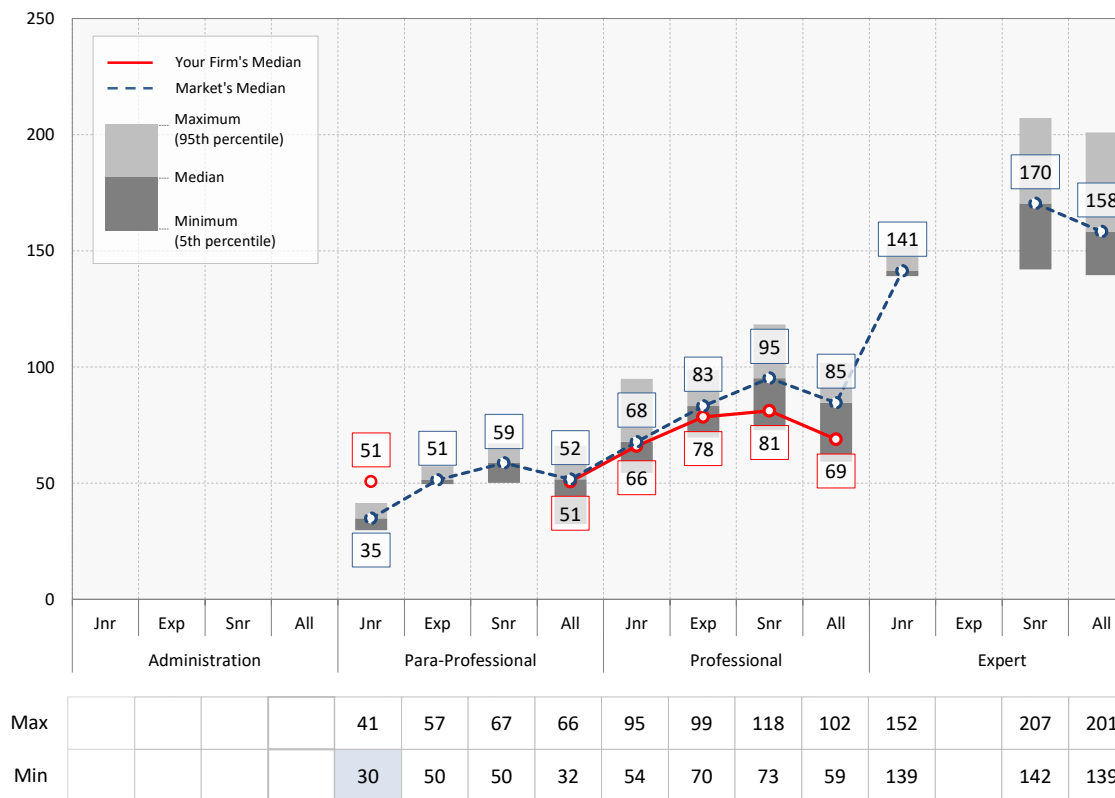
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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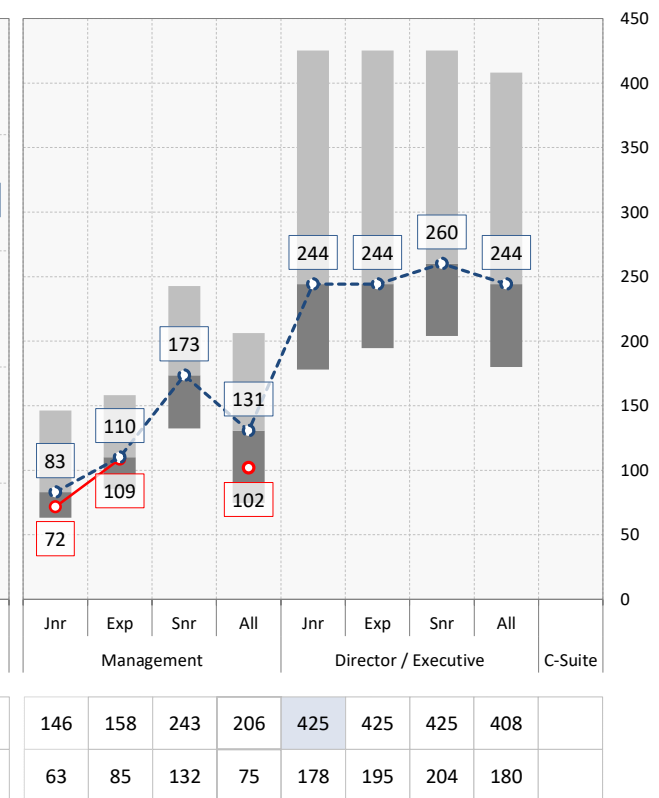
Base Salary in Marketing ranged from GND 30k to GND 425k across all levels in the market

2025 Overview of Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



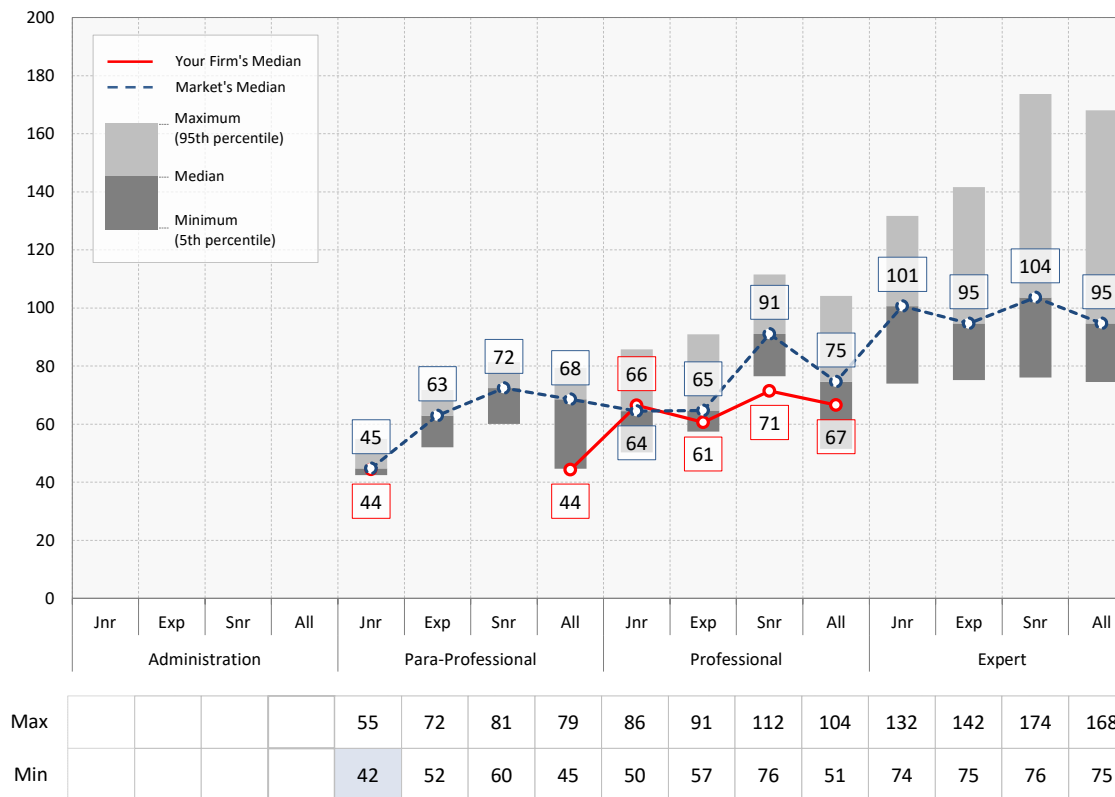
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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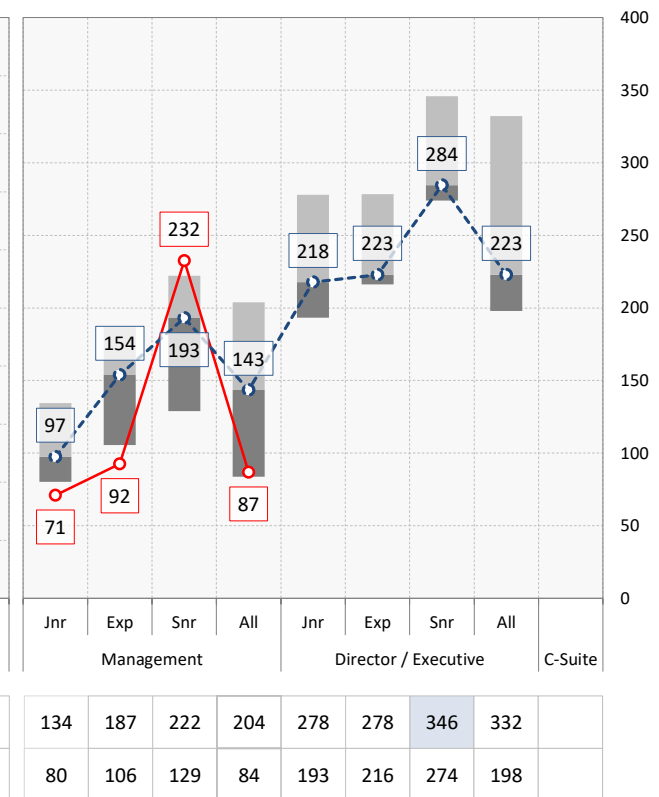
Base Salary in Support ranged from GND 42k to GND 346k across all levels in the market

2025 Overview of Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



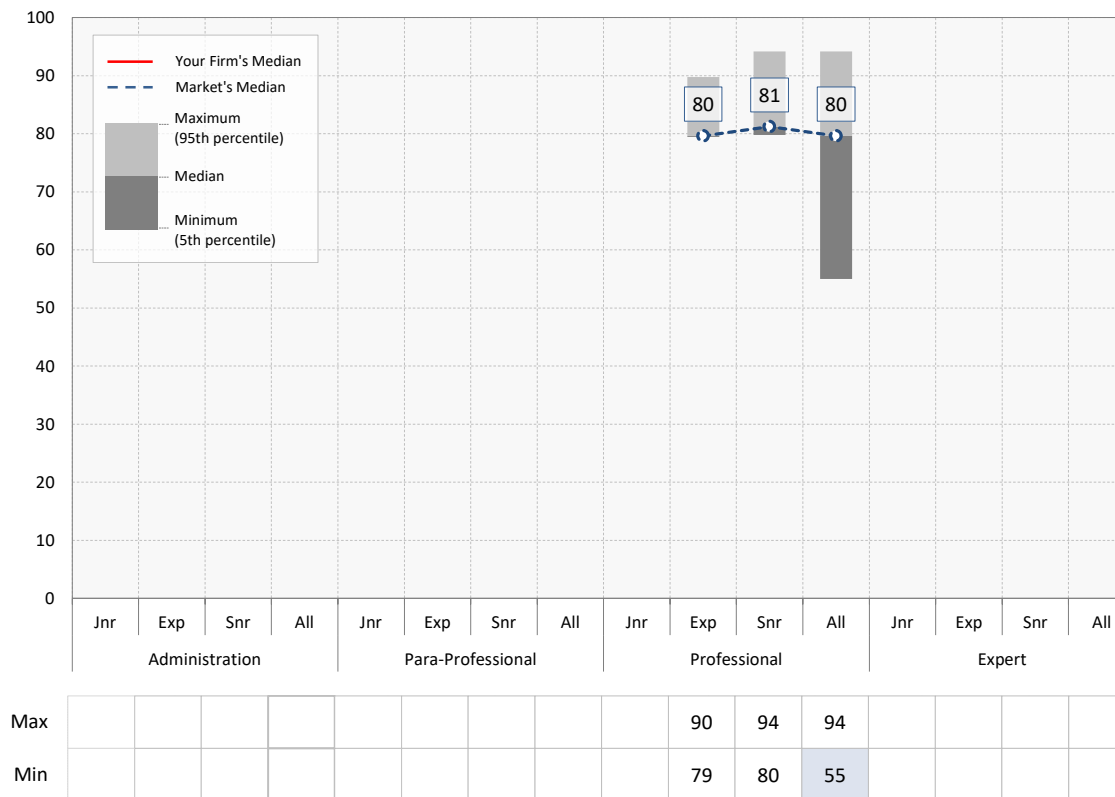
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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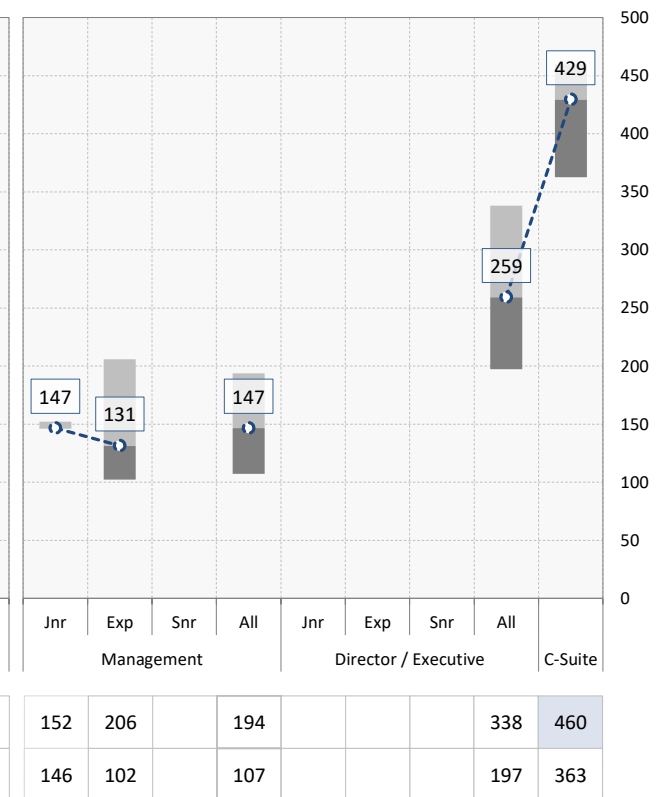
Base Salary in Unspecified ranged from GND 55k to GND 460k across all levels in the market

2025 Overview of Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

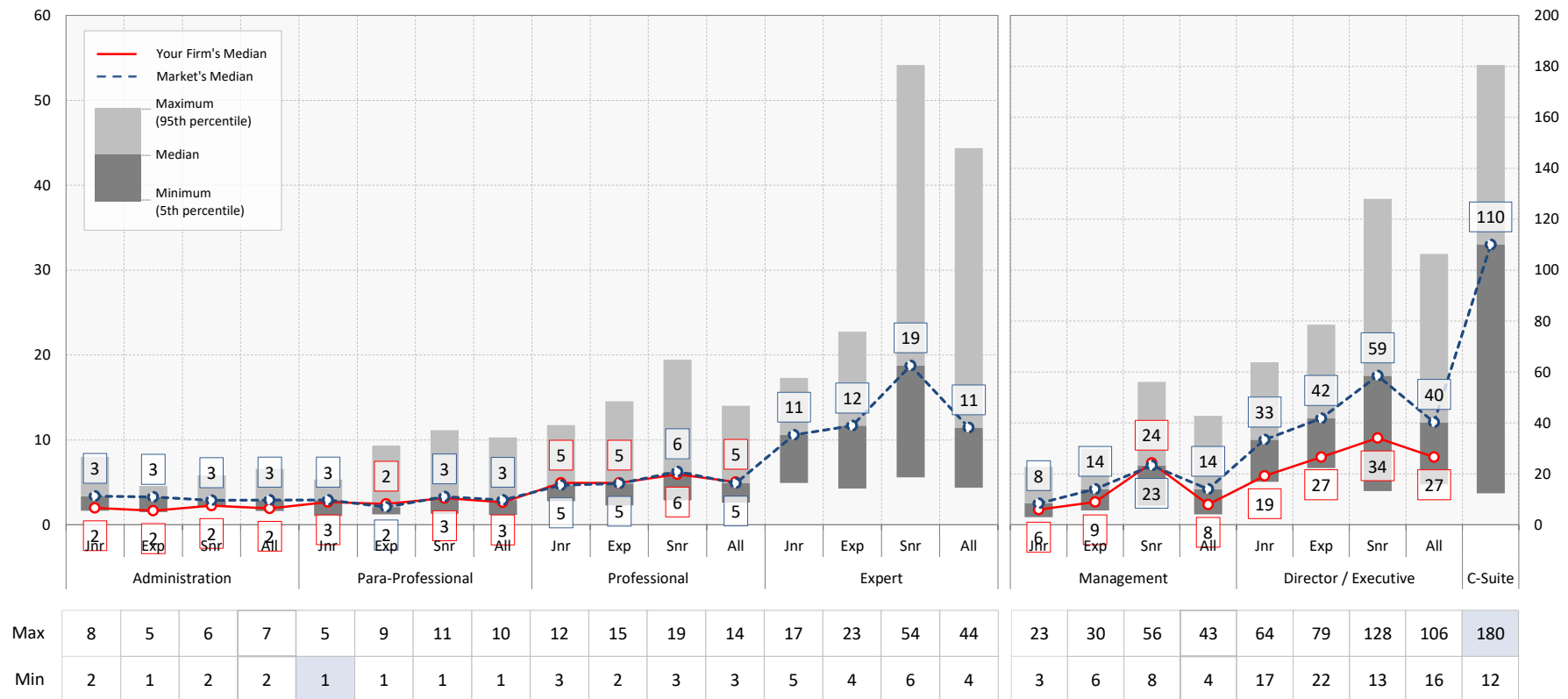
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Target Bonus in All Administration & Support Staff ranged from GND 1k to GND 180k across all levels in the market

2025 Overview of target Bonus across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

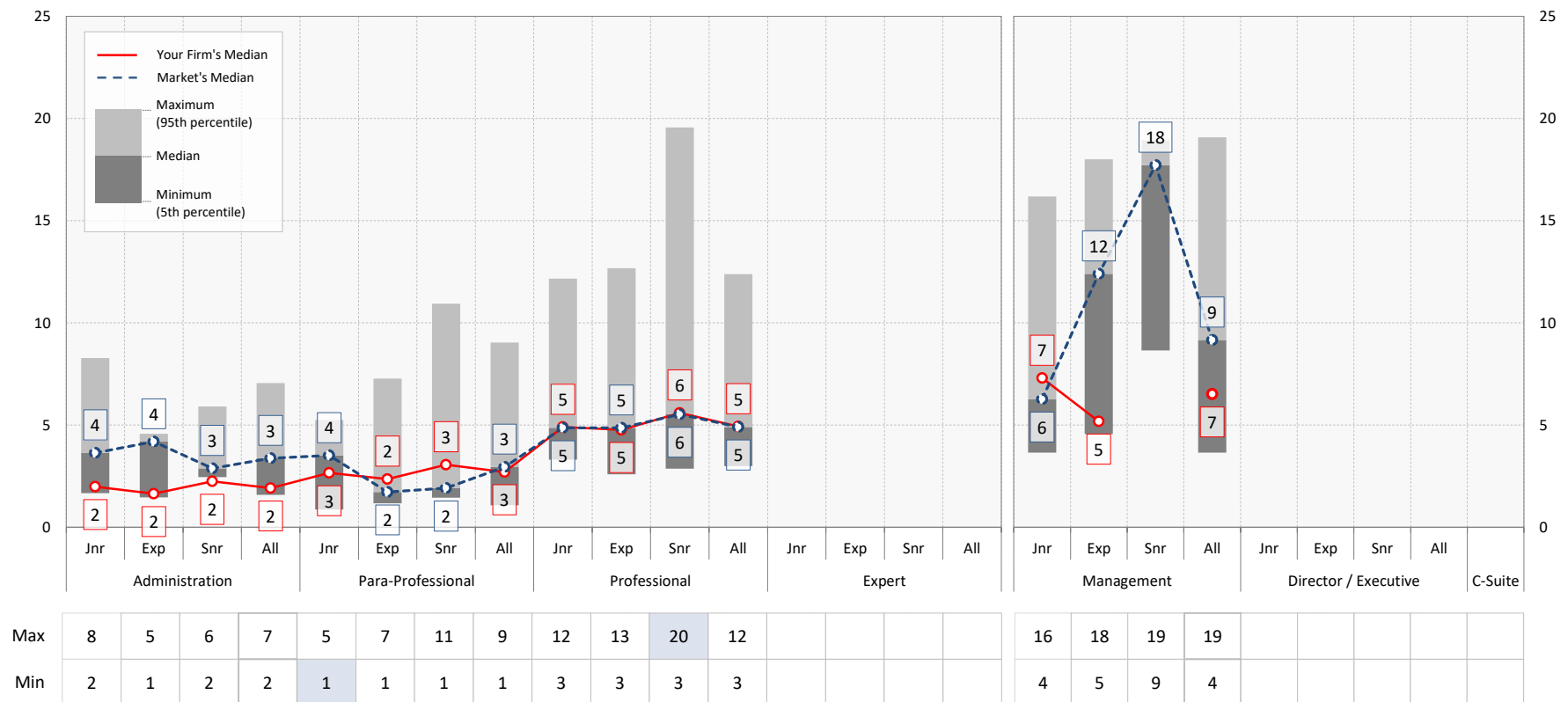
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Target Bonus in Administration ranged from GND 1k to GND 20k across all levels in the market

2025 Overview of target Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



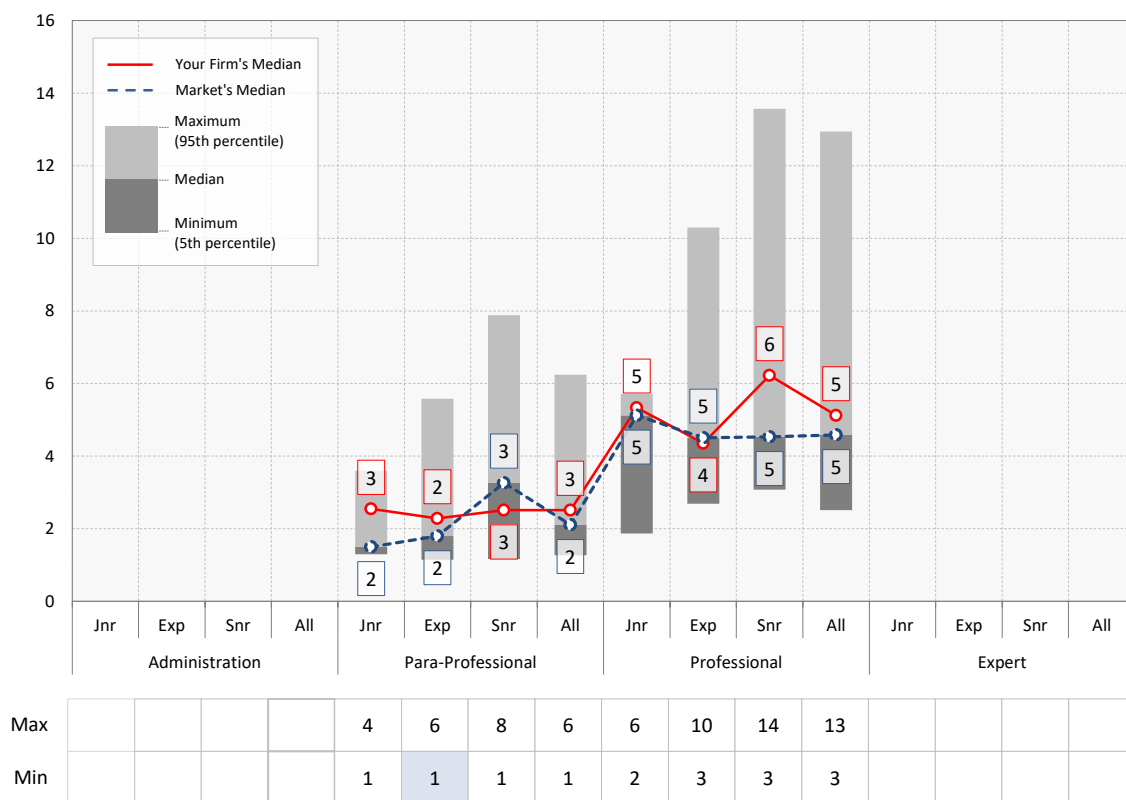
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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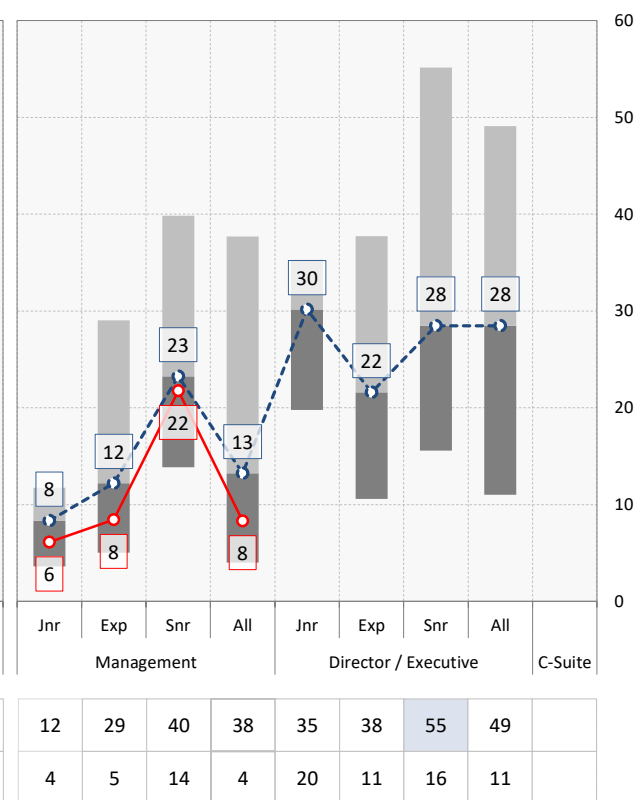
Target Bonus in Finance ranged from GND 1k to GND 55k across all levels in the market

2025 Overview of target Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



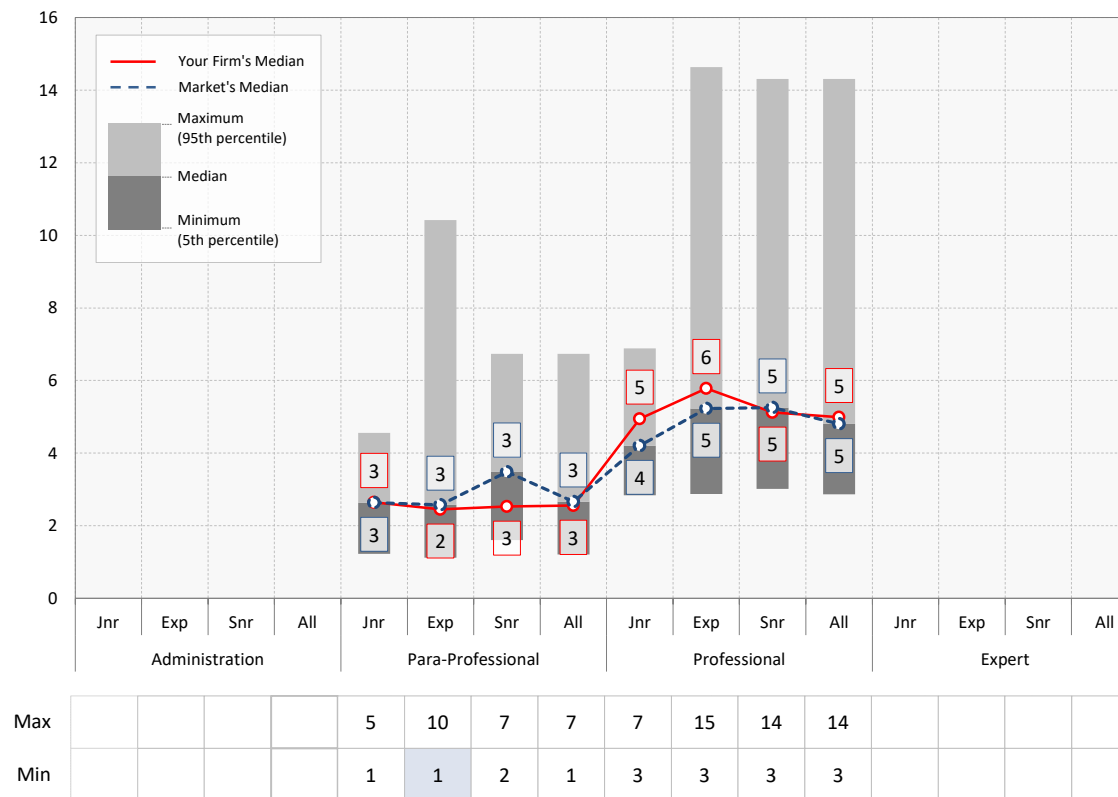
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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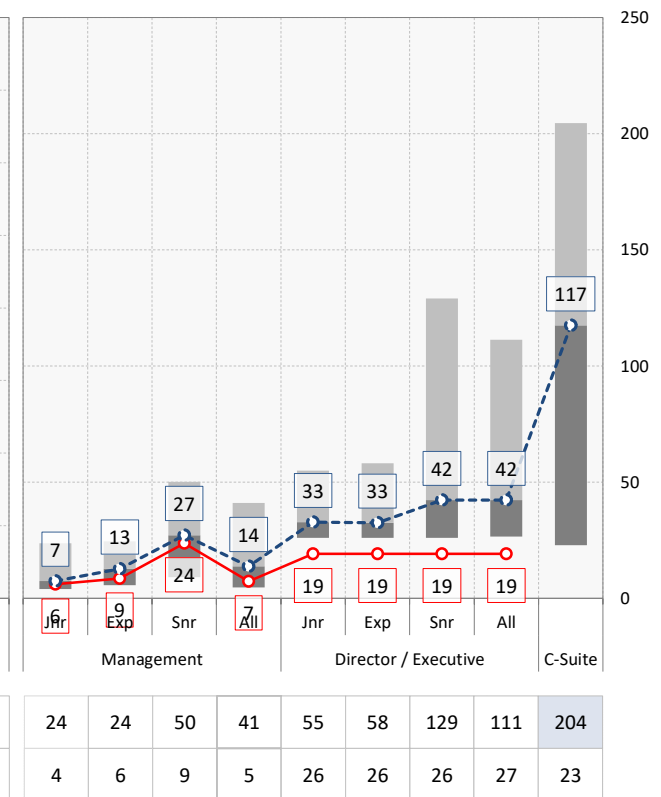
Target Bonus in Human Resources ranged from GND 1k to GND 204k across all levels in the market

2025 Overview of target Bonus across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



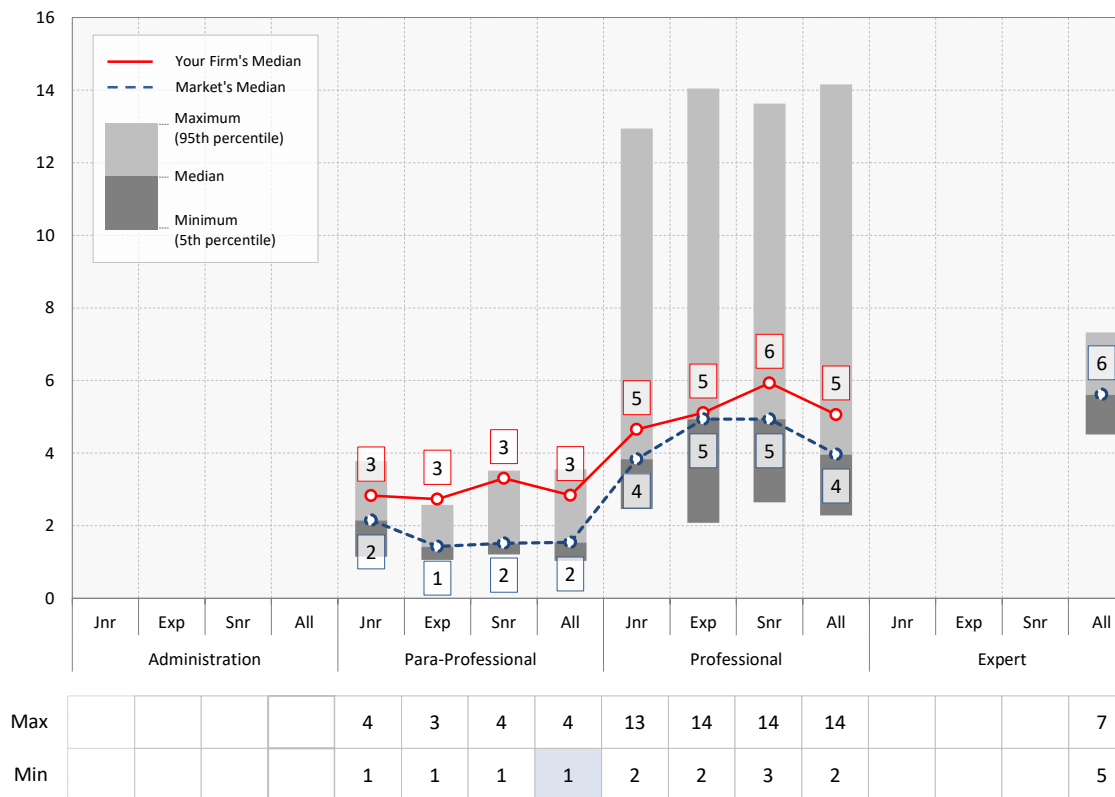
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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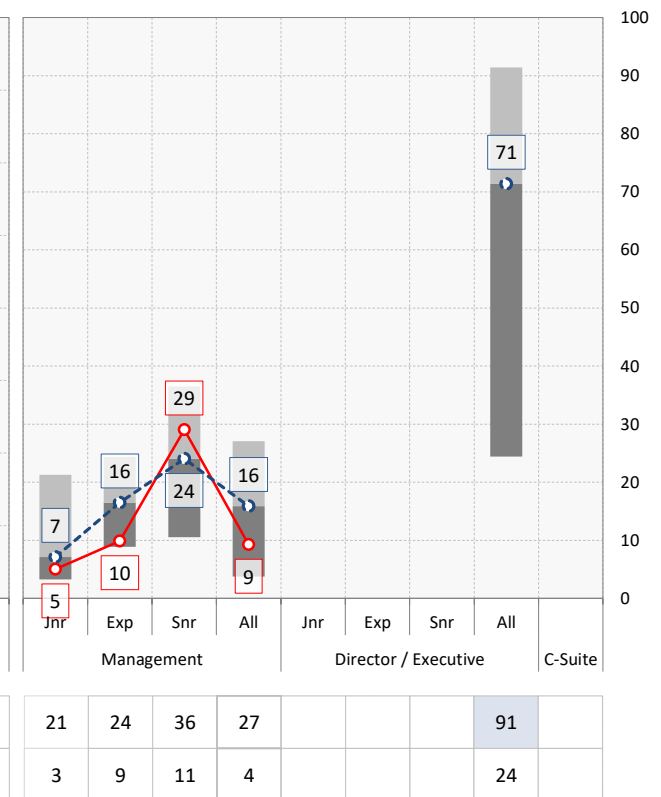
Target Bonus in IT ranged from GND 1k to GND 91k across all levels in the market

2025 Overview of target Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



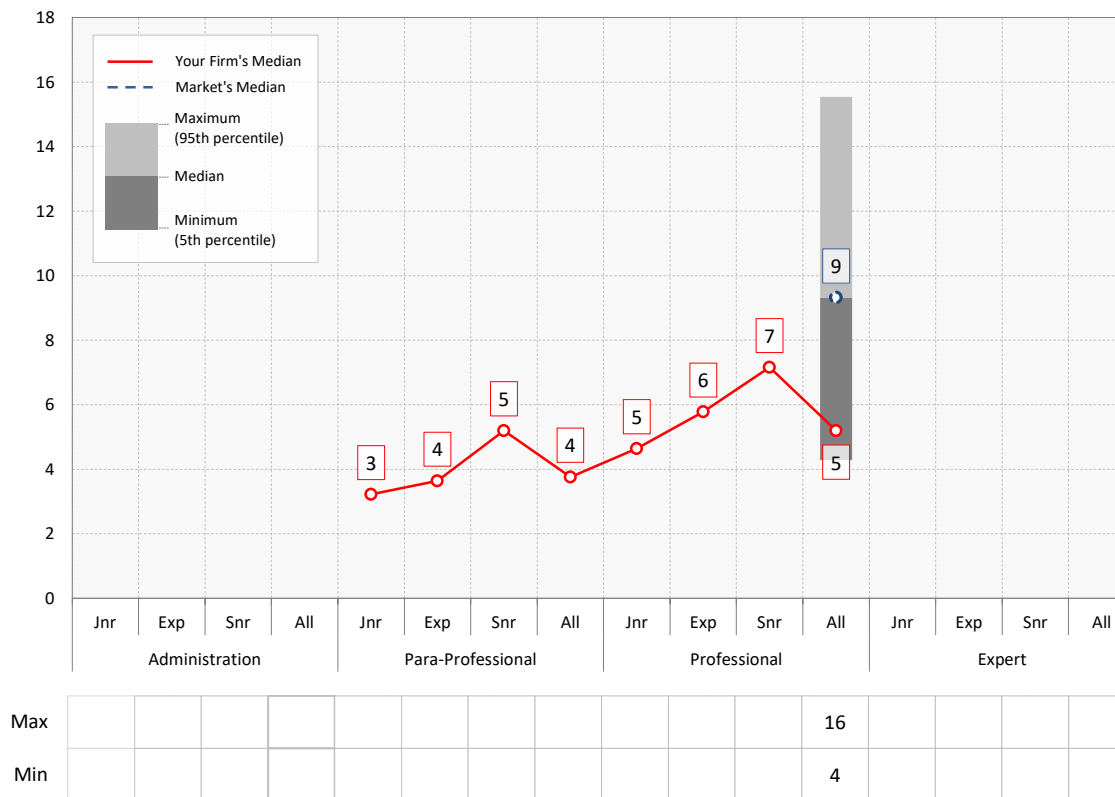
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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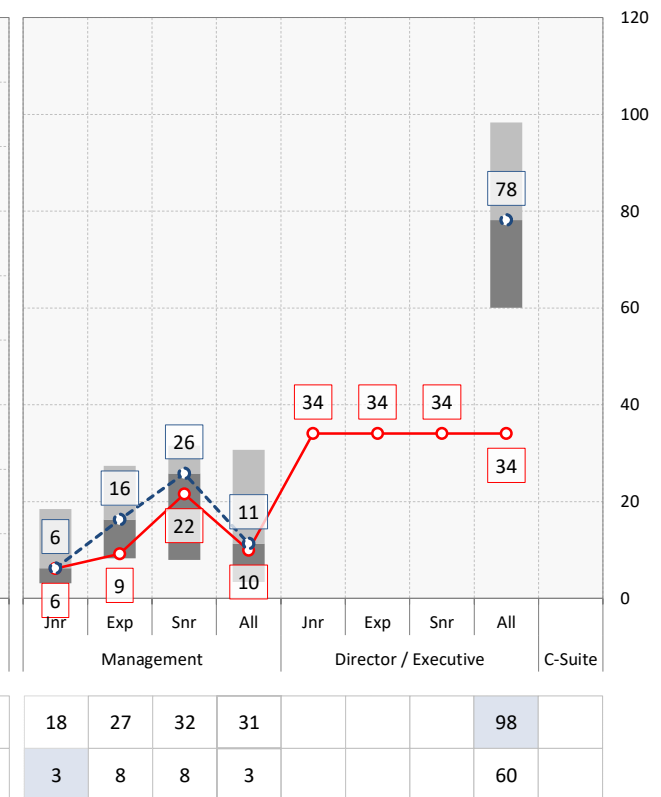
Target Bonus in Legal ranged from GND 3k to GND 98k across all levels in the market

2025 Overview of target Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

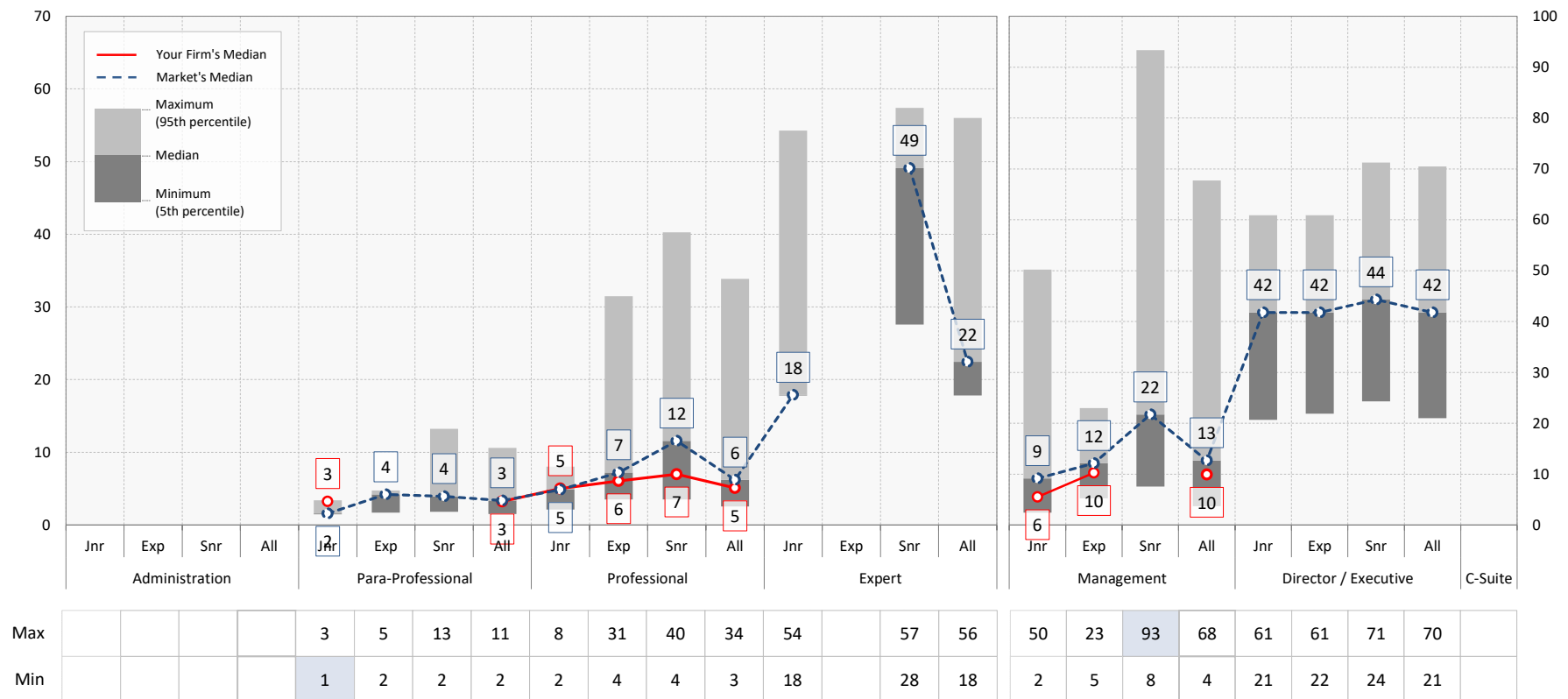
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Target Bonus in Marketing ranged from GND 1k to GND 93k across all levels in the market

2025 Overview of target Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



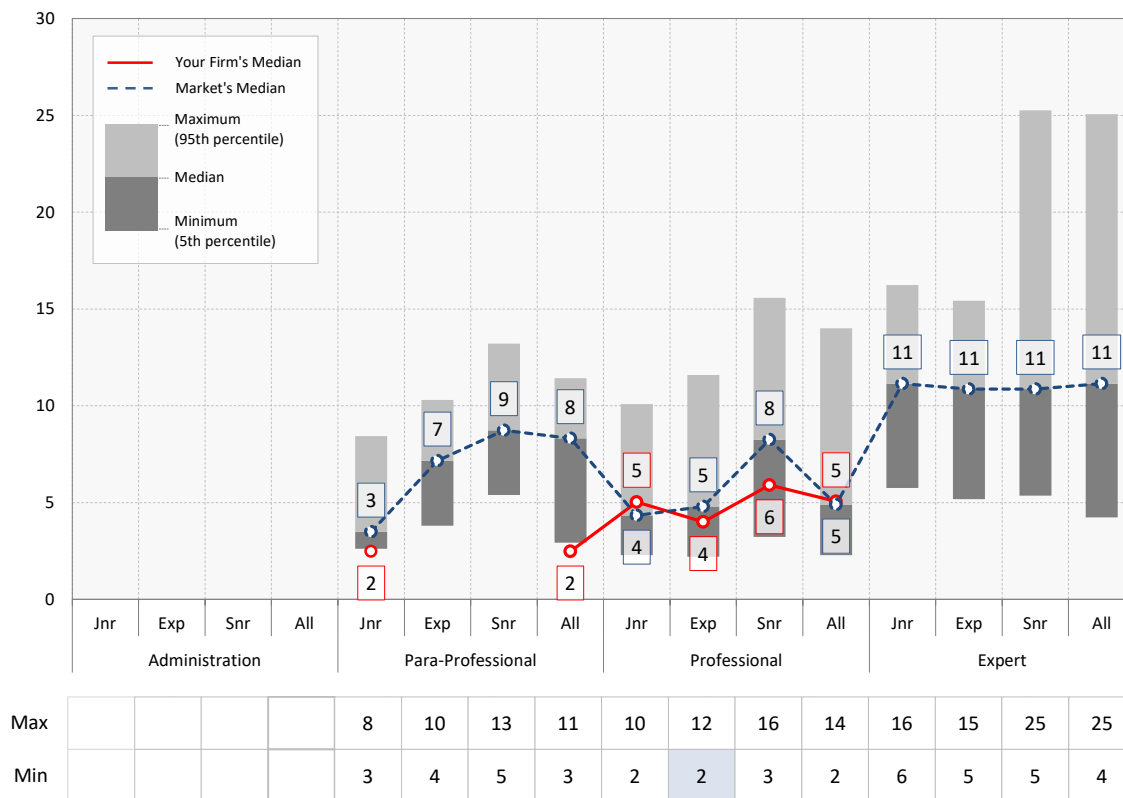
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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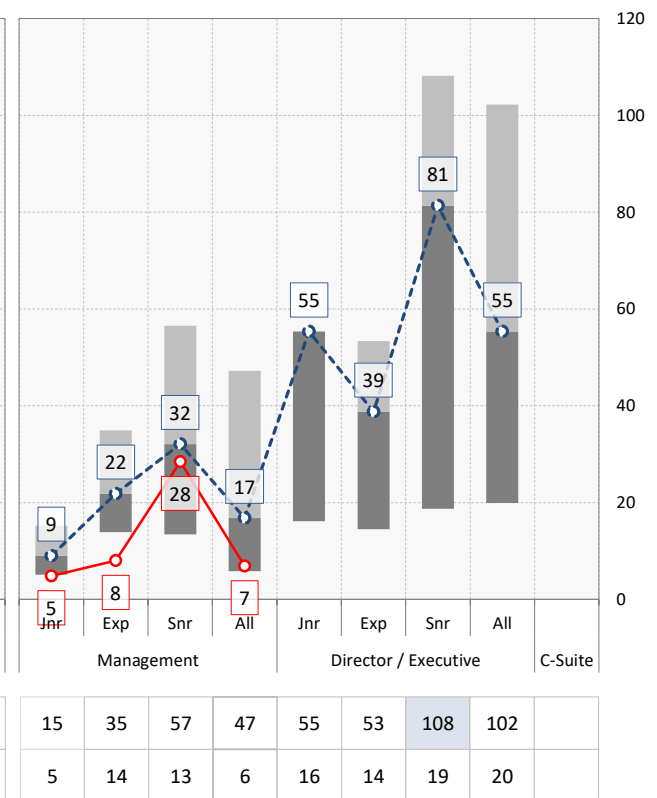
Target Bonus in Support ranged from GND 2k to GND 108k across all levels in the market

2025 Overview of target Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



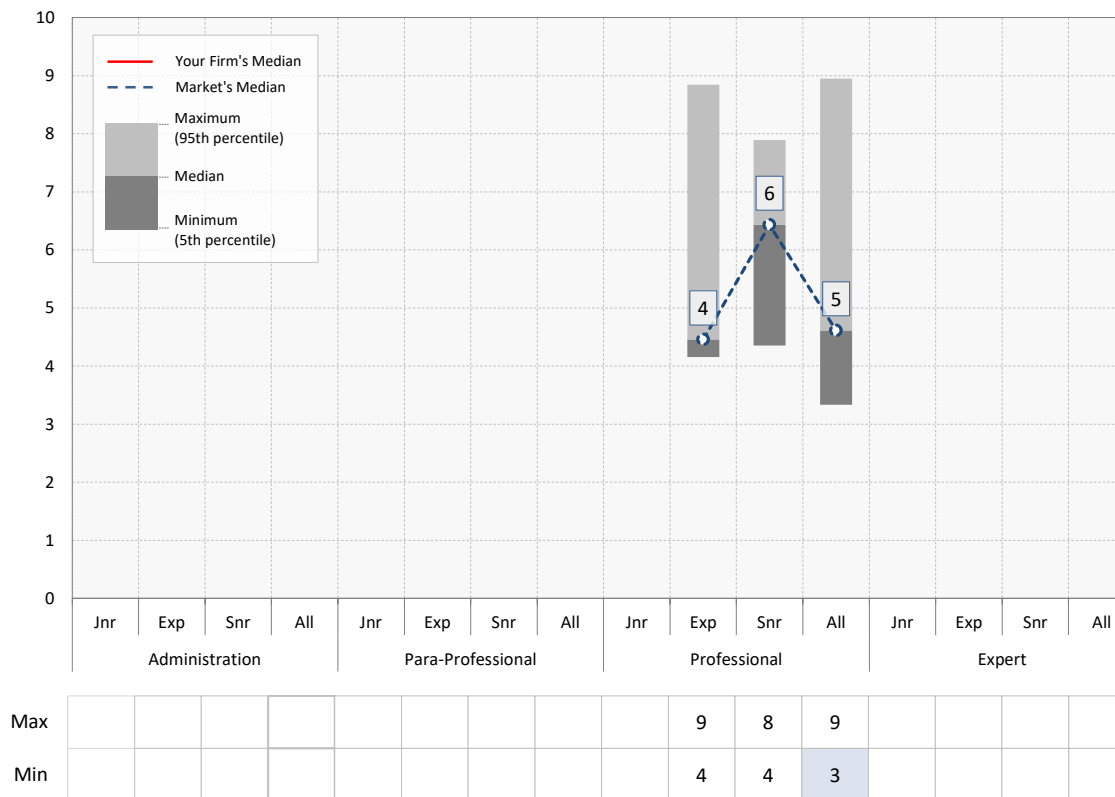
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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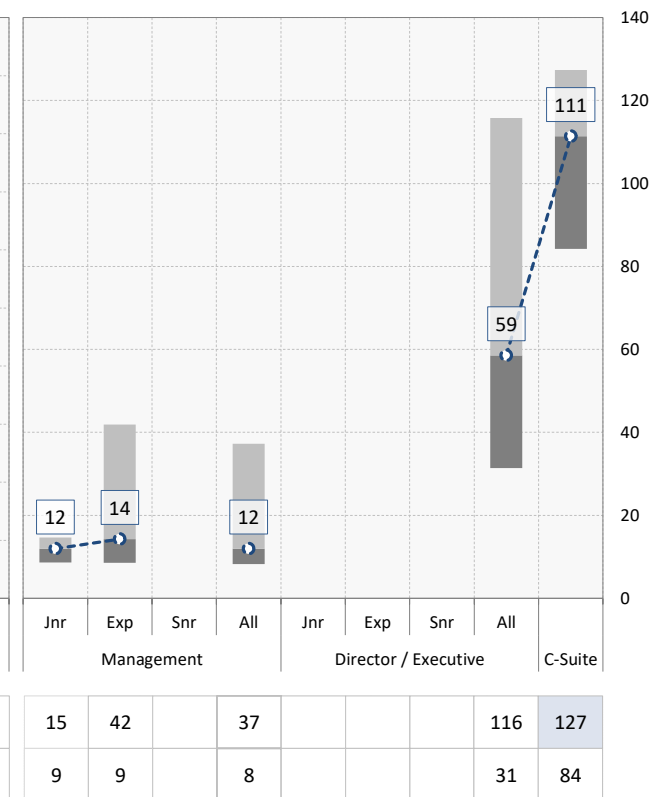
Target Bonus in Unspecified ranged from GND 3k to GND 127k across all levels in the market

**2025 Overview of target Bonus across all levels
(in GND k, firm-weighted, rounded and annualised)**

Individual contributors (L0-L3)



Managerial levels (L4-L6)



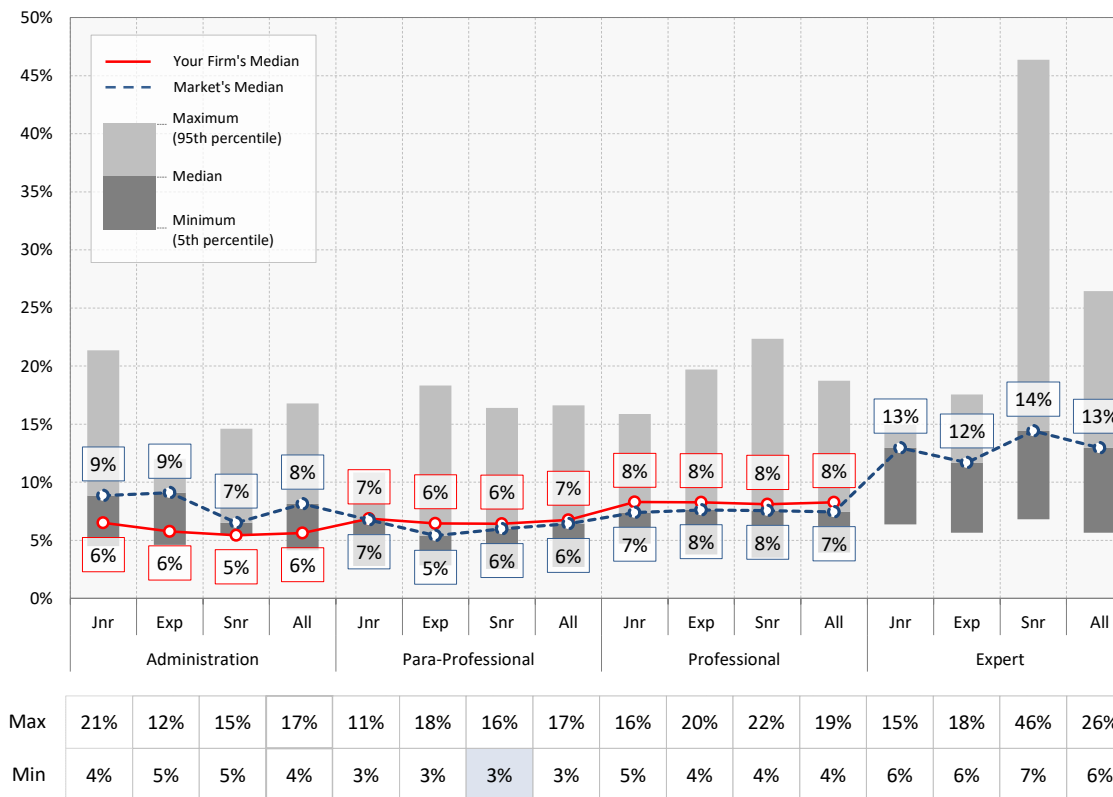
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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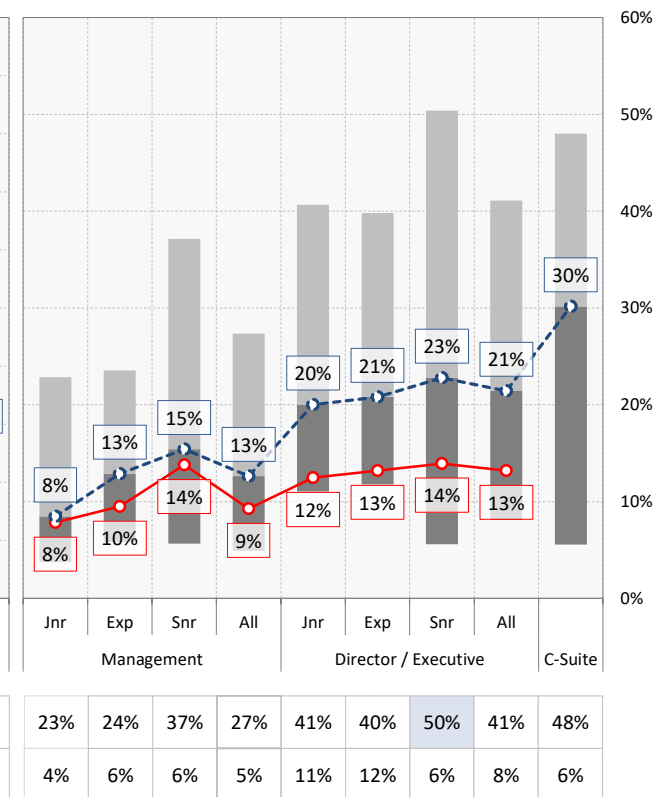
Target Bonus (in %) in All Administration & Support Staff ranged from 3% to 50% across all levels in the market

2025 Overview of target Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



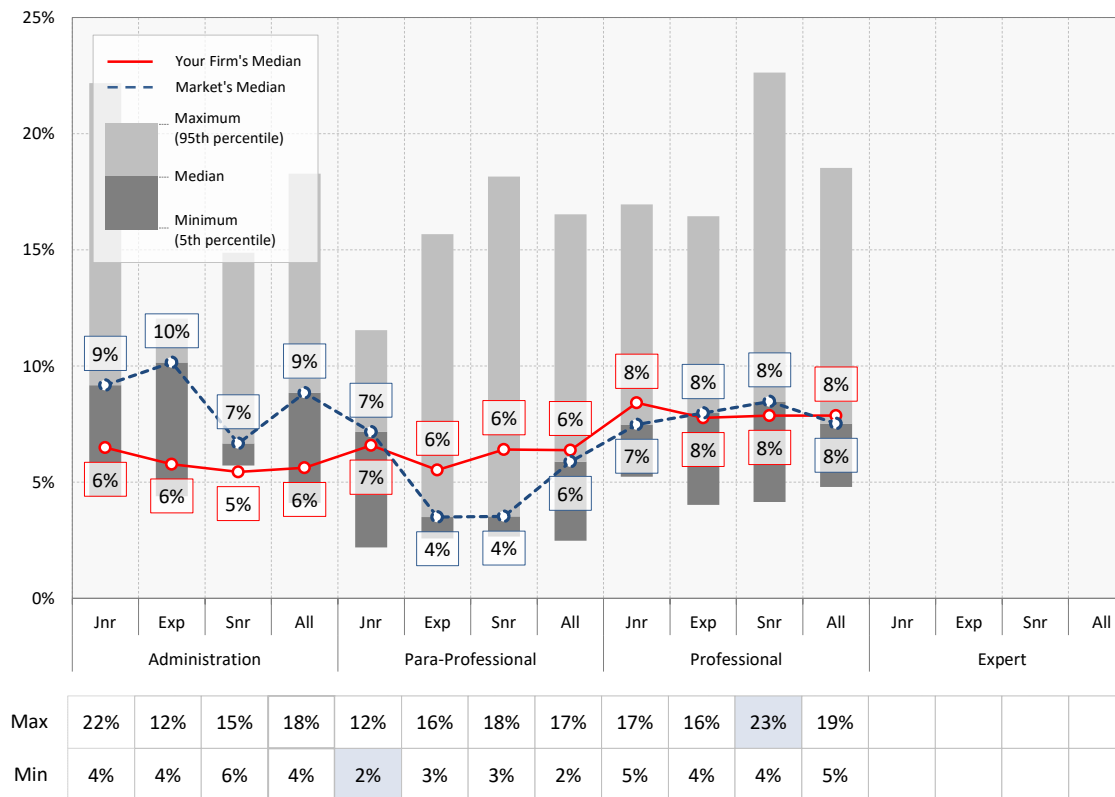
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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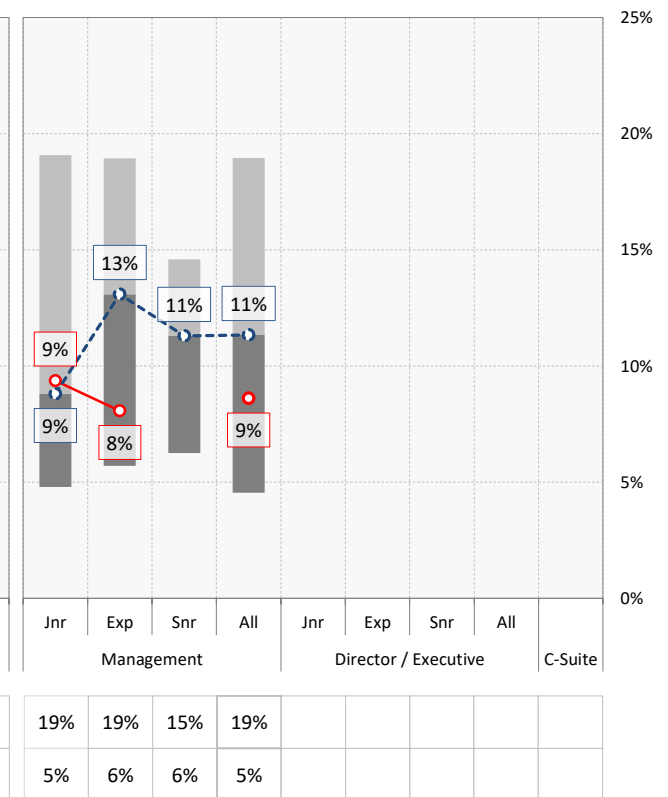
Target Bonus (in %) in Administration ranged from 2% to 23% across all levels in the market

2025 Overview of target Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



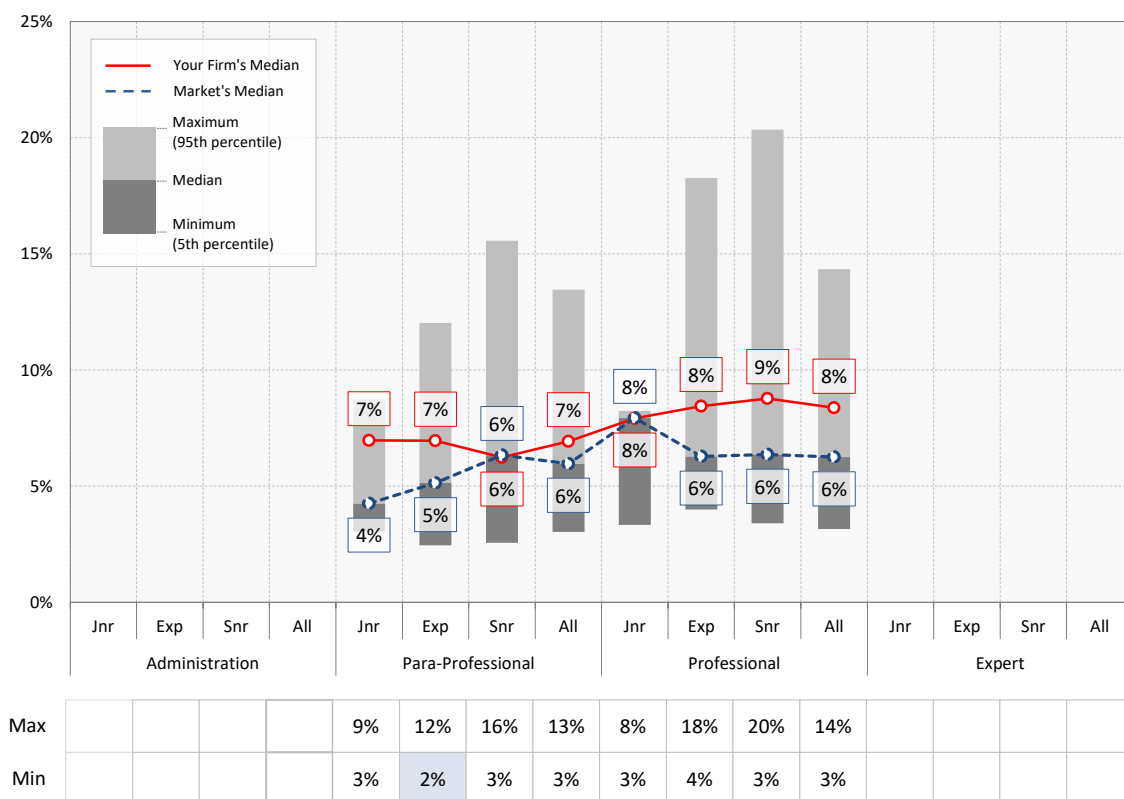
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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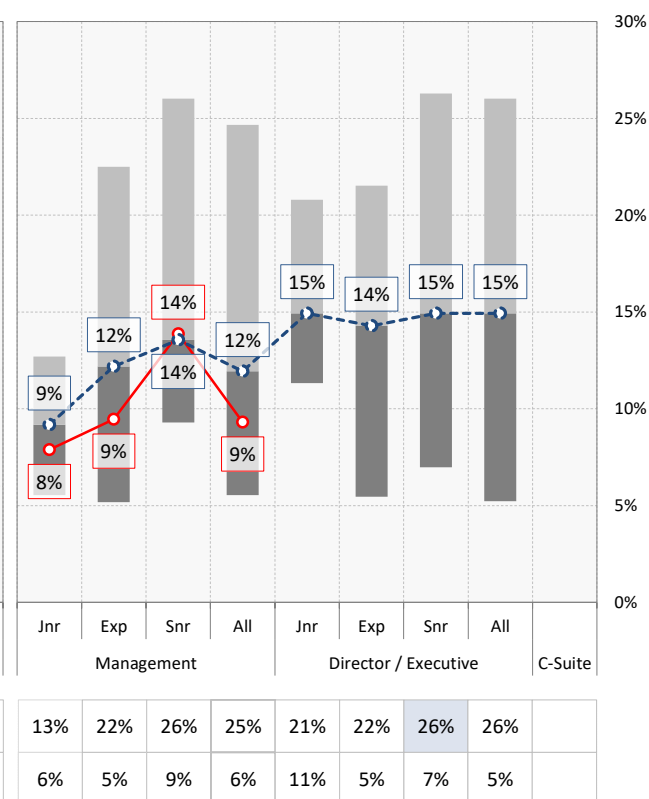
Target Bonus (in %) in Finance ranged from 2% to 26% across all levels in the market

2025 Overview of target Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



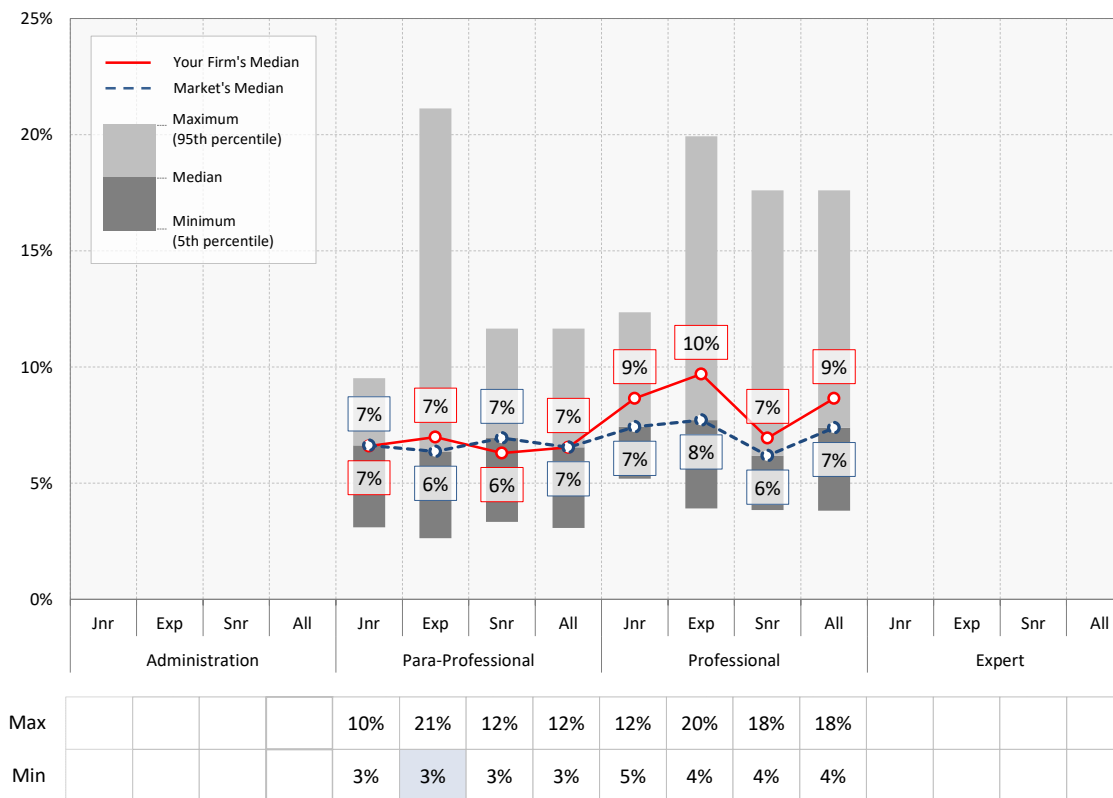
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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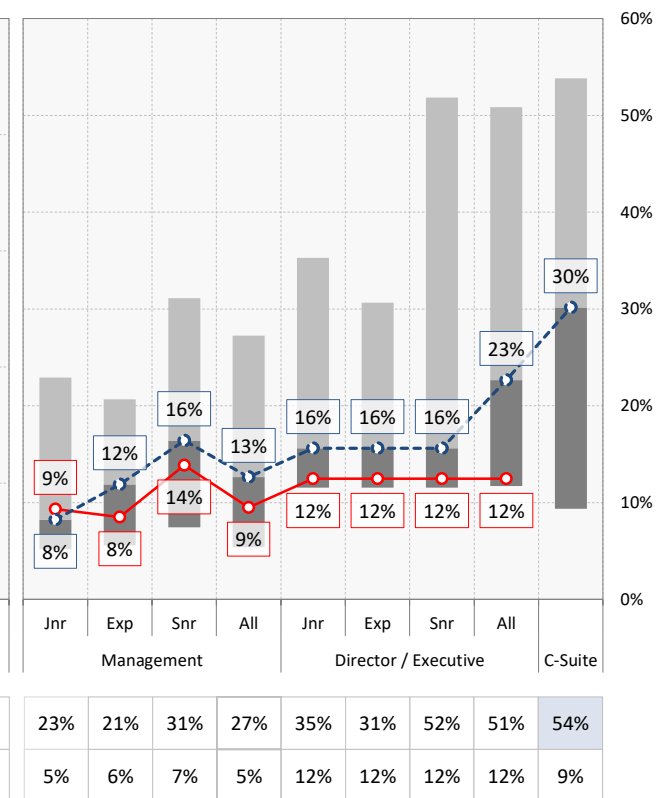
Target Bonus (in %) in Human Resources ranged from 3% to 54% across all levels in the market

2025 Overview of target Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



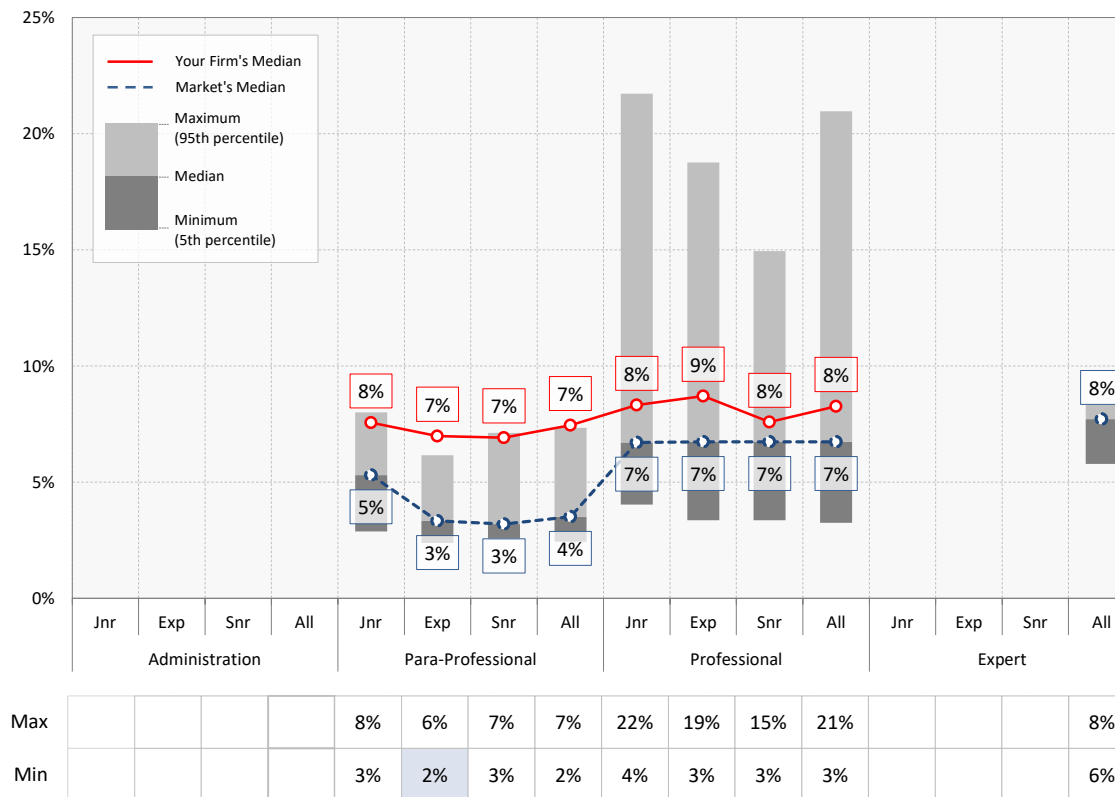
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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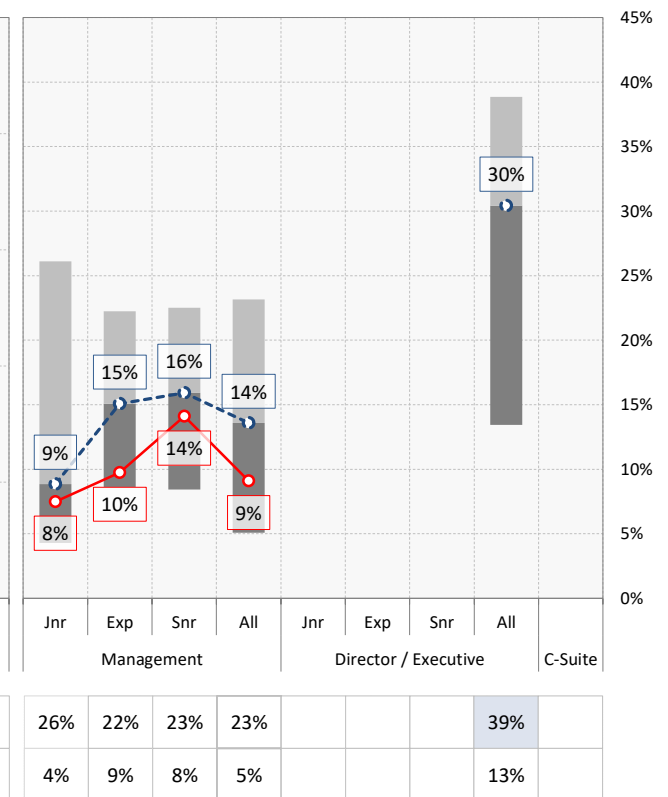
Target Bonus (in %) in IT ranged from 2% to 39% across all levels in the market

2025 Overview of target Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



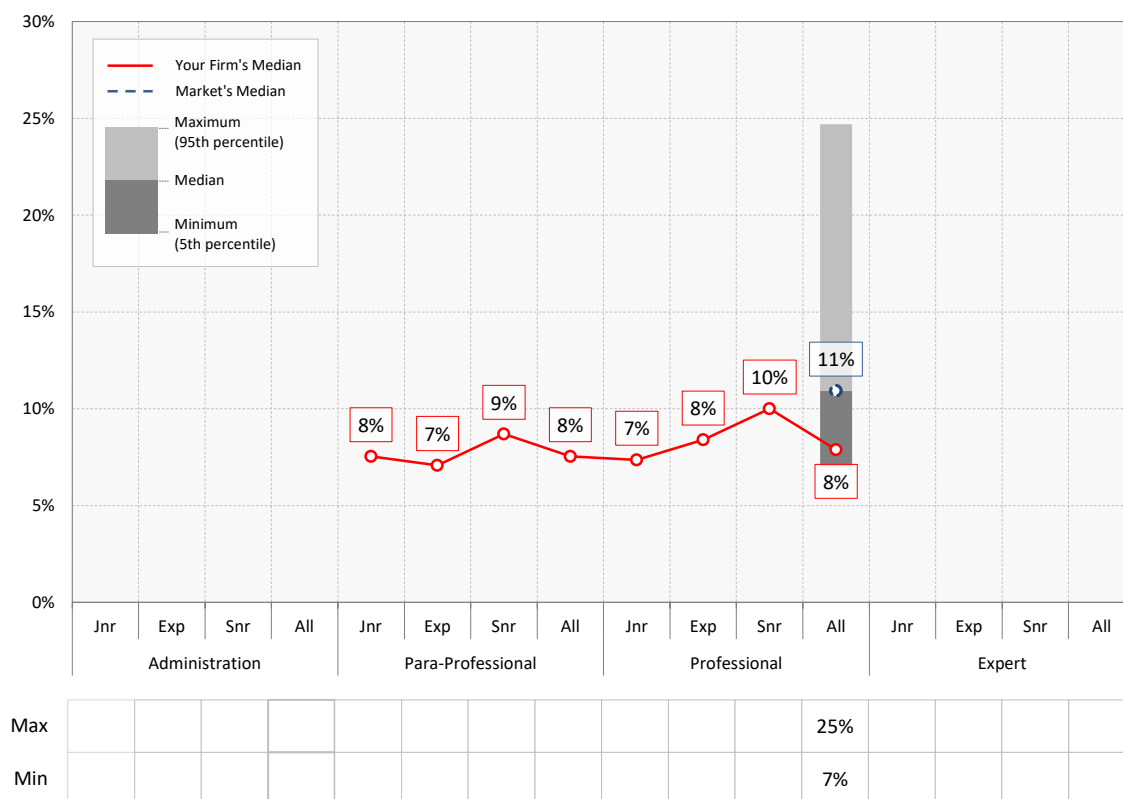
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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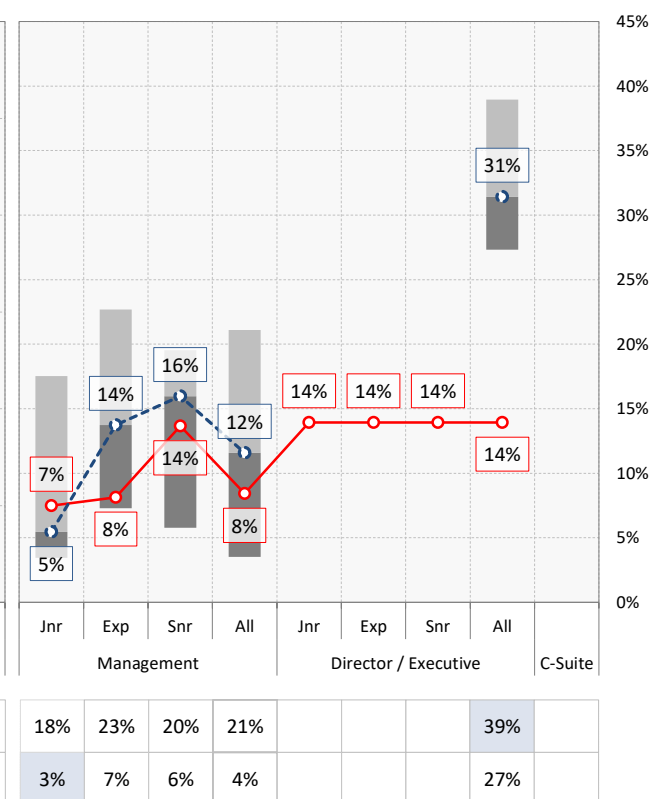
Target Bonus (in %) in Legal ranged from 3% to 39% across all levels in the market

2025 Overview of target Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



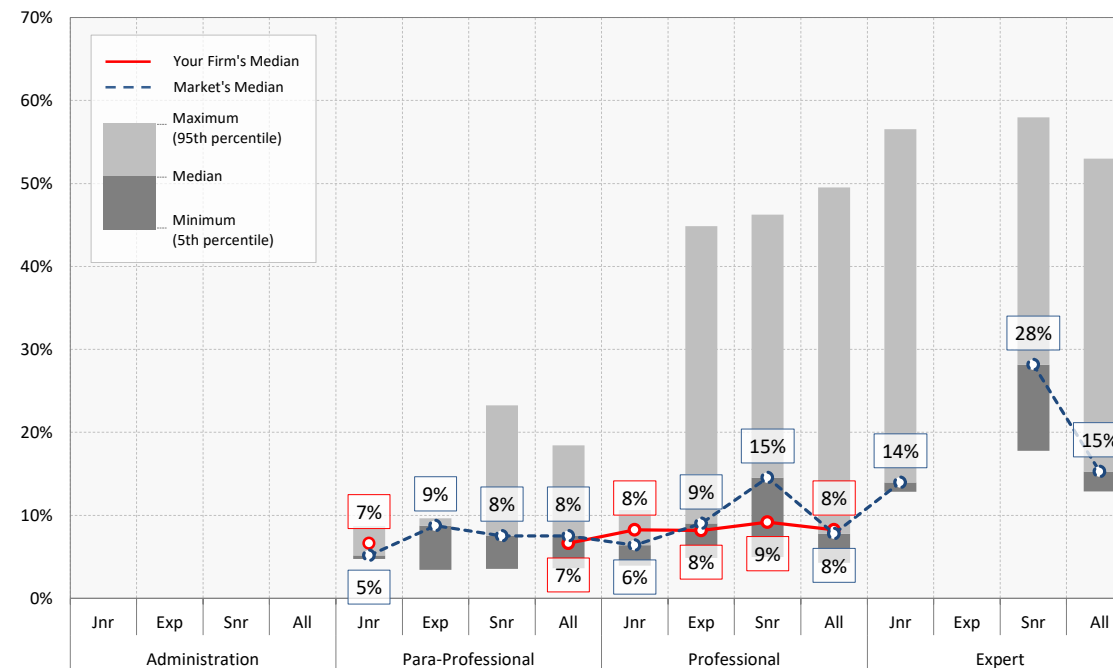
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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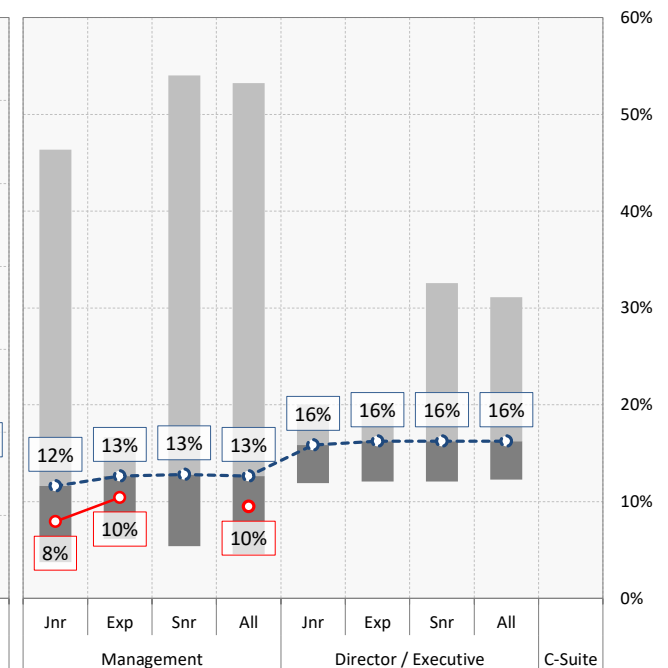
Target Bonus (in %) in Marketing ranged from 3% to 58% across all levels in the market

2025 Overview of target Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Max				9%	10%	23%	18%	11%	45%	46%	50%	57%	58%	53%	46%	17%	54%	53%	20%	20%	33%	31%	
Min				5%	3%	4%	4%	4%	5%	5%	4%	13%	18%	13%	4%	6%	5%	5%	12%	12%	12%	12%	

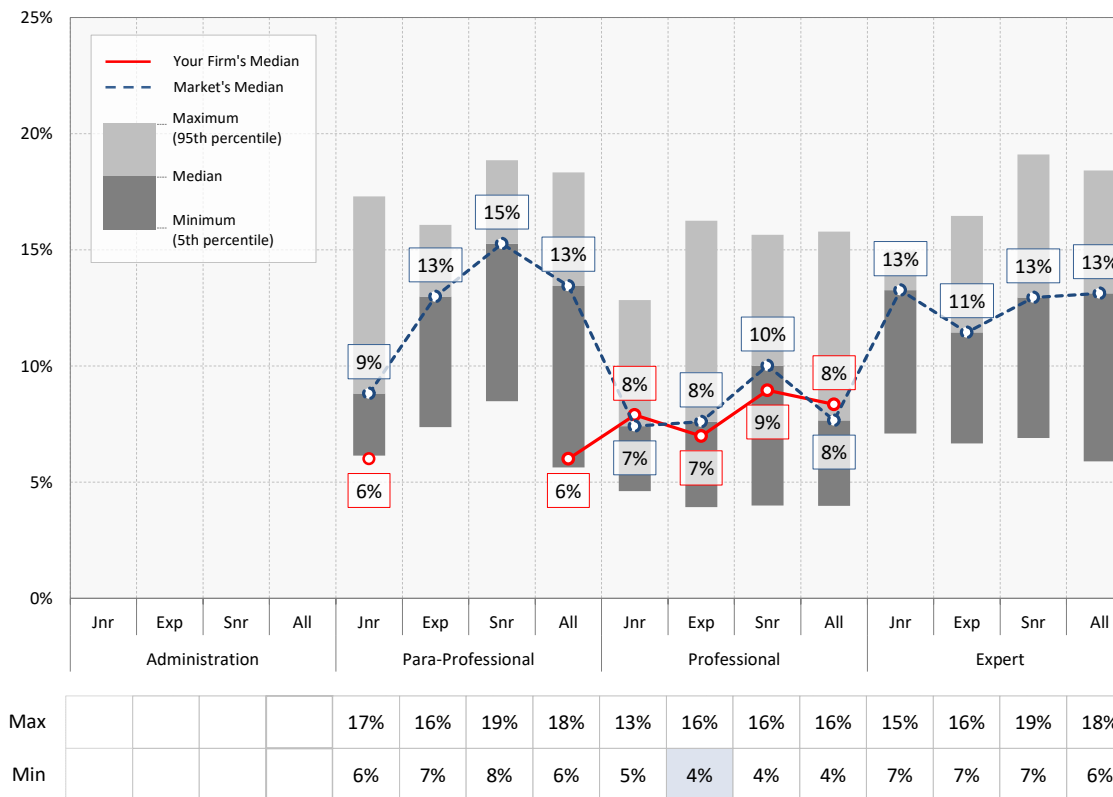
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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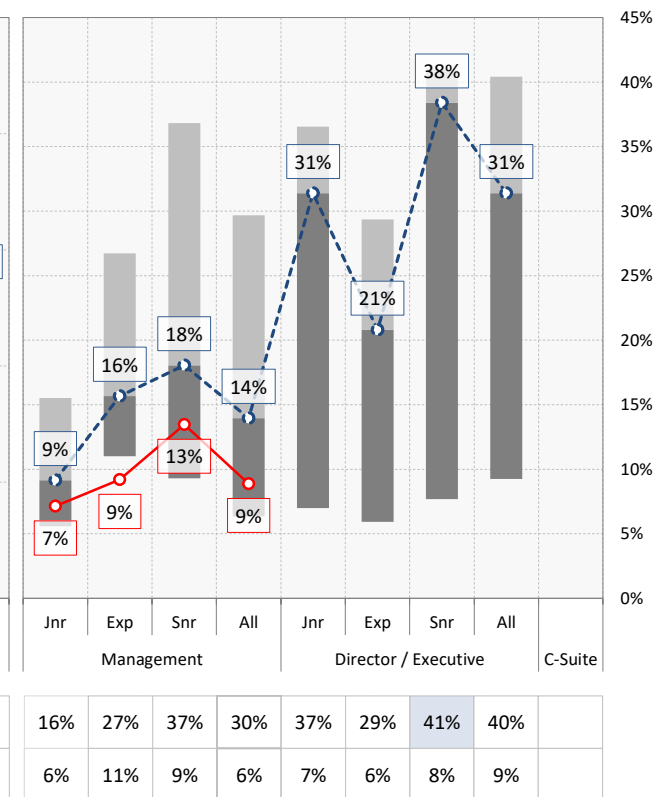
Target Bonus (in %) in Support ranged from 4% to 41% across all levels in the market

2025 Overview of target Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



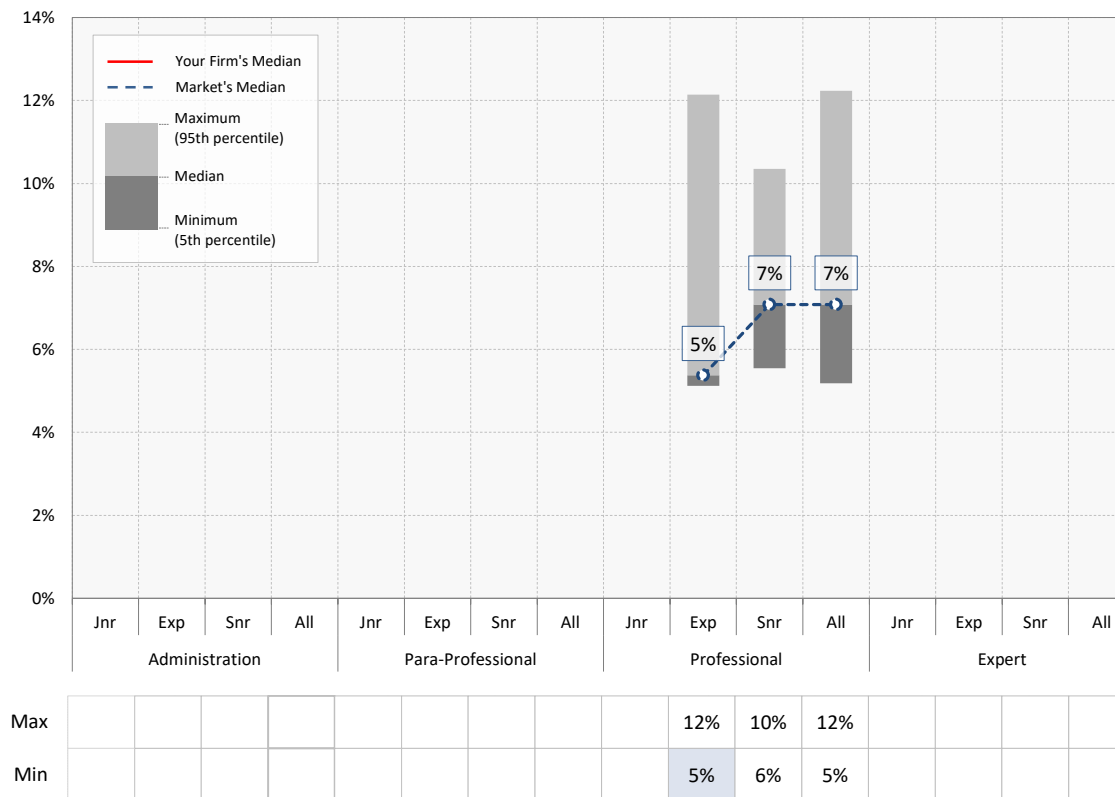
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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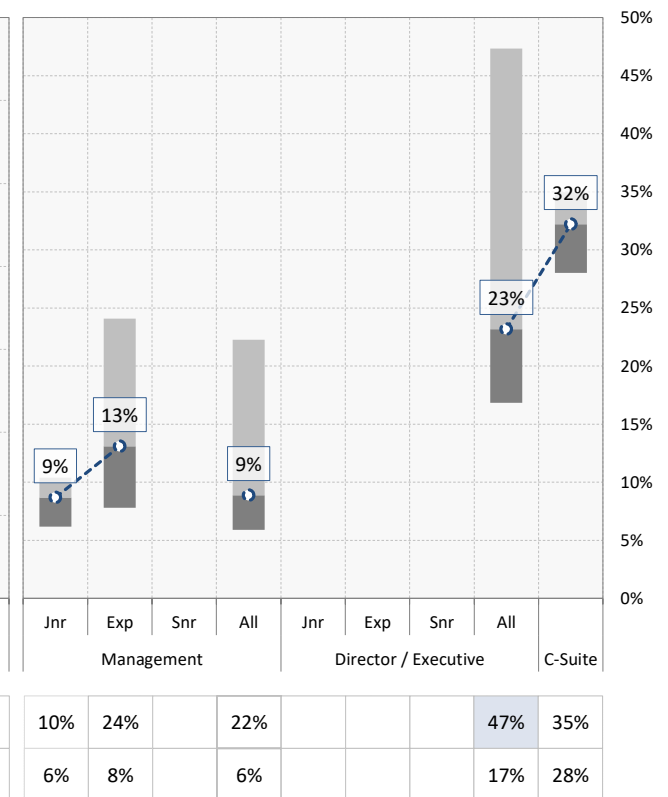
Target Bonus (in %) in Unspecified ranged from 5% to 47% across all levels in the market

2025 Overview of target Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



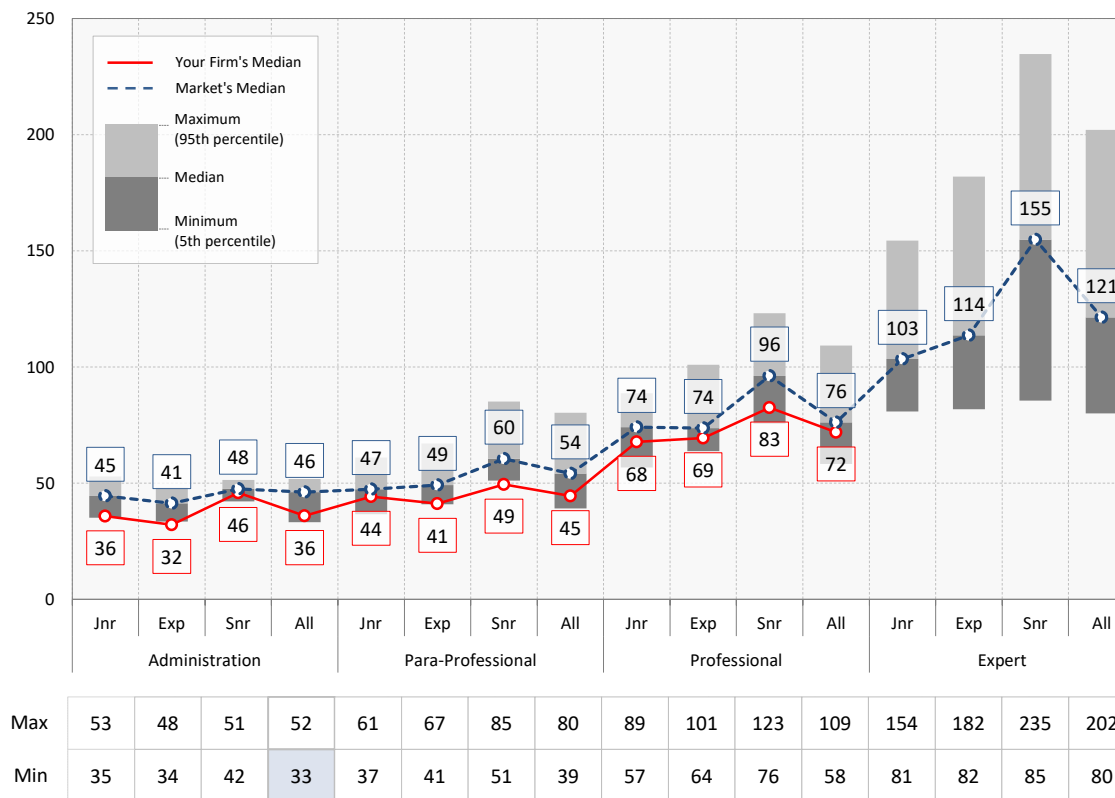
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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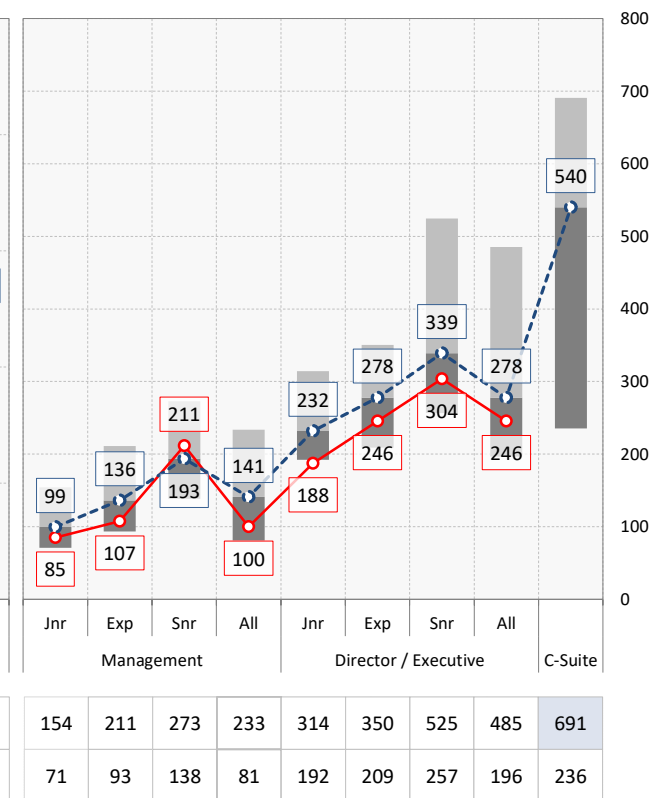
Target Total Cash Compensation in All Administration & Support Staff ranged from GND 33k to GND 691k across all levels in the market

2025 Overview of target Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



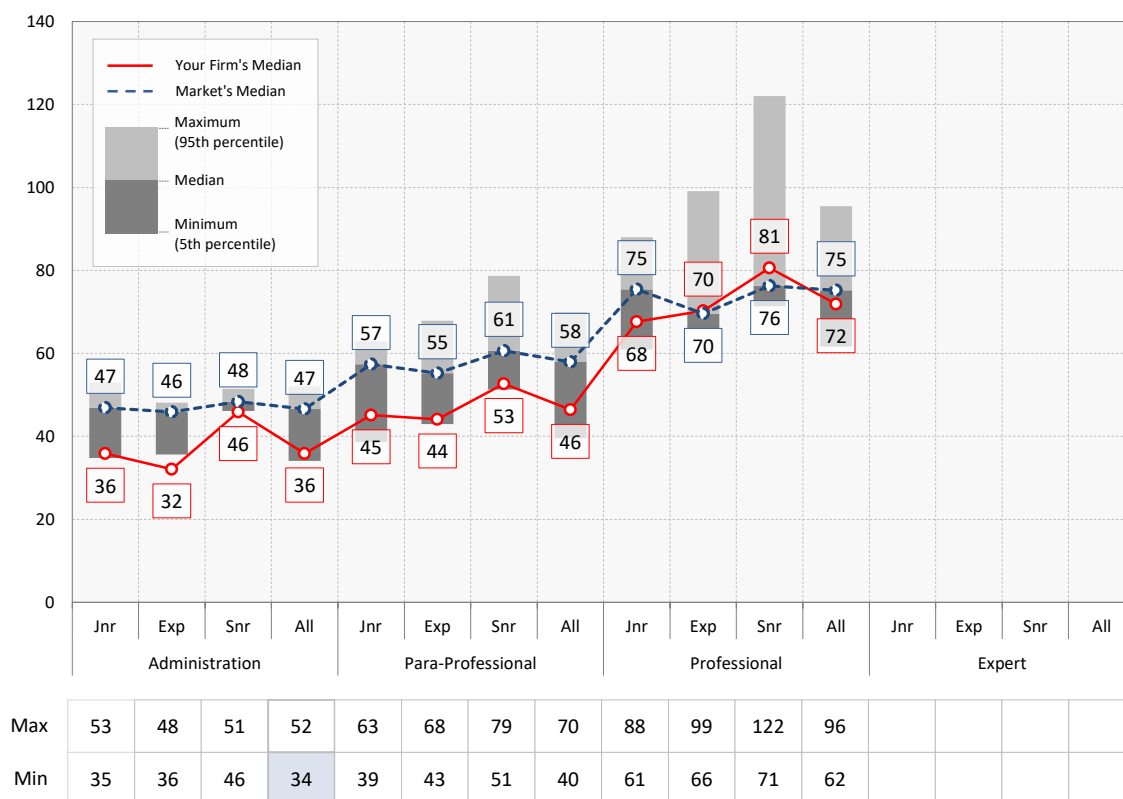
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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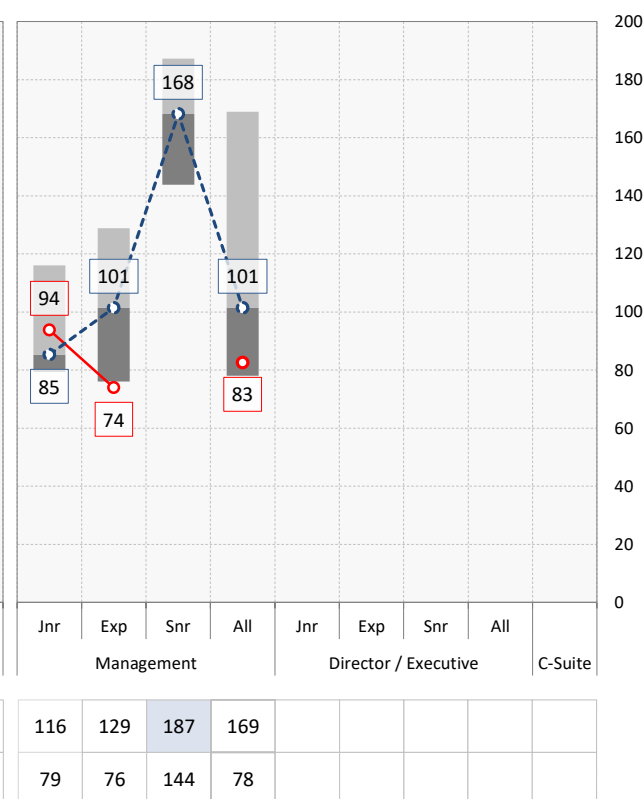
Target Total Cash Compensation in Administration ranged from GND 34k to GND 187k across all levels in the market

2025 Overview of target Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



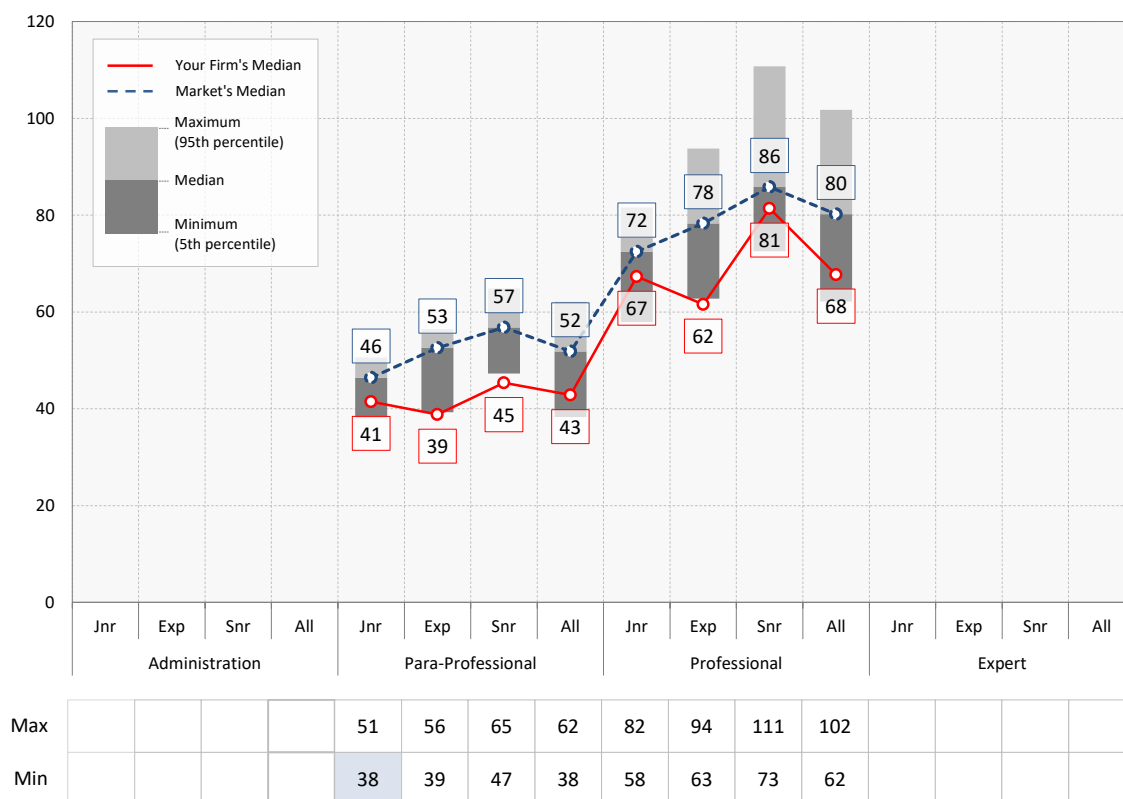
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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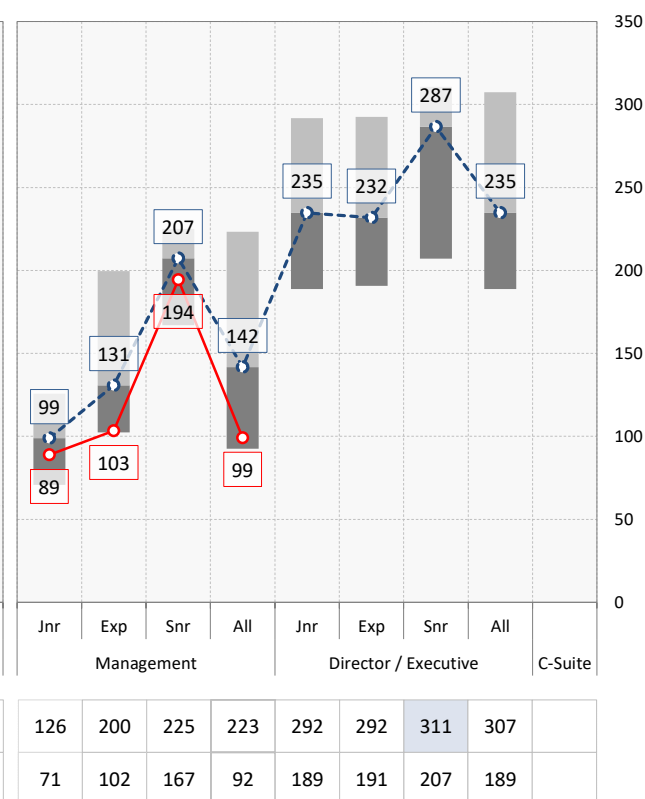
Target Total Cash Compensation in Finance ranged from GND 38k to GND 311k across all levels in the market

2025 Overview of target Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



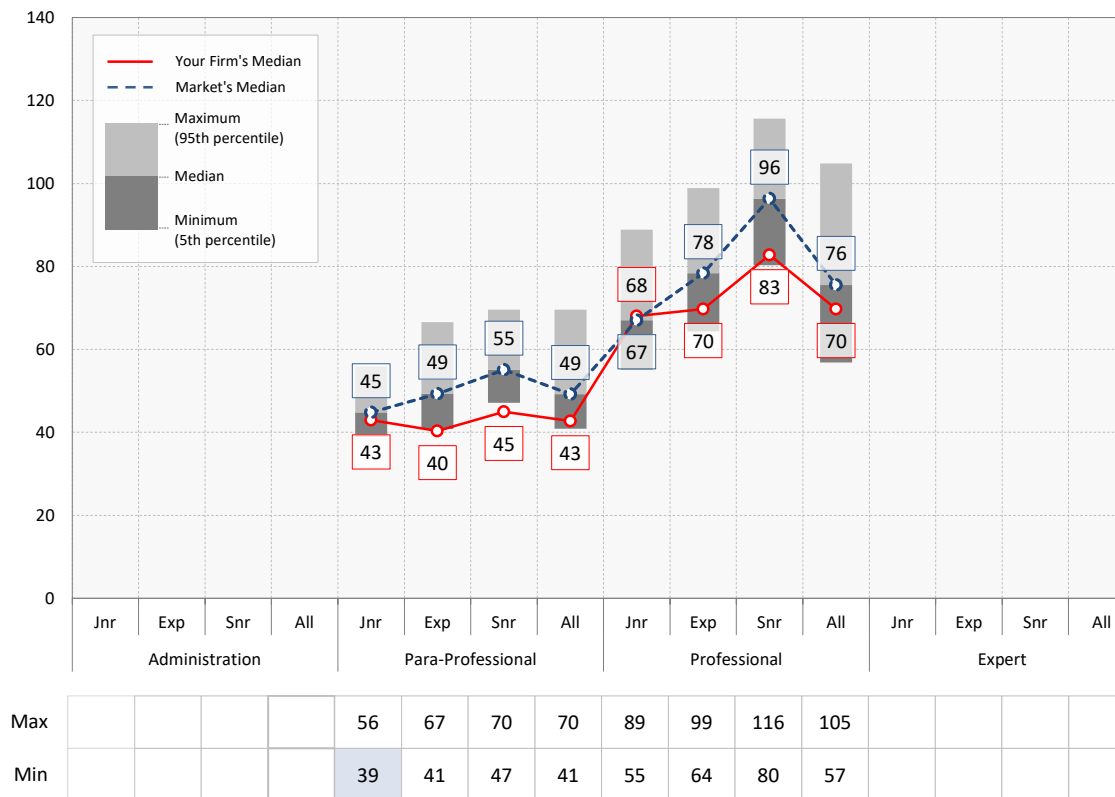
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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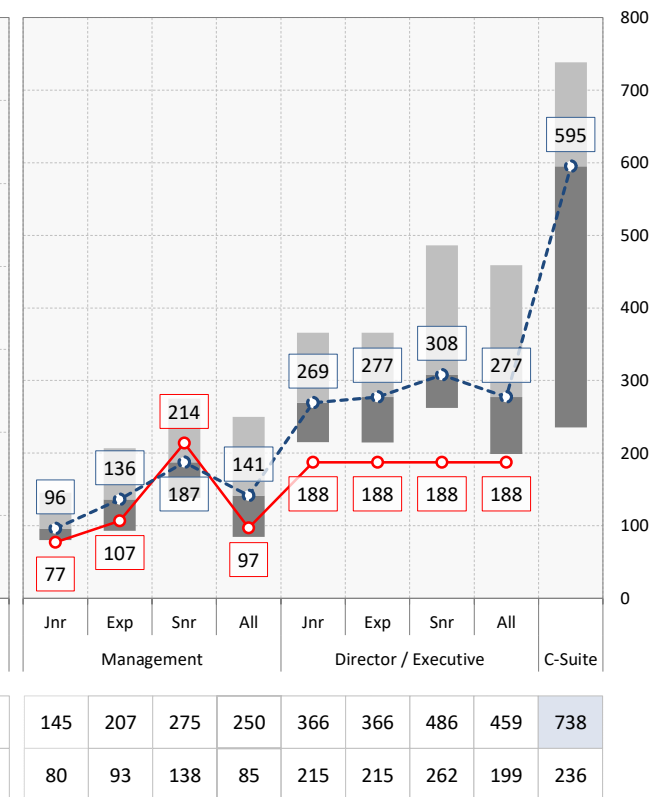
Target Total Cash Compensation in Human Resources ranged from GND 39k to GND 738k across all levels in the market

2025 Overview of target Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



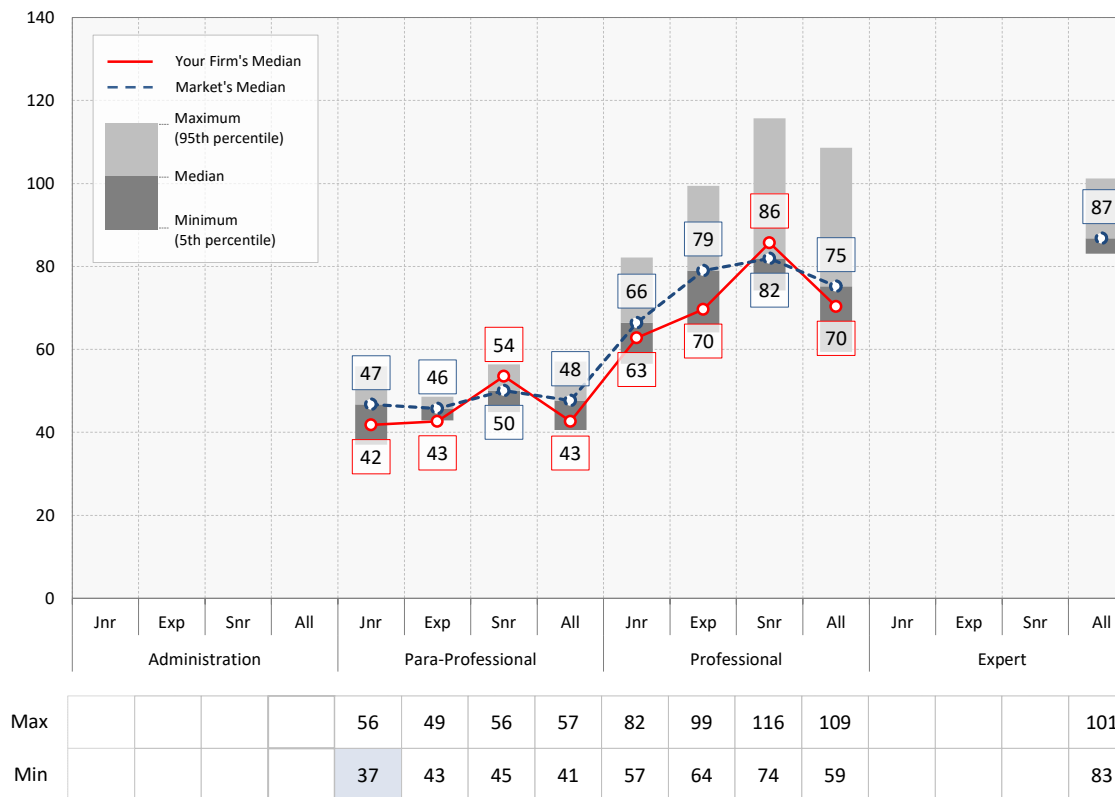
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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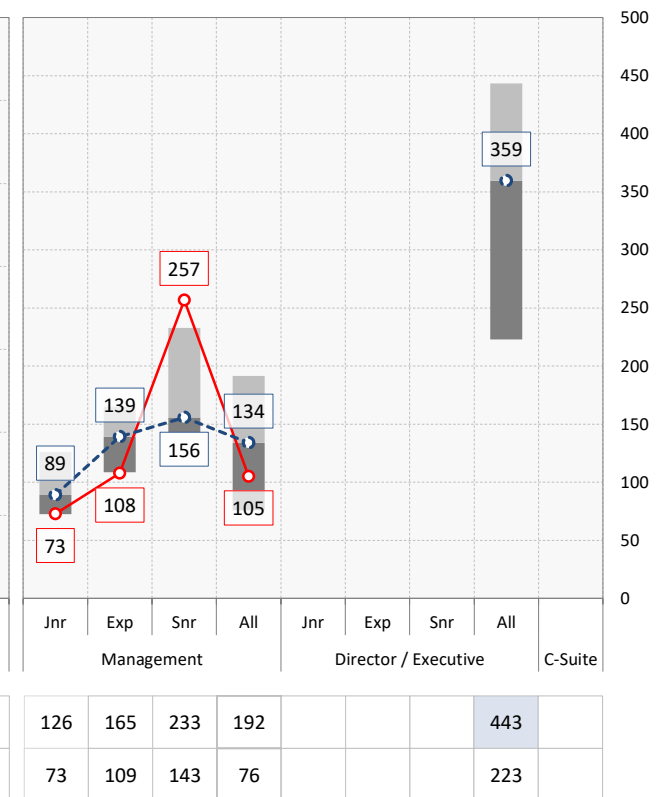
Target Total Cash Compensation in IT ranged from GND 37k to GND 443k across all levels in the market

2025 Overview of target Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



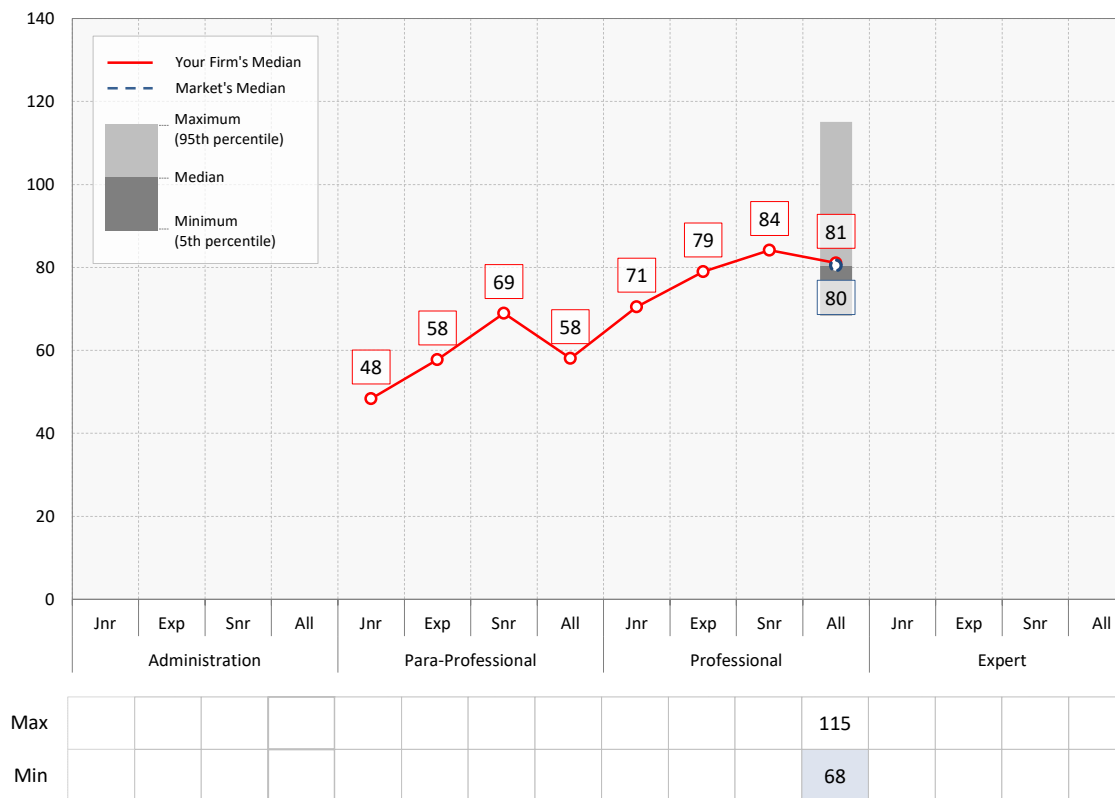
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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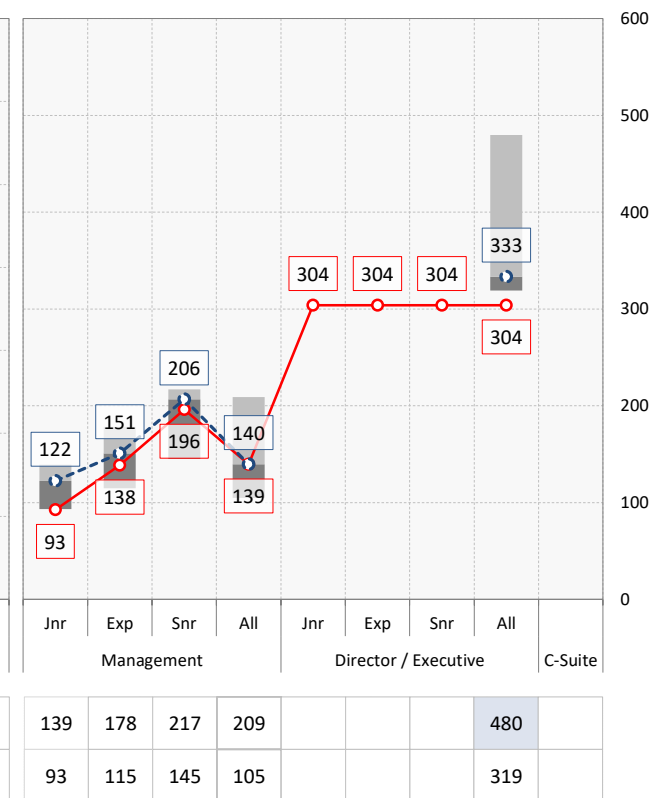
Target Total Cash Compensation in Legal ranged from GND 68k to GND 480k across all levels in the market

2025 Overview of target Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



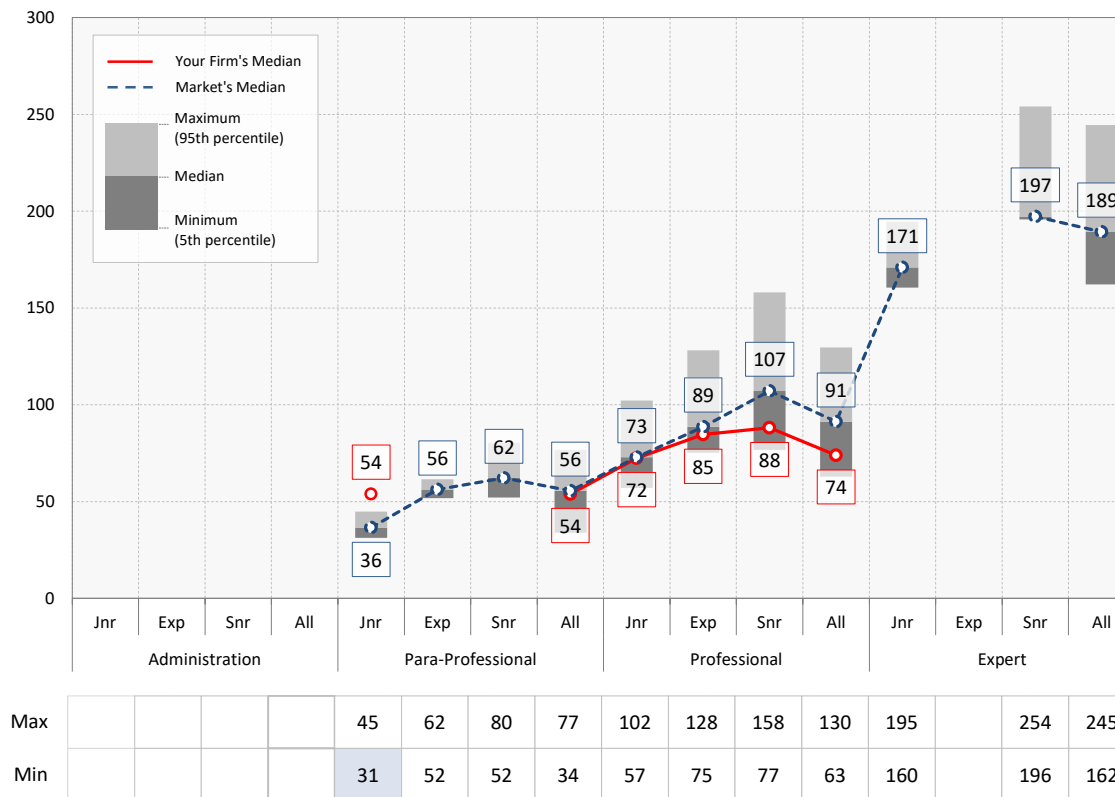
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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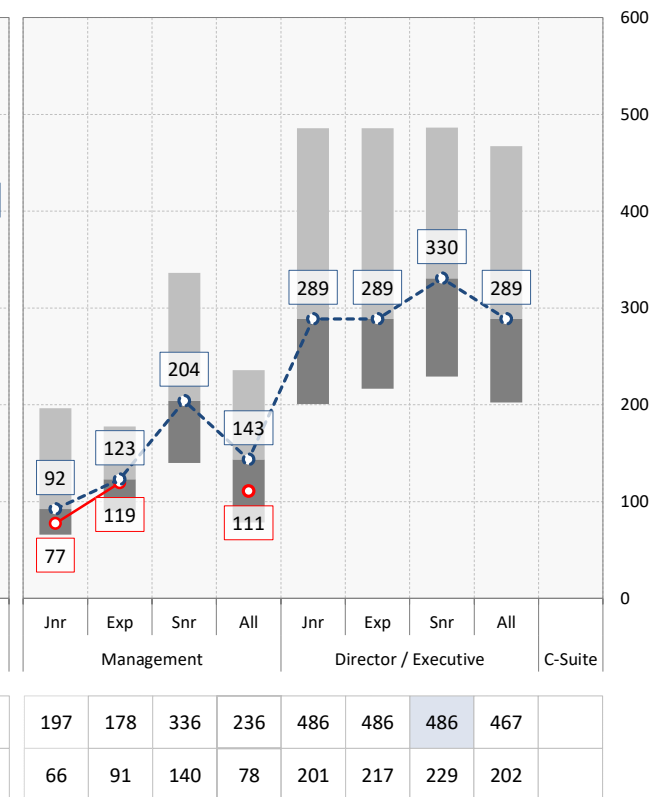
Target Total Cash Compensation in Marketing ranged from GND 31k to GND 486k across all levels in the market

2025 Overview of target Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



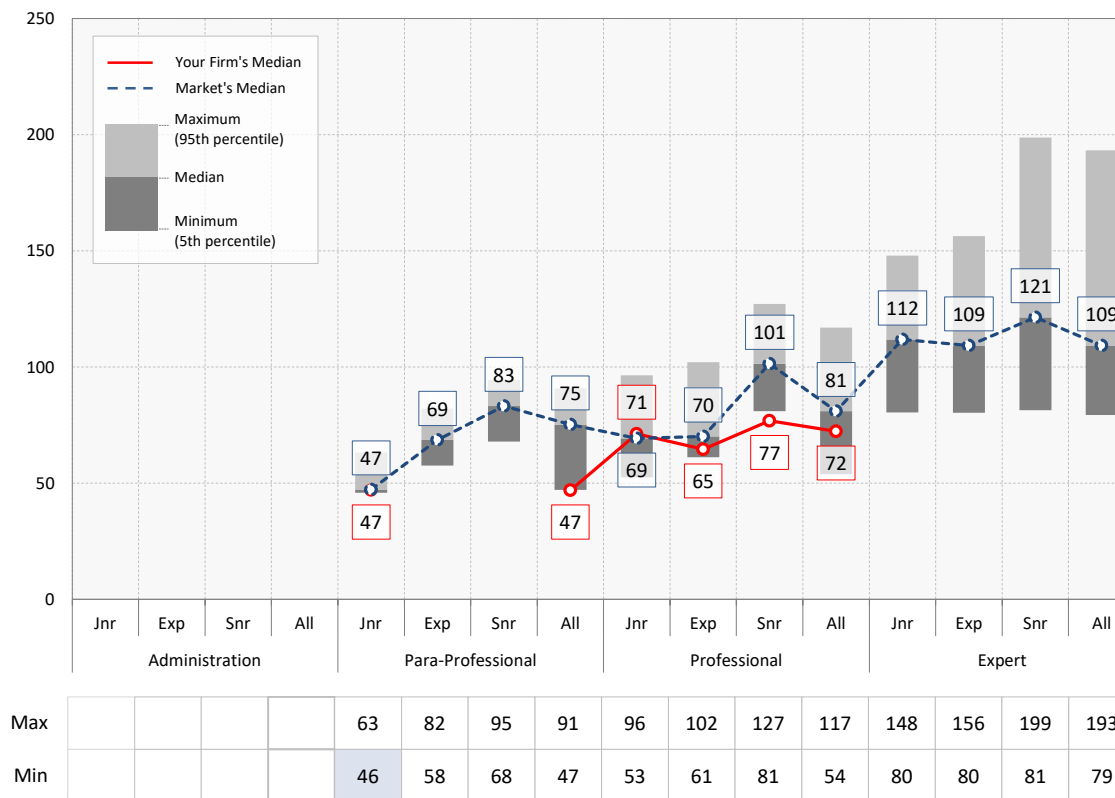
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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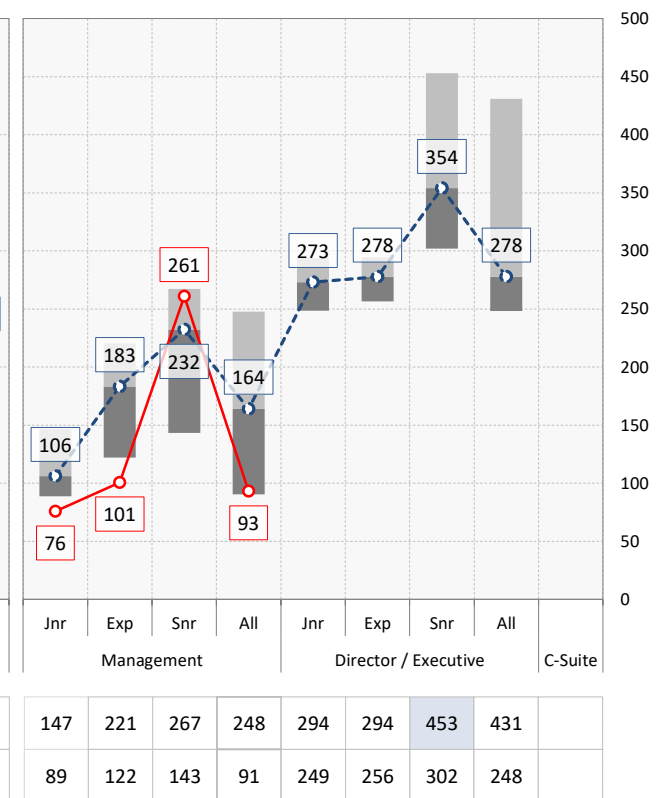
Target Total Cash Compensation in Support ranged from GND 46k to GND 453k across all levels in the market

2025 Overview of target Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



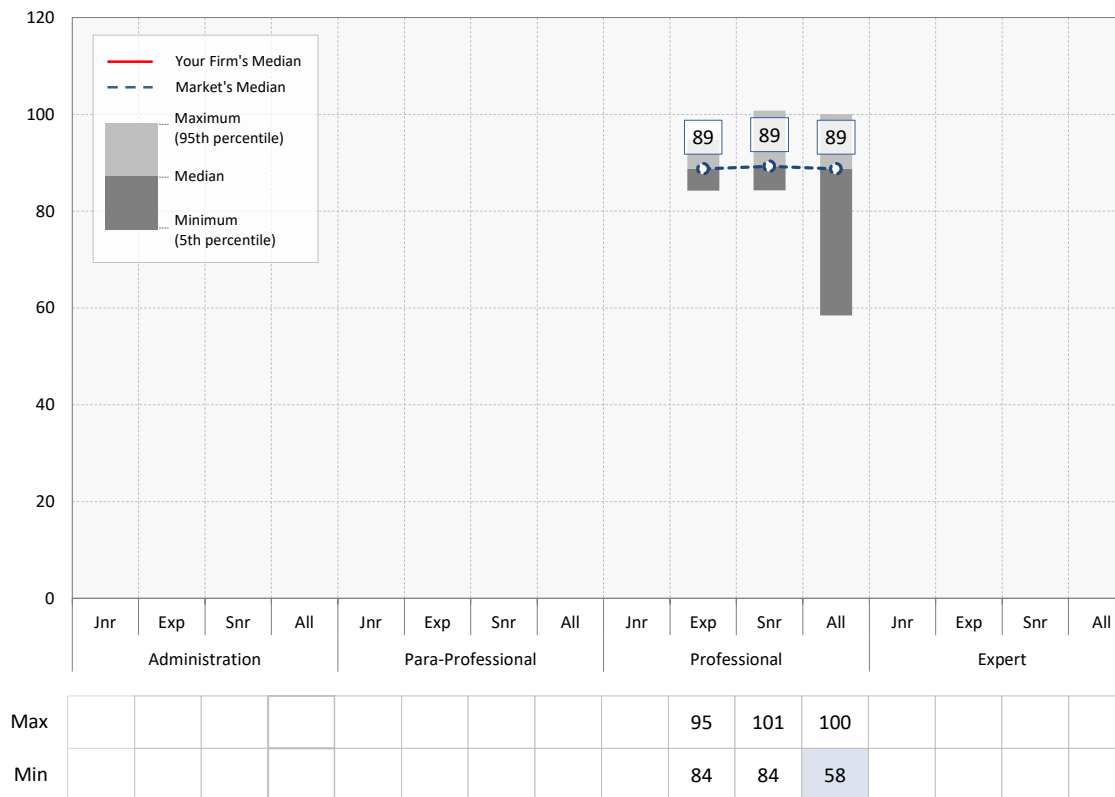
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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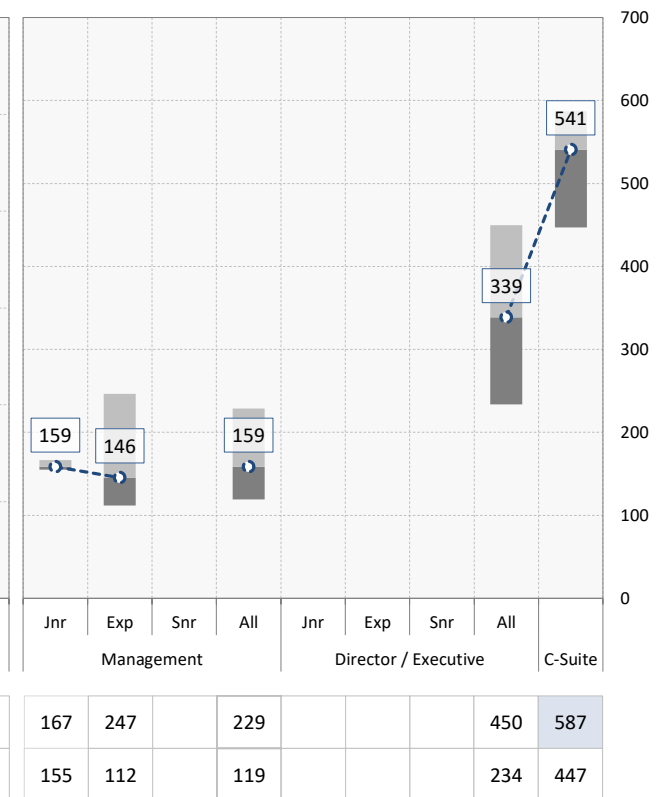
Target Total Cash Compensation in Unspecified ranged from GND 58k to GND 587k across all levels in the market

2025 Overview of target Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



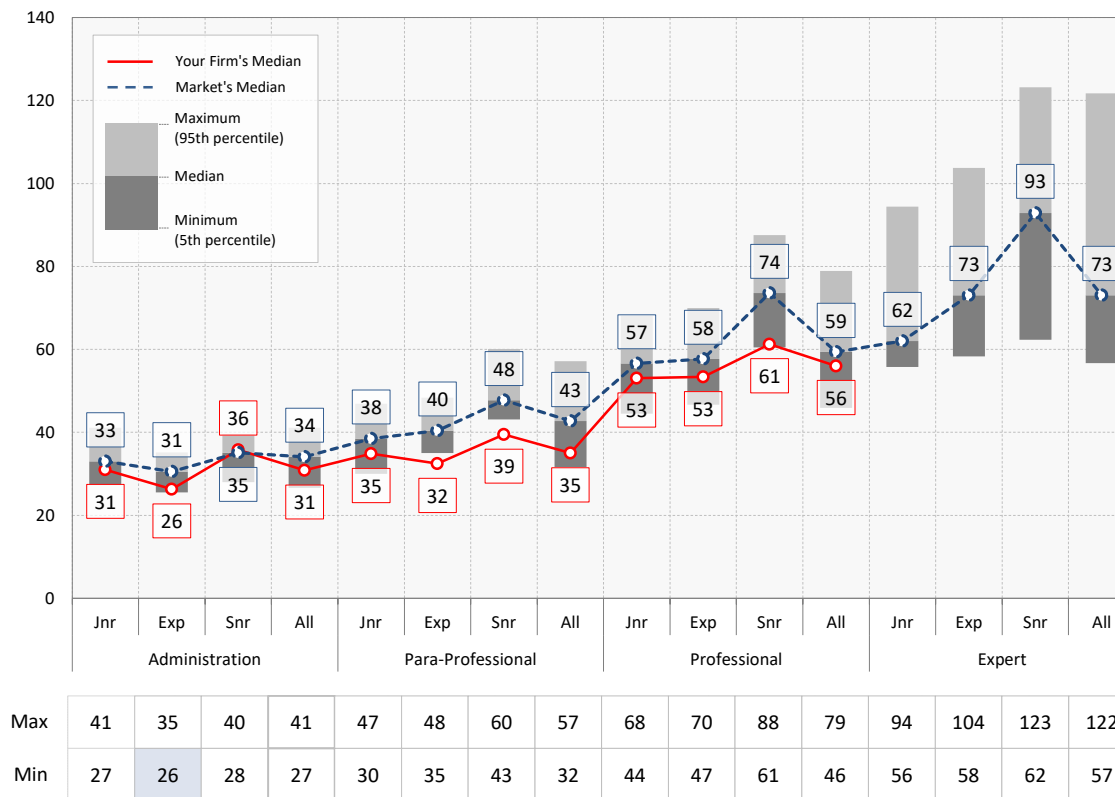
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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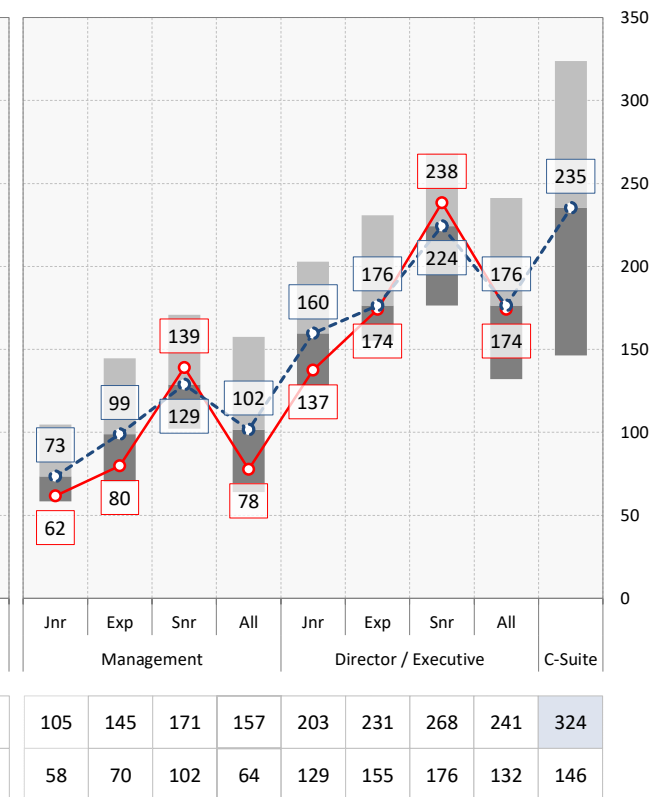
Actual Basic Salary in All Administration & Support Staff ranged from GND 26k to GND 324k across all levels in the market

2025 Overview of actual Basic Salary across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



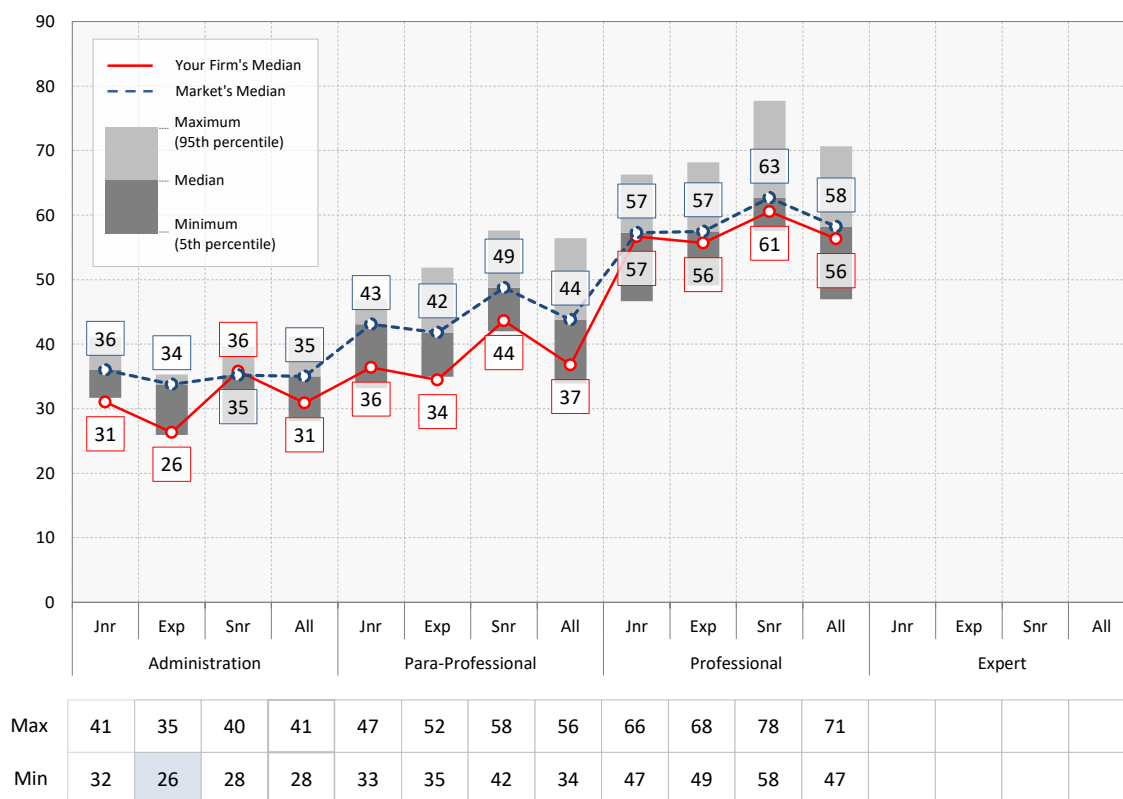
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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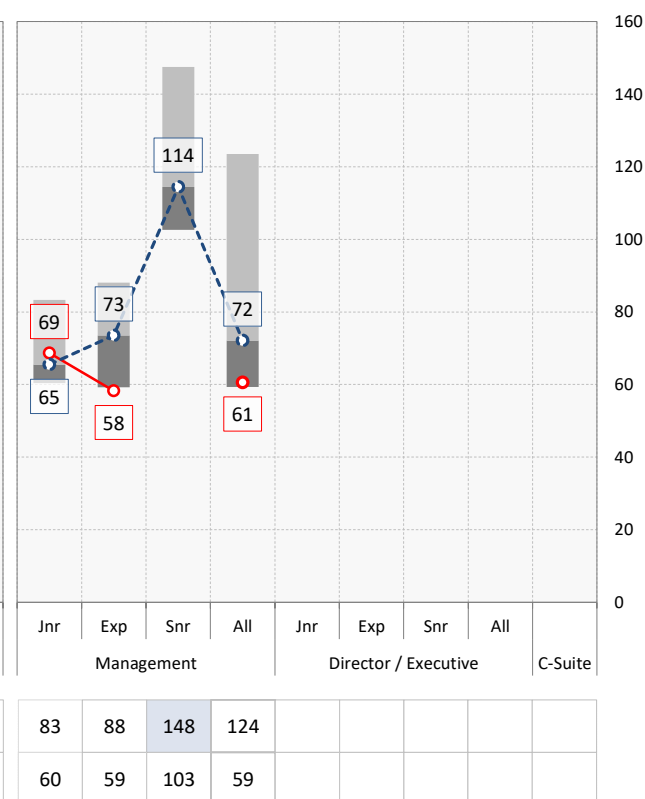
Actual Basic Salary in Administration ranged from GND 26k to GND 148k across all levels in the market

2025 Overview of actual Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



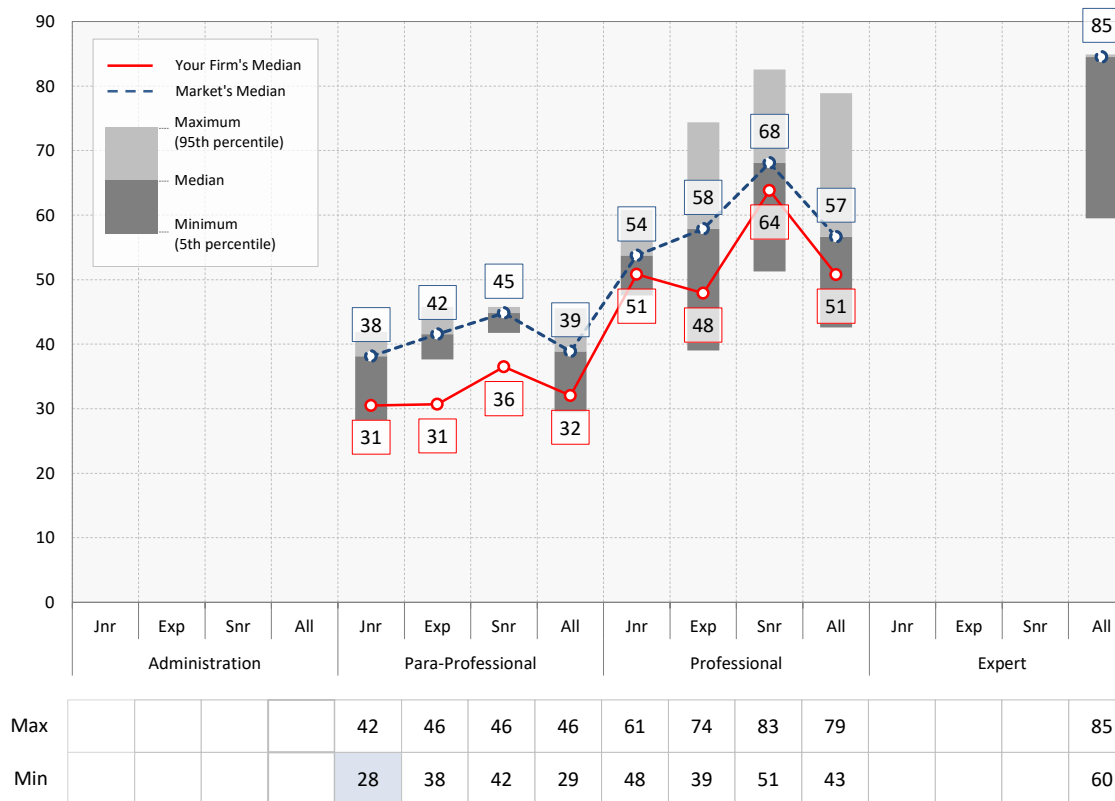
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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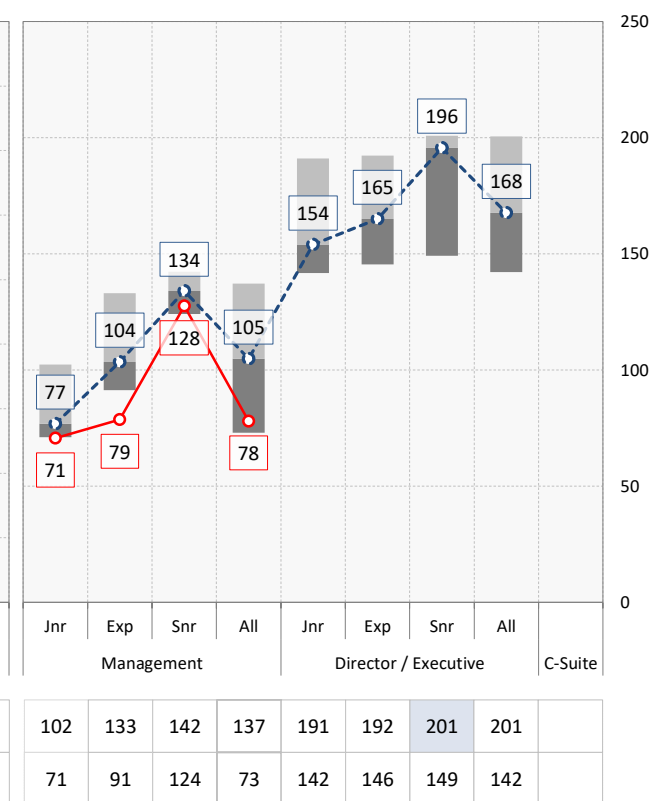
Actual Basic Salary in Finance ranged from GND 28k to GND 201k across all levels in the market

2025 Overview of actual Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



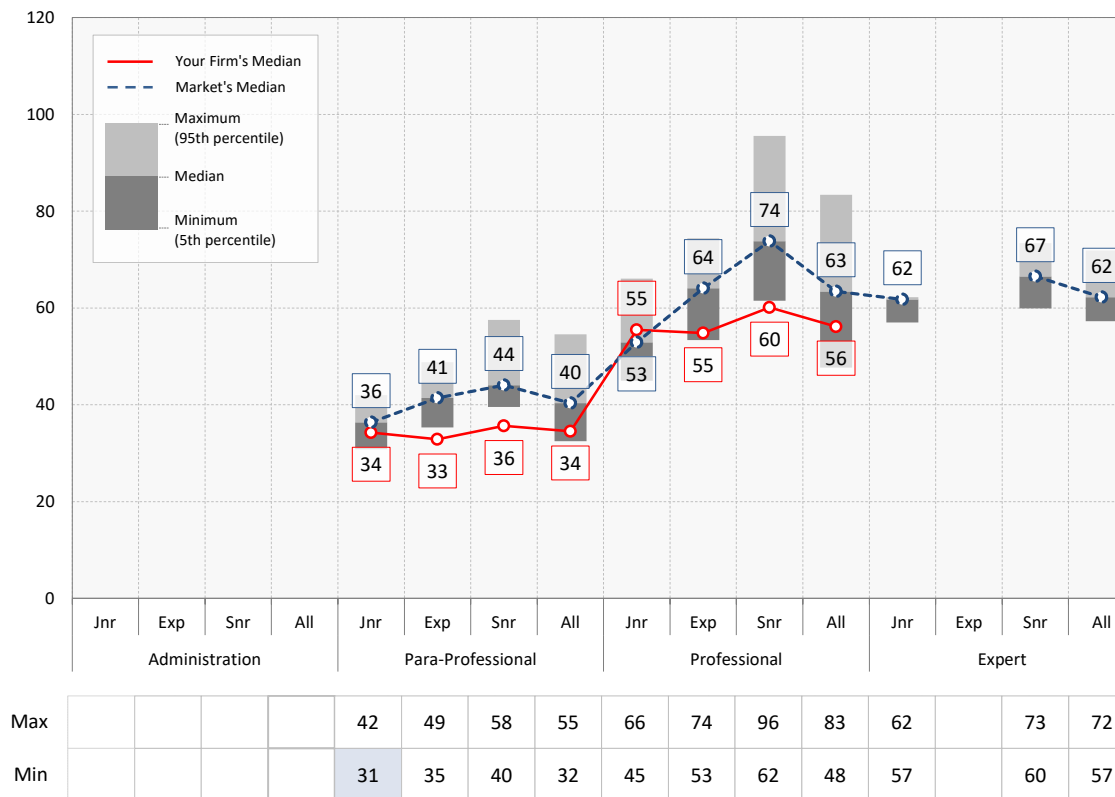
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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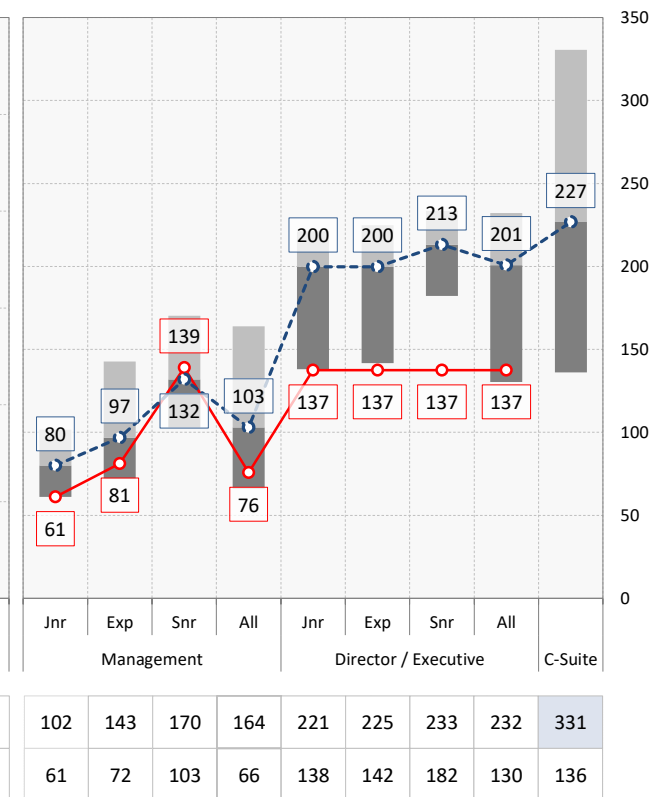
Actual Basic Salary in Human Resources ranged from GND 31k to GND 331k across all levels in the market

2025 Overview of actual Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



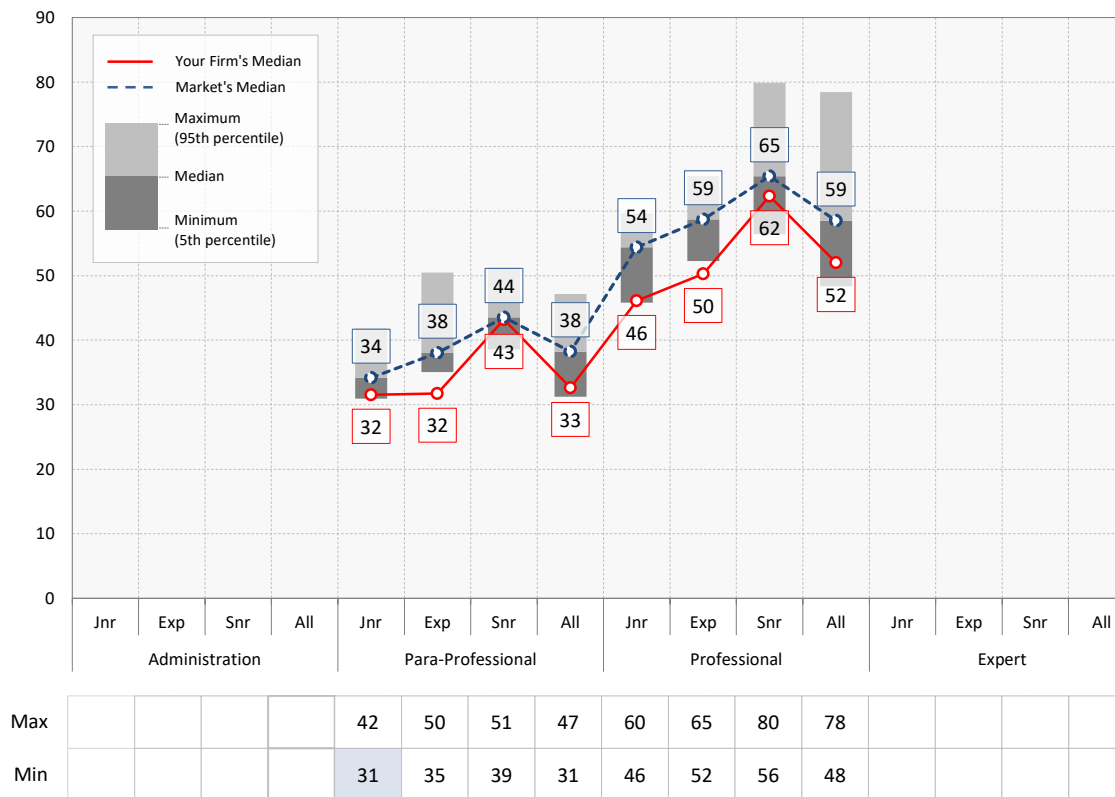
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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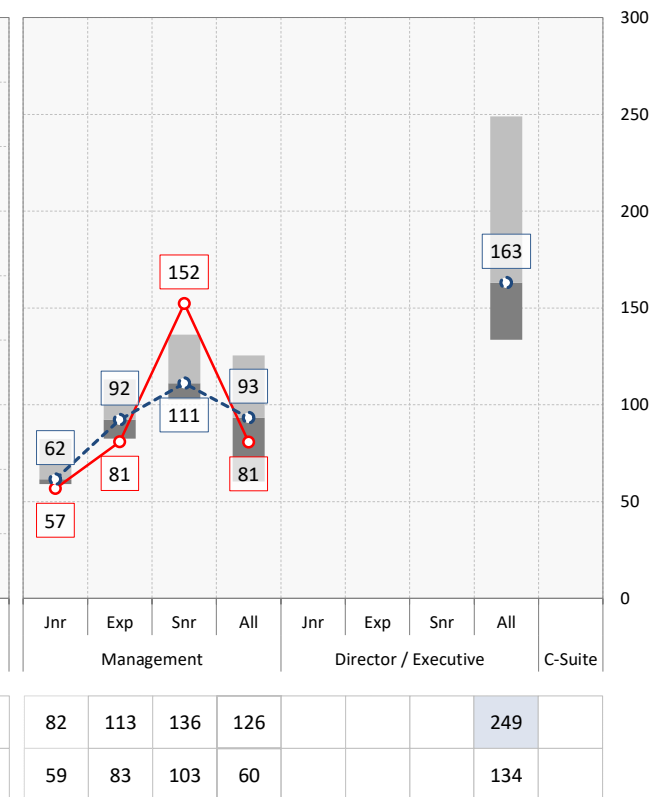
Actual Basic Salary in IT ranged from GND 31k to GND 249k across all levels in the market

2025 Overview of actual Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



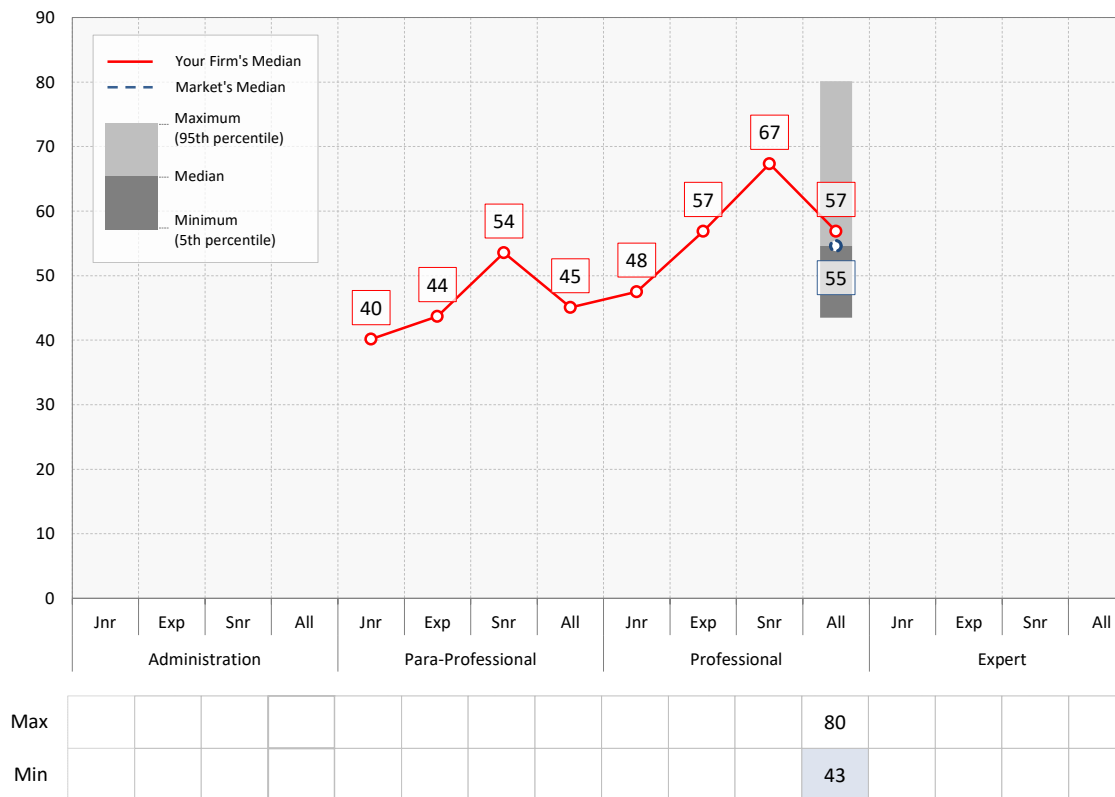
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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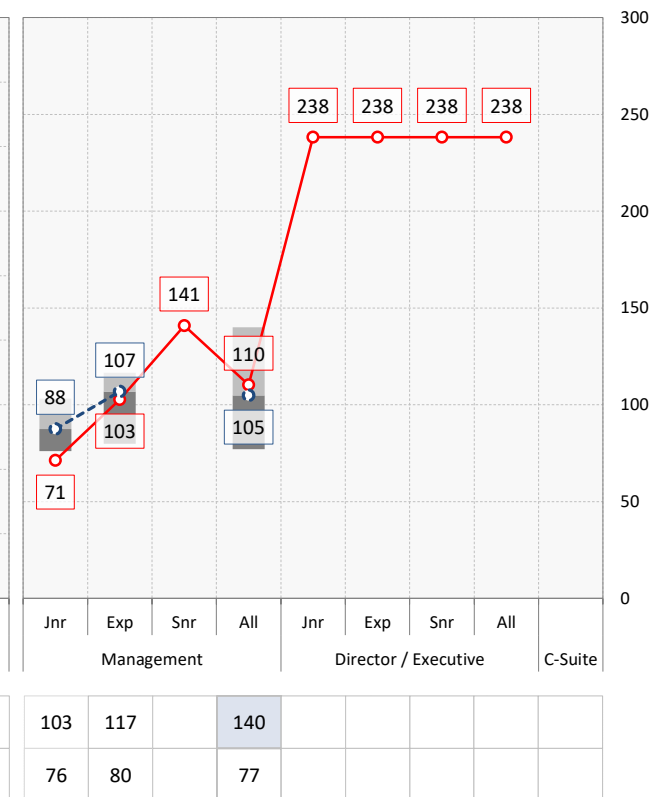
Actual Basic Salary in Legal ranged from GND 43k to GND 140k across all levels in the market

2025 Overview of actual Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



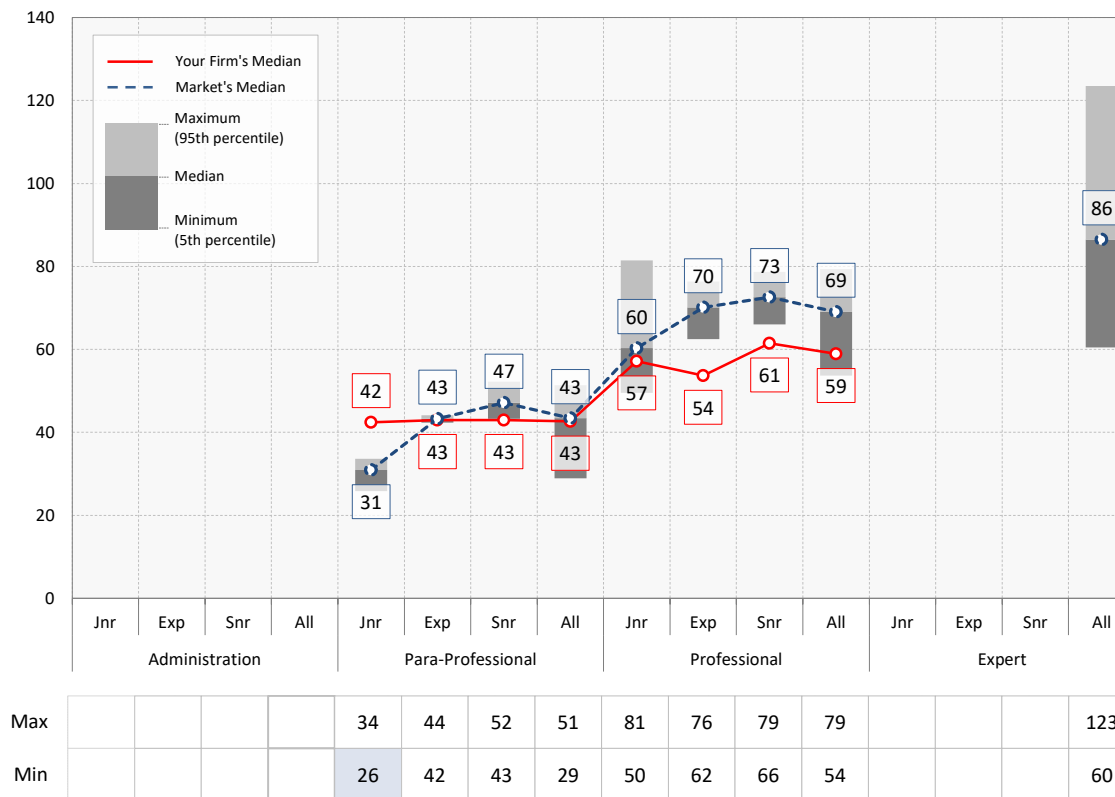
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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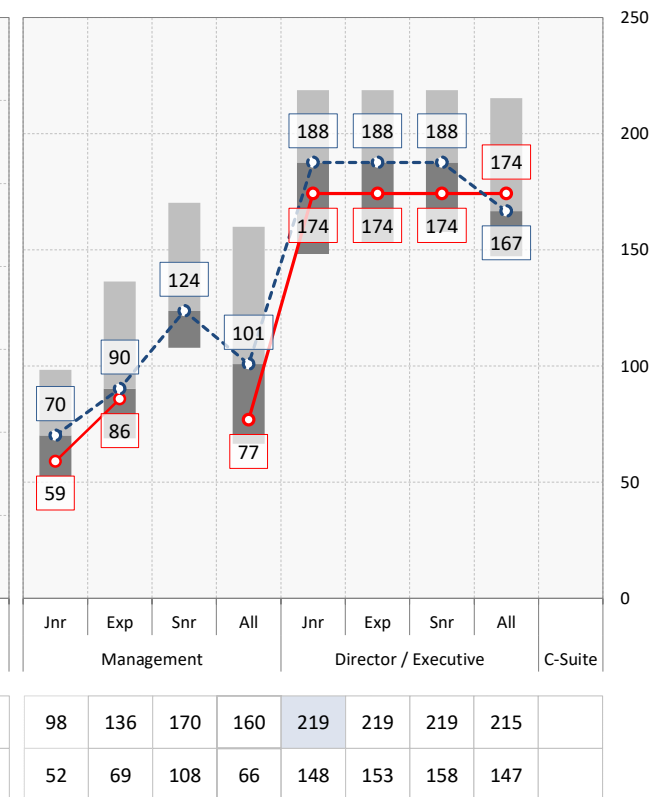
Actual Basic Salary in Marketing ranged from GND 26k to GND 219k across all levels in the market

2025 Overview of actual Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



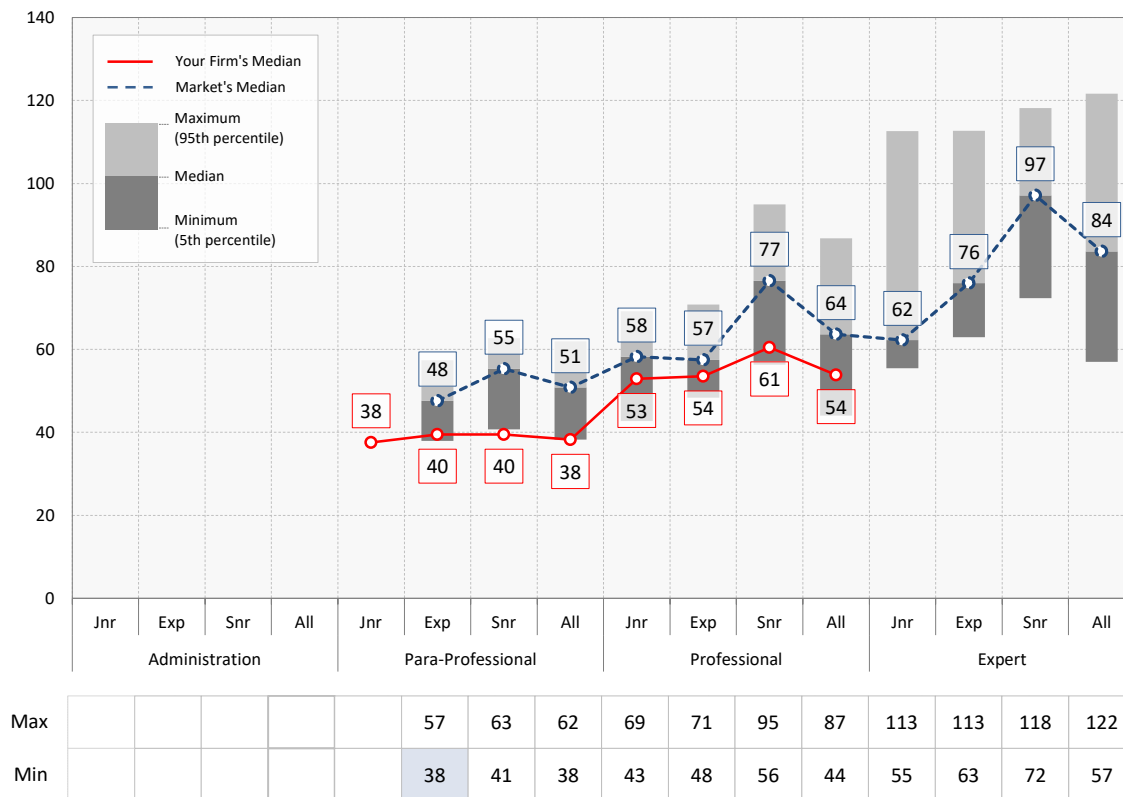
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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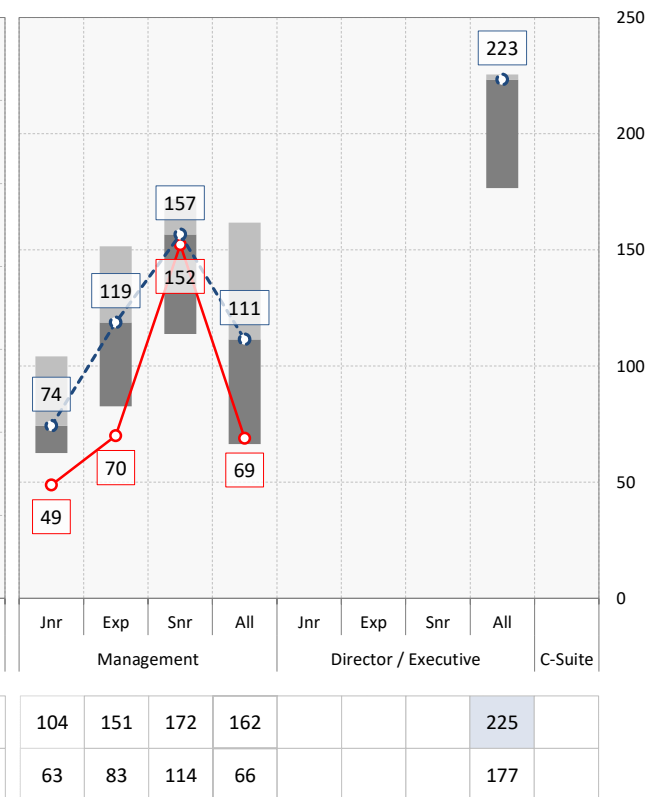
Actual Basic Salary in Support ranged from GND 38k to GND 225k across all levels in the market

2025 Overview of actual Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



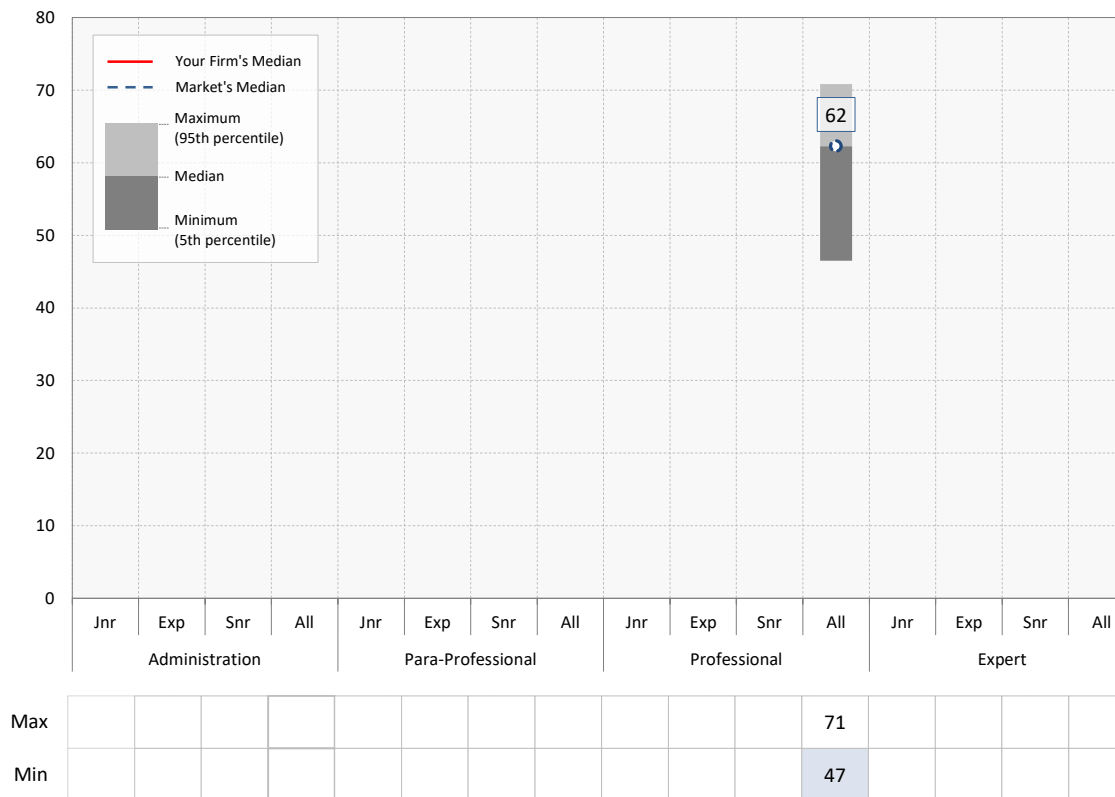
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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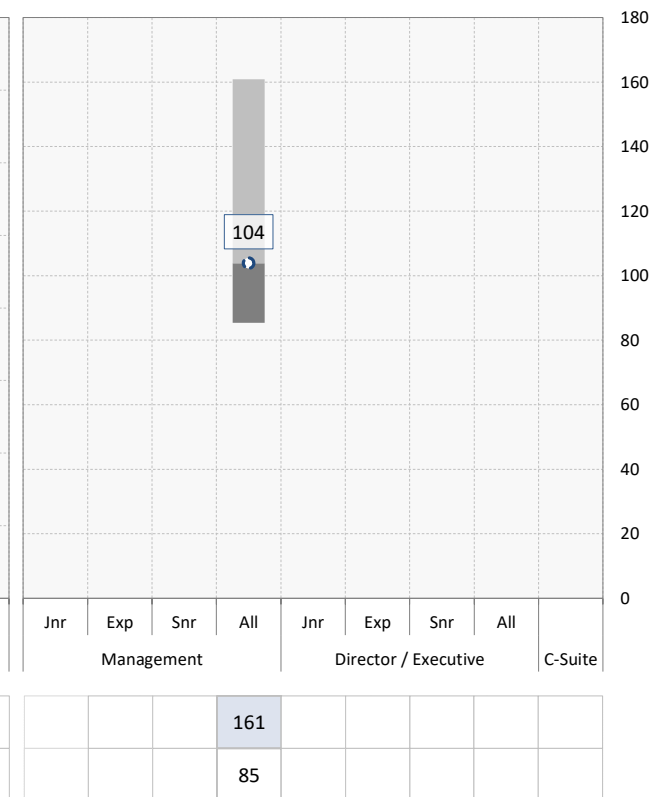
Actual Basic Salary in Unspecified ranged from GND 47k to GND 161k across all levels in the market

2025 Overview of actual Basic Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

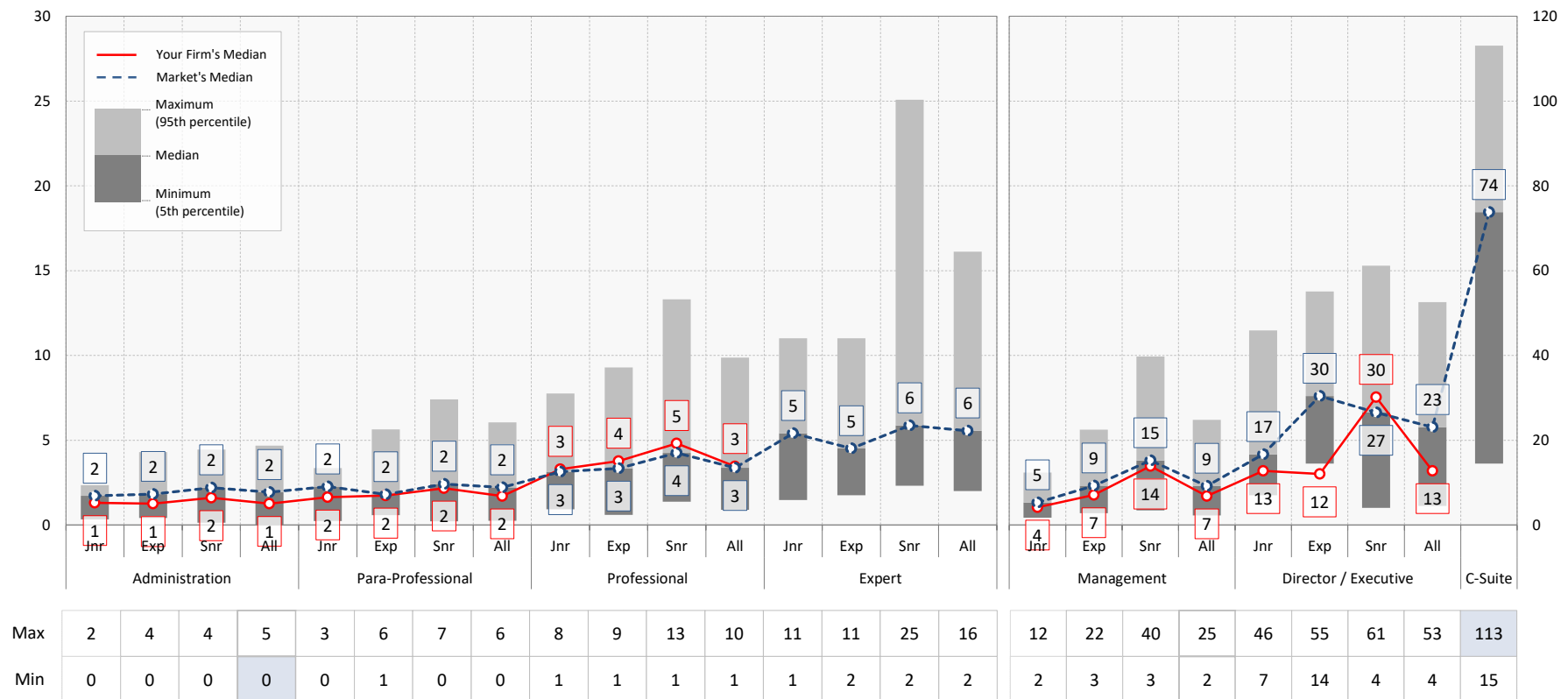
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Actual Allowances in All Administration & Support Staff ranged from GND 0k to GND 113k across all levels in the market

2025 Overview of actual Allowances across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

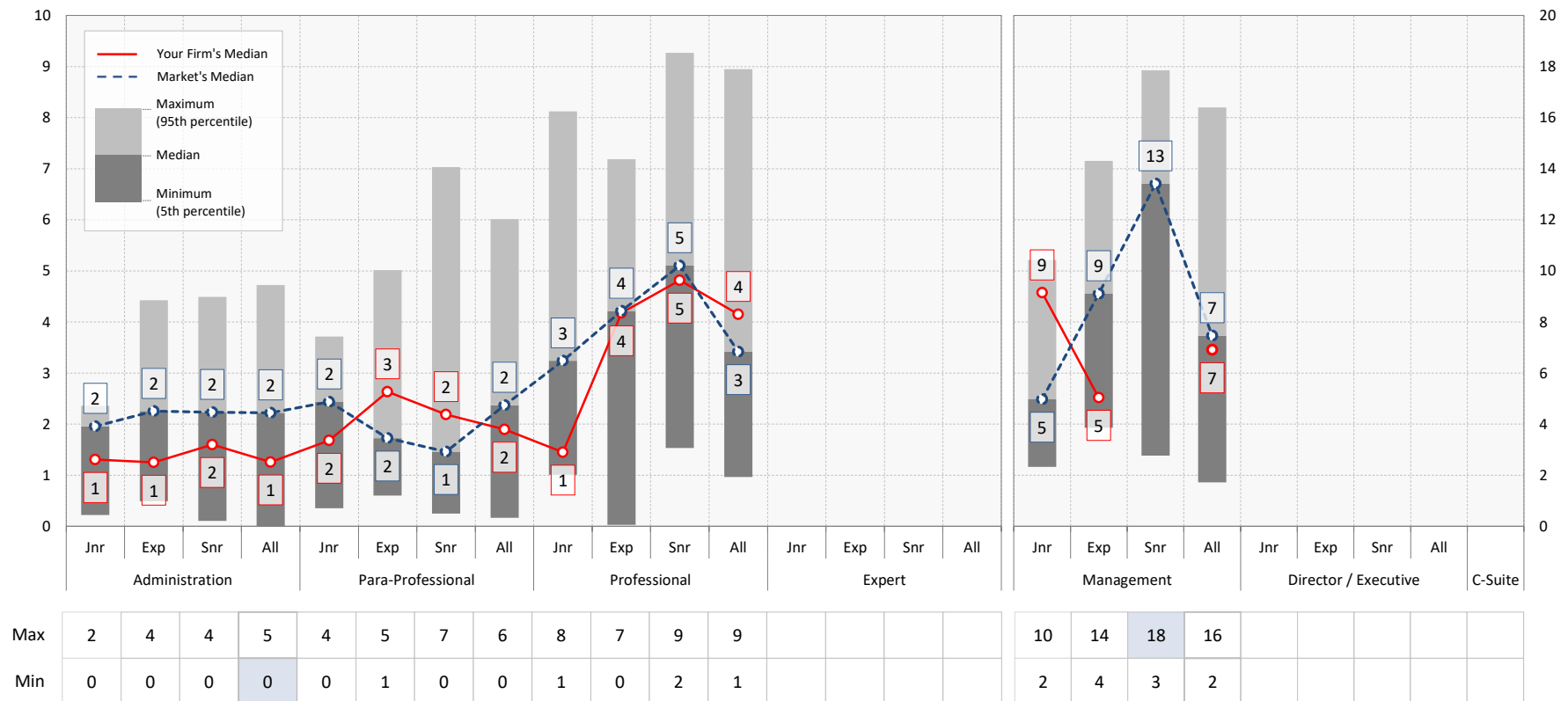
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Actual Allowances in Administration ranged from GND 0 to GND 18k across all levels in the market

2025 Overview of actual Allowances across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



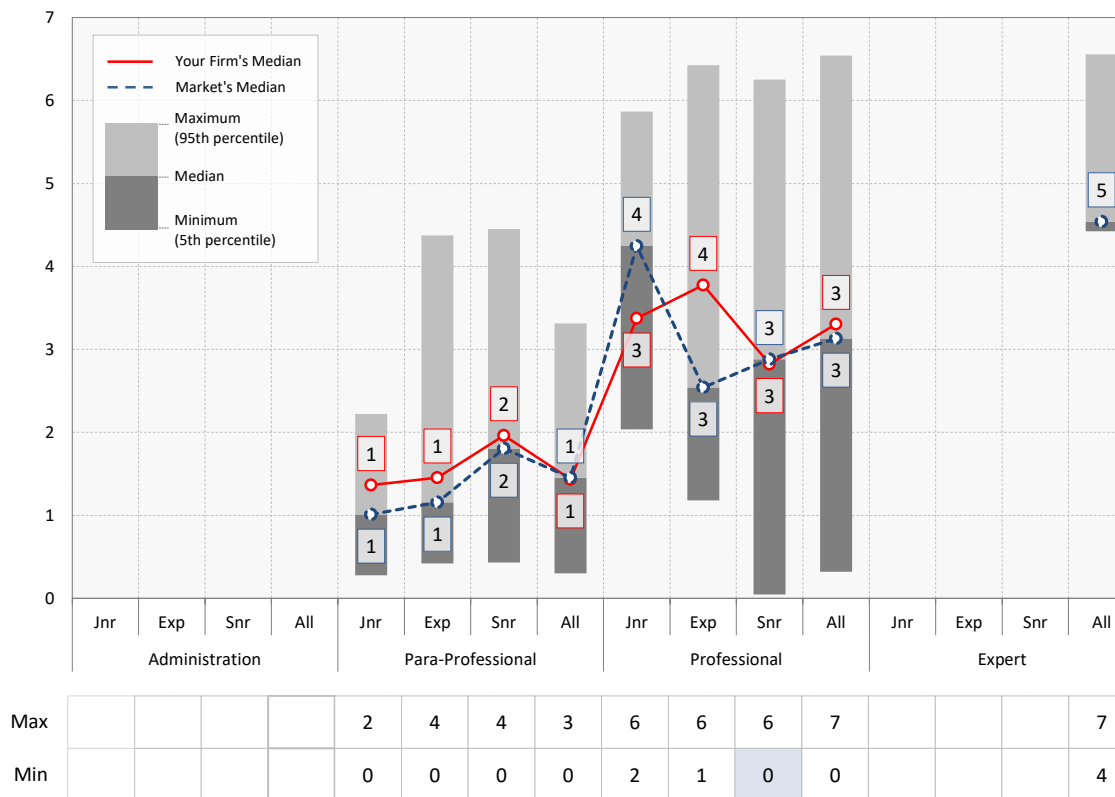
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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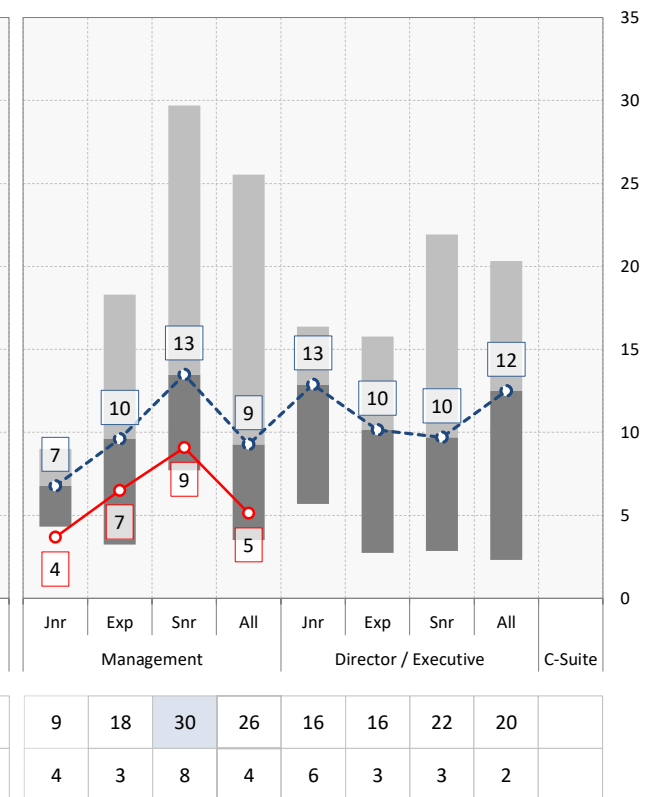
Actual Allowances in Finance ranged from GND 0k to GND 30k across all levels in the market

2025 Overview of actual Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

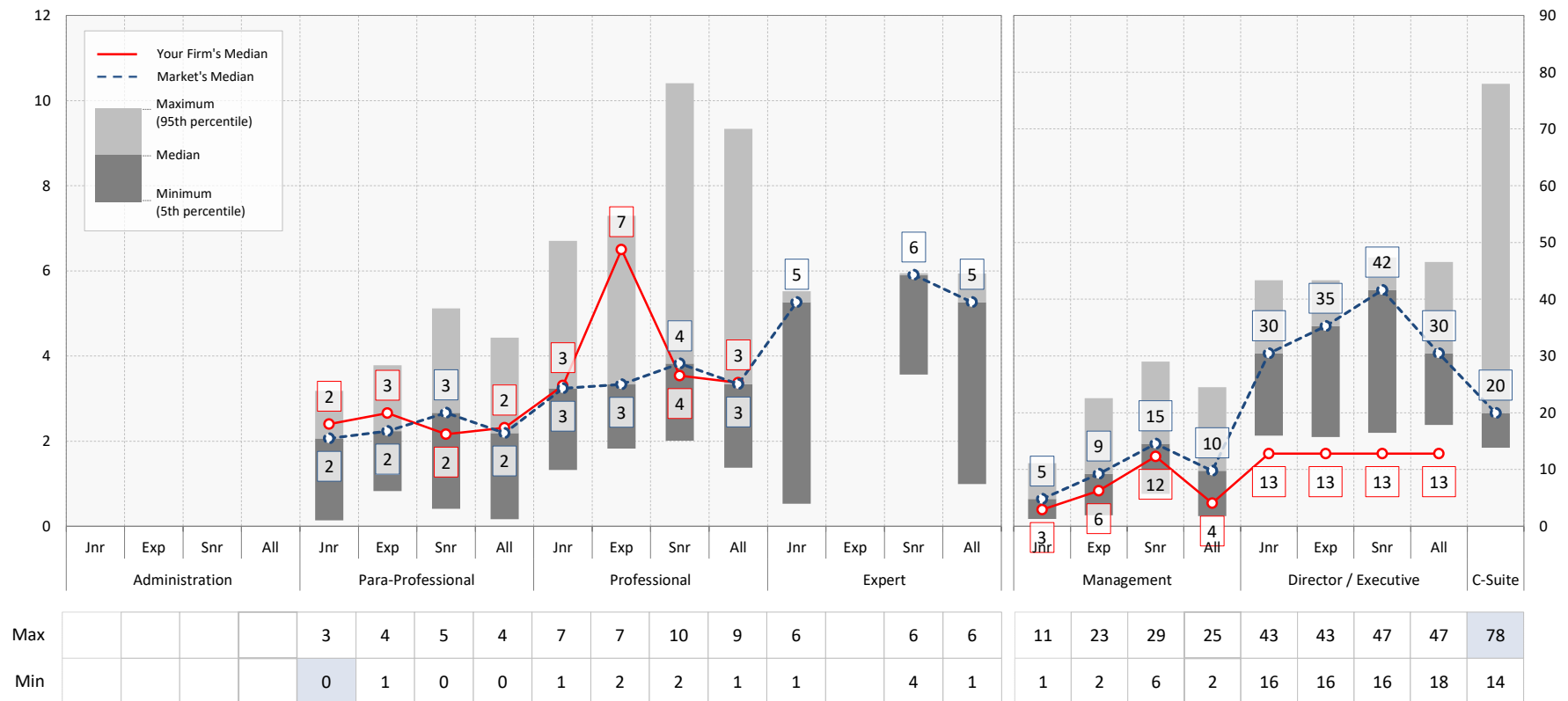
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Actual Allowances in Human Resources ranged from GND 0k to GND 78k across all levels in the market

2025 Overview of actual Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



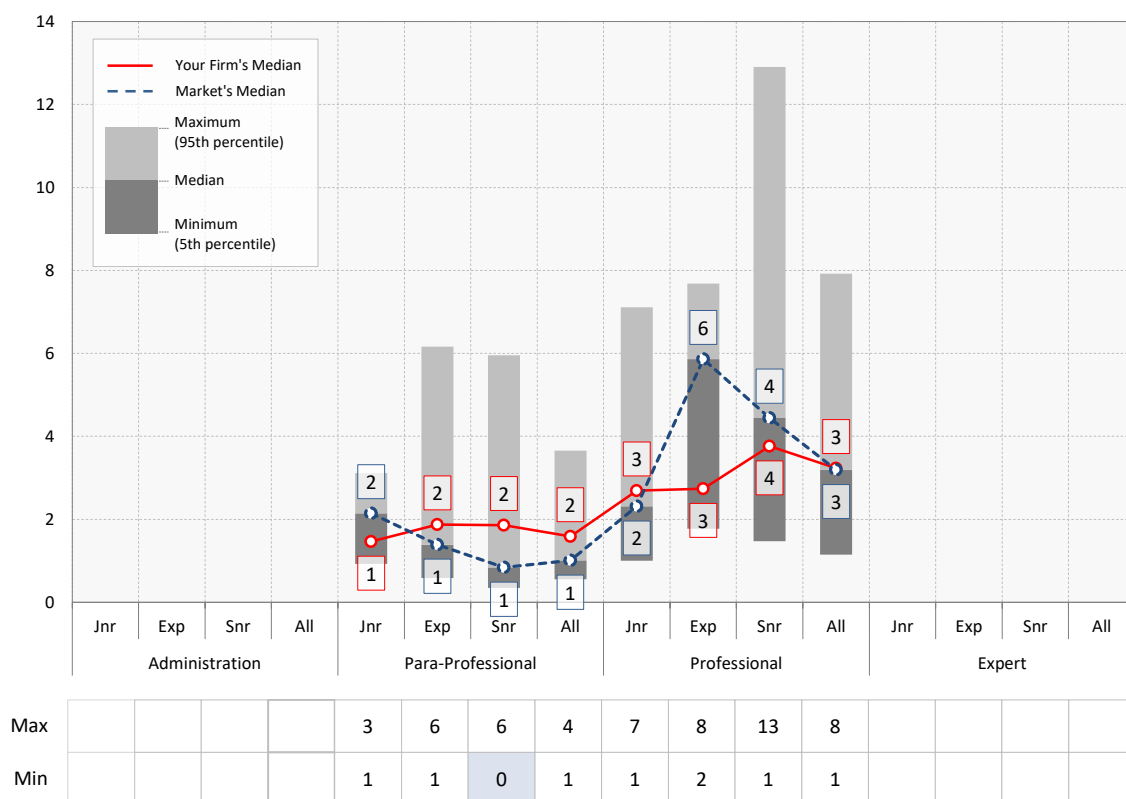
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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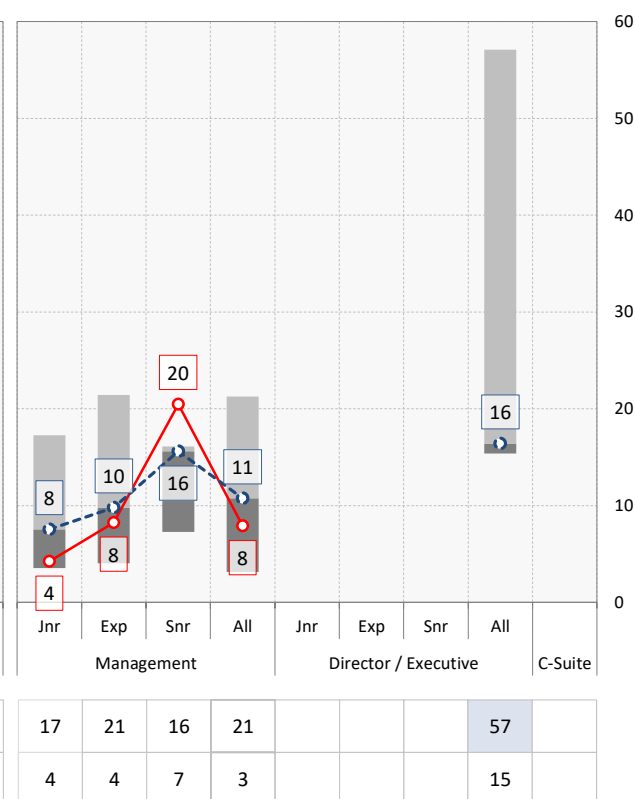
Actual Allowances in IT ranged from GND 0k to GND 57k across all levels in the market

2025 Overview of actual Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



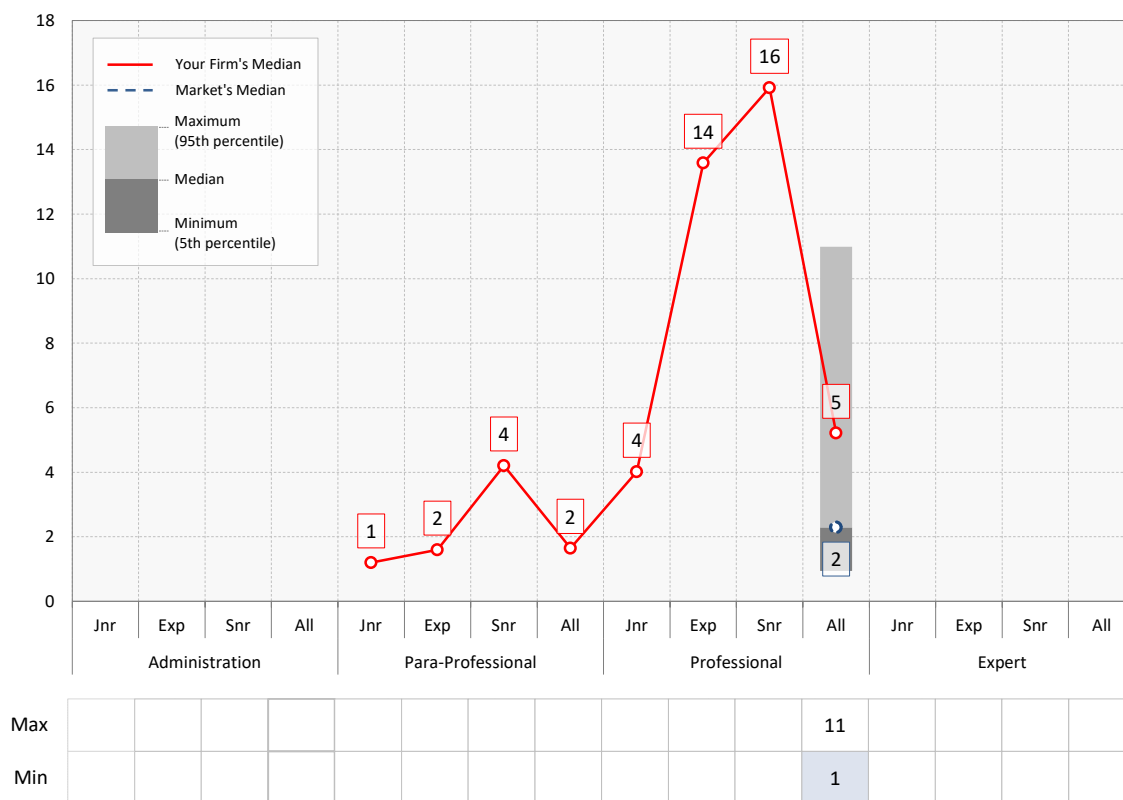
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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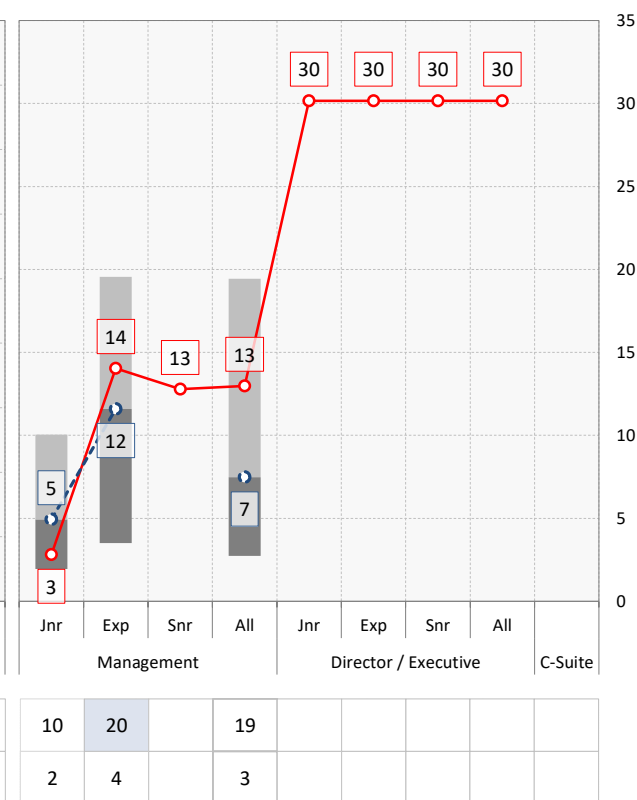
Actual Allowances in Legal ranged from GND 1k to GND 20k across all levels in the market

2025 Overview of actual Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



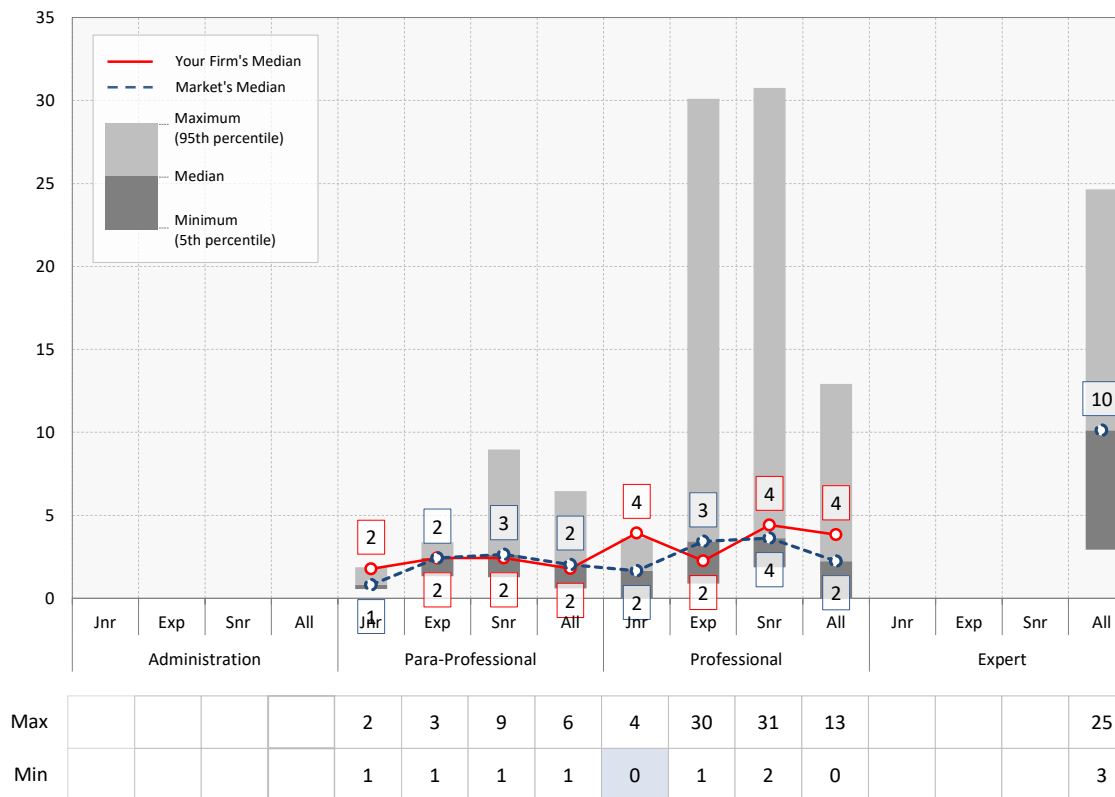
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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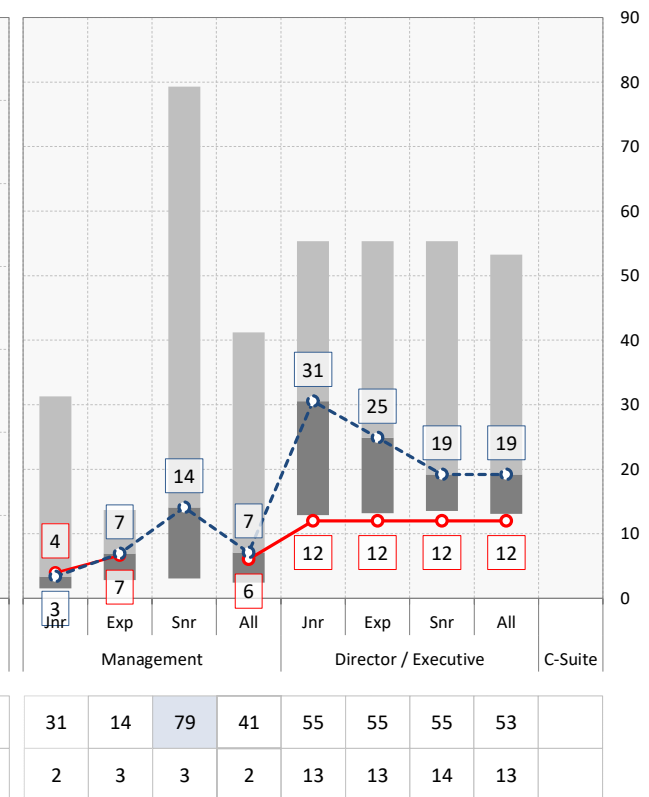
Actual Allowances in Marketing ranged from GND 0 to GND 79k across all levels in the market

2025 Overview of actual Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

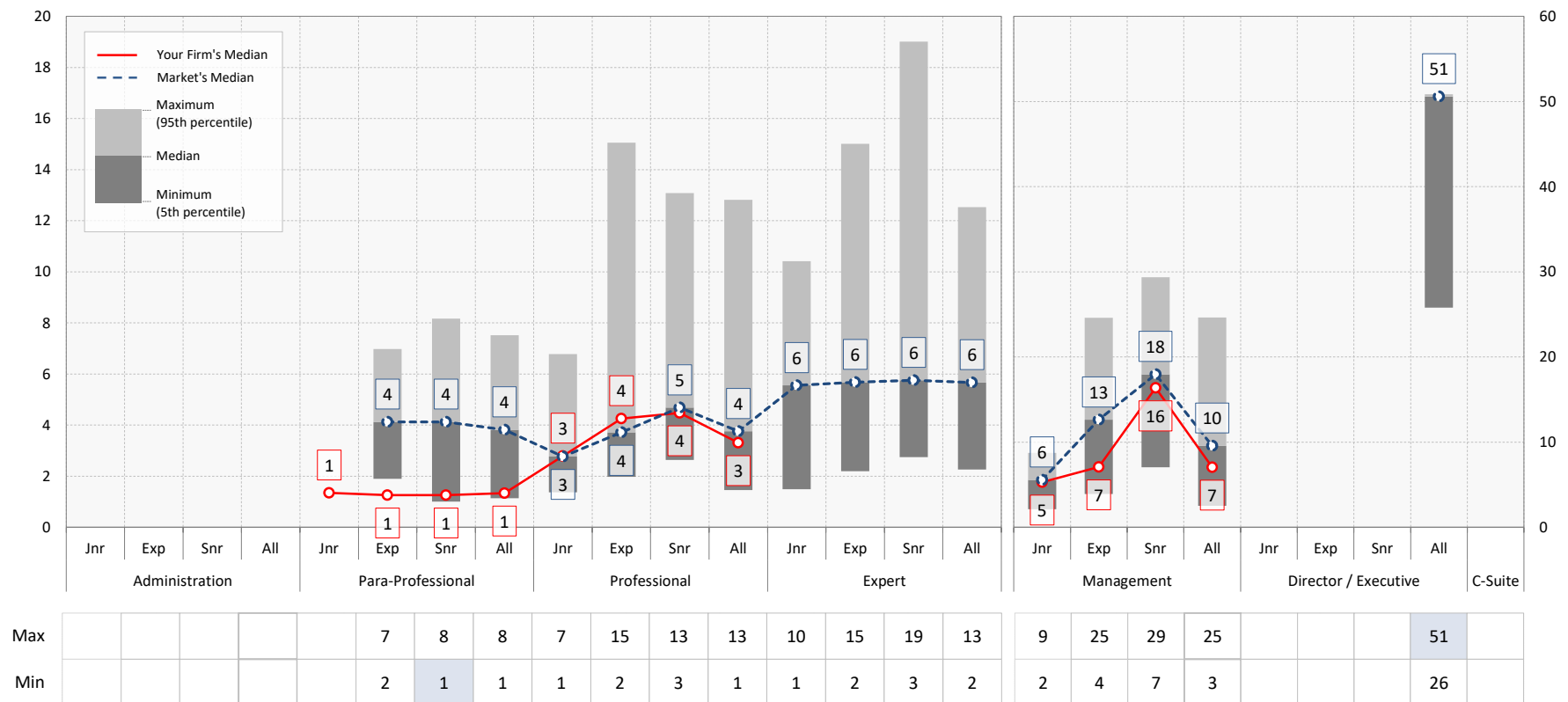
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Actual Allowances in Support ranged from GND 1k to GND 51k across all levels in the market

2025 Overview of actual Allowances across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



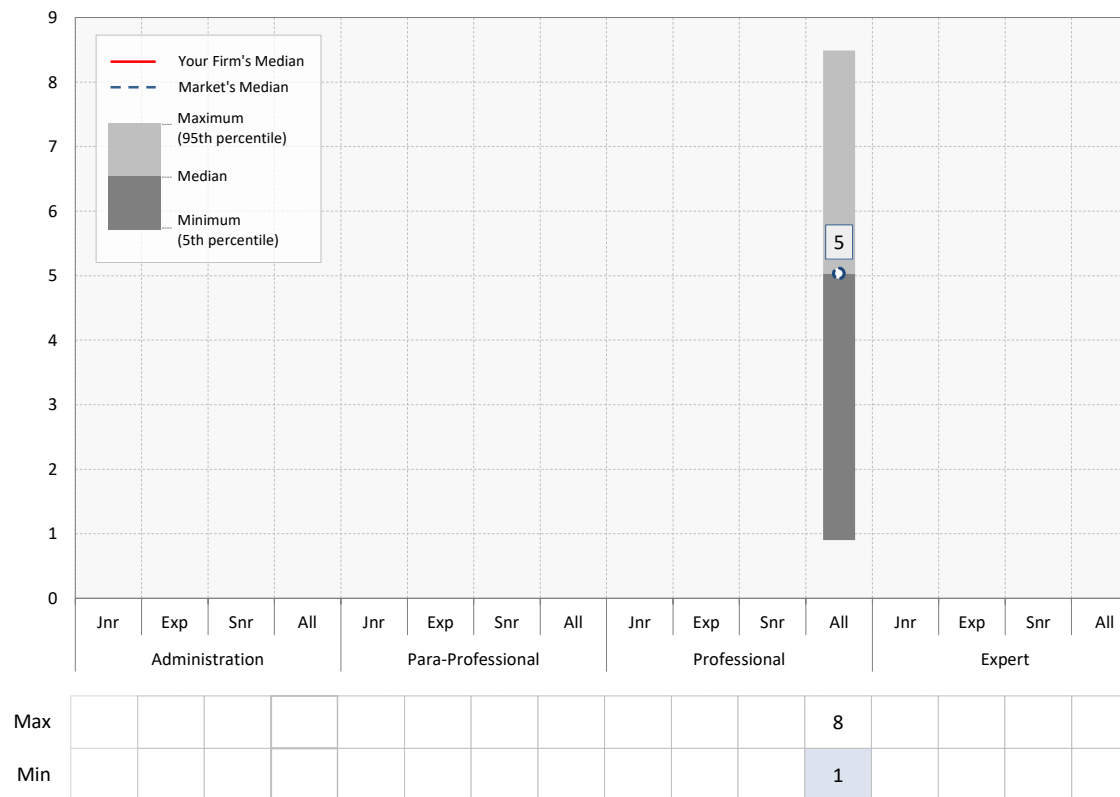
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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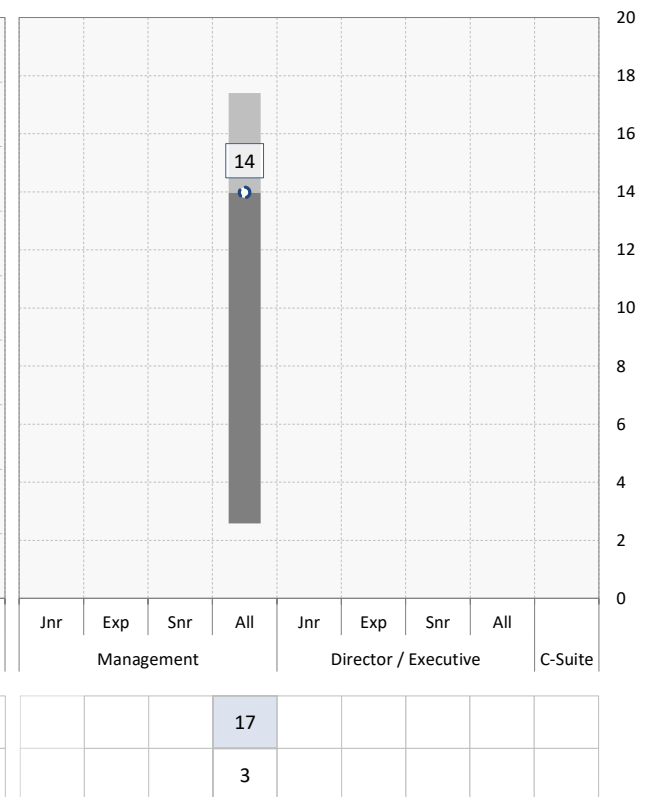
Actual Allowances in Unspecified ranged from GND 1k to GND 17k across all levels in the market

**2025 Overview of actual Allowances across all levels
(in GND k, firm-weighted, rounded and annualised)**

Individual contributors (L0-L3)



Managerial levels (L4-L6)



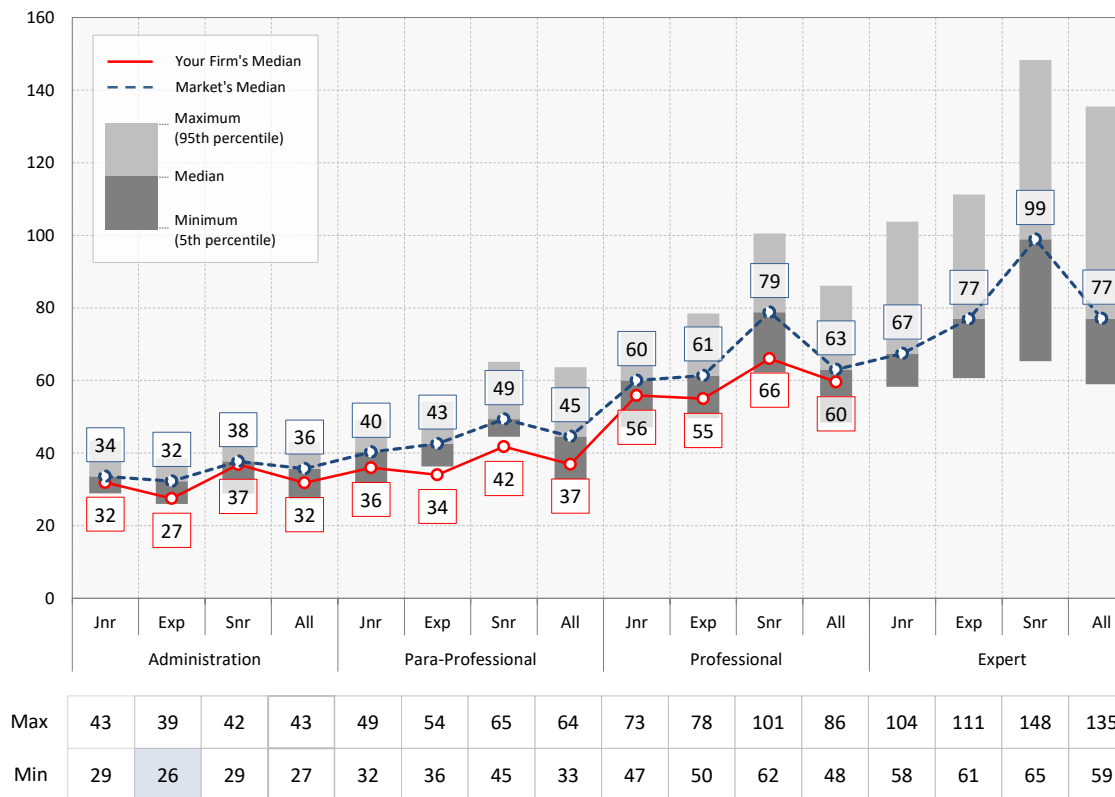
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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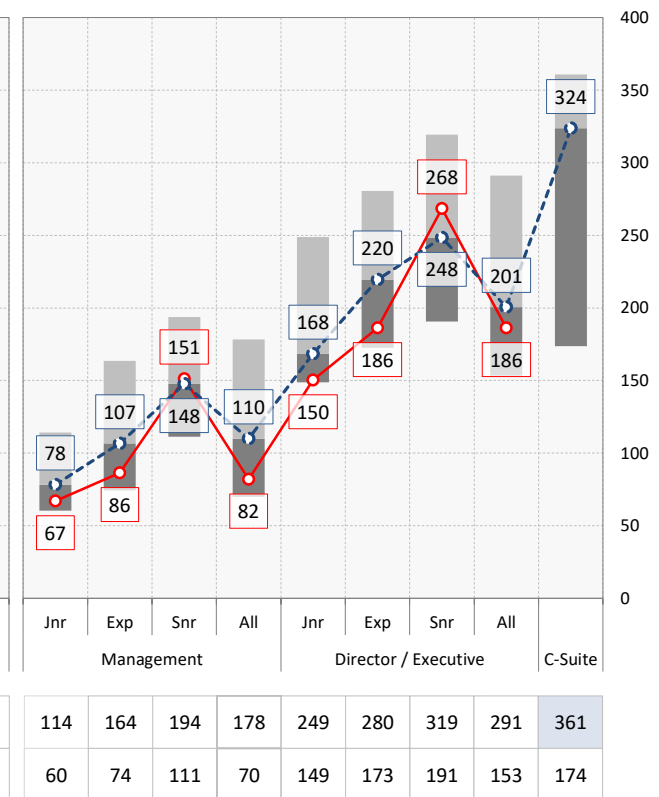
Actual Base Salary in All Administration & Support Staff ranged from GND 26k to GND 361k across all levels in the market

2025 Overview of actual Base Salary across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

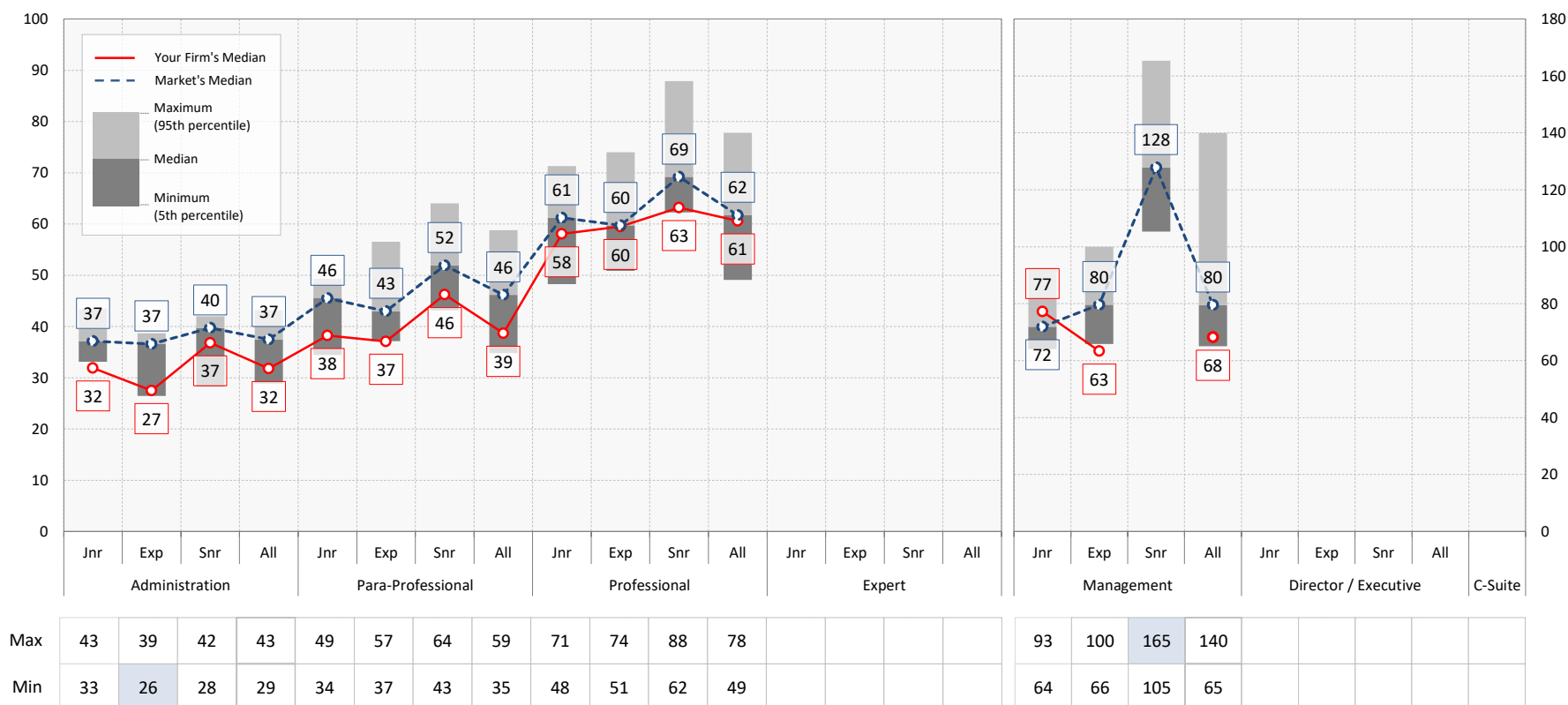
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Actual Base Salary in Administration ranged from GND 26k to GND 165k across all levels in the market

2025 Overview of actual Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



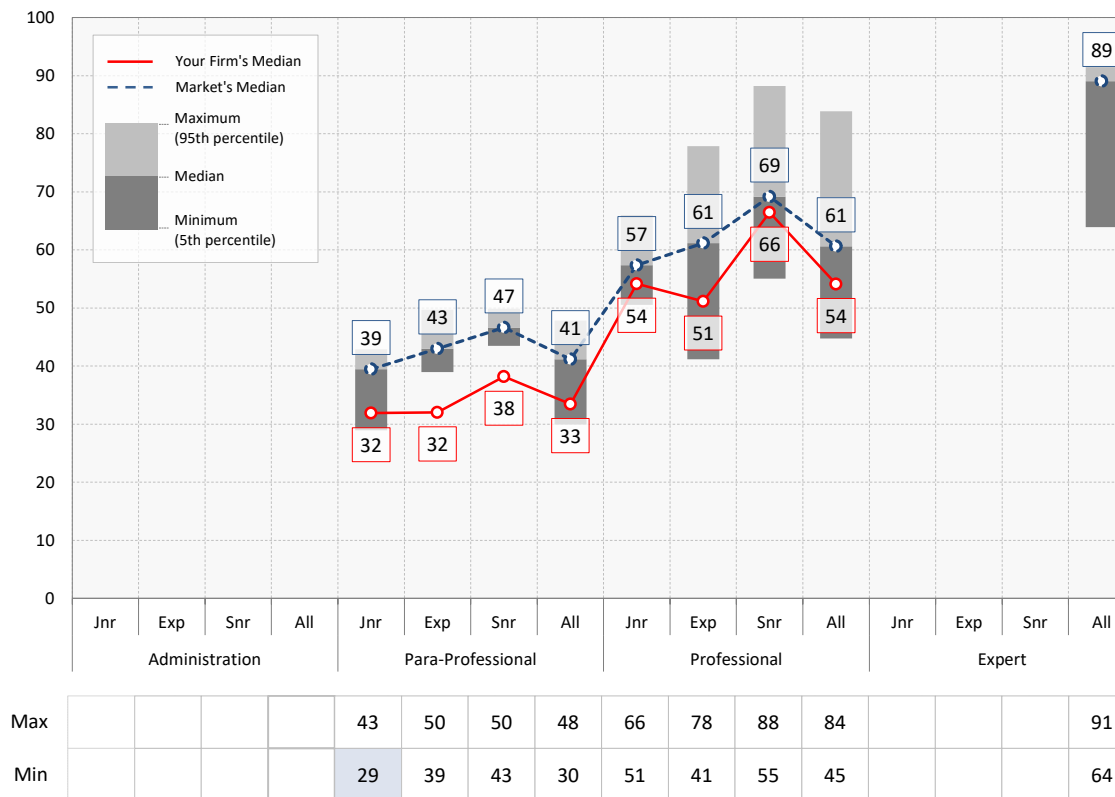
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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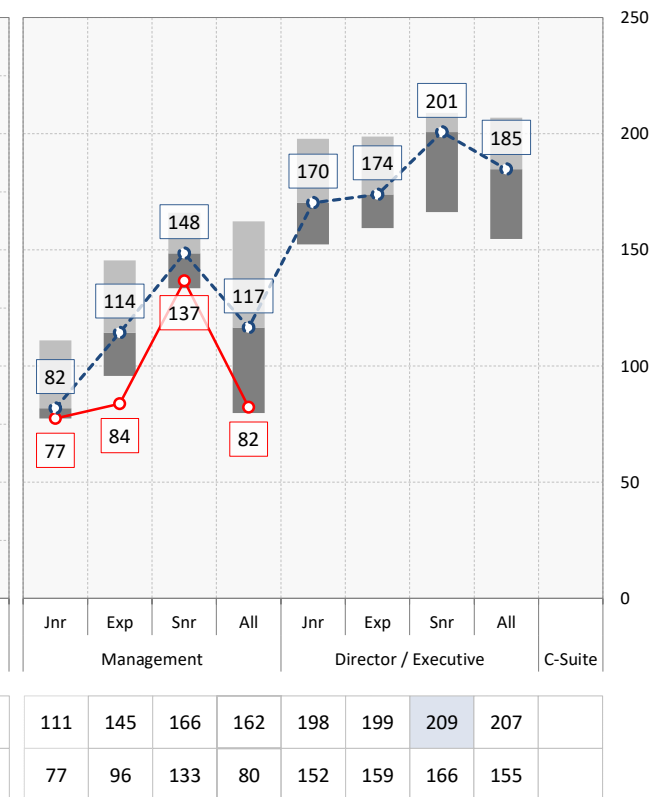
Actual Base Salary in Finance ranged from GND 29k to GND 209k across all levels in the market

2025 Overview of actual Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



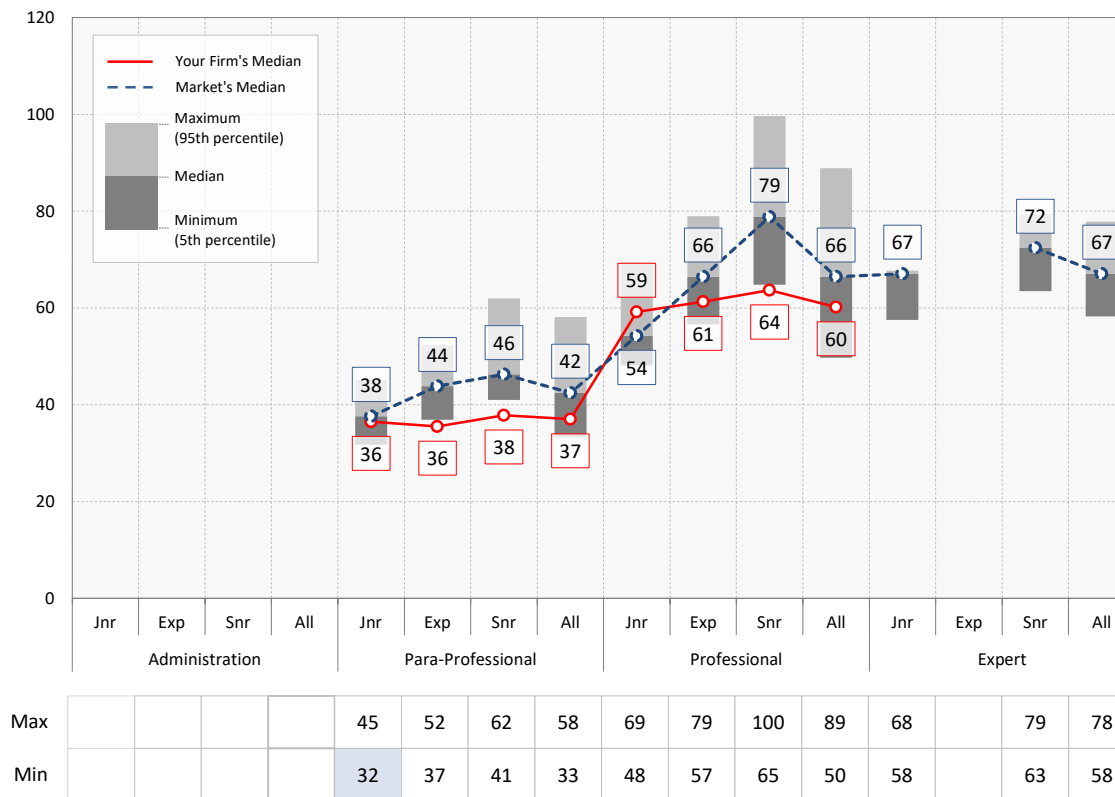
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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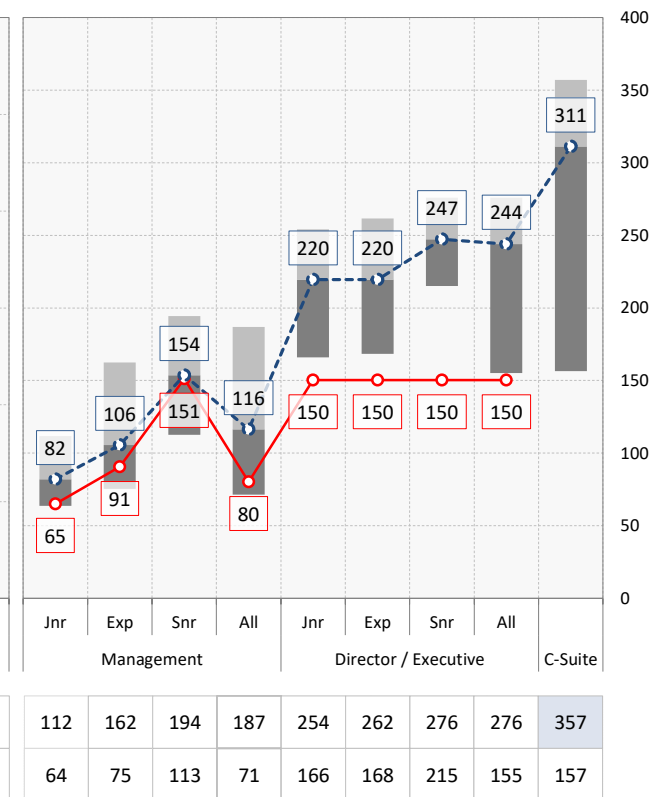
Actual Base Salary in Human Resources ranged from GND 32k to GND 357k across all levels in the market

2025 Overview of actual Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



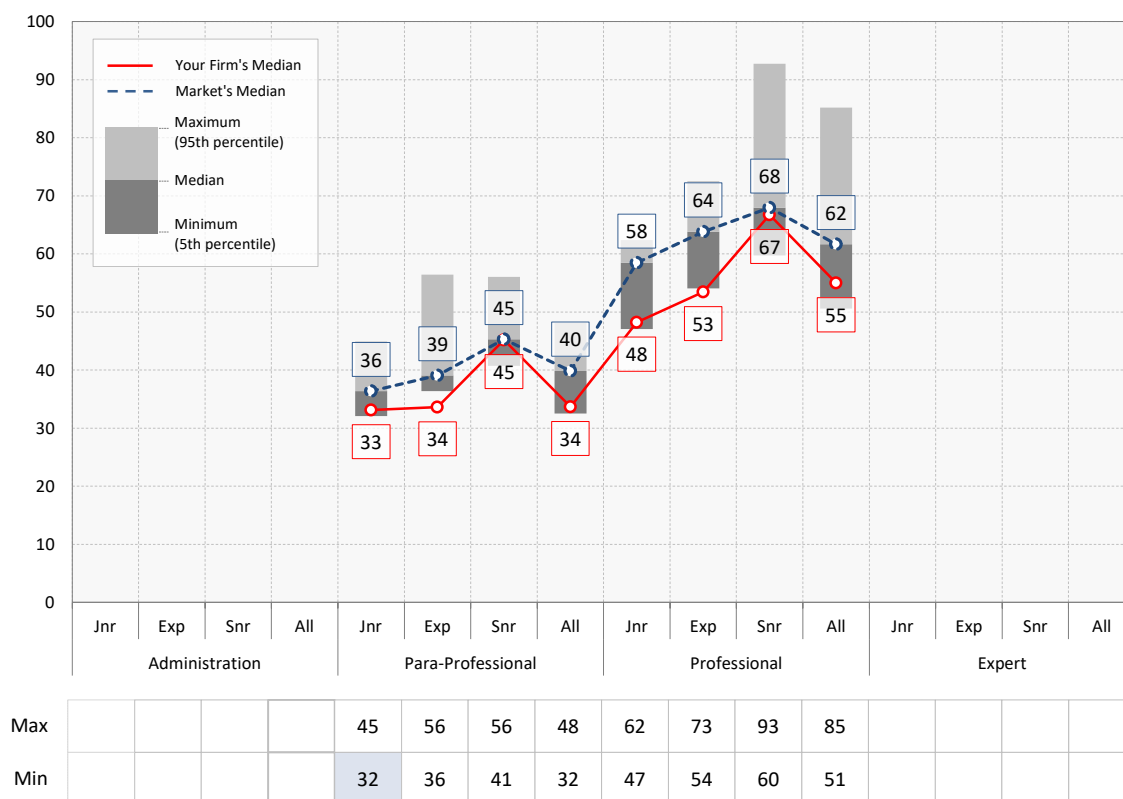
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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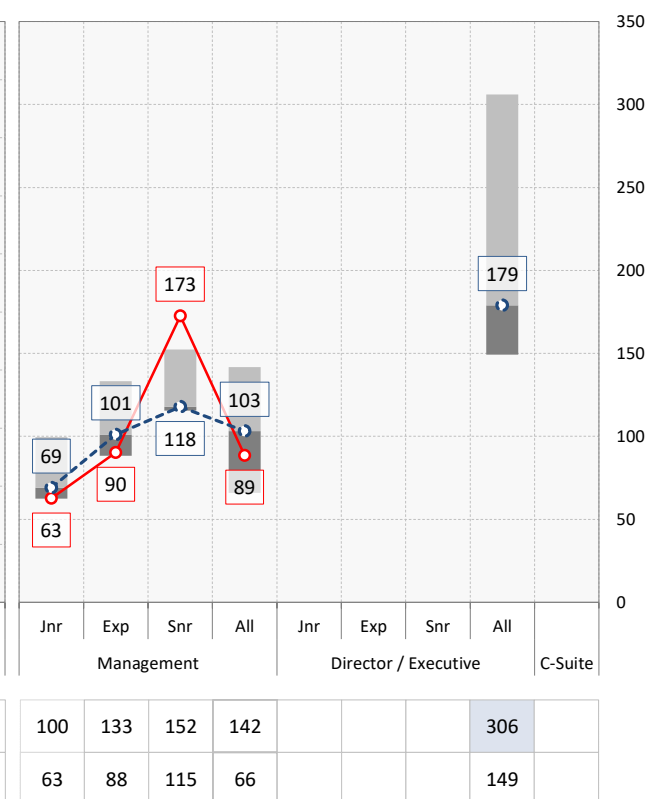
Actual Base Salary in IT ranged from GND 32k to GND 306k across all levels in the market

2025 Overview of actual Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



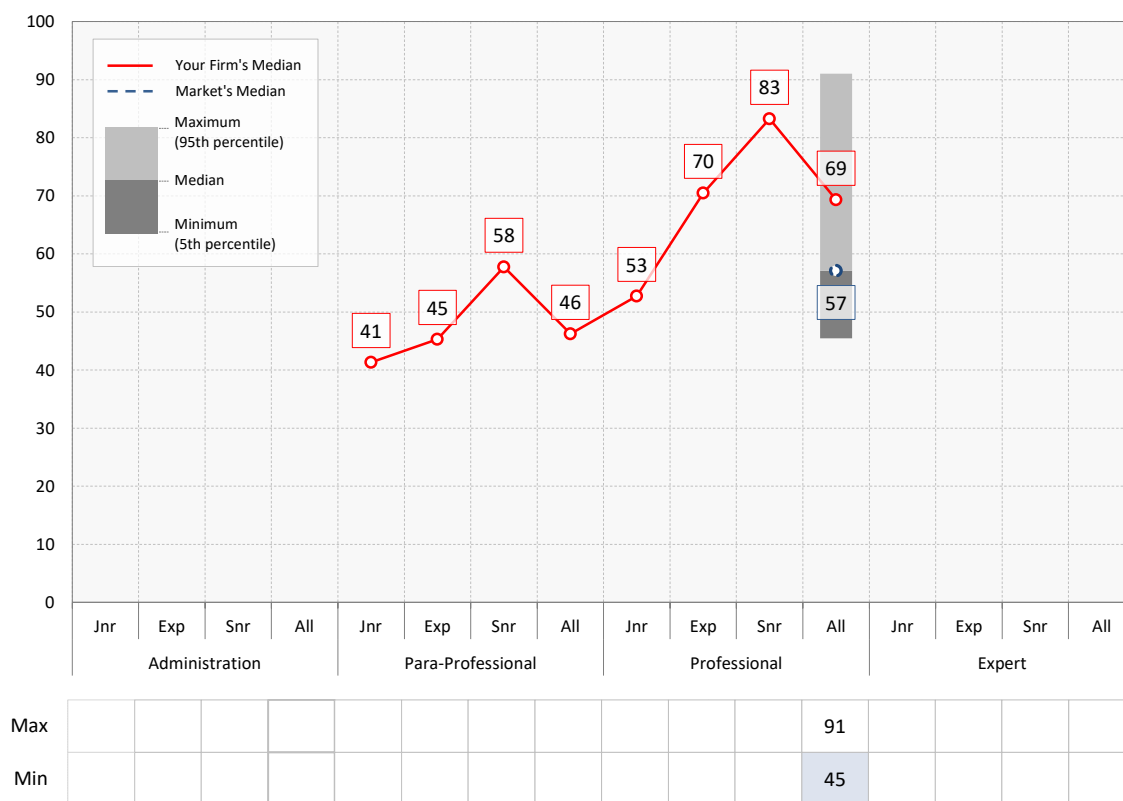
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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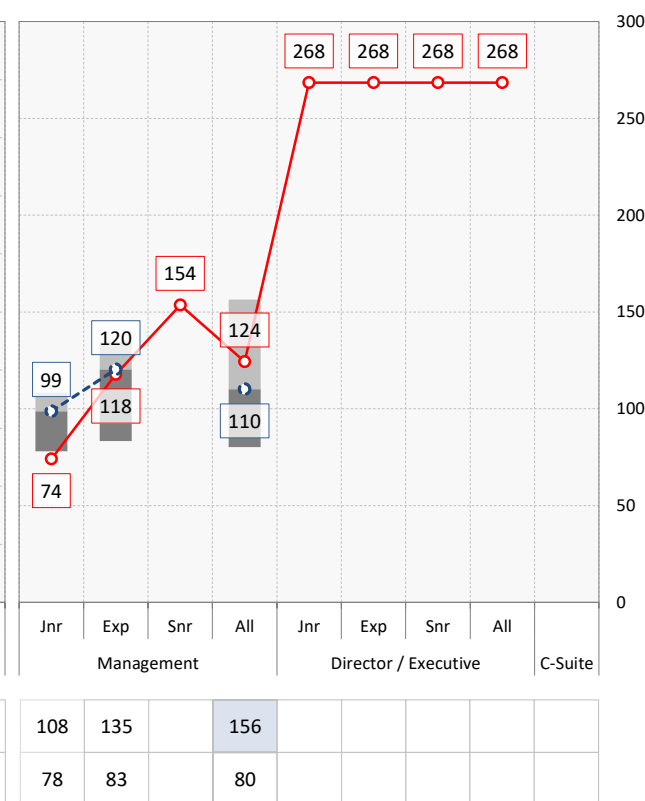
Actual Base Salary in Legal ranged from GND 45k to GND 156k across all levels in the market

2025 Overview of actual Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



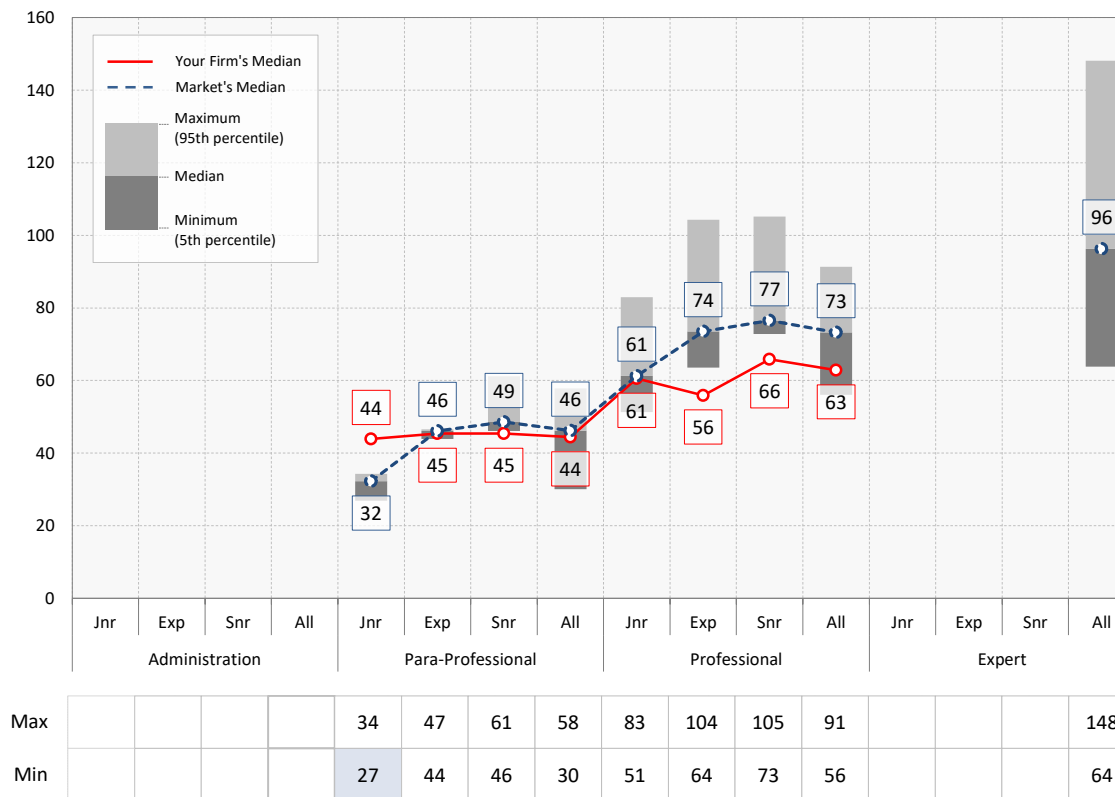
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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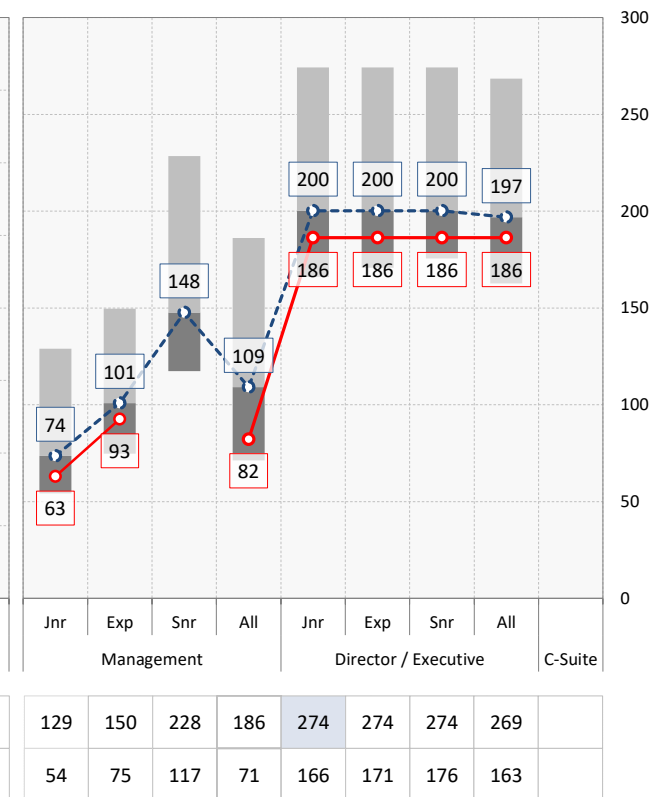
Actual Base Salary in Marketing ranged from GND 27k to GND 274k across all levels in the market

2025 Overview of actual Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



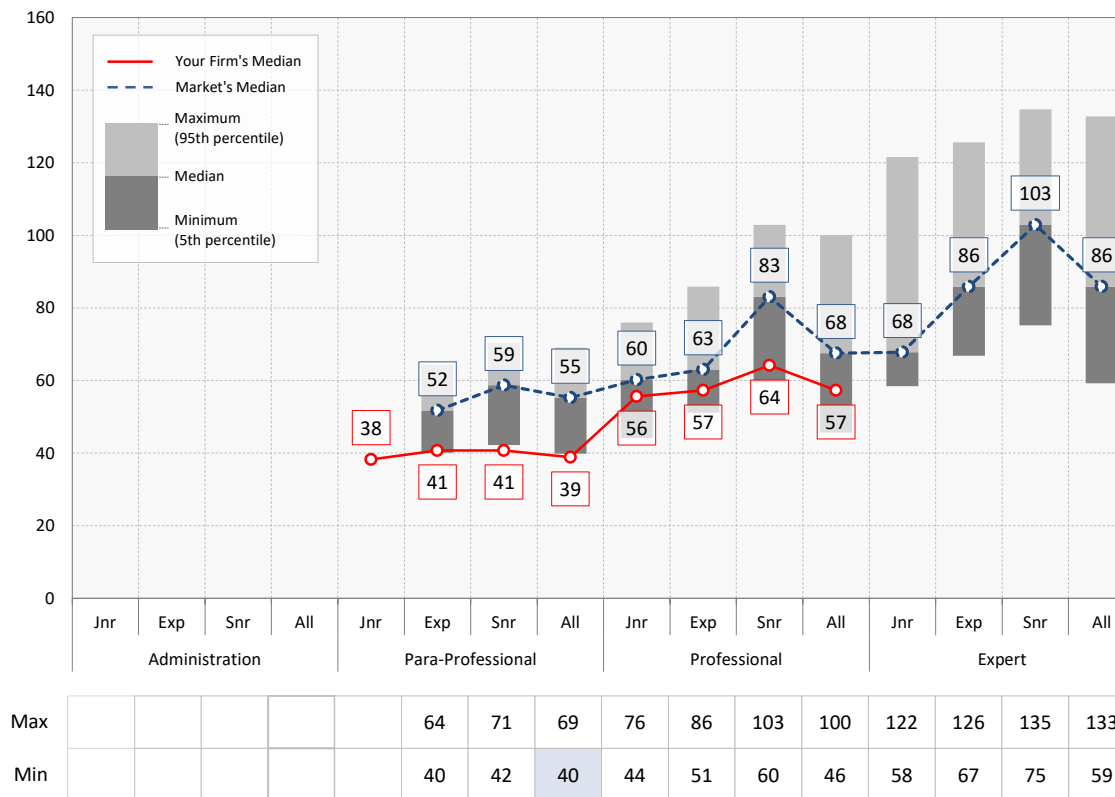
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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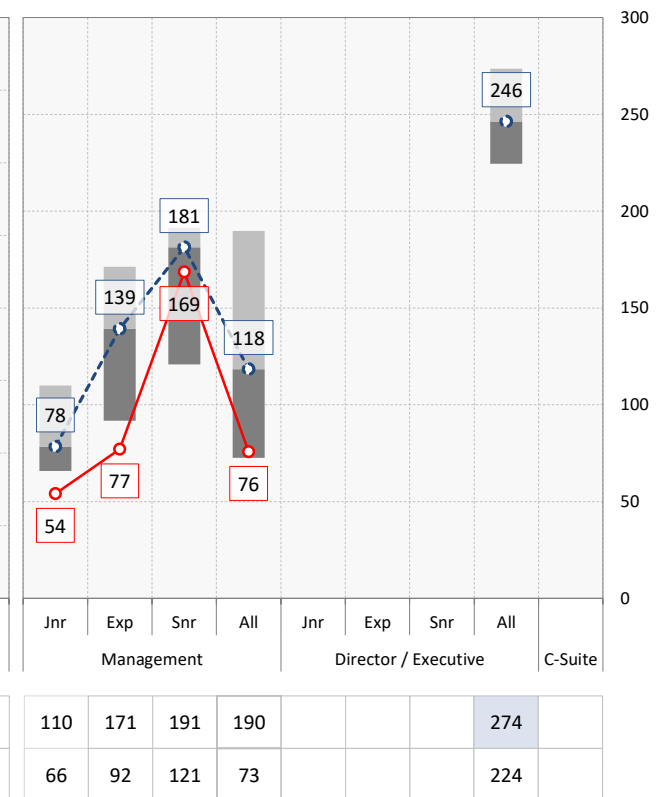
Actual Base Salary in Support ranged from GND 40k to GND 274k across all levels in the market

2025 Overview of actual Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



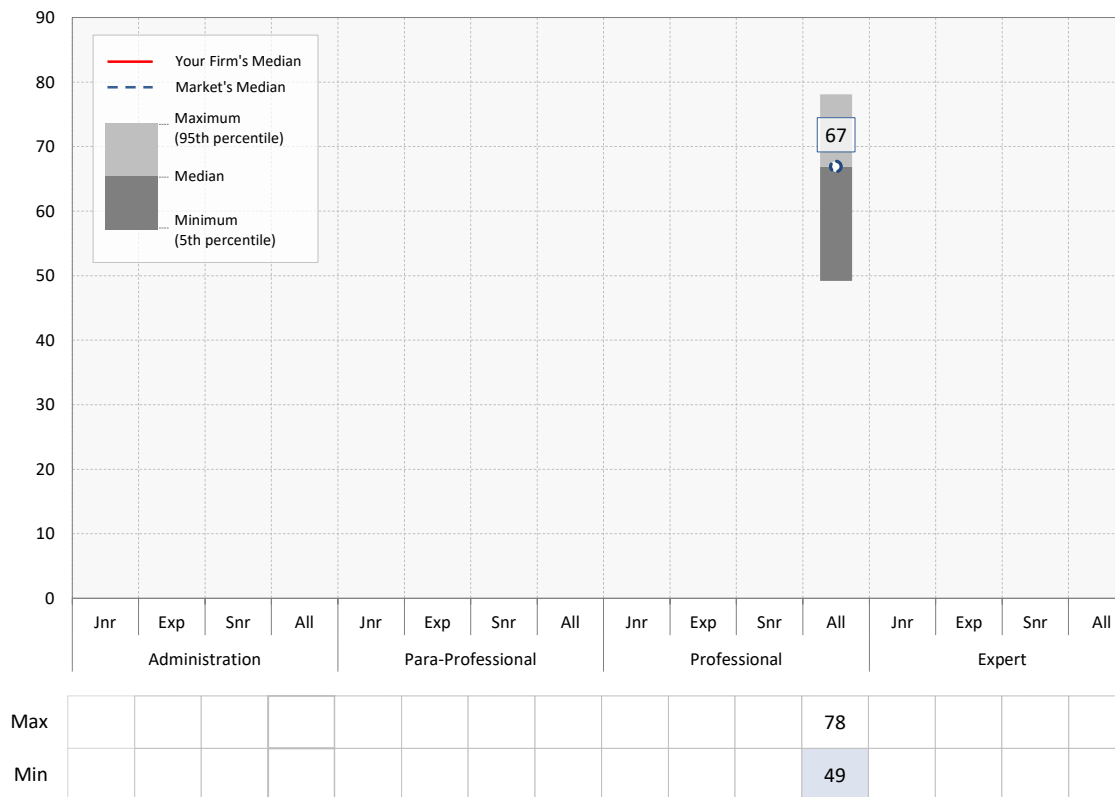
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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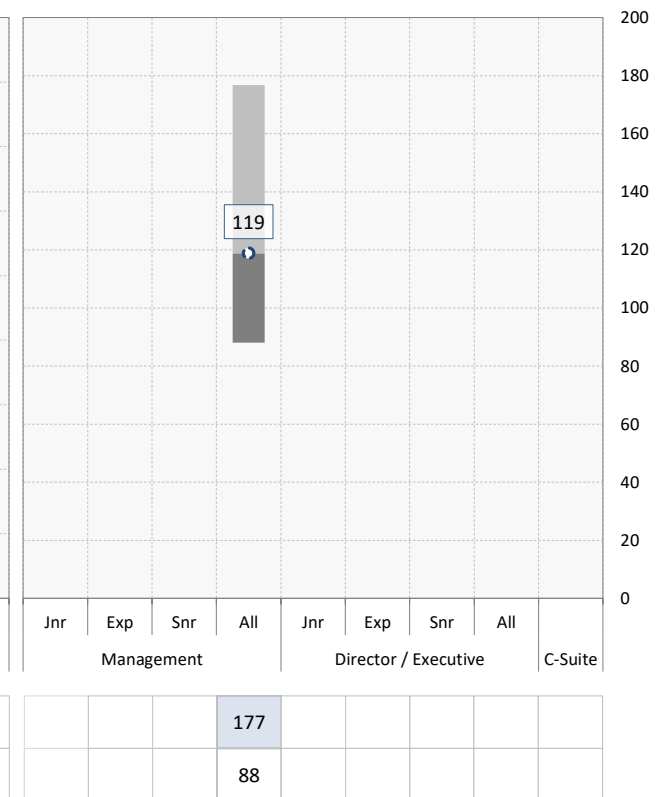
Actual Base Salary in Unspecified ranged from GND 49k to GND 177k across all levels in the market

2025 Overview of actual Base Salary across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



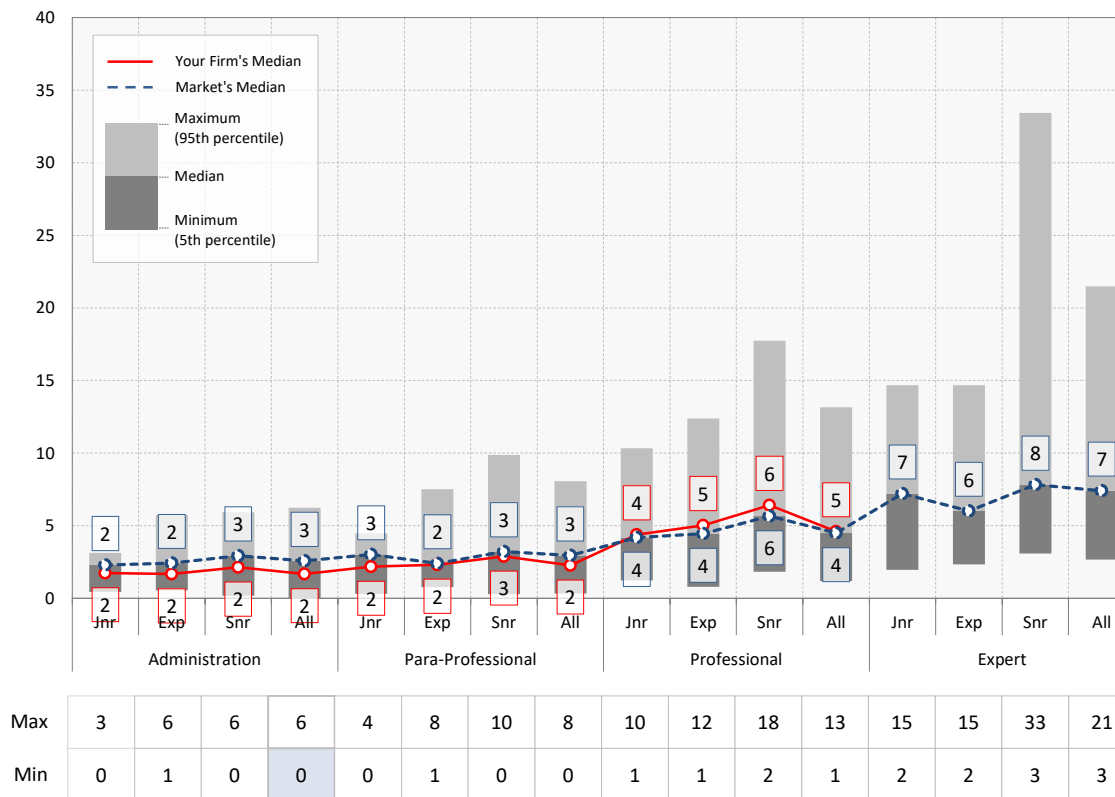
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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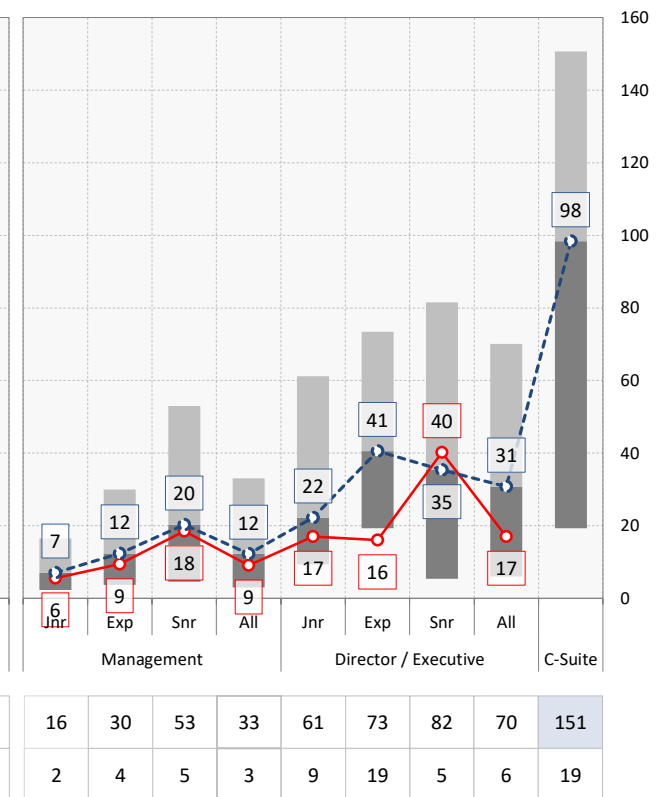
Actual Bonus in All Administration & Support Staff ranged from GND 0k to GND 151k across all levels in the market

2025 Overview of actual Bonus across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



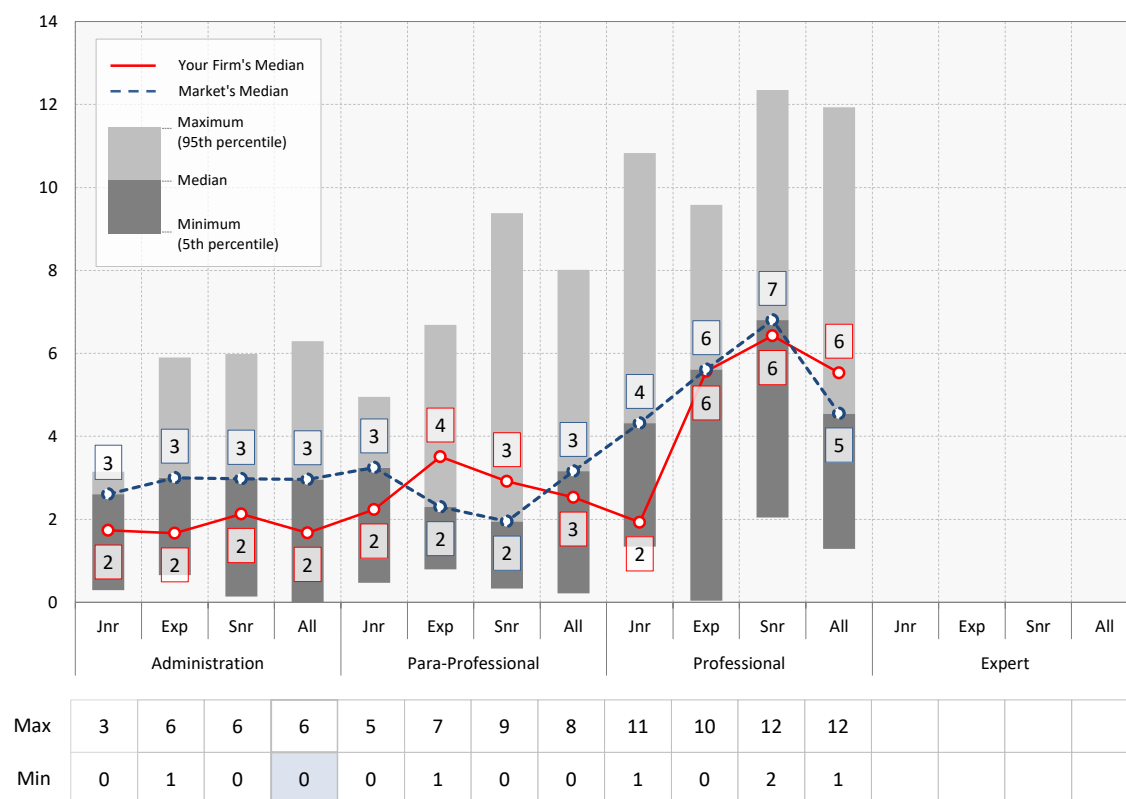
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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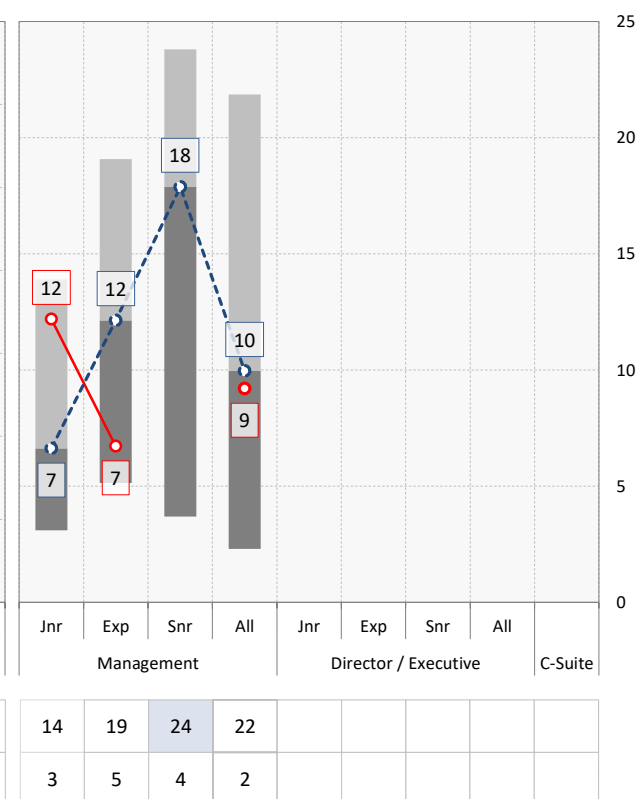
Actual Bonus in Administration ranged from GND 0 to GND 24k across all levels in the market

2025 Overview of actual Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

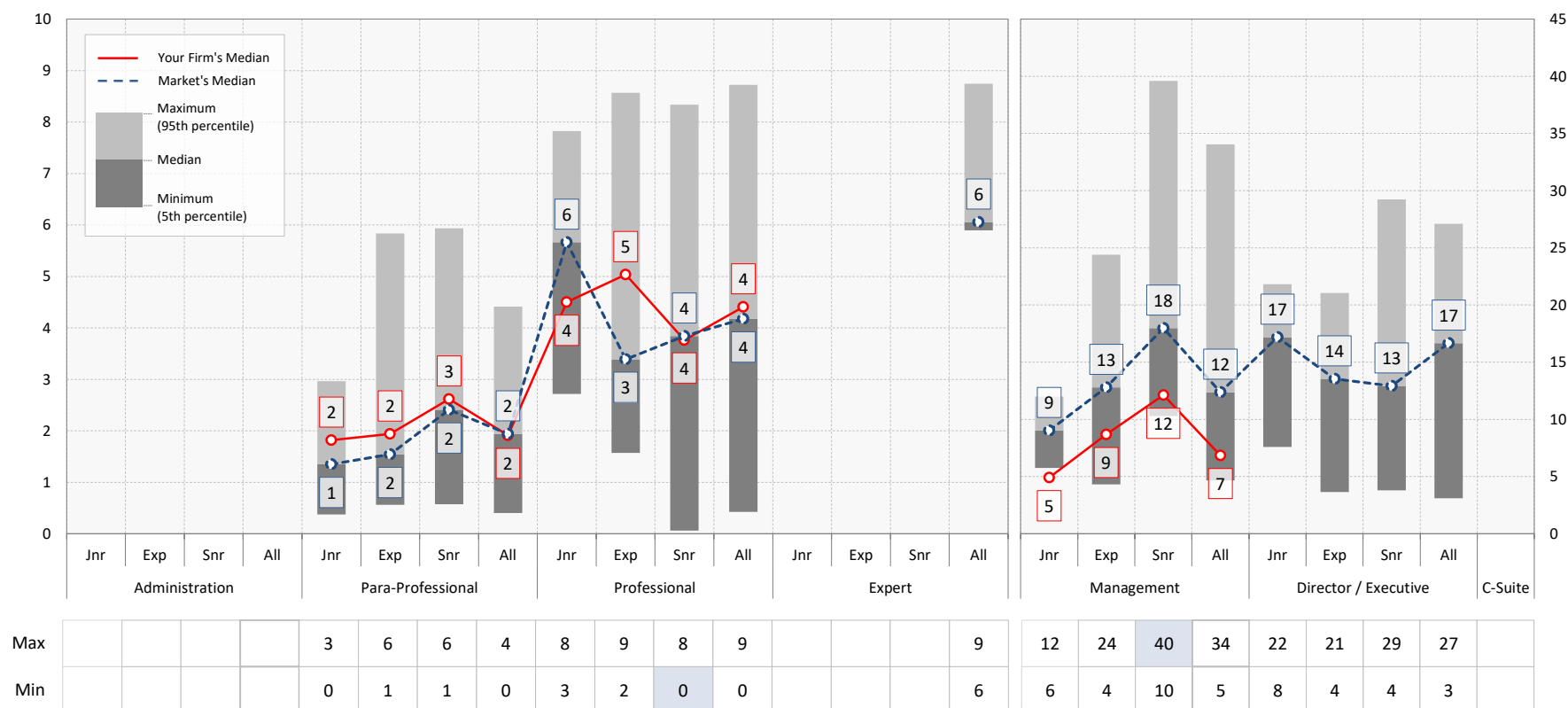
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Actual Bonus in Finance ranged from GND 0k to GND 40k across all levels in the market

2025 Overview of actual Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



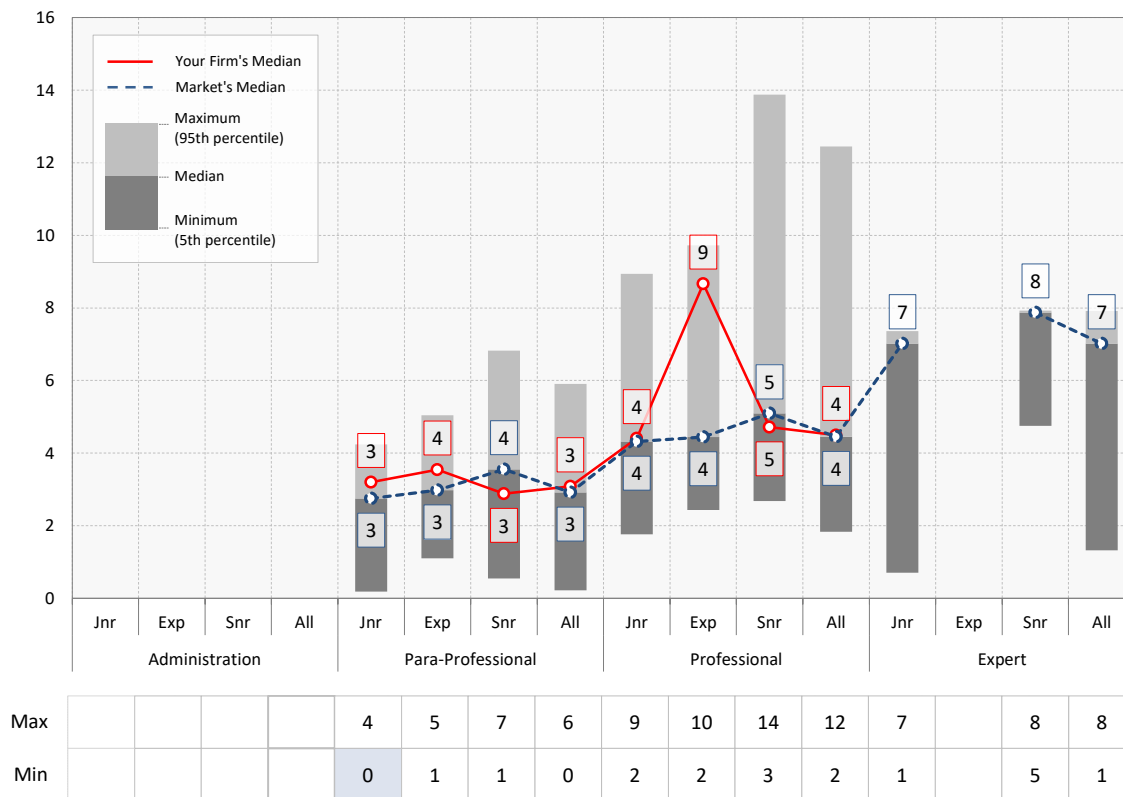
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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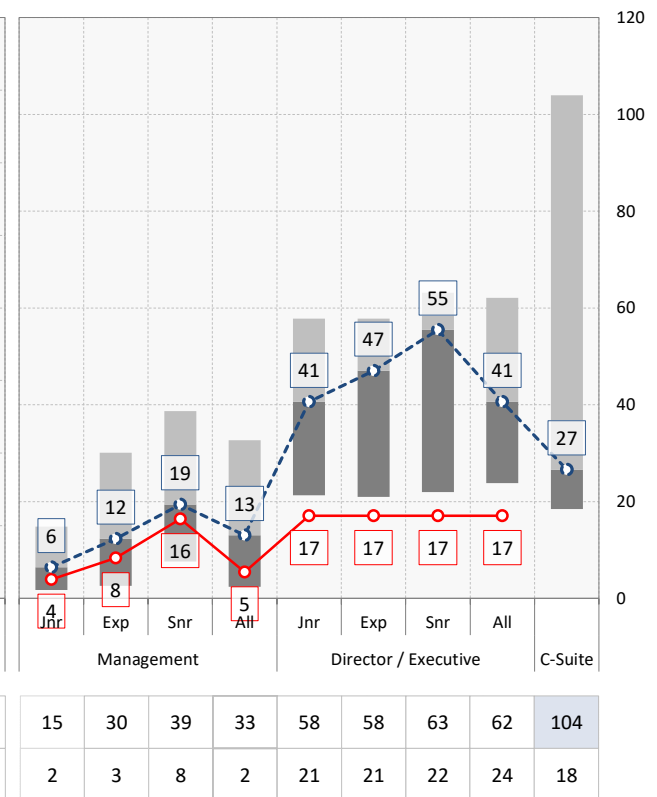
Actual Bonus in Human Resources ranged from GND 0k to GND 104k across all levels in the market

2025 Overview of actual Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



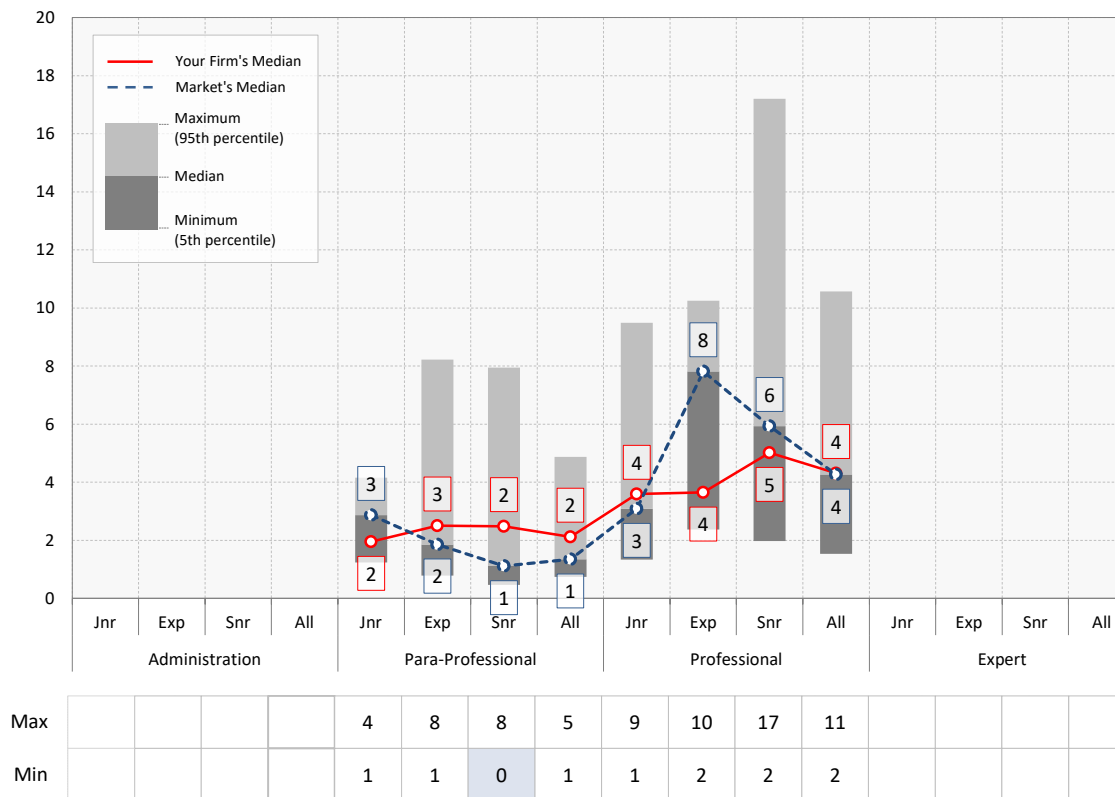
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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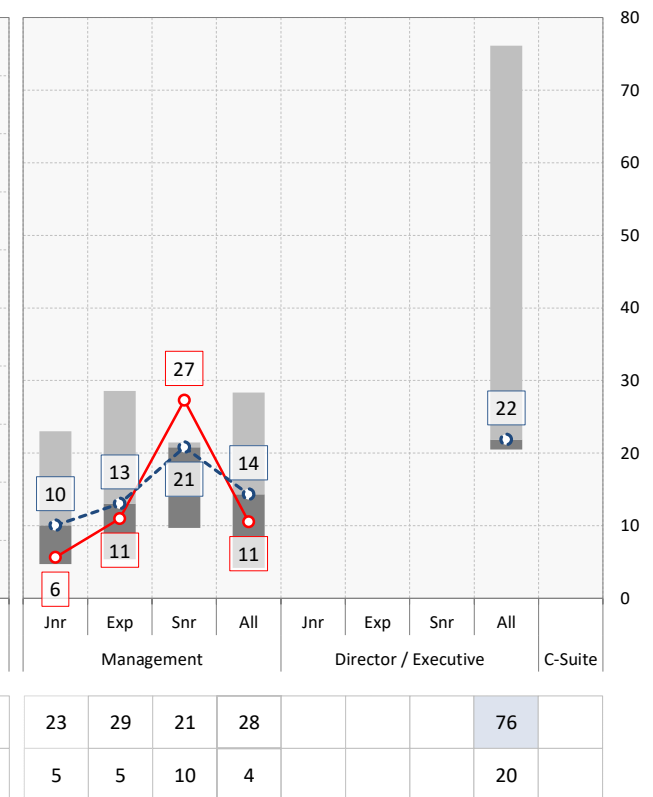
Actual Bonus in IT ranged from GND 0k to GND 76k across all levels in the market

2025 Overview of actual Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



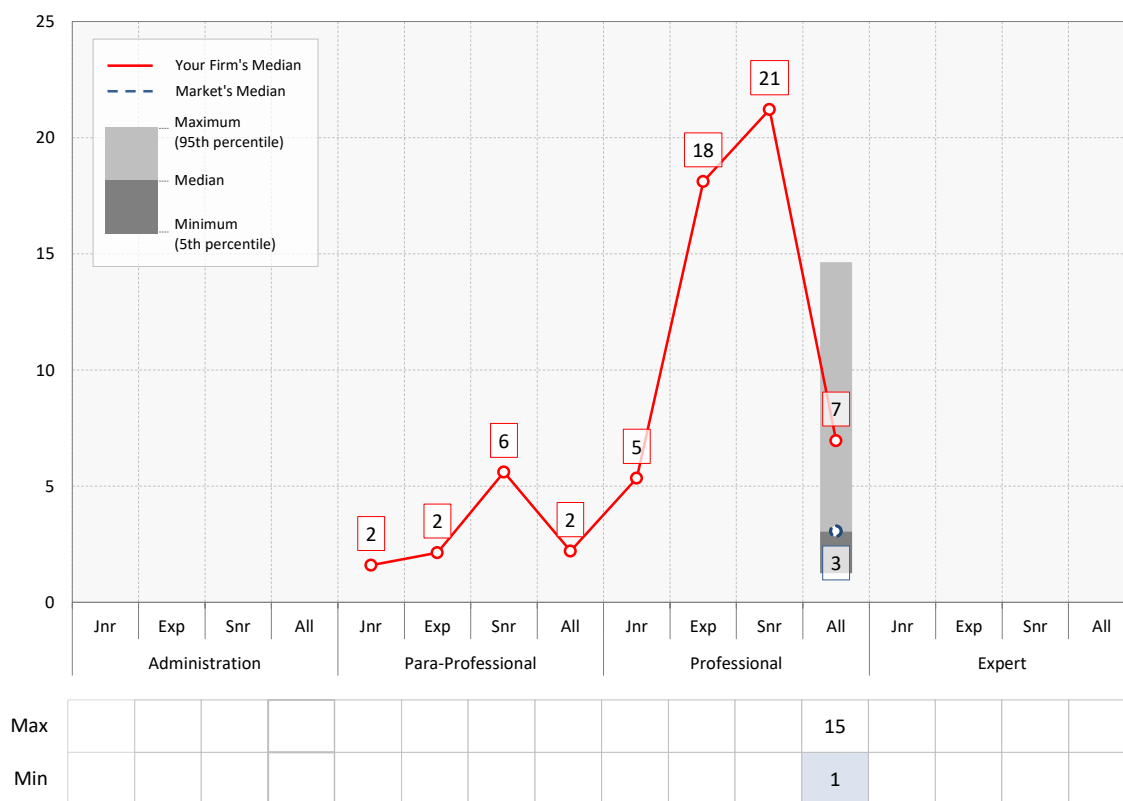
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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Actual Bonus in Legal ranged from GND 1k to GND 26k across all levels in the market

2025 Overview of actual Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



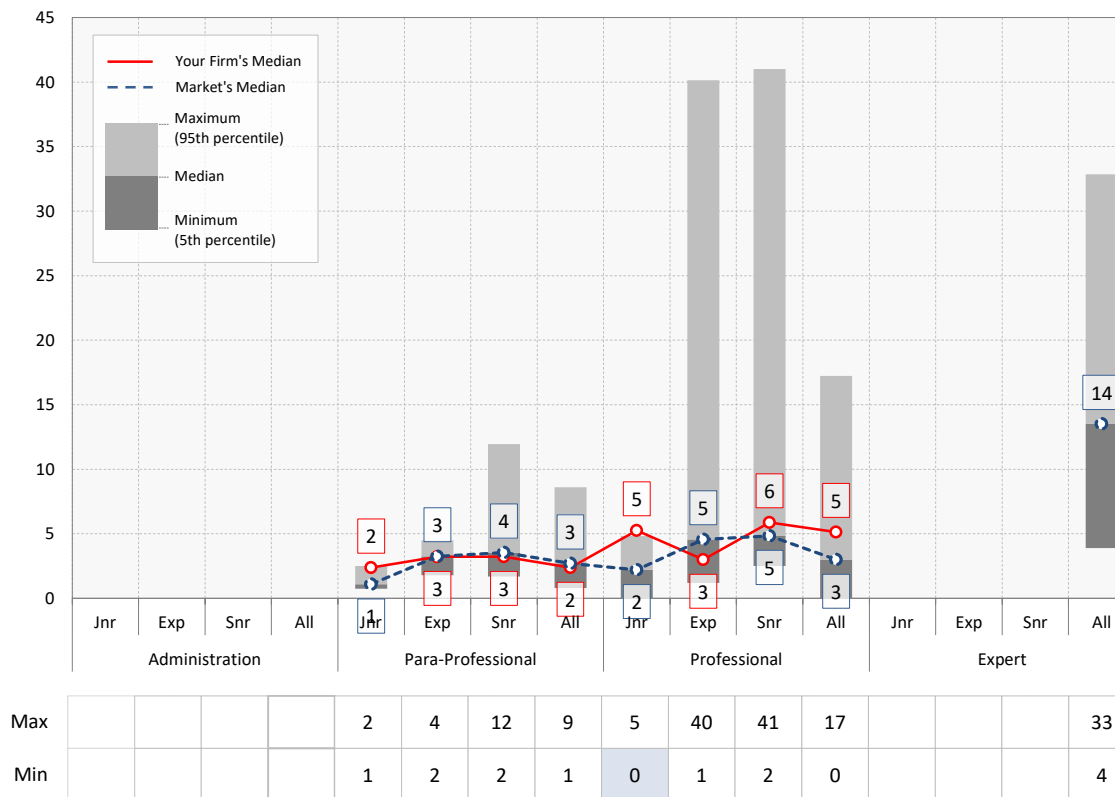
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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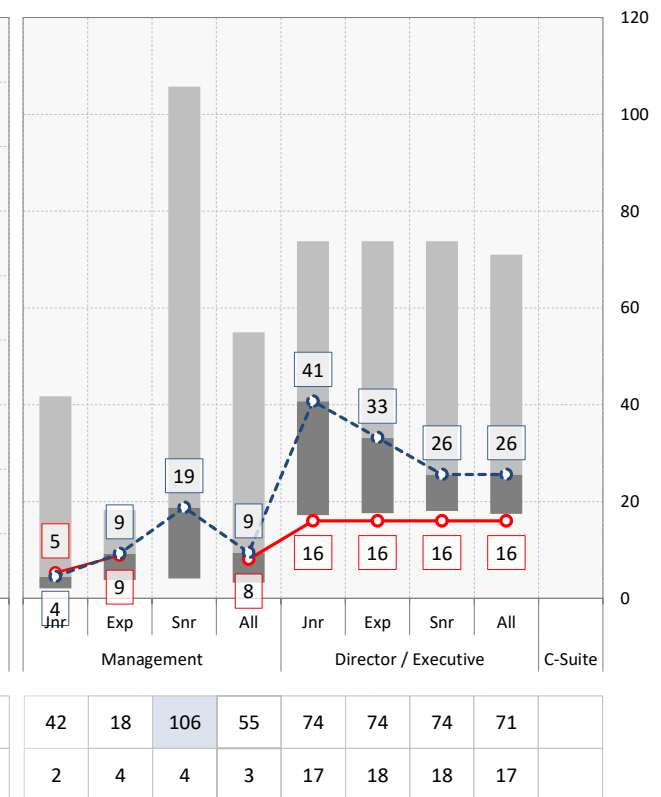
Actual Bonus in Marketing ranged from GND 0 to GND 106k across all levels in the market

2025 Overview of actual Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

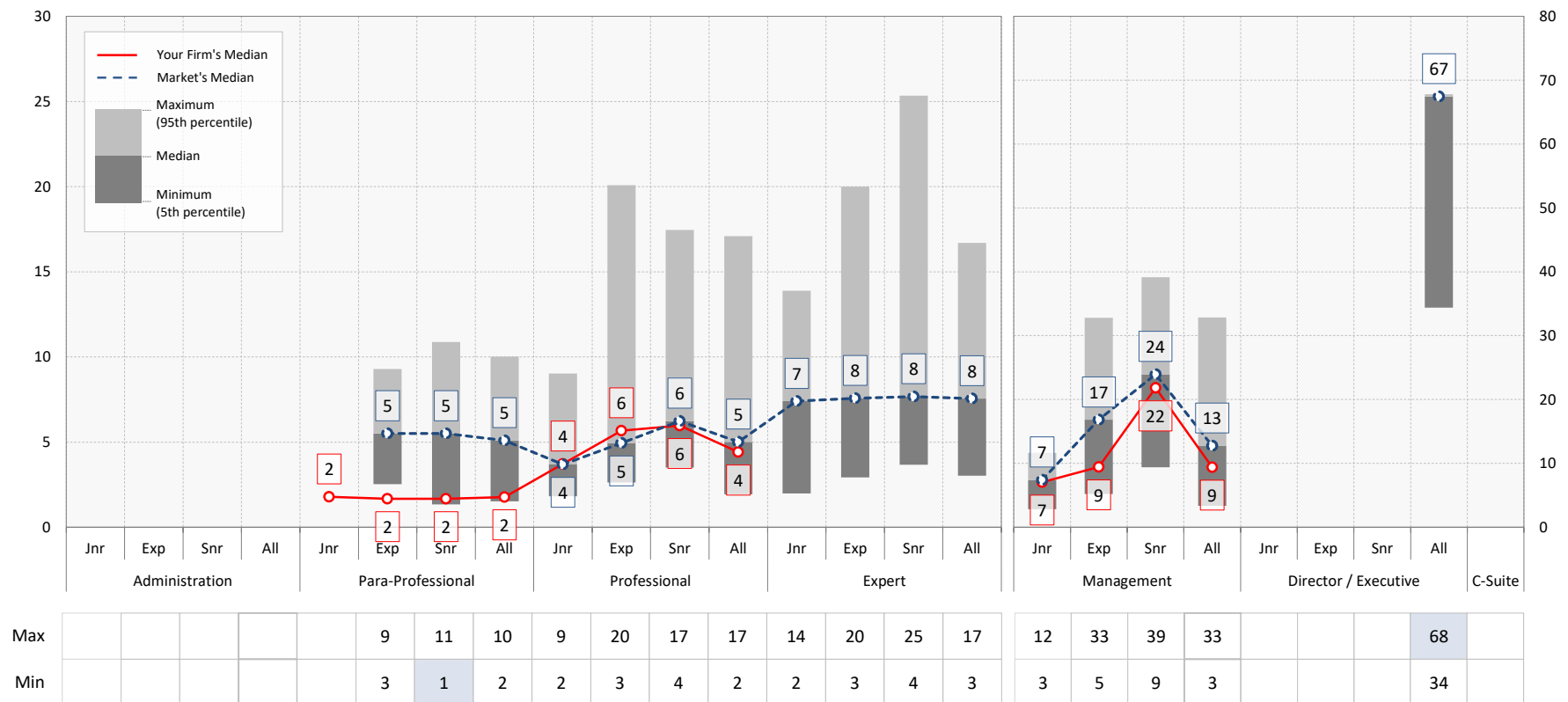
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Actual Bonus in Support ranged from GND 1k to GND 68k across all levels in the market

2025 Overview of actual Bonus across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

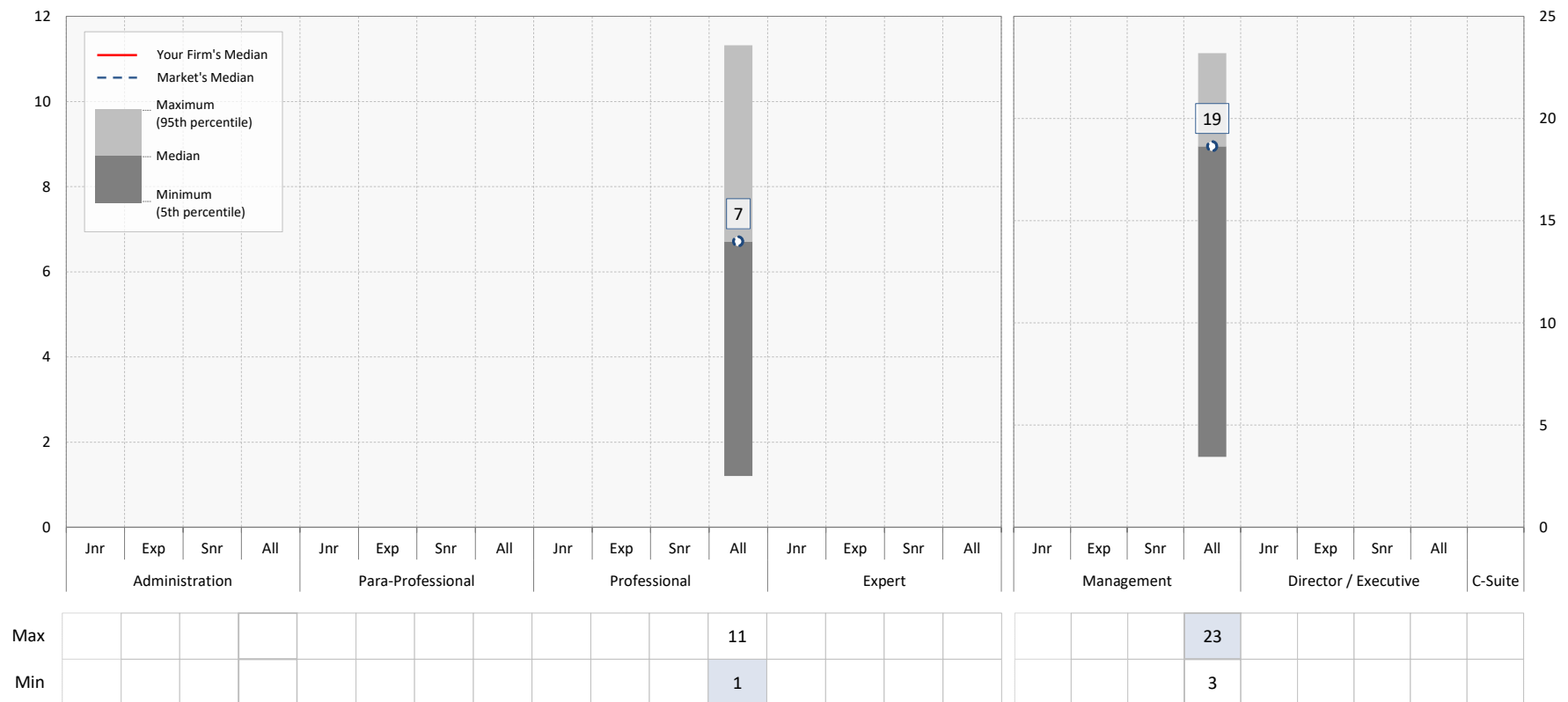
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Actual Bonus in Unspecified ranged from GND 1k to GND 23k across all levels in the market

2025 Overview of actual Bonus across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)

Managerial levels (L4-L6)



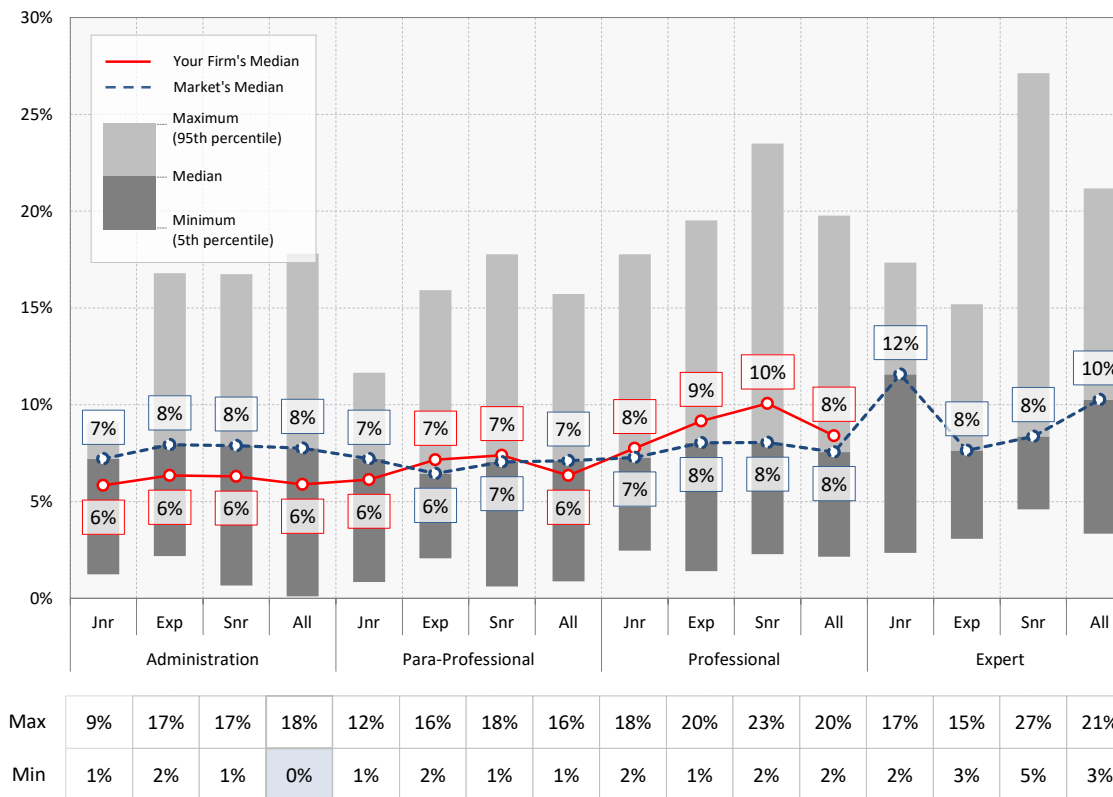
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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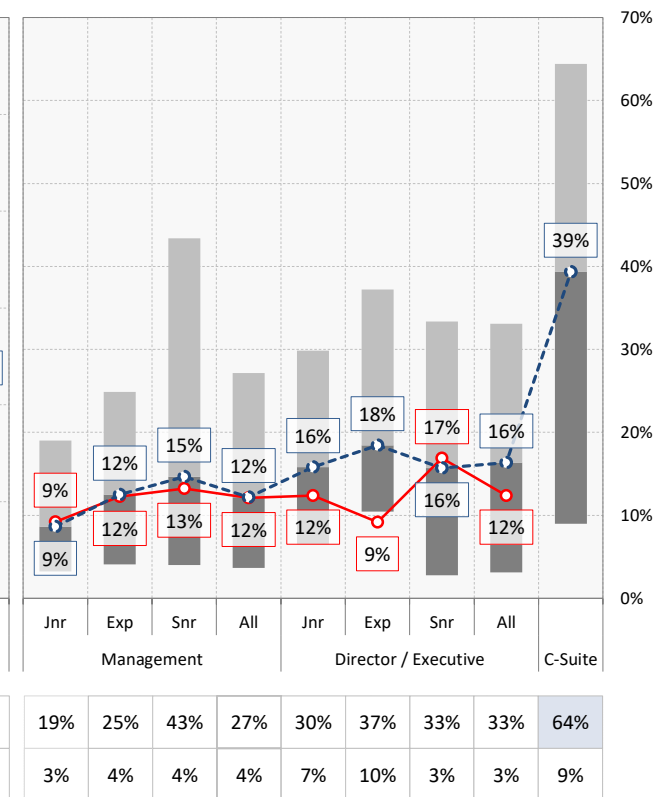
Actual Bonus (in %) in All Administration & Support Staff ranged from 0% to 64% across all levels in the market

2025 Overview of actual Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



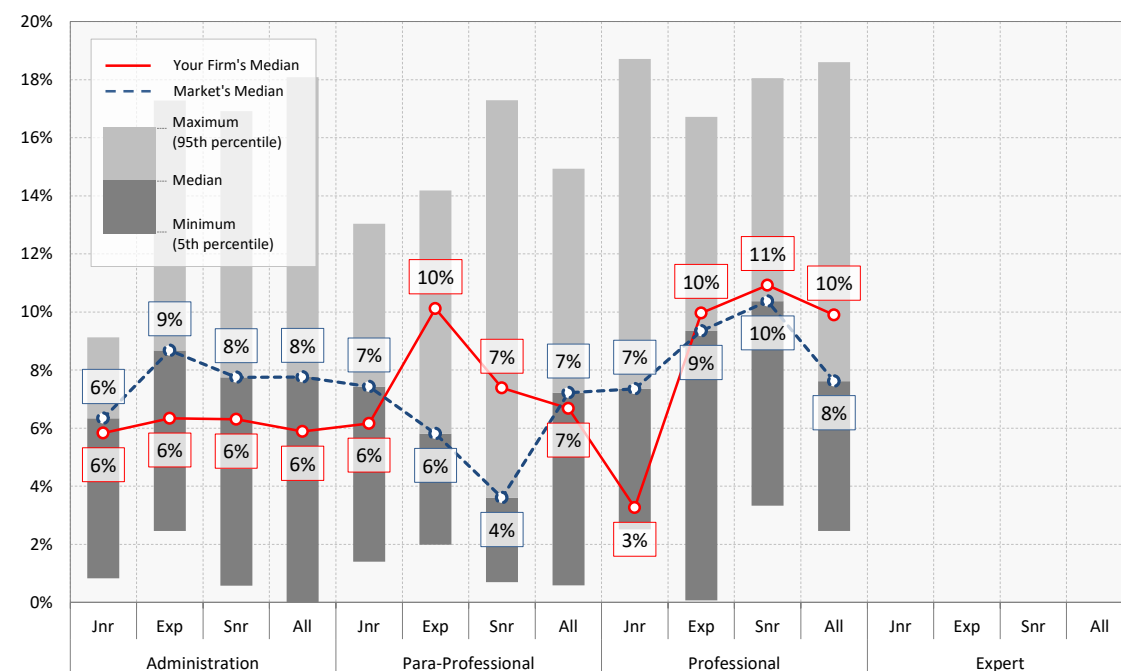
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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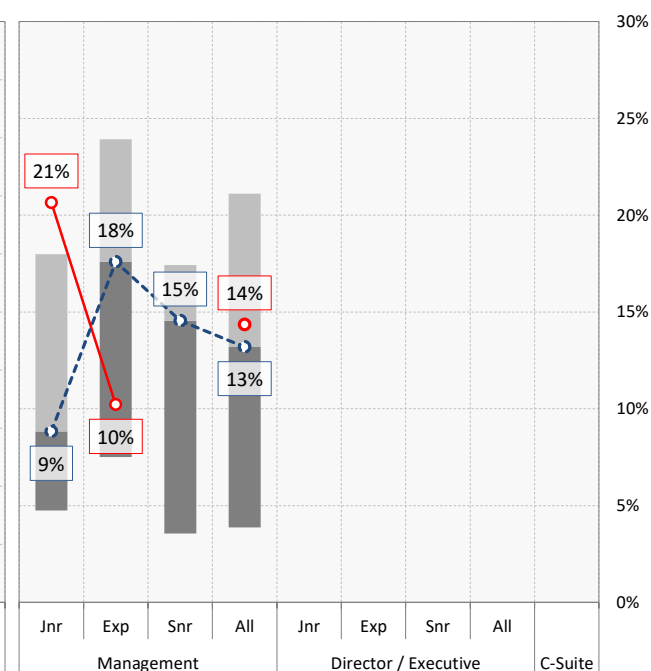
Actual Bonus (in %) in Administration ranged from 0% to 24% across all levels in the market

2025 Overview of actual Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



Max	9%	17%	17%	18%	13%	14%	17%	15%	19%	17%	18%	19%				
Min	1%	2%	1%	0%	1%	2%	1%	1%	3%	0%	3%	2%				

18%	24%	17%	21%						
5%	8%	4%	4%						

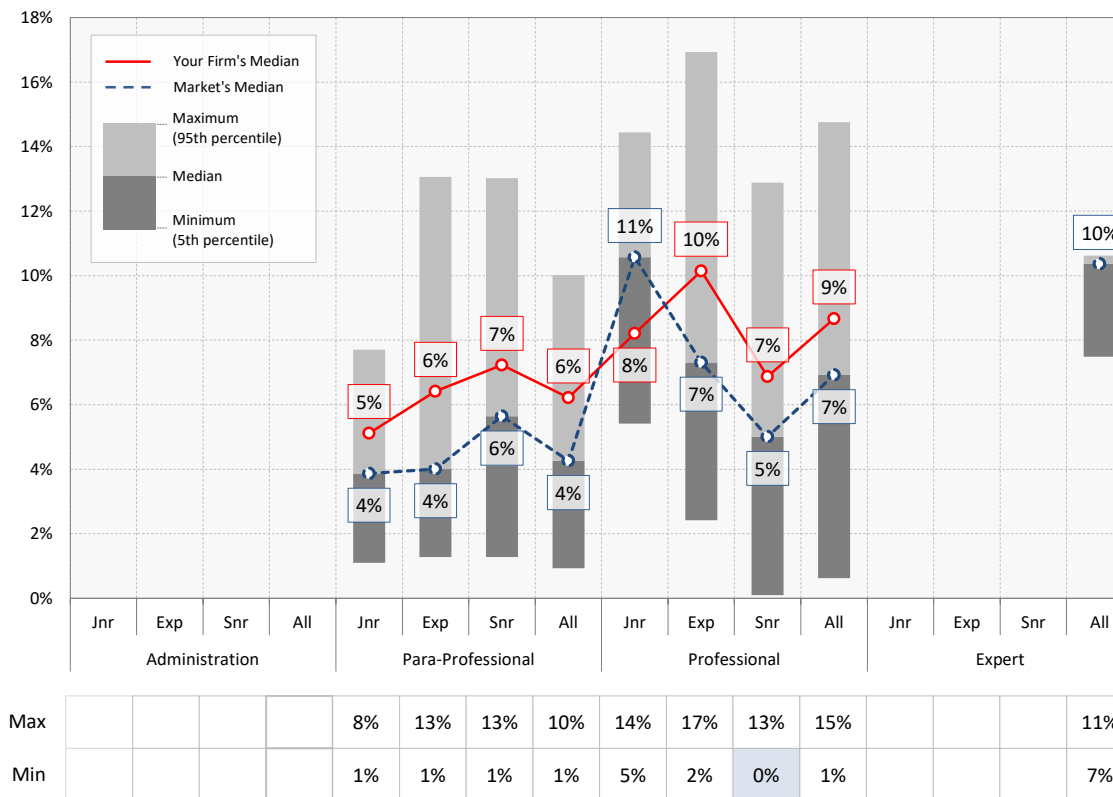
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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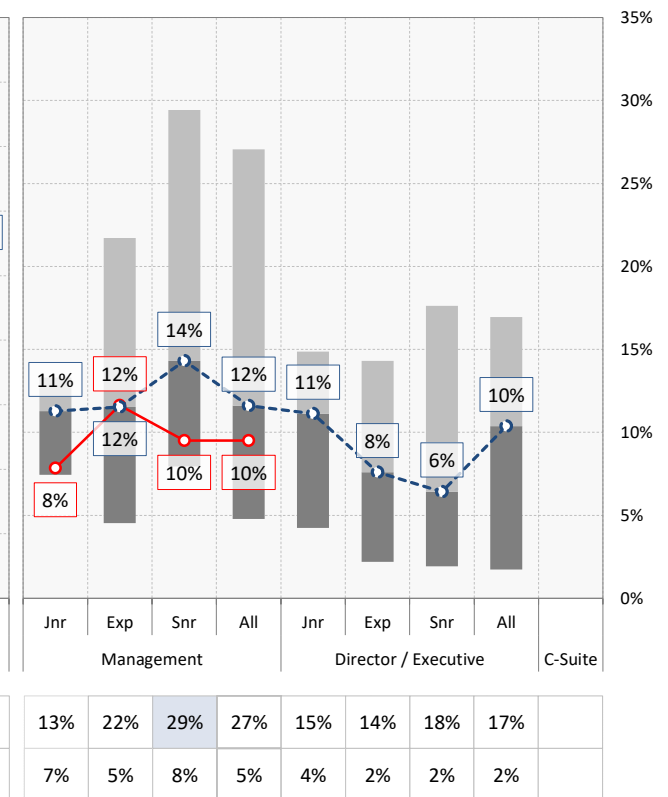
Actual Bonus (in %) in Finance ranged from 0% to 29% across all levels in the market

2025 Overview of actual Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



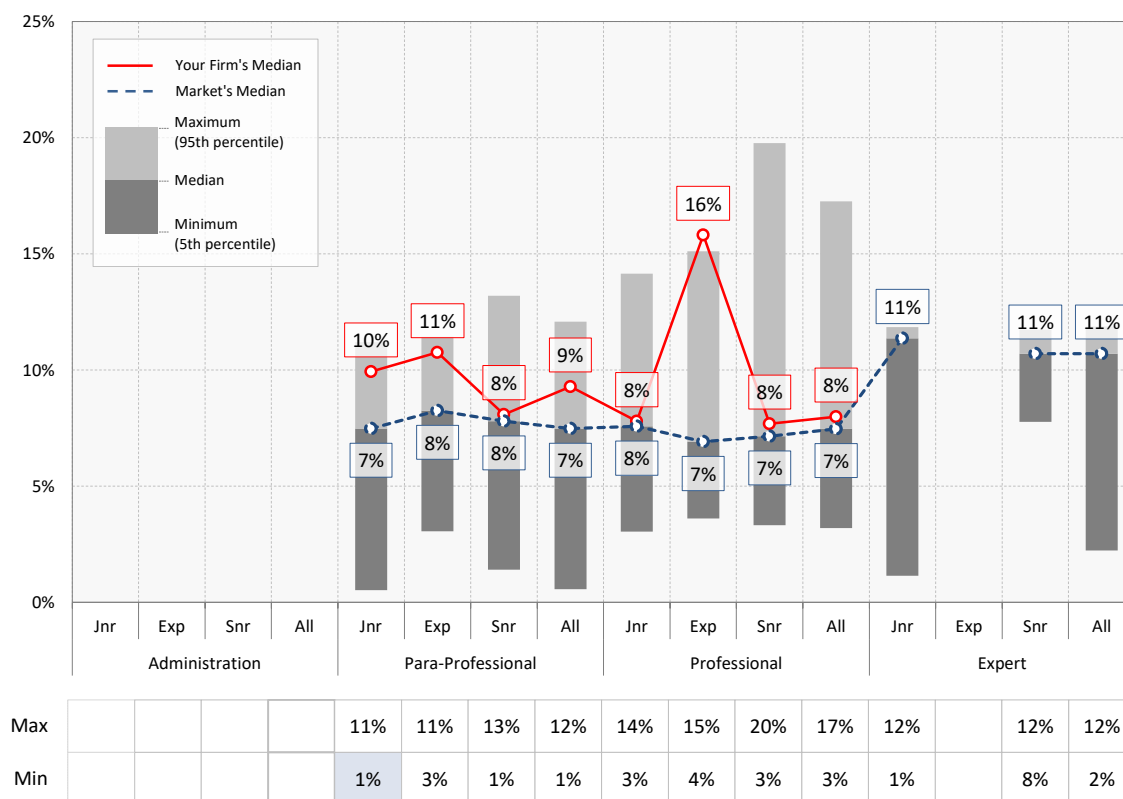
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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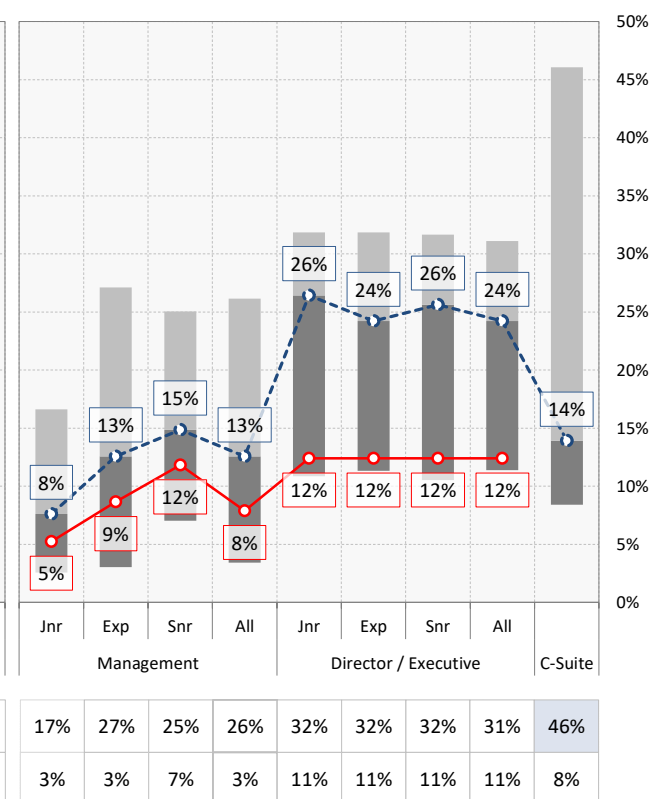
Actual Bonus (in %) in Human Resources ranged from 1% to 46% across all levels in the market

2025 Overview of actual Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



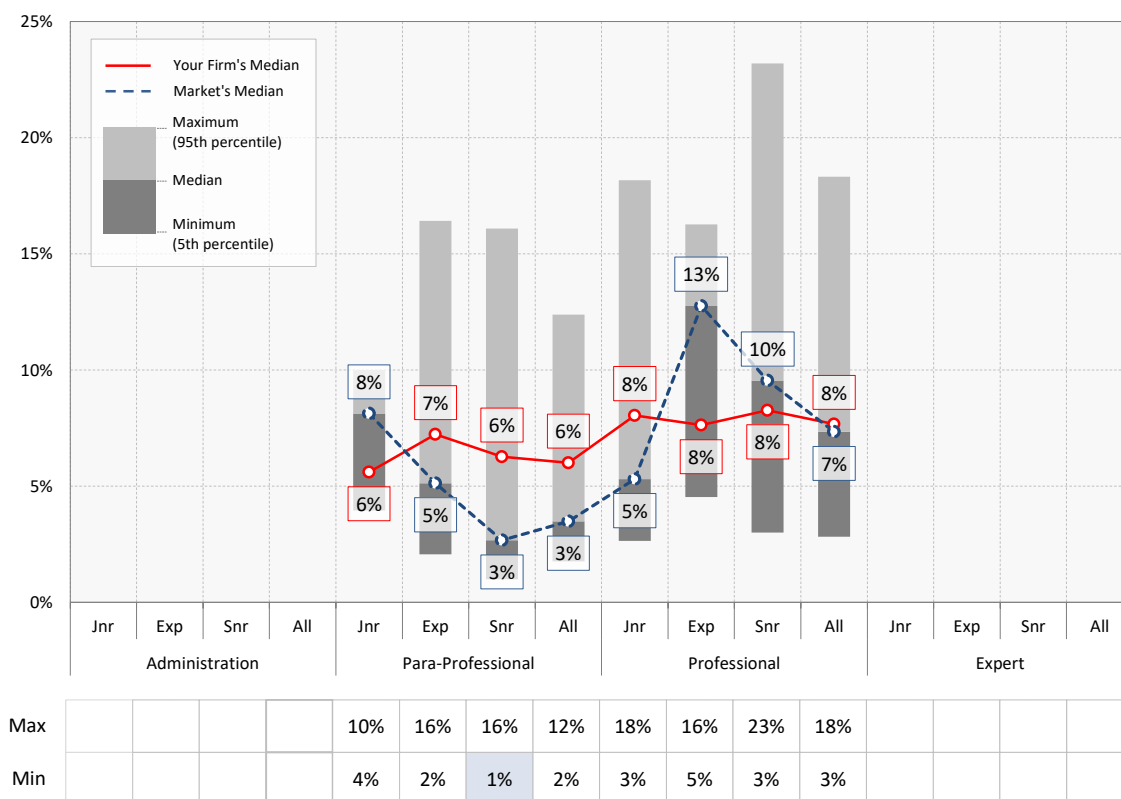
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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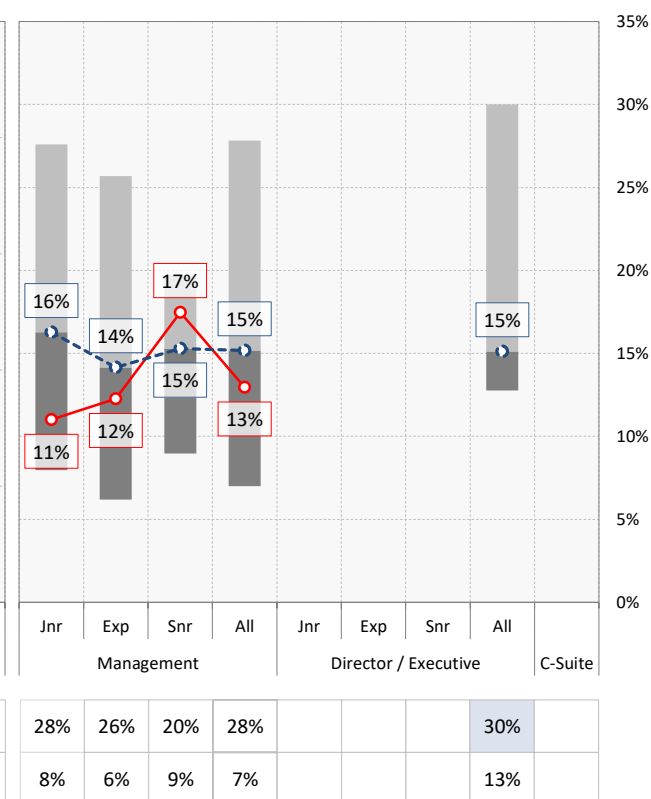
Actual Bonus (in %) in IT ranged from 1% to 30% across all levels in the market

2025 Overview of actual Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



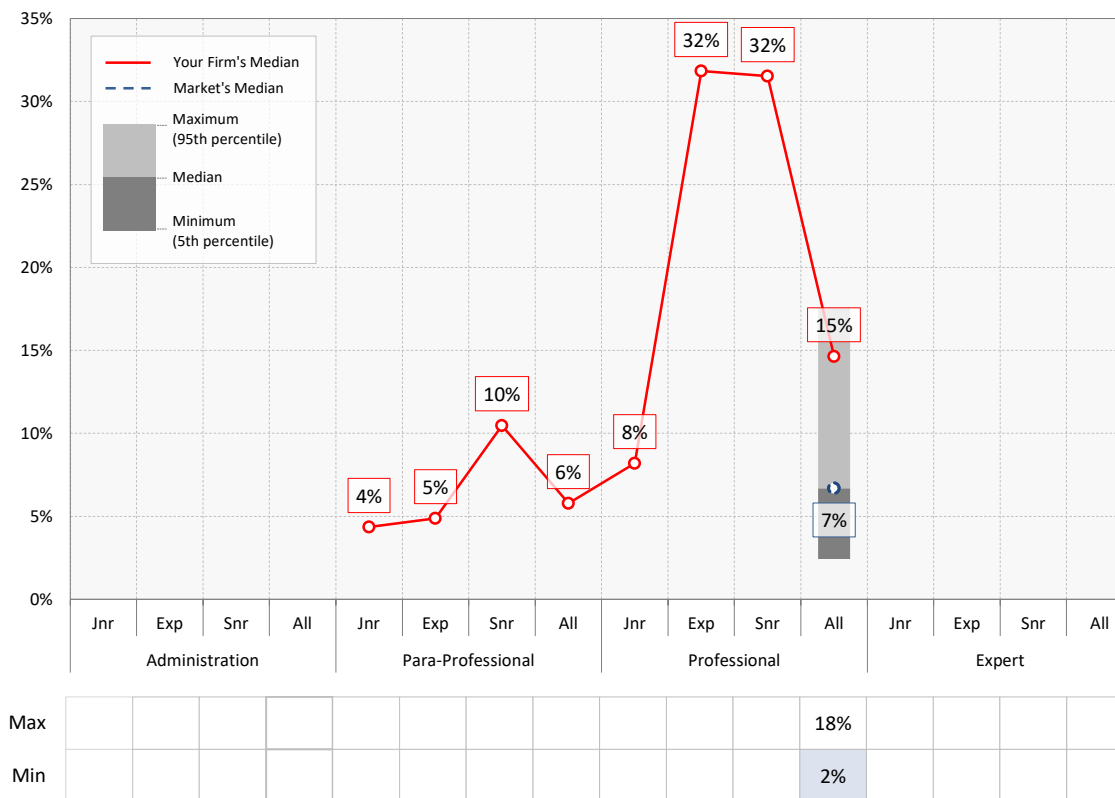
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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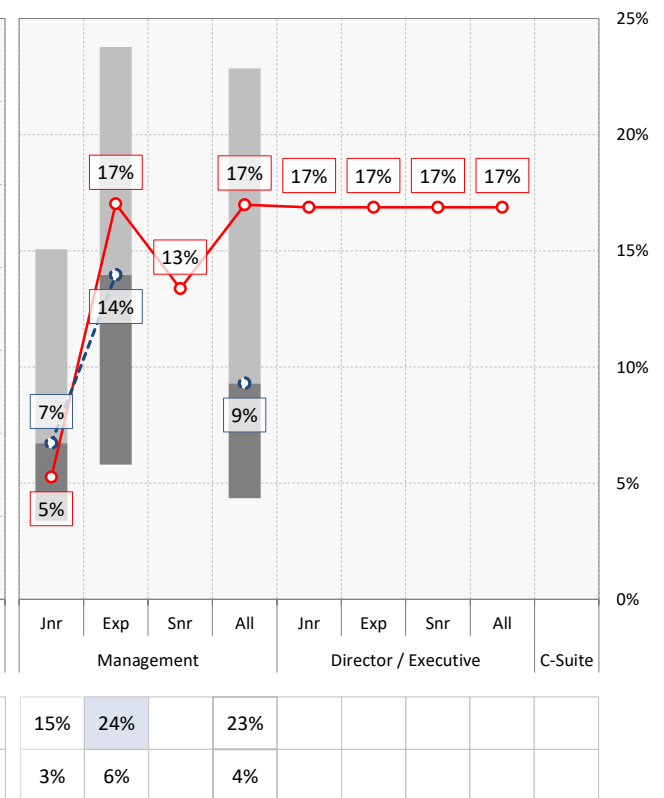
Actual Bonus (in %) in Legal ranged from 2% to 24% across all levels in the market

**2025 Overview of actual Bonus across all levels
(in %, firm-weighted, rounded and annualised)**

Individual contributors (L0-L3)



Managerial levels (L4-L6)

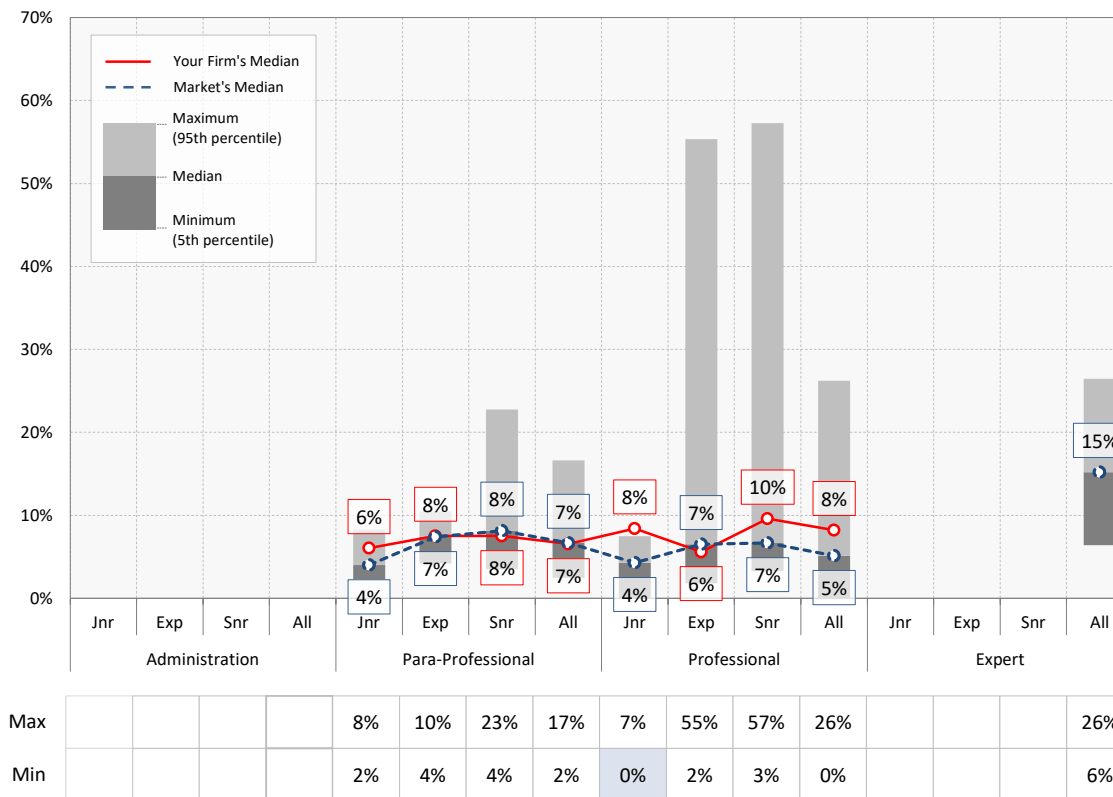


Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

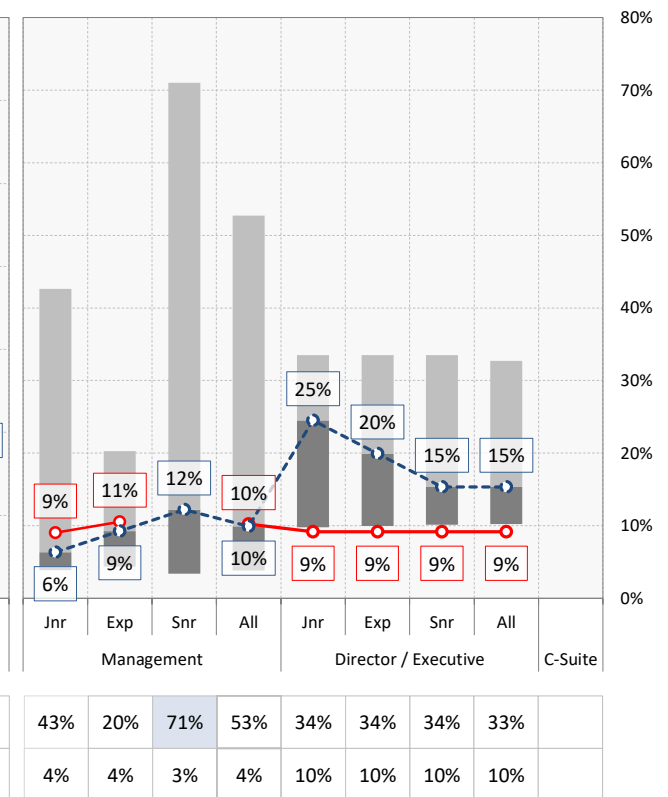
Actual Bonus (in %) in Marketing ranged from 0% to 71% across all levels in the market

2025 Overview of actual Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



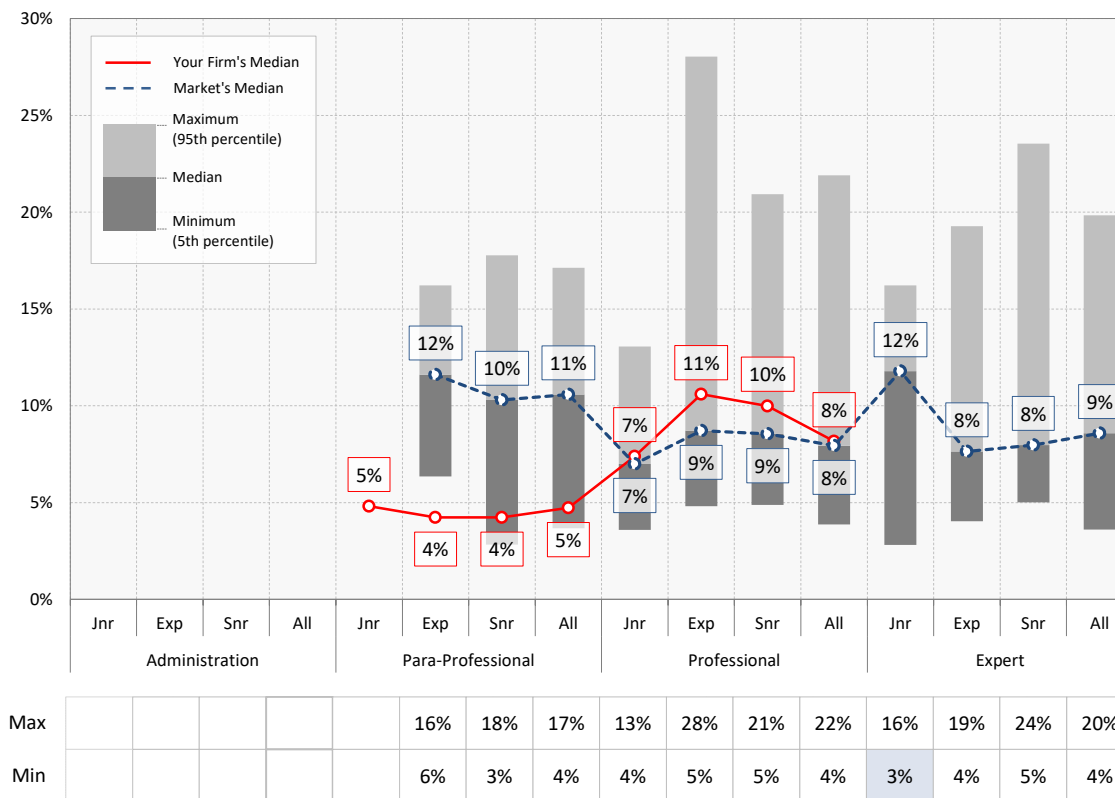
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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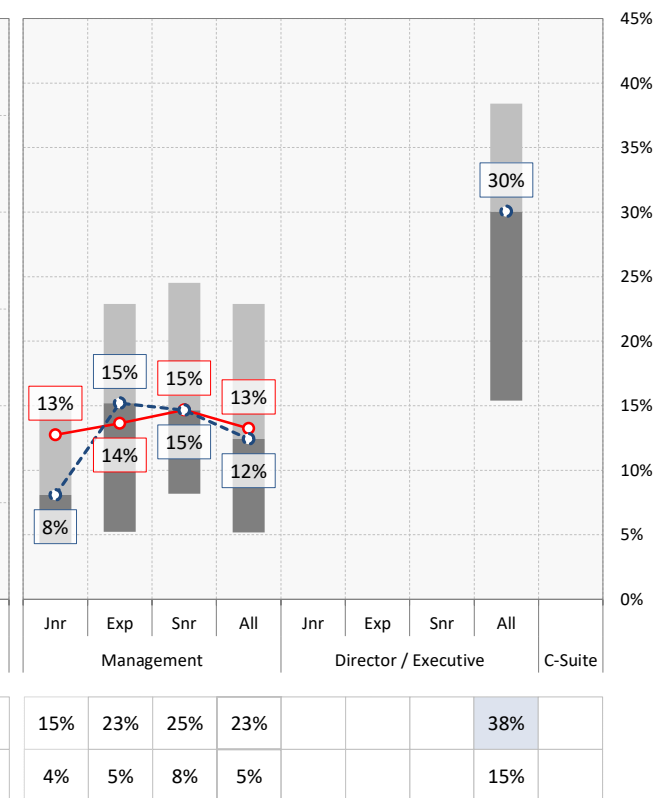
Actual Bonus (in %) in Support ranged from 3% to 38% across all levels in the market

2025 Overview of actual Bonus across all levels (in %, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



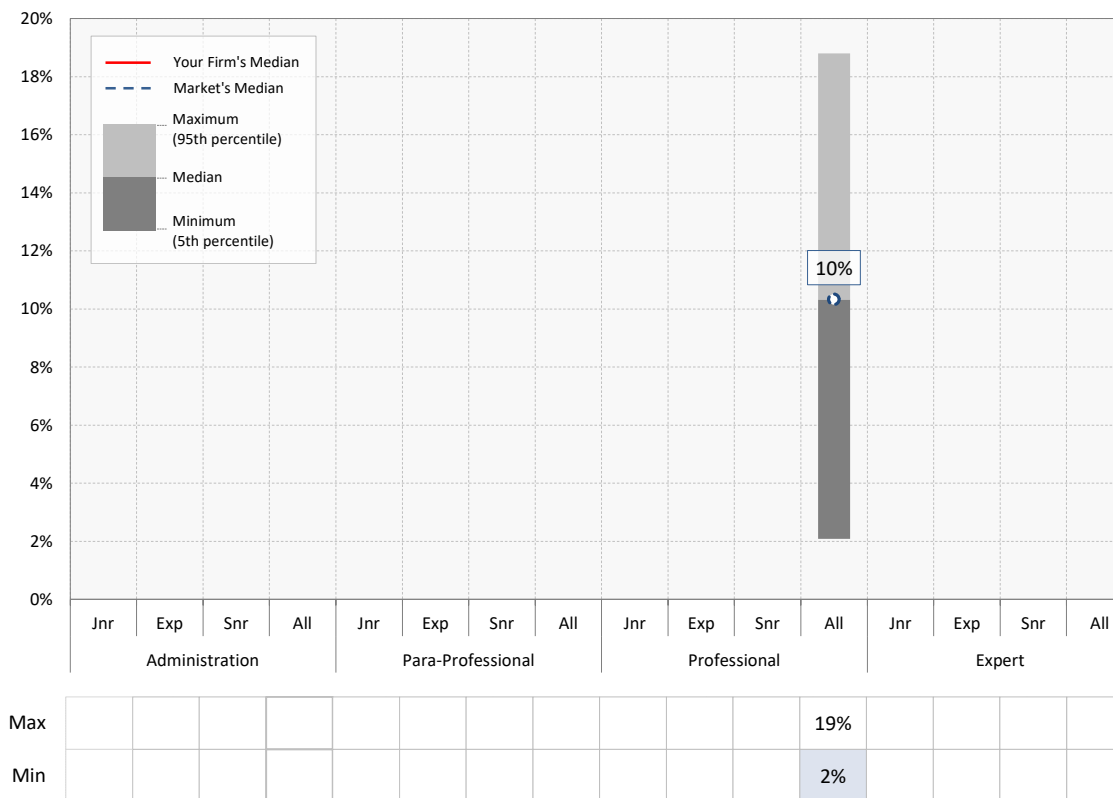
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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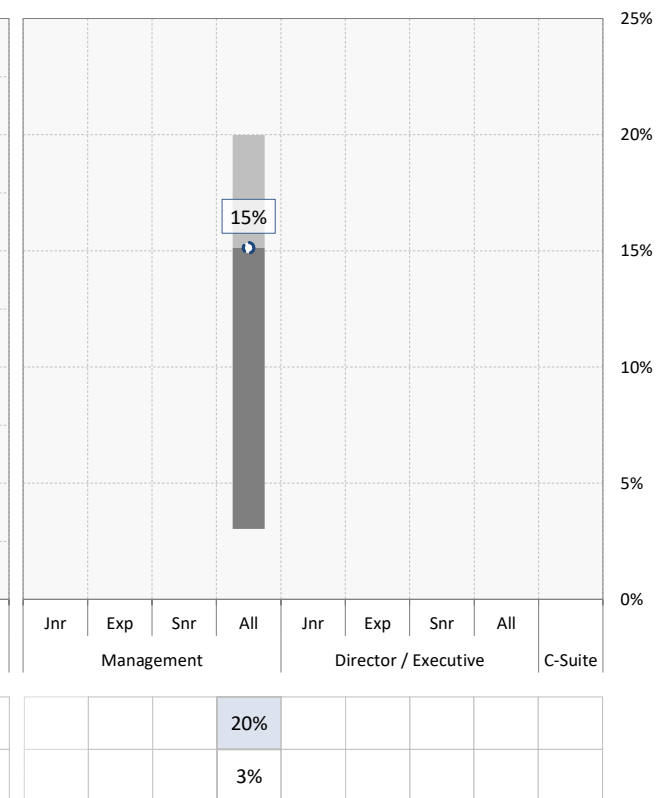
Actual Bonus (in %) in Unspecified ranged from 2% to 20% across all levels in the market

**2025 Overview of actual Bonus across all levels
(in %, firm-weighted, rounded and annualised)**

Individual contributors (L0-L3)



Managerial levels (L4-L6)



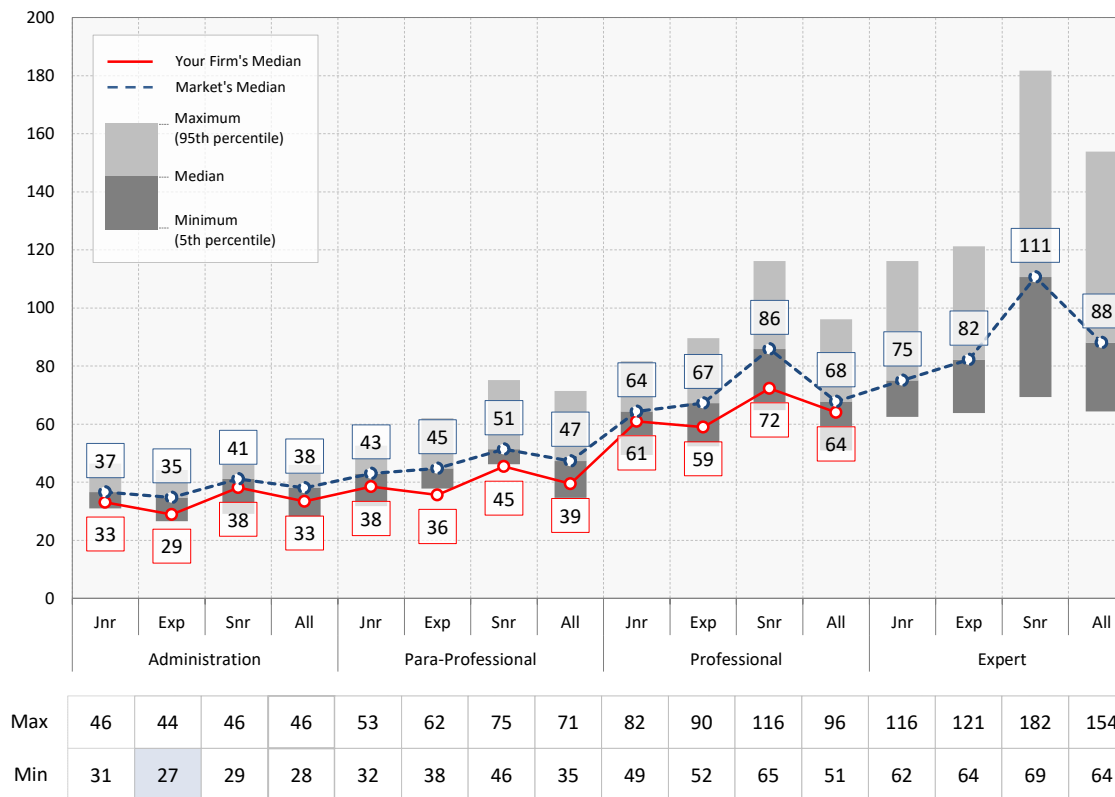
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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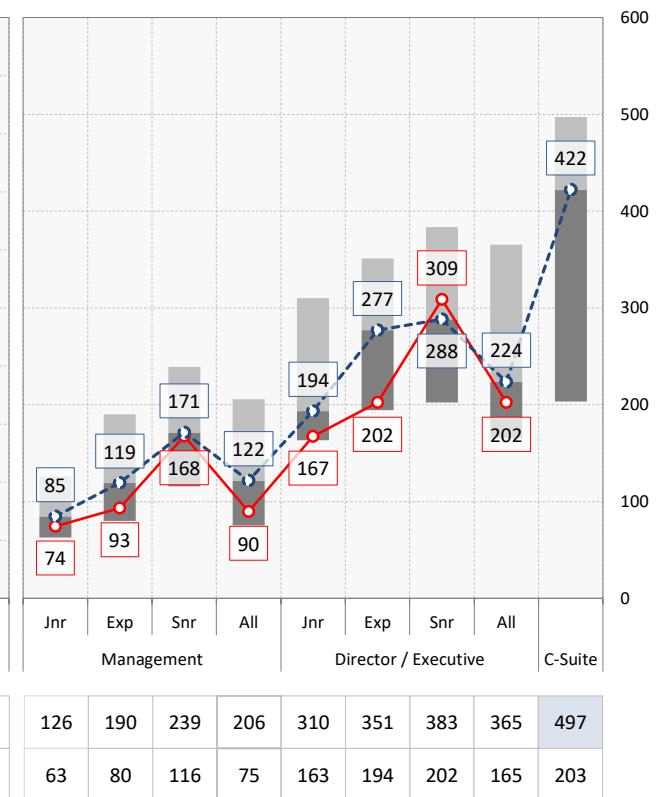
Actual Total Cash Compensation in All Administration & Support Staff ranged from GND 27k to GND 497k across all levels in the market

2025 Overview of actual Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



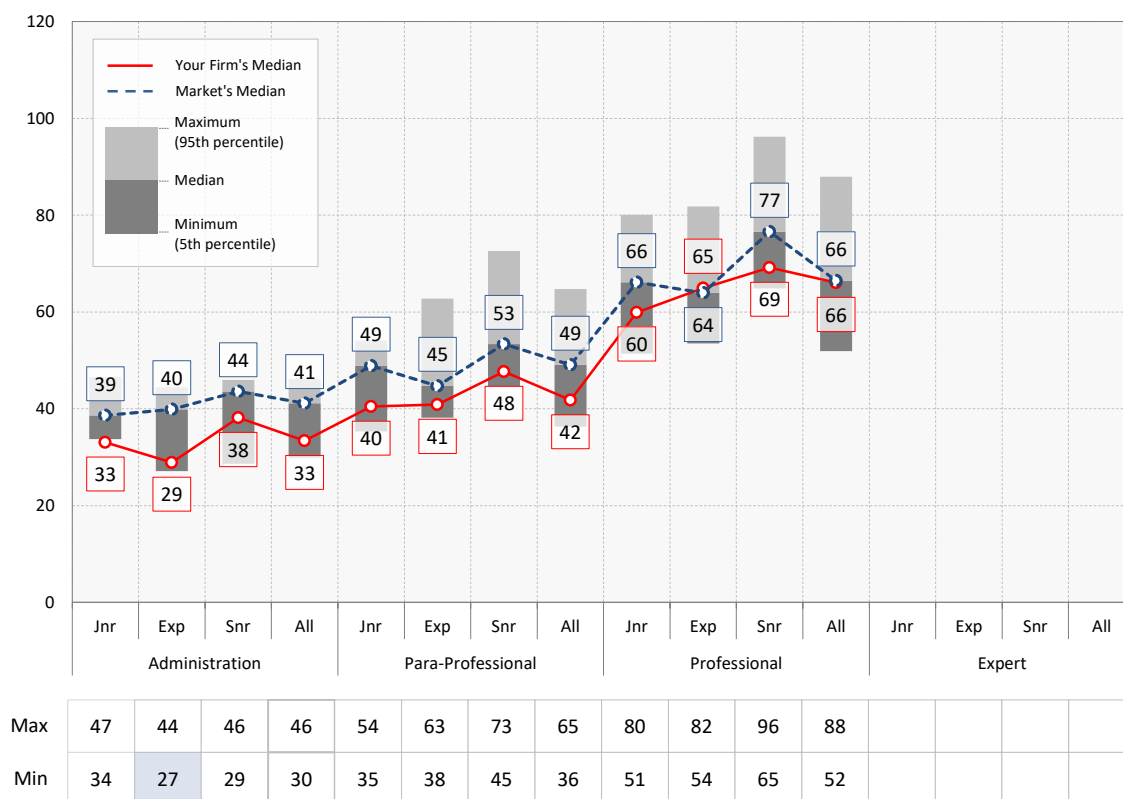
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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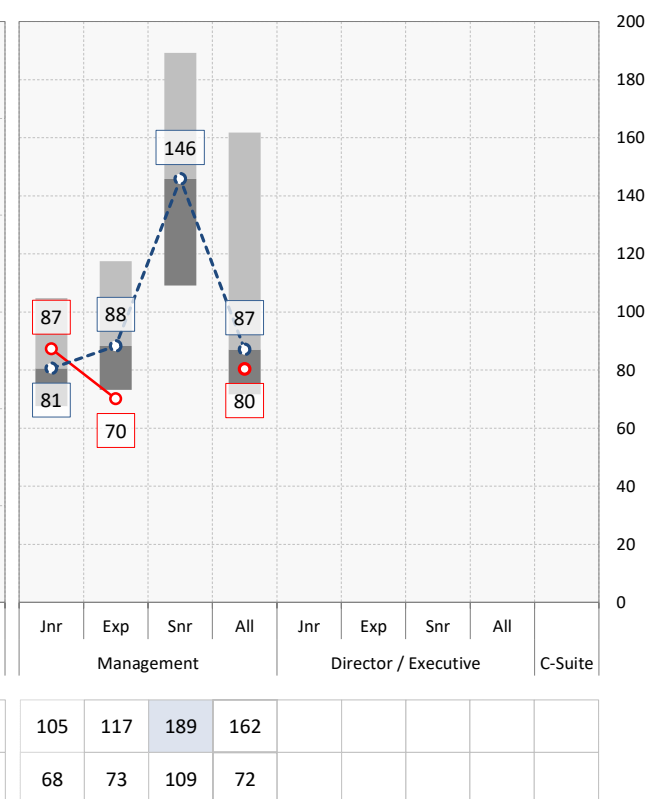
Actual Total Cash Compensation in Administration ranged from GND 27k to GND 189k across all levels in the market

2025 Overview of actual Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



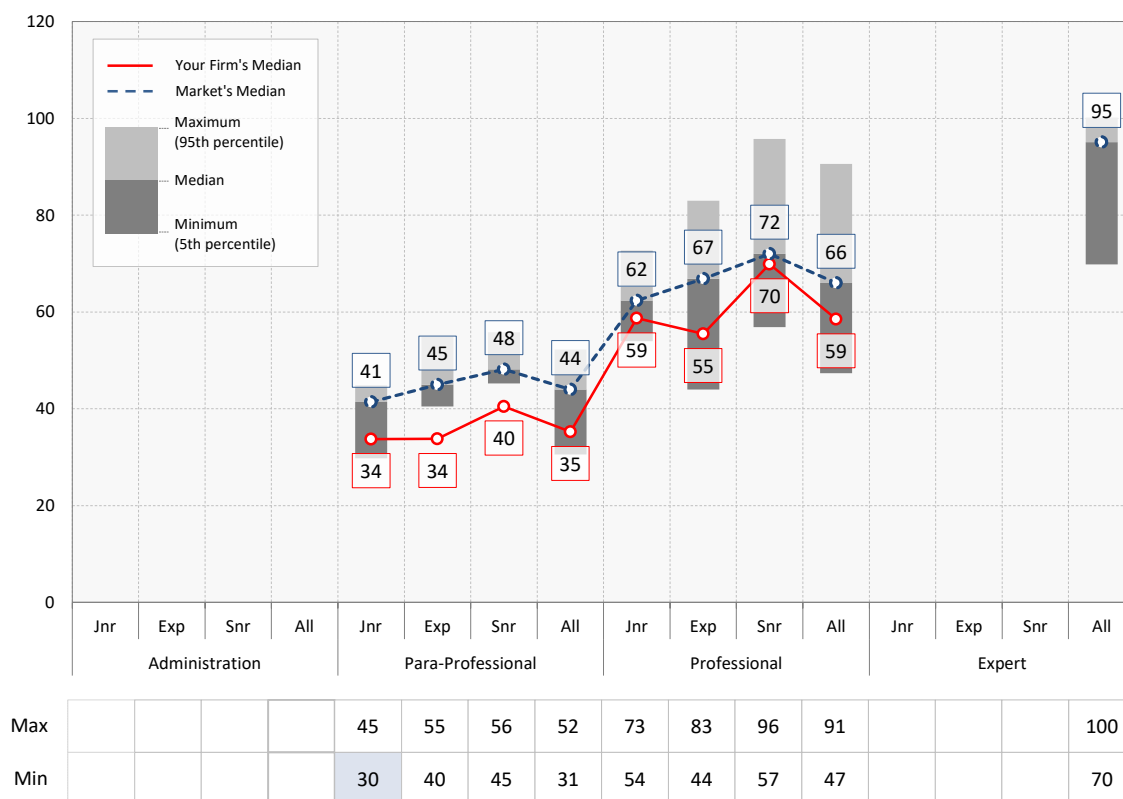
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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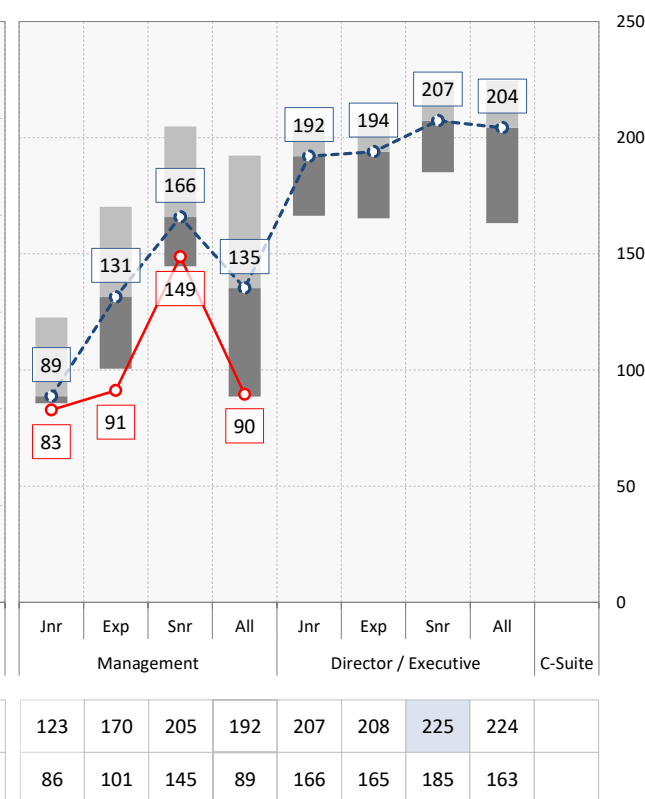
Actual Total Cash Compensation in Finance ranged from GND 30k to GND 225k across all levels in the market

2025 Overview of actual Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



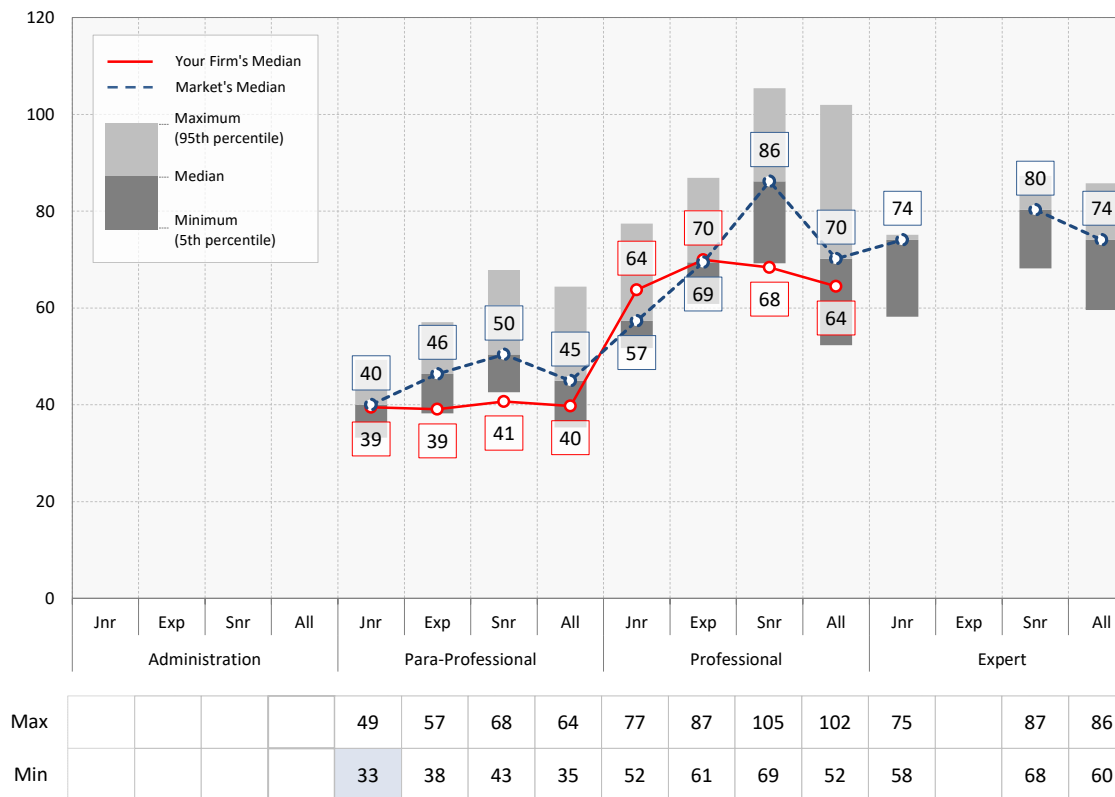
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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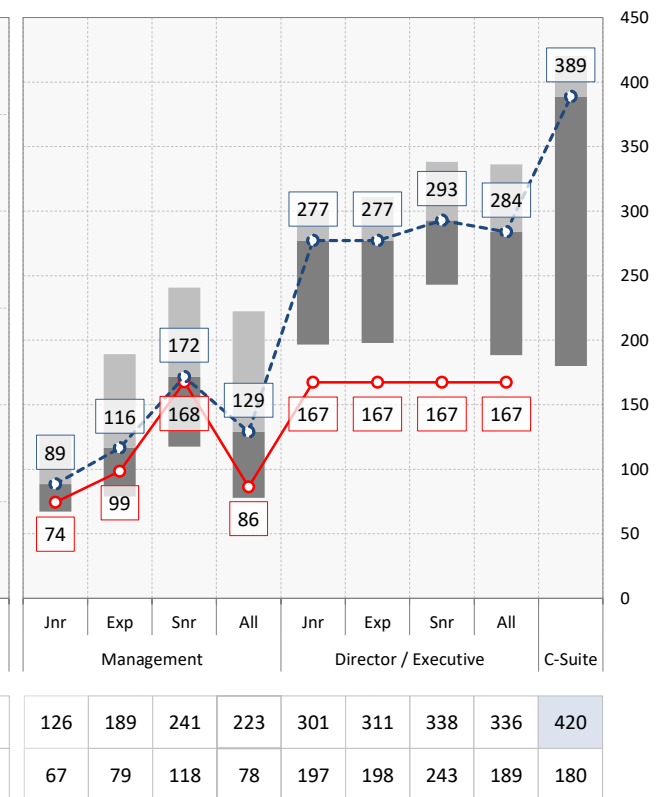
Actual Total Cash Compensation in Human Resources ranged from GND 33k to GND 420k across all levels in the market

2025 Overview of actual Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



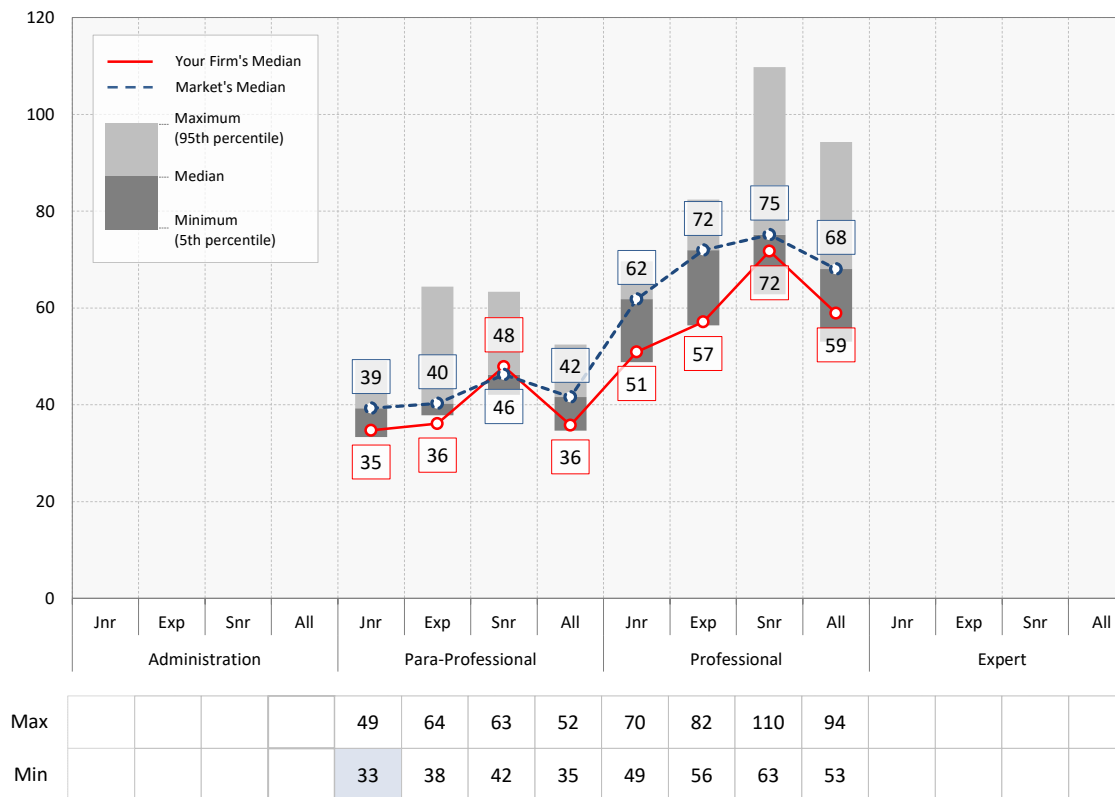
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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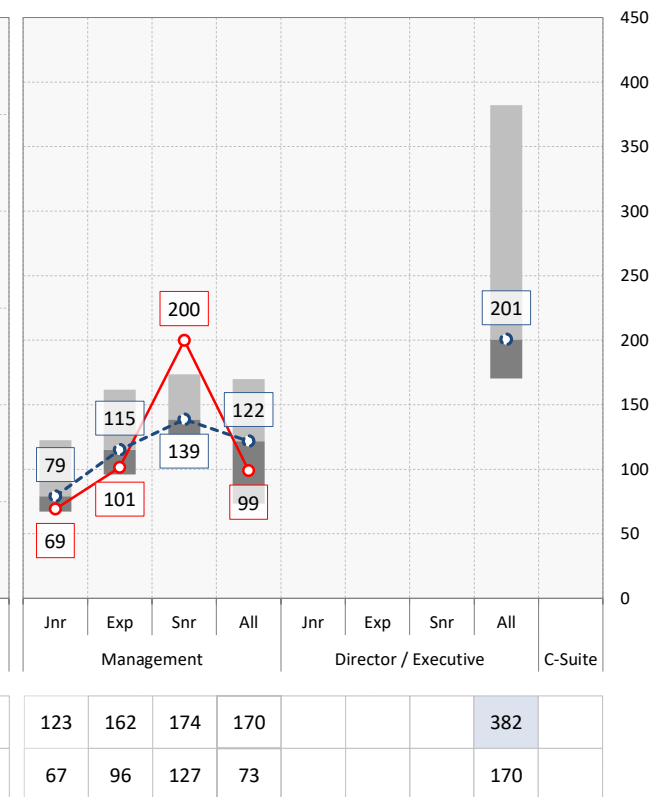
Actual Total Cash Compensation in IT ranged from GND 33k to GND 382k across all levels in the market

2025 Overview of actual Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



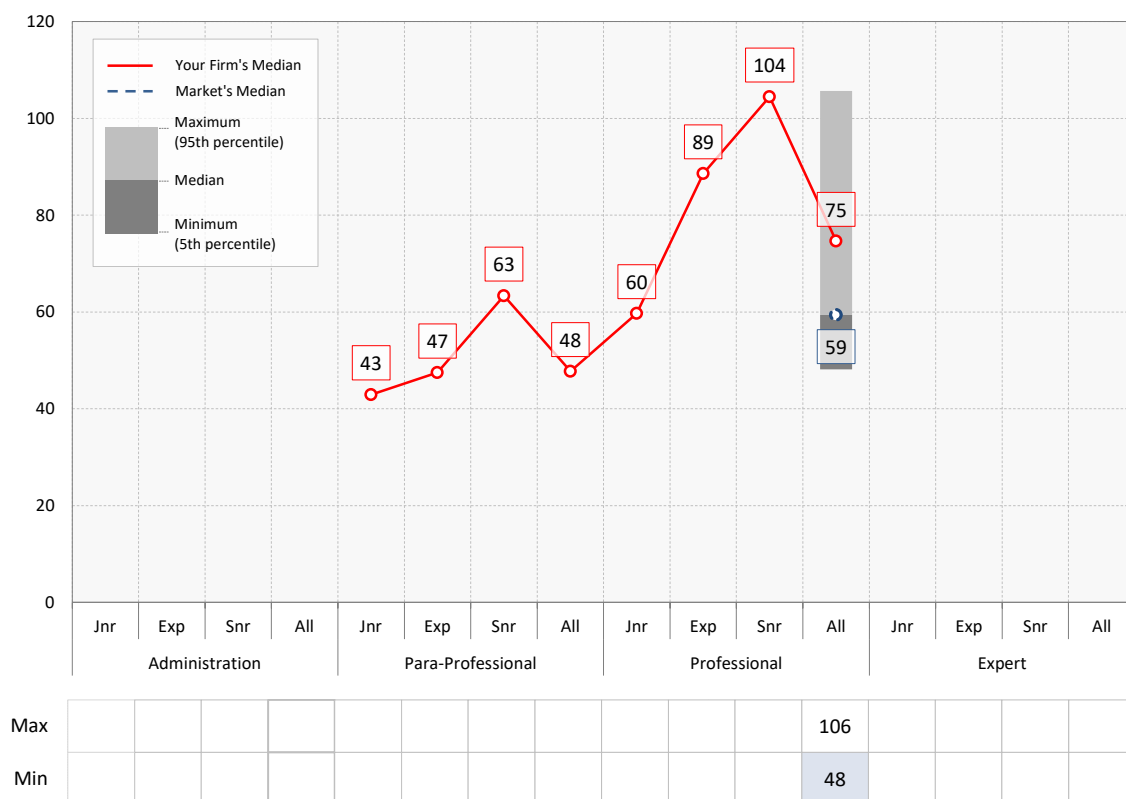
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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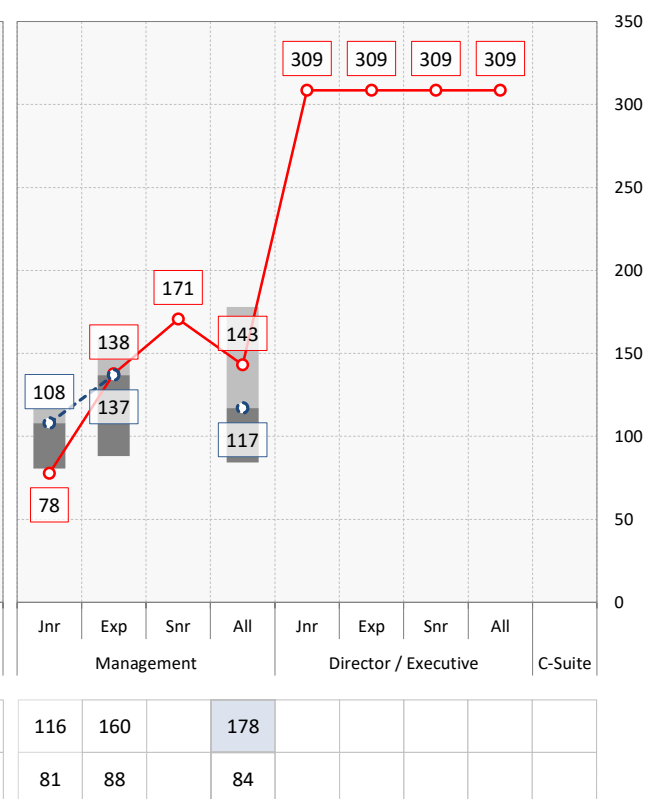
Actual Total Cash Compensation in Legal ranged from GND 48k to GND 178k across all levels in the market

2025 Overview of actual Total Cash Compensation across all levels
(in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



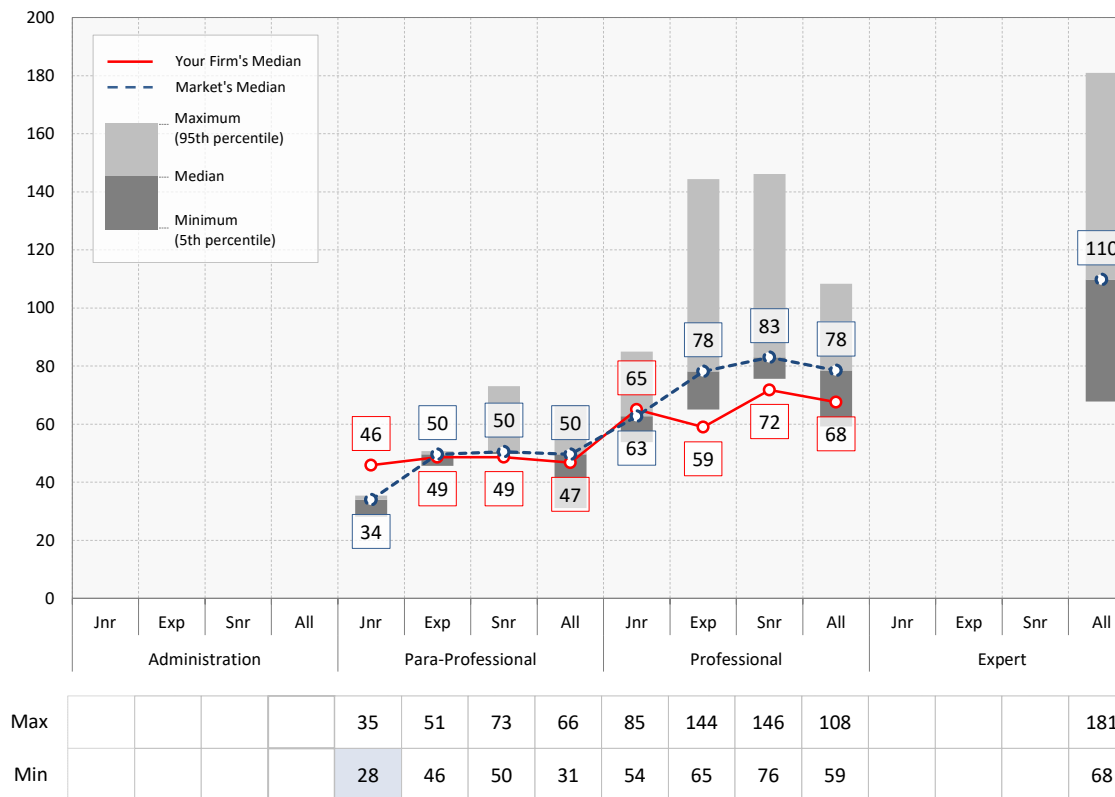
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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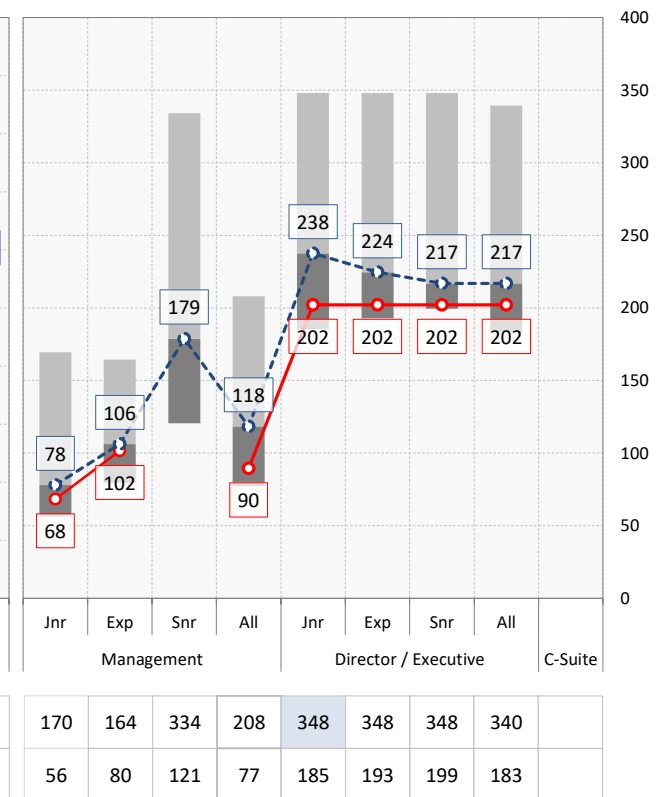
Actual Total Cash Compensation in Marketing ranged from GND 28k to GND 348k across all levels in the market

2025 Overview of actual Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



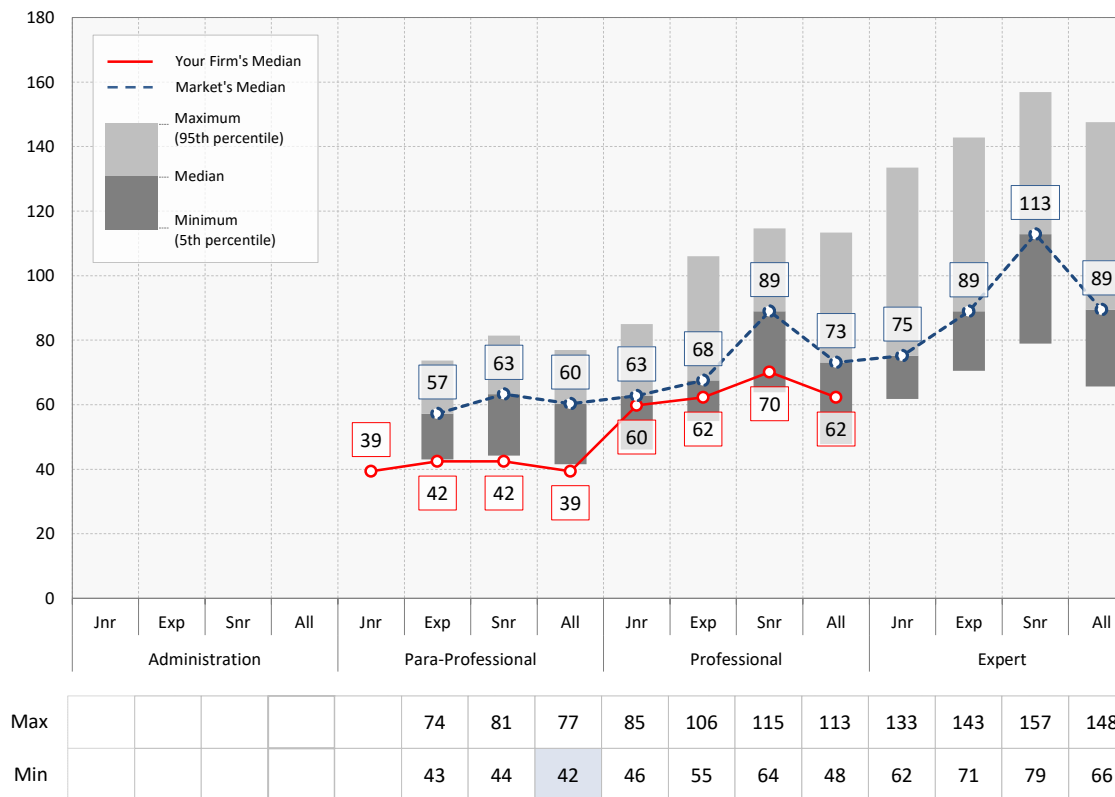
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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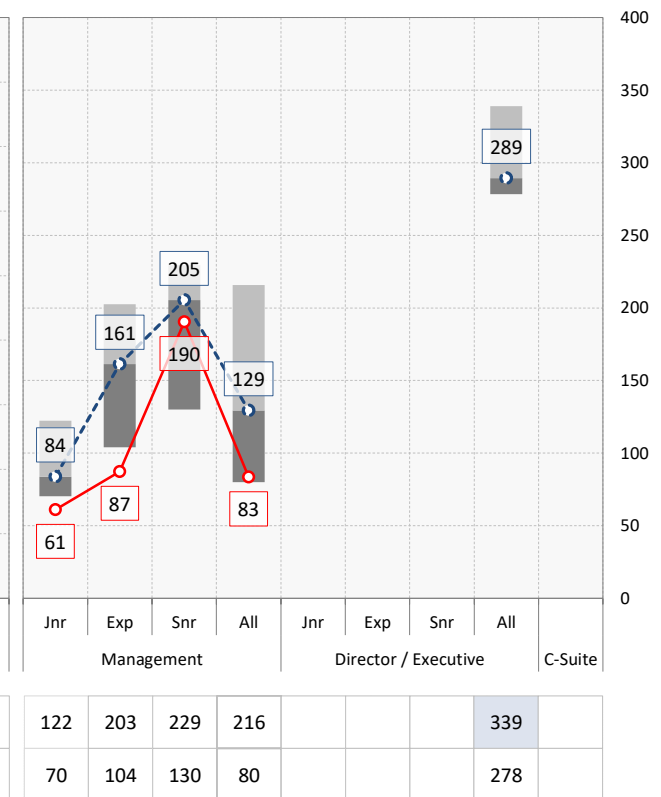
Actual Total Cash Compensation in Support ranged from GND 42k to GND 339k across all levels in the market

2025 Overview of actual Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



Managerial levels (L4-L6)



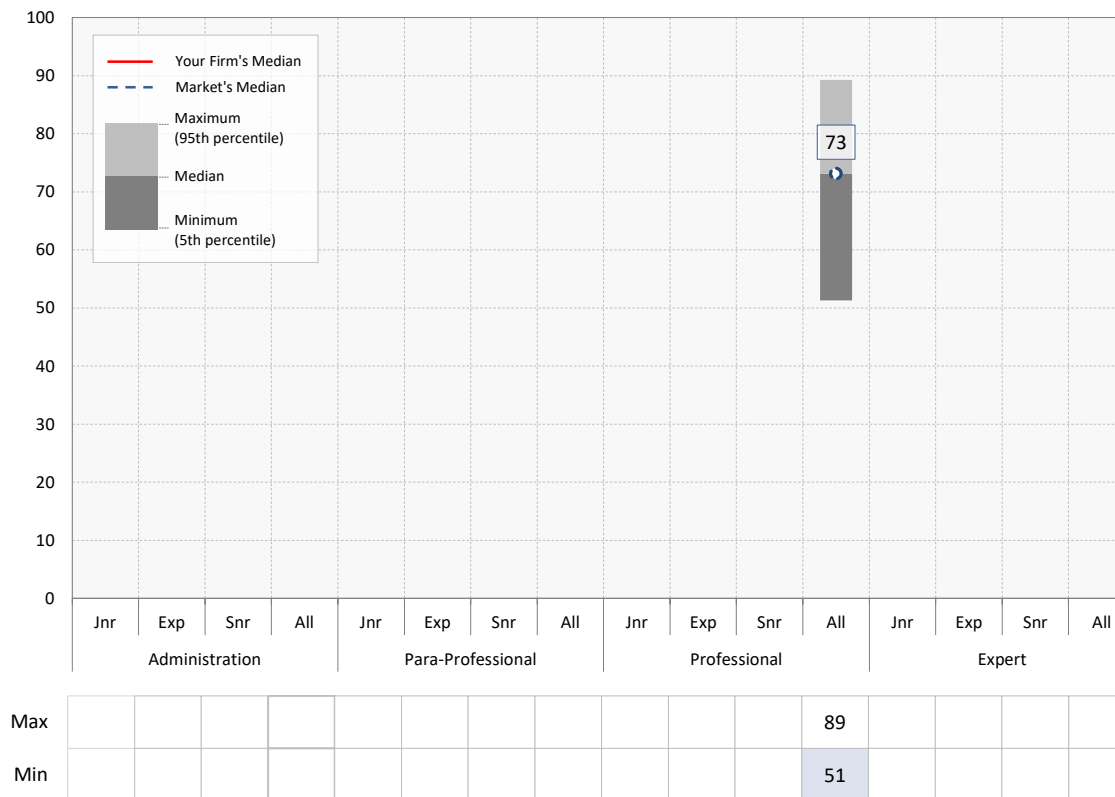
Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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Actual Total Cash Compensation in Unspecified ranged from GND 51k to GND 198k across all levels in the market

2025 Overview of actual Total Cash Compensation across all levels (in GND k, firm-weighted, rounded and annualised)

Individual contributors (L0-L3)



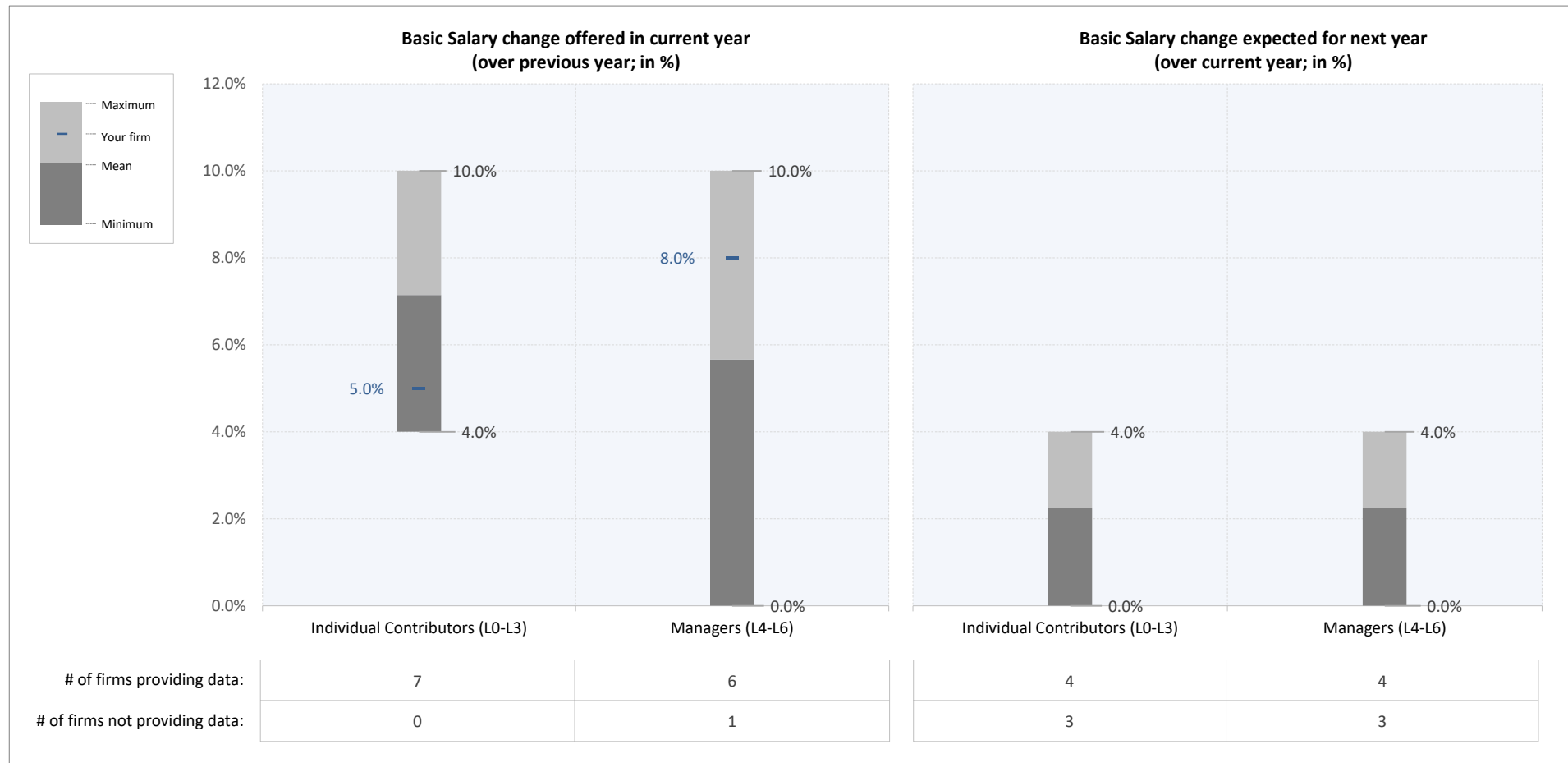
Managerial levels (L4-L6)



Note: TMP – Target market percentile (Median). Min – 5th percentile, Max – 95th percentile

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Basic Salary change offered in the current year ranged from 0.0% to 10.0% across all levels in the market



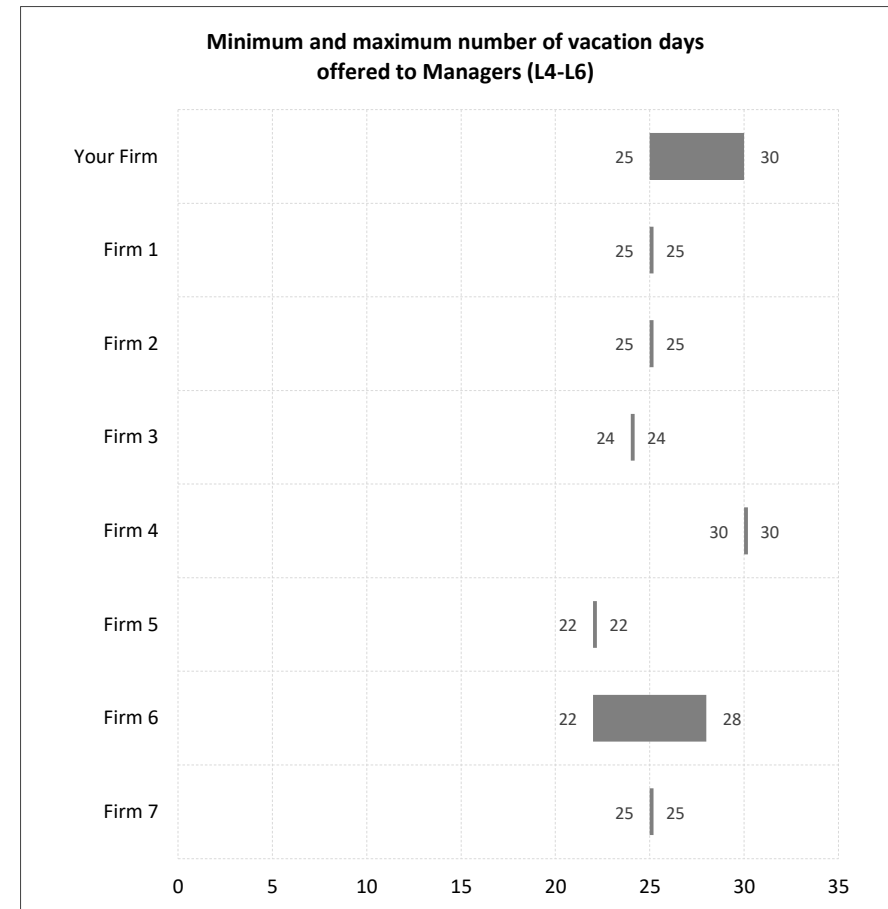
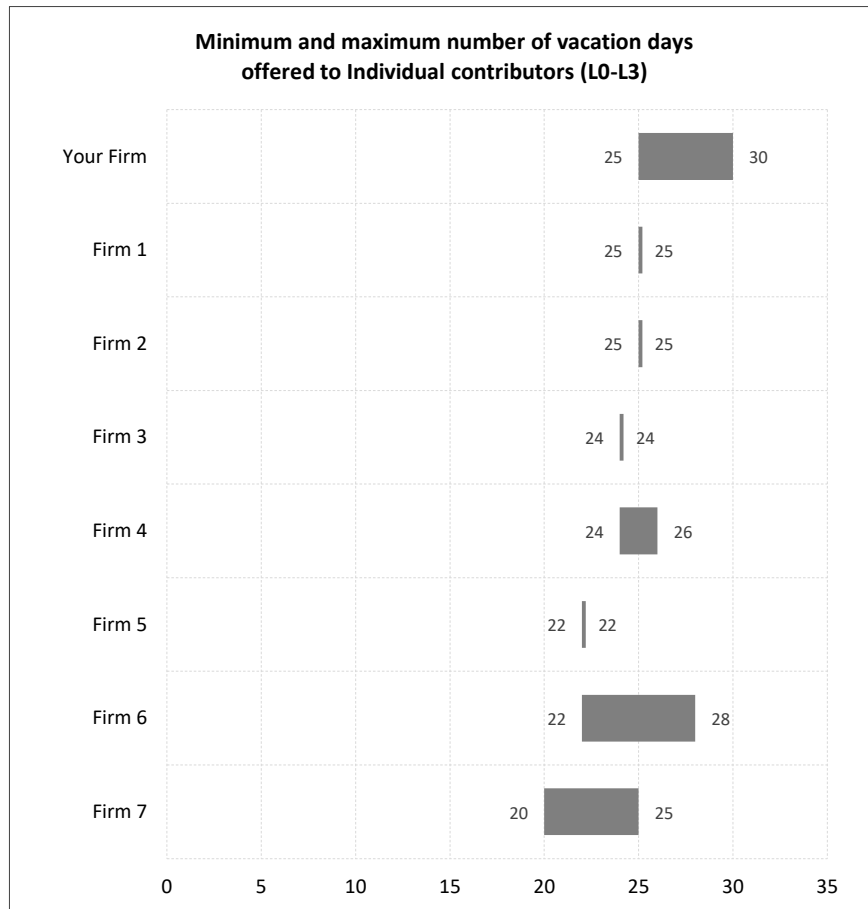
Report-specific data regarding the educational background required for Individual Contributors and Managers showed the following:

	Individual Contributors (L0-L3)	Managers (L4-L6)
Your Firm	Bachelor's Degree + prior work experience	Master's Degree + prior work experience
Firm 1	Secondary Education + prior work experience	Bachelor's Degree + prior work experience
Firm 2	Secondary Education + prior work experience	Bachelor's Degree + prior work experience
Firm 3	Bachelor's Degree + prior work experience	Bachelor's Degree + prior work experience
Firm 4	Secondary Education + prior work experience	Bachelor's Degree + prior work experience
Firm 5	Not specified	Not specified
Firm 6	Not specified	Not specified
Firm 7	Bachelor's Degree + prior work experience	Bachelor's Degree + prior work experience

Report-specific data regarding payment for overtime and time-off in lieu showed the following:

	Is Overtime payment offered to... (status/rate)				Is Time-off in lieu offered to... (status/rate)			
	Individual Contributors (L0-L3)		Managers (L4-L6)		Individual Contributors (L0-L3)		Managers (L4-L6)	
Your Firm	Yes	Not specified	Yes	Not specified	Yes	1 to 1	Yes	1 to 1
Firm 1	Yes	Not specified	Yes	Not specified	Yes	1 to 1	No	Not applicable
Firm 2	Yes	Not specified	Yes	Not specified	Yes	1 to 1	Yes	1 to 1.5
Firm 3	No	Not applicable	No	Not applicable	Yes	1 to 1	Yes	1 to 1.5
Firm 4	No	Not applicable	No	Not applicable	Yes	1 to 1	Yes	1 to 1
Firm 5	No	Not applicable	No	Not applicable	No	Not applicable	No	Not applicable
Firm 6	No	Not applicable	No	Not applicable	Not specified	Not specified	Not specified	Not specified
Firm 7	No	Not applicable	No	Not applicable	Yes	1 to 1	Yes	1 to 1
Number of firms offering	2		2		5		4	

Vacation days offered to Individual Contributors and Managers



Firms are sorted in descending order, taking into account the minimum number of vacation days offered to individual contributors. Values of firms in the first graph correspond to the same firms as in the second graph.

Most firms offered some form of additional benefits to their employees (1...)

	Health and welfare	Sickness insurance	Life insurance	Pension plans	Additional investment	Car allowances	Relocation expenses	Mobile devices
Your Firm	●	●	●	●	●	○	●	○
Firm 1	●	●	●	○	◐	◐	◐	●
Firm 2	●	●	●	○	○	●	●	●
Firm 3	●	●	○	●	○	○	◐	●
Firm 4	●	○	●	○	○	○	◐	●
Firm 5	●	○	○	○	○	○	○	●
Firm 6	○	●	●	◐	○	○	Not specified	◐
Firm 7	○	Not specified	●	●	○	○	◐	◐

Firms were randomly sorted to ensure confidentiality.

Note: Benefits offered beyond the required statutory minimum where applicable.

●=offered

◐=partially offered

○=not offered

Most firms offered some form of additional benefits to their employees (...2)

	Sponsored education	Sponsored training	Parental benefits	Flexible working arrangements	Remote working arrangements	Wellness benefits	Office amenities / sponsored food	Social events
Your Firm								
Firm 1			Not specified	Not specified			Not specified	
Firm 2								
Firm 3								
Firm 4								
Firm 5								
Firm 6					Not specified			
Firm 7								

Firms were randomly sorted to ensure confidentiality.

Note: Benefits offered beyond the required statutory minimum where applicable.

●=offered

◐=partially offered

○=not offered

Vencon Research's remuneration surveys are defined by the clients participating in the study

PRIMARY SOURCES



HR-Managers/Partners of the firms participating in the respective surveys, who disclose their firm's remuneration structure



Recruiting and information literature of firms surveyed

Data from these sources are used for statistical analysis of market remuneration and recruitment issues.

ADDITIONAL SOURCES



Data of international organizations (OECD, World Bank, EU, etc.)

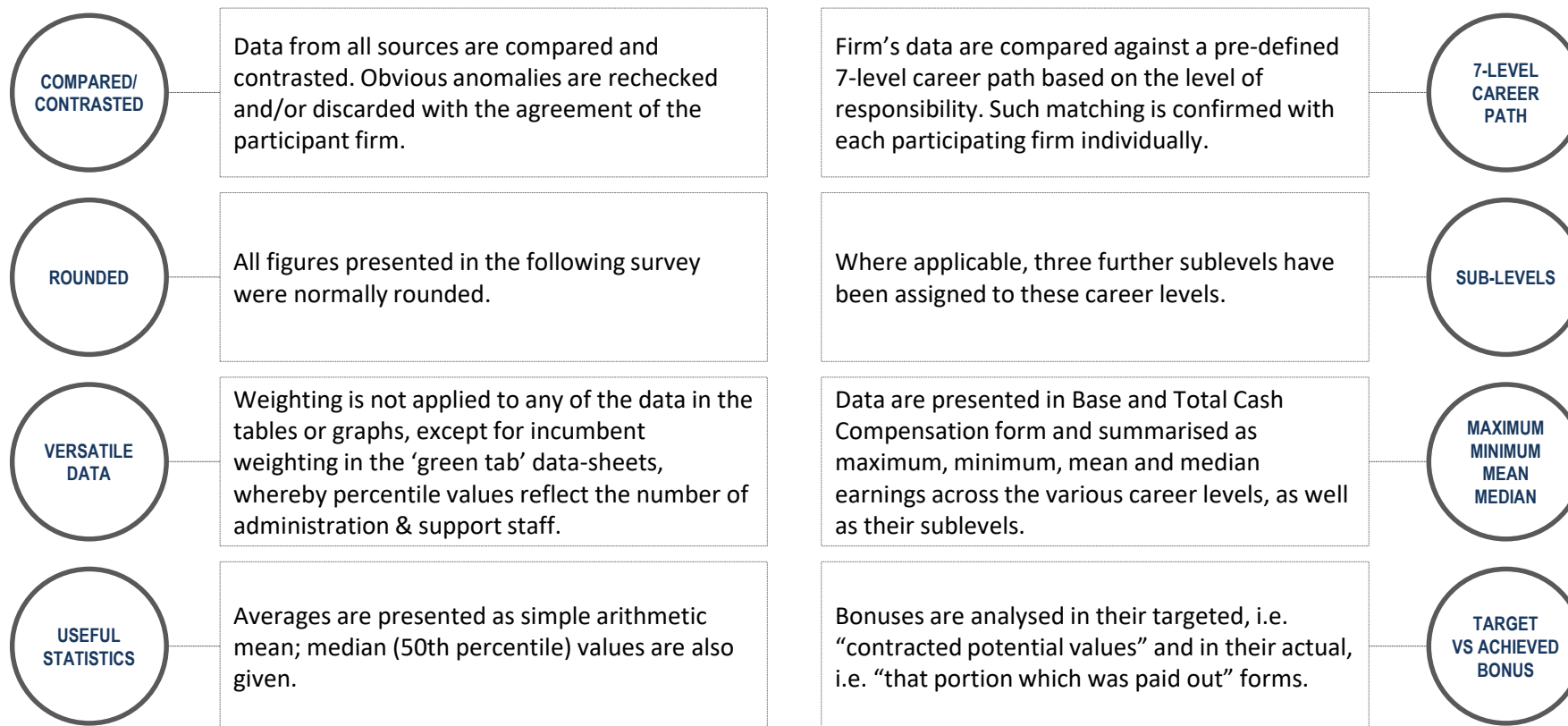


Government web-sites and references

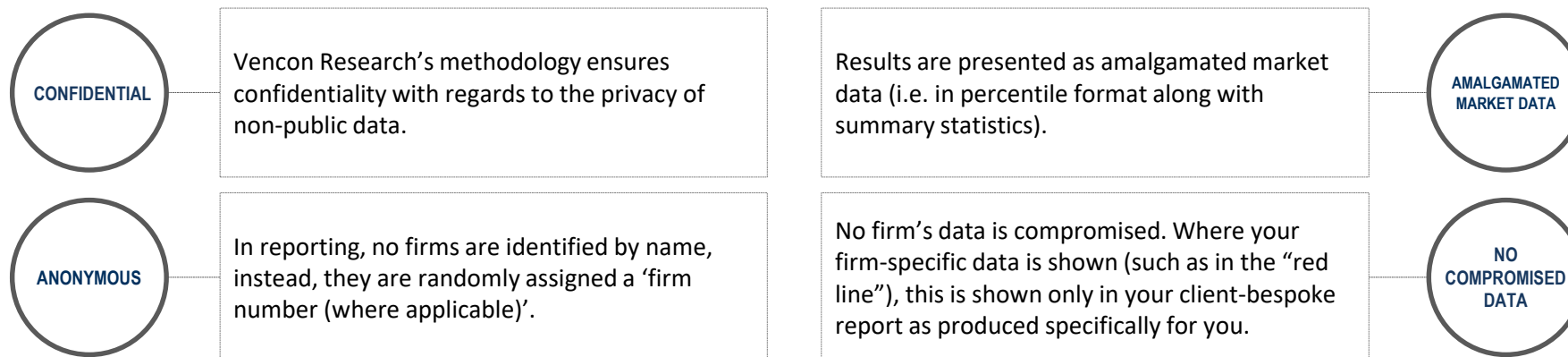
Data from these sources are used for country-specific information such as national accounts, labor statistics, wage and salary.

- The fundamental objective of Vencon Research's work has always been to deliver a high-quality service and to publish clear, detailed reports tailored to the requirements of the client.
- Our studies are thus defined (actually *redefined* annually) largely by the clients initially interested in the study. As such, they are *dynamic* studies, whose emphases change over the course of time, continuing to reflect issues that remain current to their active participants.

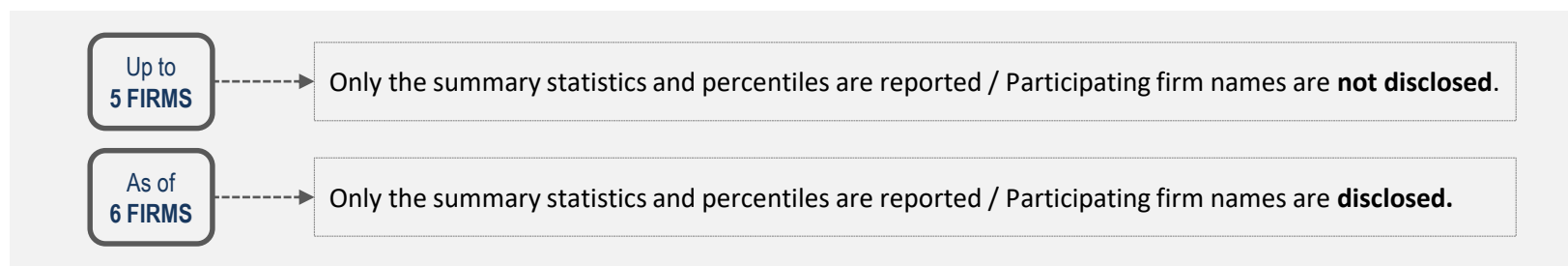
Vencon Research's methodology ensures current, accurate and detailed compensation information



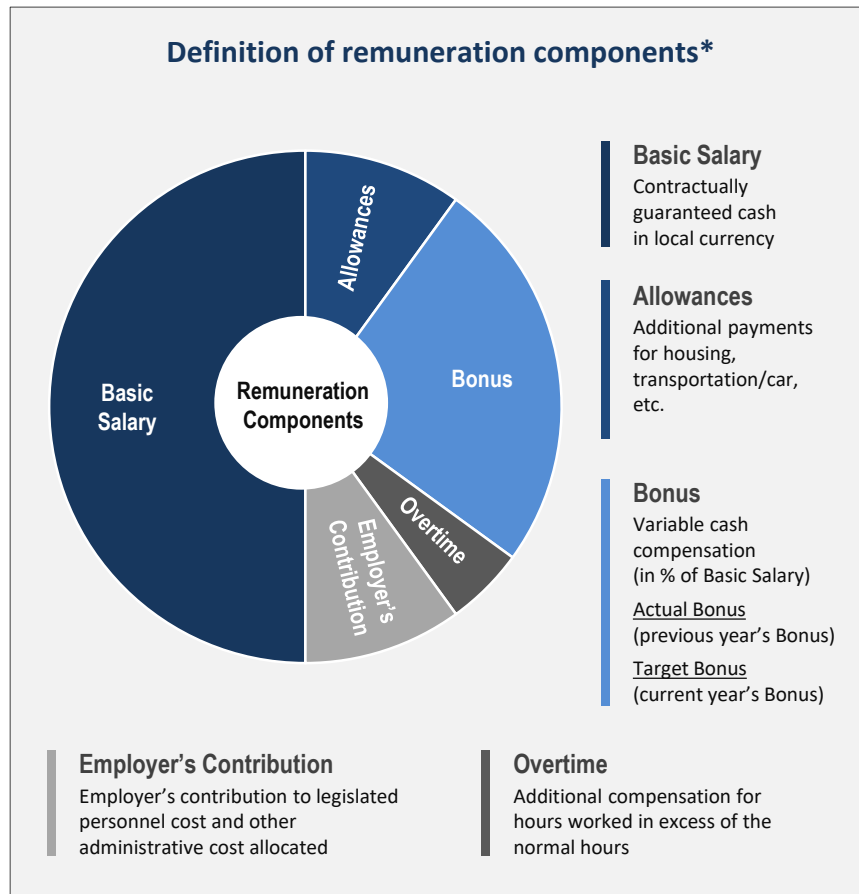
Vencon Research's methodology ensures confidentiality



Our rules to name the participating firms in order to preserve anonymity



Remuneration components and presentation of data for current and previous years



Current year/target

Current Base Salary

Current Basic Salary
+
Current Allowances



Target Total Cash Compensation (t-TCC)

Current Base Salary
+
Target Bonus (t-Bonus)



Target Total Cost to Company (t-CTC)

Target Total Cash Compensation (t-TCC)
+
Employer's Contribution



Previous year/actual

Actual Base Salary

Actual Basic Salary
+
Actual Allowances
+
Overtime Payment



Actual Total Cash Compensation (a-TCC)

Actual Base Salary
+
Actual Bonus (a-Bonus)



Actual Total Cost to Company (a-CTC)

Actual Total Cash Compensation (a-TCC)
+
Employer's Contribution



Description of additional benefits offered by the firms surveyed (1...)

Benefit Groupings – Hard Benefits

Benefit Groupings Surveyed: "Hard Benefits"	Definition
A: Health and Welfare Benefits (additional medical insurance beyond statutory)	Benefits surrounding the issues of employee health care and welfare. Minimum benefits defined by national law.
B: Long- / short-term Sickness Insurance (additional insurance beyond statutory)	Benefits surrounding the issues of long- / short-term sickness. Minimum benefits defined by national law.
C: Life Insurance / Accidental Death and Dismemberment	Benefits surrounding the issues of accidental death / dismemberment, etc., while working. Examples include business travel insurance.
D: Retirement / Pension / Savings Plans (contributions by your firm beyond statutory)	Benefits surrounding any plans designed to save or produce income for those years of an employee's life following retirement. Minimum benefits defined by national law.
E: Additional Investment Programmes (e.g. both inside and outside of the company, such as stock discounts)	Benefits designed to supplement an employee's income either in the short-term (i.e. annual income related) or long-term (i.e. often equity related).
F: Company Car Plans or Allowances	Further "hard benefits", including lease cars, car cash allowances, etc.
G: Relocation expenses	Further "hard benefits", including the reimbursement of relocation expenses, often offered to new hires and / or transfers.
H: Mobile devices, smartphones, etc.	Further "hard benefits", including smartphones for business related calls and data usage, etc., which often depended on tenure.

Note: Benefits offered beyond the required statutory minimum.

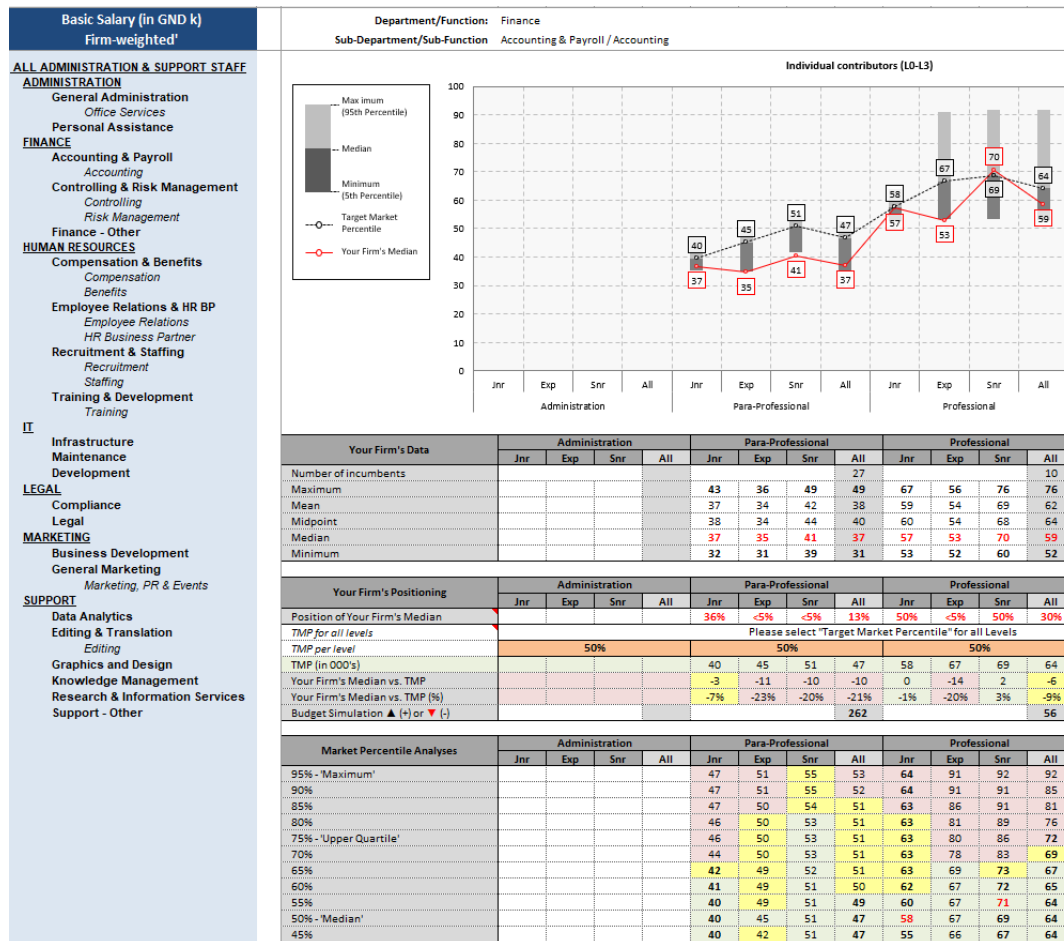
Description of additional benefits offered by the firms surveyed (...2)

Benefit Groupings – Hard Benefits

Benefit Groupings Surveyed: "Soft Benefits"	Definition
I: Sponsored Further Education	Benefits surrounding the sponsorship of an additional secondary (usually a Master's) degree, or attainment of relevant professional qualification(s).
I: Sponsored Training Programmes	Voluntary soft benefits offered, including company sponsored language tuition, professional skills training for support staff, etc.
K: Additional Parental Benefits	Benefits surrounding motherhood / fatherhood. Examples include: maternity or paternity leave/pay beyond legislated requirements.
L: Flexible Working Arrangements	Benefits related to working hour arrangements. Examples include: part-time contracts and/or variable hours worked.
M: Remote Working Arrangements	Benefits related to workplace arrangements. Examples include: remote work arrangements / home office (offered as hybrid work or fully remote).
N: Wellness Benefits	Benefits surrounding physical wellbeing activities. Examples include: sponsored health club or in-house gym, bicycle sponsorship, etc.
O: Office Amenities and Sponsored Food / Drinks	Food related benefits. Examples include a company kitchen, juices, snacks, sponsored lunch, coffee machine.
P: Social Events	Benefits surrounding social and team activities. Examples include company sponsored social events (Christmas party, etc), team building trips. etc.

Note: Benefits offered beyond the required statutory minimum.

This presentation document is best used together with the Excel based 'Data Tables'



Vencon Research's background data tables benchmark the overall level of compensation for the firms being compared as follows:

- Based on the firms' positional targeted Total Cash Compensation (t-TCC), actual Total Cash Compensation (a-TCC), Basic Salary payment, targeted, as well as actual bonus value and percentage positions.
- The data sets are presented both as per firm and per incumbent weighted (yellow and green tabs respectively).
- In the firm weighted analyses, calculations are based on each participating firm's minimum, median and maximum, per job level and sublevel.
- For the incumbent weighted analyses, calculations are based on all the incumbents at any given level or sublevel for each participating firm.
- The relative market positioning of your firm's median as well as minimum and maximum values are presented per level and sublevel.
- Market data are presented between the 5th and 95th percentiles in increments of 5 percentiles.

Vencon Research's surveys cover a wide variety of compensation-related topics within the consulting industry

Consultant Salary Survey



- Benchmarks cash compensation
- Presents both theoretical & actual compensation metrics
- Covers from Analyst to Principal levels
- National & International consultancies world-wide
- Total of 75 countries surveyed annually

Consultant Benefits Survey



- Benchmarking report
- Describes qualitative & quantitative legislated & voluntary benefits
- Provides financial & relative value of benefit

Administration & Support Staff Survey



- Benchmarks the consulting industry's compensation practices
- Refers to non-consulting staff, including Office Services, Finance, IT, Marketing, HR etc.
- Presents theoretical and actual compensation data
- National & International consultancies world-wide
- Based on hierarchical levels

Partner Remuneration Survey



- Analysis of compensation models and practices
- Compares up to 45 major international consulting firms in over 75 countries
- Results presented per company*, per country and per partner level
- Part 1: Firm background data tables (country-based)
- Part 2: Firm remuneration structure (country-based)
- Part 3: Firm remuneration structure (global)
- Part 4: Firm performance factors (global)

Special Request Surveys



- Family friendly working policies (Cross-industry, multi-national comparison of employment practices)
- Total cash compensation report (e.g. for Middle East, includes all common allowances)
- Cross-market positioning tool (to determine the firm's market position across all markets, at all levels, and for all remuneration elements)

Spot Surveys



- Currency devaluation issues
- Cost of living adjustment
- IT "Hot skills"
- Travel allowances
- Individually tailored surveys

* Results are presented per company in Parts 2, 3, and 4 in the Partner Remuneration Survey .



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