

## Consultant Benefits Survey – Greenland Strategy and Operations Based Management Consulting Firms (COM)



Data gathered up to and including at least December 31st, 2025  
Version 3.1

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# An Introduction from Vencon Research

Vencon Research International is pleased to present the results of our Benefits Survey for Greenland.

Vencon Research's Consultant's Benefits Survey is designed to help you successfully recruit and retain professionals of the highest quality.

If you have any further questions or issues you wish to discuss, please contact your representative at Vencon Research, who will be pleased to assist you.

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## Report content at a glance

Type	Consultant Benefits Survey
Period	2025
Line of Business	Strategy and Operations Based Management Consulting Firms
Country	Greenland
Participating Firms	8
Reference Date	December 31st, 2025
Currency	GND
FX-Rate Date	June 30th, 2025

## Page Reference

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

## Sources

- The emphasis of Vencon Research's work has always been to deliver the product in the form and quality required by our clients. Our studies are thus defined (actually *redefined* annually) largely by the clients initially interested in the study. As such, they are *dynamic* studies, whose emphasis changes during the course of time to continue to reflect the issues that are currently most important to its active participants.
- The major sources of data are the key senior administrators, e.g. HR-Managers / Partners of the firms participating in the respective surveys, who disclose their firms' remuneration structure in return for privileged access to the survey and guarantees of anonymity.
- Vencon Research analyses multiple passive sources to obtain information on benefits compensation offered and required by legislation, including:
  - » recruiting and information literature of firms surveyed;
  - » internet pages of firms surveyed;
  - » where relevant, European Commission, OECD and World Bank published data;
  - » official government web-sites and references.

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

## Analyses and Results

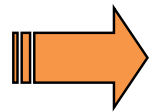
- Data from all sources were compared and contrasted. Obvious anomalies were rechecked and/or discarded.
- The resultant benefits were presented in narrative and/or graphic form by country, as well as by firm. Equivalent cash values were quoted where known.
- In reporting, no firms are identified by name; instead, they are randomly assigned a "firm number".
- Benefits not explicitly listed in individual company profiles were not necessarily "not offered" by that firm, but rather had not been specifically mentioned by the survey's sources. All benefits offered were evaluated by comparing them to the respective country's market standard. The market standard was composed of benefits data as surveyed by Vencon in the past and is updated annually in line with common practice changes.
- All benefits offered were evaluated by comparing them to the respective country's market standard. The market standard was composed of benefits data as surveyed by Vencon in the past and is updated annually in line with common practice changes.

# Benefits can be segmented into hard and soft benefits with historically distinct uses

## Benefits Segmentation

### Hard Benefits

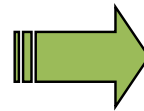
- Can usually be easily seen and valued.
- Are often regulated by the country's state system.
- Examples include pension plans, company cars, investment programmes.



Recruiting consultants

### Soft Benefits

- Are harder to see and usually not about money but more about the "person", i.e. the employee.
- Represent a company's hygiene factors such as image, culture and atmosphere.
- Investments in employees:
  - language courses
  - MBA- / PhD-sponsorship
- Are usually easily demonstrated:
  - "Our company day was in Bermuda";
  - "We don't have our own desks, our office uses hotdesking."



Keeping consultants

# Hard benefits can make the difference between successfully recruiting an employee or not

## Benefits Segmentation (continued) ...

### Hard Benefits

- *Actively* marketing the benefits *already* being offered effectively increases the value of the compensation package offered and thus increases firm competitiveness without additional cost. Thus the financial value of the benefits being offered should be made clear.
  - E.g. a 10% pension plan is often initially worth GBP 5,500 p.a. and may reach a value of up to GBP 55,000 in as little as 6 years.
- *Actively* marketing benefits allows the firm to enhance the pay-back from their being offered:
  - Since all benefits have a cost to the firm, either in the form of time (organisation, administration, etc.) and/or money, why offer more of a benefit that is not being valued?
  - Instead, reduce the *quality* of those benefits less valued (e.g. 50% support to 30%) and use the money saved to invest in a more *valued* benefit.



# Soft benefits often make the difference between an employee staying with the firm or leaving

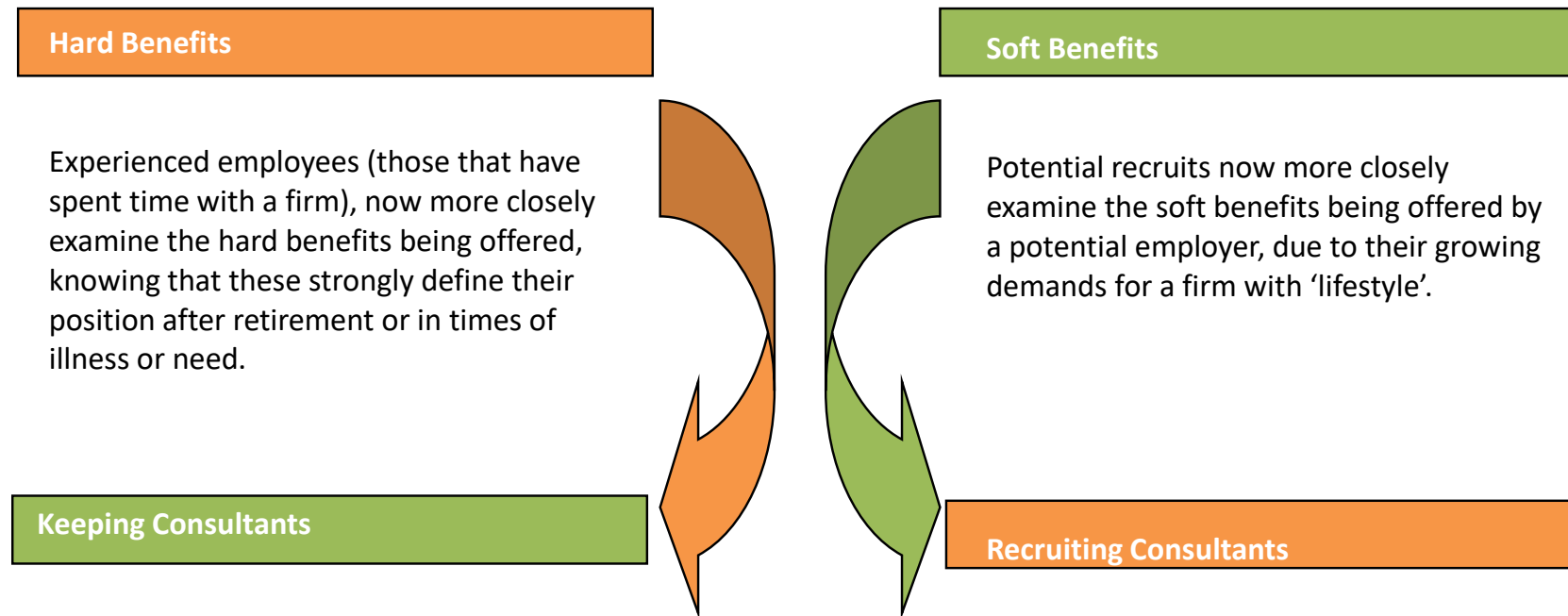
## Benefits Segmentation (continued) ...

### Soft Benefits

- Details of the various benefits offered should be readily available and so described that all employees know what they are being offered in detail, as well as the cash value of the benefit.
- Because soft benefits strongly influence a firm's culture and image, they should be actively managed.

# Hard benefits have become increasingly important in keeping consultants; soft benefits in recruiting

## Benefits Segmentation (continued)



# An overview and short evaluation of benefits being offered was completed

## Benefits Segmentation – “Hard” Benefit Categories

- Vencon has established a benefits analysis structure comprising of nine categories, which was used to determine non-cash elements of the overall remuneration packages.

Benefit Groupings Surveyed/ Hard Benefits	Definition
A: Health and Welfare Benefits	Benefits surrounding the issues of employee health care and welfare.
B: Long- / Short-Term Disability Insurance	Benefits surrounding the issues of long- / short-term sickness.
C: Accidental Death and Dismemberment / Life and Other Insurance Plans	Benefits surrounding the issues of accidental death / dismemberment, etc., while working. Examples include business travel insurance.
D: Retirement / Pension / Savings Plans	Benefits surrounding any plans designed to save or produce income for those years of an employee's life following retirement.
E: Additional Investment Programmes	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: Further Hard Benefits	<p>Other benefits (either voluntary or regulated) which are offered:</p> <ul style="list-style-type: none"> <li>by the majority of the firms surveyed; or</li> <li>in the majority of the countries examined.</li> </ul> <p>These include company car allowances, cell-phones, moving expenses, etc.</p>

# An overview and short evaluation of benefits being offered was completed (continued)

## Benefits Segmentation – “Soft” Benefit Categories

- Vencon has established a benefits analysis structure comprising of nine categories, which was used to determine non-cash elements of the overall remuneration packages.

Benefit Groupings Surveyed/ Soft Benefits	Definition
G: Increase in Intellectual Competence: MBA- / PhD-Education	Benefits surrounding the sponsorship of an additional secondary (usually an MBA) degree.
H: Increase of Intellectual and Social Competence: Other Soft Benefits	<p>Voluntary soft benefits which are offered:</p> <ul style="list-style-type: none"> <li>by the majority of the firms surveyed; or</li> <li>in the majority of the countries examined.</li> </ul> <p>Examples include company sponsored language tuition, international exchange programmes, etc.</p>
I1: Parental Benefits	Provides information on additional maternity, paternity and parental leave including data on programs beyond legislated benefits.
I2: Lifestyle Related Benefits	Examples include company sponsored social events, sponsored menus / cafeterias, subsidised health club memberships, (additional) vacation days, additional maternity, paternity and sabbaticals, etc.

# Our Benefits Survey for Greenland compared data from 8 firms

## Participants

Consulting Firms Compared	
Alpha Consulting	Beta Partners
Delta Group	Epsilon & Co.
Gamma Associates	Kappa Company
Lambda Holdings	Nano Inc.

- The participating firms have been arranged here in alphabetical order, however the order of the firms in the data tables to follow is random and not in alphabetical or rank order.

# Summary of key statutory benefits offered in Greenland

## Employer's Statutory Obligations

- The statutory benefits data contained herein were current as of Jan 1st 2025.

Mandatory Social Security Contributions: Health Care / Pension / Accident /	Employer	Employee	Upper Contribution Threshold (GND)
Health Care / Pension / Accident / Unemployment	21.3% (incl. U3)	20.2% -20.45%	48,600 (Health care) and 71,400 (Pension, Unemployment)
Normal Retirement Age	65 years, increasing to 67 by 2029		
Maternity Leave	12 weeks (standard) / 14 weeks (multiple or premature birth)		
Annual Vacation Days	20 (5-day work week) / 24 (6-day work week)		

- Further information on statutory benefits is available from the following official websites:

<http://www.socialsecurity.gl/index.html>

<http://www.greenlandbenefits.gl>

# The following exchange rates and abbreviations were used

## Exchange Rates and Abbreviations

- Benefits data contained herein remained actual up to at least December 31st, 2025. For the purpose of comparison all currency data were presented in GND as of June 30th, 2025.

Exchange Rates: June 30th, 2025							
GND	1.000 =	1.587	EUR	EUR	1.000 =	0.63	GND
GND	1.000 =	1.028	USD	USD	1.000 =	0.764	GND
GND	1.000 =	1.309	GBP	GBP	1.000 =	0.973	GND

The following terms and abbreviations were used:	
<b>An</b>	Analyst is entry position for most consultants
<b>As</b>	Associate is usually starting level for MBAs
<b>PM</b>	Project Manager is entry level to project management
<b>Pr</b>	Principal is most senior level before Vice President or Partner

**Note:** Currency exchange rate data were taken from the 'www.oanda.com' web-site using inter-bank rates; in 5-tier career structure firms the Project Manager level is split into Manager and Senior Manager levels.

# Job titles were redefined generically to reduce confusion when comparing career positions

## Vencon Research's Definition of Job Titles

	Analyst (An)	Associate (As)	Project Manager (PM)		Principal (Pr)
			Manager (M)	Senior Manager (SM)	
Other Common Titles	<ul style="list-style-type: none"> <li>• (Research) Analyst</li> <li>• Associate</li> <li>• Associate Consultant</li> <li>• Business Analyst</li> <li>• Consultant</li> <li>• Junior Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Associate</li> <li>• Consultant</li> <li>• Senior Consultant</li> <li>• Senior Associate</li> </ul>	<ul style="list-style-type: none"> <li>• Case Team Leader</li> <li>• Engagement Manager</li> <li>• (Project) Manager</li> <li>• Managing Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Associate Principal</li> <li>• Managing Consultant</li> <li>• (Project) Manager</li> <li>• (Senior) Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Associate Partner</li> <li>• Associate Principal</li> <li>• (Senior) Manager</li> <li>• Managing Consultant</li> </ul>
Description	<ul style="list-style-type: none"> <li>• First-degree graduate with minor or no consulting experience</li> <li>• Computer literacy and ability to use spreadsheets and other analytical tools is required</li> <li>• Possesses strong written and verbal communication skills, often in multiple languages</li> </ul>	<ul style="list-style-type: none"> <li>• First level consultant; often MBA entry point</li> <li>• Needs to be familiar with advanced analytical tools</li> <li>• Has developed strong reporting, presentation and moderating skills</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for project deliverables</li> <li>• Develops knowledge in specific industries and/or subjects</li> <li>• Has limited 'profit and loss' responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Often manages multiple assignments parallel</li> <li>• Usually has 'profit and loss' responsibility</li> <li>• Accountable for project deliverables</li> <li>• Possesses expert knowledge in specific industries and/or subjects</li> </ul>	<ul style="list-style-type: none"> <li>• Often manages multiple assignments in parallel</li> <li>• Possesses expert knowledge in specific industries and/or subjects</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Works effectively in a team environment</li> <li>• Is creative, adaptable and flexible</li> <li>• Works under supervision on first level analyses</li> </ul>	<ul style="list-style-type: none"> <li>• Works on detailed and advanced analyses, as well as strategy development</li> <li>• Develops business cases, recommendations; may execute these recommendations</li> <li>• Manages assignment modules; may manage assigned Analysts</li> </ul>	<ul style="list-style-type: none"> <li>• Manages smaller client relationships</li> <li>• Manages consulting assignments staffed by Associates and Analysts</li> </ul>	<ul style="list-style-type: none"> <li>• Manages complex, i.e. larger or multiple client relationships</li> <li>• Manages consulting assignments also staffed by Managers</li> <li>• May develop and sell into existing client base; May have limited sales goals</li> <li>• Implements firm strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Manages client relationships</li> <li>• Manages major assignments</li> <li>• Develops and sells into existing client base</li> <li>• Implements firm strategy</li> </ul>

**Note:** Currency exchange rate data were taken from the 'www.oanda.com' web-site using inter-bank rates



# A wide range of legislated benefits were offered but voluntary coverage remained important (1)

## Country Summary

Greenland's social security system has evolved from a modest beginning in 1935 to a system that consists of virtually universal benefits, social insurance plans and social assistance programmes.

Greenland's pension or retirement income system had 3 levels:

- The Greenland Senior Security Program (GSSP) provided the first level and was financed from general federal tax revenues. Monthly pensions were payable to all residents of Greenland 65 years and over who met the residence and legal status requirements.
- The second level of the system was represented by the Greenland Pension Plan, which was financed mainly by contributions. The plans also provided for cases of disability, survivor and death benefits. Pensions could be received as early as age 60, provided contributions had been made into the respective plan beforehand.
- The third level of the retirement income system consisted of private pensions and savings, i.e. the RRSP's (Registered Retirement Saving Plans) and RPP's (Registered Pension Plans).

# A wide range of legislated benefits were offered but voluntary coverage remained important (2)

## Country Summary

Employment Insurance (EI) provided financial security for maternity benefits and for employees who lost their job through no fault of their own.

Regular benefits were paid out from 12 to a maximum of 48 weeks at a rate of 60% of the employee's average insured earnings up to a maximum amount GND 45,000 per year, which was adjusted on a yearly basis.

Home care benefits were available to employees absent from work to provide care to an ill family member and could be collected in addition to regular benefits.

Certain qualifying periods were applicable for both the regular benefits and the compassionate care benefits. A family supplement for low income families was also available (families with a net income of GND 26,000 or less p.a.).

Maternity benefits covered up to 55% of a claimant's weekly insurable earnings, up to a maximum of GND 475 per week for up to 18 weeks.

# A wide range of legislated benefits were offered but voluntary coverage remained important (3)

## Country Summary

The Greenlandic Health Care System (also known as “Healthcare”) consisted of publicly funded and administered provincial and territorial health insurance plans. Standards and features were set by the government. Medicare was open to all Greenland residents at the point of use, regardless of their medical history, personal income or standard of living and covered basic services, including primary care physicians, specialists, hospitals and dental surgery. Most provincial plans offered additional services, such as prescription drugs, dental care and physiotherapy.

Each province / territory in Greenland had its own Worker’s Compensation Board. Occupational accident insurance was compulsory and contributions were fully paid by the employer. The most common types of workers compensation benefits were wage loss benefits, permanent disability benefits, dependency benefits and rehabilitation.

Although the Greenlandic social security system was quite generous and evolved, the state benefit system did not allow the continuation of the employee’s standard of living in all cases of unemployment, sickness, etc., especially for higher income groups. Consequently the state encouraged firms and individuals to get additional insurance; additional insurances were therefore becoming increasingly important.

# A wide range of legislated benefits were offered but voluntary coverage remained important

## Summary of Firm Results

- All firms surveyed offered additional health insurance to their employees and the majority offered additional private insurance against long- and/or short-term disability.
  - Similarly, all firms offered additional life and business travel insurance.
  - 2 out of the 8 firms surveyed also offered additional investment programmes to their employees.
  - Provision of a company car was also offered by 5 of the firms surveyed. Other hard benefits offered included reimbursement for relocation expenses as well as provision of a smartphone / allowance.
  - MBA and PhD sponsorship programmes were offered by some of the firms surveyed. One firm offered other postgraduate education programmes.
  - All firms offered soft benefits. Examples included language tuition, sabbaticals and part-time work.
  - Lifestyle benefits were largely similar across the firms surveyed. It was standard to offer coffee, tea, juices and soft drinks in the firm's in-office kitchen, although fewer firms offered snacks and fruit to their employees. Lunch was generally not subsidized. All firms offered a number of sponsored social events each year. Many firms offered health club /gym benefits.
- In summary, although the financial value, quantity and quality of the benefits offered ranged significantly, many of the firms compared seemed to offer interesting additional benefits packages. Most firms were good or solid performers and scored within the market standard for most of the benefits surveyed. Firm 8 scored the least number of points. The best performer in this survey was firm 5 with 18 points.***

# Most firms offered some additional benefits to those required by legislation ...

## Additional Benefits Offered by the Firms Surveyed

Benefits Surveyed			Firm 1	Firm 2	Firm 3	Firm 4	Firm 5	Firm 6	Firm 7	Firm 8
Hard Benefits	A: Health and Welfare Benefits									
	B: Long- / Short-Term Disability Insurance									
	C: Accidental Death / Dismemberment / Life / Other Insurance Plans									
	D: Retirement / Pension / Savings Plans									
	E: Additional Investment Programmes									
	F: Further Hard Benefits	Car Allowances								
		Relocation Expenses								
		Mobile Devices								
Soft Benefits	G: Intellectual and Social Competence: MBA / PhD									
	H: Intellectual and Social Competence: Other Benefits									
	I: Lifestyle Related Benefits									

Offered	Partially offered	Not offered

## ... However, the value of the benefits offered varied widely

### Additional Benefits Offered by the Firms Surveyed (Cost to Firm p.a. in GND)

Benefits Surveyed			Firm 1	Firm 2	Firm 3	Firm 4	Firm 5	Firm 6	Firm 7	Firm 8
Hard Benefits	A: Health and Welfare Benefits		3500	3900	4000	6000	6500	50% of premium	2200	3800
	B: Long- / Short-Term Disability Insurance		560	0	Not available	2100	Part of C (LTD)	950	Not available	1450
	C: Accidental Death / Dismemberment / Life / Other Insurance Plans		Not available	Not available	Not available	2000	Avg: 1700 (Life)	1650	Not available	1600
	D: Retirement / Pension / Savings Plans		10% of total salary	12% of total salary	0	0	0	10-18% of base salary	0	0
	E: Additional Investment Programmes		Not available	Not available	Not available	Not available	Not available	Not available	Discount value 7%	Not available
Further Hard Benefits	F: Further Hard Benefits	Car Allowances	Mgr: 5000 SM: 7000	Not available	Mgr: 6000 SM: 9000	Mgr: 9600 SM/Pr: 14400	0	PM/ Pr: 8000	0	0
		Relocation Expenses	5000	6000	0	Not available	3000-6200	Not available	0	5000
		Mobile Devices	Unlimited	Not available	Unlimited	Not available	Not available	Unlimited	Unlimited	Unlimited
Soft Benefits	G: Intellectual and Social Competence: MBA / PhD		MBA: 45000 - 60000	MBA: 70000 + extras	MBA: 100000	MBA: 20000	MBA: 150000	MBA: 37000 + some costs	MBA: 70% of fees	MBA: 0
	H: Intellectual and Social Competence: Other Benefits (e.g. professional staff training budget)		5000	3000	4000	4000	5000	6000	Not available	3000
	I: Lifestyle Related Benefits (e.g. gym fees)		0	0	0	0	2160	1800	0	0

# The quality of the benefits offered also varied widely

## Evaluation of the Additional Benefits Being Offered by the Firms Surveyed

Benefits Surveyed		Firm 1	Firm 2	Firm 3	Firm 4	Firm 5	Firm 6	Firm 7	Firm 8
Hard Benefits	A: Health and Welfare Benefits	∅	∅	∅	+	+	-	-	∅
	B: Long- / Short-Term Disability Insurance	+	-	∅	∅	+	+	∅	+
	C: Accidental Death / Dismemberment / Life / Other Insurance Plans	∅	-	∅	+	∅	∅	∅	∅
	D: Retirement / Pension / Savings Plans	+	+	∅	∅	∅	+	∅	∅
	E: Additional Investment Programmes	∅	∅	∅	∅	∅	∅	+	+
	F: Further Hard Benefits	Car Allowances	+	+	+	∅	+	∅	∅
		Relocation Expenses	+	+	-	∅	+	∅	+
		Mobile Devices	+	+	+	+	+	+	+
Soft Benefits	G: Intellectual and Social Competence: MBA / PhD	∅	+	+	∅	+	∅	∅	-
	H: Intellectual and Social Competence: Other Benefits	+	+	-	+	+	+	+	-
	I: Lifestyle Related Benefits	∅	+	+	-	+	∅	∅	-
Total		17	14	11	14	18	14	10	9

**Notes on the ranking system:** The scores of each firm were transformed into points (“+” =2 points; “∅” = 1 point; “-” = -1 point) and summed. Highest score obtainable is 22; lowest obtainable score is -11.

# Firm 5 offered the most attractive benefits package, firm 8 the least

## Evaluation of the Additional Benefits Being Offered by the Firms Surveyed (continued)

Firms Surveyed	Evaluation	Comments
Firm 1	17	Good performer in this survey; 6 categories rated above average, 0 categories rated below.
Firm 2	14	Solid performer in this survey; 6 categories rated above average, 2 categories rated below.
Firm 3	11	Solid performer in this survey; 4 categories rated above average, 2 categories rated below.
Firm 4	14	Solid performer in this survey; 5 categories rated above average, 1 category rated below.
Firm 5	18	Good (top) performer in this survey; 7 categories rated above average, 0 categories rated below.
Firm 6	14	Solid performer in this survey; 5 categories rated above average, 1 category rated below.
Firm 7	10	Solid performer in this survey; 3 categories rated above average, 2 categories rated below.
Firm 8	9	Solid performer in this survey; 4 categories rated above average, 3 categories rated below.

Legend	
Good Performer	> 14
Solid Performer	>8 to 14 points
Poor Performer	>0 to 8 points
Minimal benefits	-11 to 0 points

**Notes on the ranking system:** The scores of each firm from the previous slide were transformed into points (“+” =2 points; “ø” = 1 point; “-” = -1 point) and summed. Highest score obtainable is 22; lowest obtainable score is -11.



# Detailed description of legislated benefits (1)

## Detailed Description of Legislated Benefits

Legislated Benefits	Comments
<b>Retirement pensions</b>	<p>Greenland's Pension System consisted of 3 levels:</p> <p>1. The Greenland Senior Security (GSSP) was available to most residents in Greenland from the age of 65 years. The amount received depended on the number of years the person had lived in Greenland after the age of 18, beginning with a minimum of 10 years. After 40 years an individual was entitled to a full pension, paid out monthly. For less than 40 years, a partial pension of 1/40th of the full pension for every eligible year was paid. If net income was above a certain amount (2025: GND 45,000; adjusted annually for inflation), the amount of GSSP received was reduced. GSSP benefits were eliminated if the individual's net income reached GND 110,123. In 2025, a full GSSP pension averaged GND 550.22 per month.</p> <p>The Allowance was available to the spouse or common-law partner of a GSSP pensioner, as well as for persons whose spouse or partner had died, and were between the ages of 60 and 64. This allowance was also paid monthly and was dependent on income. The Allowance stopped when the person became eligible for the GSSP, remarried, if a pensioner's spouse was no longer eligible for GIS or when one's annual income reached GND 31,200 (or GND 25,984 for survivors). The average monthly benefit in 2025 was GND 387.13 (or GND 594.36) for survivors.</p>

## Detailed description of legislated benefits (2)

### Detailed Description of Legislated Benefits (continued)

Legislated Benefits	Comments
<b>Retirement pensions (continued ...)</b>	<p>2. Greenland Pension Plan (GPP) was a monthly retirement pension available for anyone who had worked in Greenland and made contributions to the Plan.</p> <p>Contributions were deducted from a person's earnings. The employer contributed an equal amount (2025 rate: 4.95%; Self-employed persons: 9.9%).</p> <p>An individual's contribution to the plan was based on earnings between minimum and maximum thresholds, i.e. in 2025 between GND 3,300 and 43,800.</p> <p>The plan excluded 15% of the individual's lowest income years when calculating how much was received, making up for periods of low or no income and therefore low or no CPP contributions. (Starting in 2025, the percentage will increase to 16.5%.) Time spent for raising children was also taken into consideration.</p> <p>The amount received depended on how long and how much had been contributed to the plan, usually beginning after the age of 18. The plan replaced approximately 30% of the earnings on which the individual had paid into the plan.</p> <p>Individuals could begin to receive this pension from as early as 60 years of age to as late as 70 years; however, to collect the pension before 65 years of age, one either had to stop working or earn less than a specified amount. GPP also provided retirement, disability and survivor benefits (survivor's pension, children's benefit and death benefit). The average monthly rates in 2025 were as follows: Retirement Pension Benefit was GND 525.00 (at the age of 65); Disability Benefit was GND 851.95; Survivor's Pension was GND 401.64 (65 years and over) to 369.92 (under 65 years); Children's Benefit was GND 225.00; the Death Benefit was paid as a lump sum of GND 2,800.00 (2025 maximum).</p> <p>GPP retirement pension was taxable.</p>

## Detailed description of legislated benefits (3)

### Detailed Description of Legislated Benefits (continued)

Legislated Benefits	Comments
<b>Retirement pensions (continued)</b>	<p>3. Private Pensions and Savings provided the third and primary level of Government assistance in retirement income. This level consists largely of Registered Pension Plans (RPP's) and Registered Retirement Savings Plans (RRSP's). Contributions to RPP's and RRSP's were tax-deductible. The income became taxable once it was withdrawn or received as pension income.</p> <p>Personal assets could also be included in a retirement plan, to grow and supplement one's income.</p> <p>Registered Retirement Savings Plans (RRSP's) were a method of personal savings for individuals saving for retirement. RRSP funds could be invested in various investment vehicles and financial products, e.g. Greenland Savings Bonds, term deposits and mutual funds. Self-directed RRSP's were also available.</p> <p>An individual must have earned income to contribute to an RRSP. This could be contributed to one's own RRSP, as well as to an RRSP for one's spouse or common-law partner.</p> <p>18% of the previous year's earnings could be contributed to an RRSP, up to a maximum of GND 25,450 (2025) and will increase to GND 26,970 in 2019. This limit was adjusted to make up for annual pension savings for members of an employer pension plan.</p> <p>An individual could contribute to RRSP funds until reaching the aged of 71 years. At this time the funds could be contributed to a Registered Retirement Income Fund (RRIF) – where a minimum amount must then be withdrawn annually, purchased as an annuity or withdrawn as a lump sum.</p> <p>Other Personal Savings and Investments included:</p> <ul style="list-style-type: none"> <li>Greenland Savings Bonds (CSBs) and Greenland Premium Bonds (CPBs)</li> <li>Term deposits and guaranteed investment certificates</li> <li>Mutual or Segregated Funds</li> <li>Equity in a business or your home</li> </ul>

## Detailed description of legislated benefits (4)

### Detailed Description of Legislated Benefits (continued)

Legislated Benefits	Comments
<b>Social security and unemployment</b>	<p>Compassionate Care Benefits were available for employees who had been absent from work in order to provide care or support to an ill family member who was at risk of dying within 26 weeks.</p> <p>To be eligible an individual must have worked 600 insured hours in the last qualifying period and his/her regular weekly earnings from work must have decreased by at least 40%.</p> <p>Compassionate Care Benefits could be collected in addition to Regular Benefits.</p> <p>Benefits were paid up to a maximum of 6 weeks at a rate of 55% of one's average insured earnings up to a maximum insurable amount of GND 45,600 per year, i.e. maximum GND 475 per week (2025), combined with other EI benefits.</p> <p>Family Supplement was provided for low-income families (net income of GND 26,921 or less per year) with children, who were also receiving the Greenland Child Tax Benefit (GCTB). The amount received depended on net family income as well as the number and ages of children in the family, up to a maximum of 80% of average insurable earnings or GND 475.</p>

## Detailed description of legislated benefits (5)

### Detailed Description of Legislated Benefits (continued)

Legislated Benefits	Comments
<b>Health Care</b>	<p>Greenland Health Care System:</p> <p>The Greenland Health Care System, also known as 'Healthcare', consisted of publicly funded and administered provincial and territorial health insurance plans built upon common features and standards set by the federal government. Medicare was / offered:</p> <p>Open to all residents of Greenland;</p> <p>Free at the point of use, i.e. "zero" fees for Medicare provided services and "zero" patient's participation;</p> <p>Covered basic services, including primary care physicians, specialists, hospitals and dental surgery. Most provincial plans offered additional services, including prescription drugs, dental care and physiotherapy. Furthermore, one could purchase additional private insurance to supplement primary coverage.</p> <p>Provincially and federally funded through taxation, e.g. in 2021 - 2025 the provinces and territories received GND 26 billion in federal funding.</p> <p>Nuuk Health Insurance Plan</p> <p>Nuuk Drug Benefit (ODB) Programme:</p> <p>Covers a portion of the cost of prescription drugs listed in the Nuuk Drug Benefit Formulary;</p> <p>Available for people 65 years of age or older, residents of long-term care facilities and Homes for Special Care, persons receiving social assistance, etc.</p>

## Detailed description of legislated benefits (6)

### Detailed Description of Legislated Benefits (continued)

Legislated Benefits	Comments
<b>Occupational Accident Insurance</b>	<p>The system of Workers' Compensation, including premiums paid, varied across Greenland, depending on the province or territory. Each province and territory had a Workers' Compensation Board/Commission (WCB) funded by employers rather than by the government.</p> <p>Benefits provided included:</p> <ol style="list-style-type: none"> <li>1. Wage Loss benefits: compensated an injured worker for loss of wages due to temporary disability at a rate of 85% of net average earnings to a maximum of GND 975.65.</li> <li>2. Permanent Disability benefits: compensated an injured worker for loss of wages due to permanent disability. This was divided into Non-Economic Loss Awards (NEL) and Future Economic Loss Awards (FEL). Compensation was dependent on the degree of impairment as well as age. The base amount for NEL was GND 57,069.08 per year.</li> <li>3. Fatal and Dependency benefits (Survivor Benefits): compensated the dependents of a worker who died due to work injury or disease. Compensation depended on age and was provided as a lump sum of GND 37,567.66 (min.) to GND 119,704.01 (max.); or as a monthly pension of 20% - 60% of average net earnings for a spouse with no children; 85% - 90% of average net earnings for a spouse with children.</li> </ol>

## Detailed description of legislated benefits (7)

### Detailed Description of Legislated Benefits (continued)

Legislated Benefits	Comments
Occupational Accident Insurance	<p><b>Other benefits and allowances provided by Workers' Compensation included:</b></p> <ul style="list-style-type: none"> <li>Independent Living Allowance</li> <li>Personal Care Allowance</li> <li>Burial Expenses</li> <li>Transportation</li> <li>Child Care Expenses</li> </ul> <p>Further disability benefits were provided under the Greenland Pension Plan.</p>

## Detailed description of legislated benefits (8)

### Detailed Description of Legislated Benefits (continued)

Legislated Benefits	Comments
<b>Maternity / Paternity Leave</b>	<p><b>Maternity Leave under the Greenland Labour Code was regulated as follows:</b></p> <ul style="list-style-type: none"> <li>- All employed, expecting mothers were entitled to between 17 (most provinces and territories) and 18 weeks of unpaid leave. In most cases, Maternity Leave could not commence earlier than 11 weeks before the expected date of confinement and end no later than 17 weeks after that date; however, exceptions existed depending on the province or territory.</li> <li>- Employees covered under most provincial and territorial legislation, as well as under federal jurisdiction must have completed 0 to 12 months of service, depending on the province or territory.</li> <li>- Employees were required to give advance notice as to the start date of the maternity leave; however, how much notice also varied between the provinces and territories.</li> <li>- Parental Leave of 32 to 37 weeks was available to be shared between the parents of a newborn child or newly adopted child. Maternity Leave and Parental Leave together could not exceed a total of 52 weeks.</li> </ul>



## Detailed description of legislated benefits (9)

### Detailed Description of Legislated Benefits (continued)

Legislated Benefits	Comments
<b>Maternity / Paternity Leave (continued)</b>	<p><b>Employment Insurance (EI) provided employees with:</b></p> <p><b>Maternity Benefits</b> of up to 55% of weekly earnings, to a maximum of GND 475 per week for up to 15 weeks. These were available up to 8 weeks before the expected date of birth and could be collected within 17 weeks of the expected or actual week of confinement.</p> <p><b>Parental Benefits</b> of up to 35 weeks within 52 weeks of the birth of the child or the date on which an adopted child comes into the adoptive parents' care. This benefit could be shared between the two parents</p> <p><b>Family Supplement</b> provided higher EI Maternity Benefits for low-income families who were also receiving the Child Tax Benefit (CTB).</p> <p>Sickness Benefit was available for up to 15 weeks in the case of illness or pregnancy related complications.</p> <p>To be eligible for EI one must have worked a minimum of 600 hours in the previous 52 weeks.</p> <p><b>Extended Maternity Leave</b> was offered in most jurisdictions; however this also varied widely among provinces and territories. It often depended on whether the employee was also taking parental leave, if the date of delivery was later than expected or if there were health issues during the pregnancy.</p> <p><b>Paternity Leave</b> was sometimes offered in the event that the mother died or was strongly disabled. In such cases the father was then granted both the maternity and parental leave without pay.</p>

## Detailed description of legislated benefits (10)

### Detailed Description of Legislated Benefits (continued)

Legislated Benefits	Comments
<b>Annual Vacation Days</b>	<p>The minimum length of annual vacations in Greenland was 3 weeks with 4% of the regular wage, after one year of continuous employment. After 5 to 15 consecutive years of service an additional 1 to 4 weeks was offered, depending on the province.</p> <p>Bereavement Leave of a maximum of 3 days was available in the case of the death of an immediate family member. Leave was paid if the employee had been continuously employed for three consecutive months and was otherwise unpaid.</p>
<b>Public Holidays</b>	<p>Most provinces and territories in Greenland had 11 statutory holidays in 2025. On such days most public and private businesses were closed and workers received their regular pay. When an employee was required to work on a public holiday they were entitled to 1.5x's to 2.0x's their regular wage. Holidays that fell on a weekend were usually transferred to the following Monday or another day of choice.</p>

# Overview of voluntary firm benefits offered

## A: Additional Health and Welfare Benefits

Firm Surveyed	Health	Dental	Vision	Family	Cost to Firm p.a.	Evaluation	Comments
Firm 1	Yes	Partial	Partial	Yes	3500 (individual)	Ø	<p>Additional private health insurance was offered to all levels. Coverage included and family. Vision and dental were optionally offered. Employer Health Spending Account, Member Assistance Programme and Travel Insurance were also offered. Eligibility was immediate.</p> <ul style="list-style-type: none"> <li>- Contributions of GND 3500 p.a. were fully carried by firm for Basic Plan.</li> <li>- Plan included out of Province travel and emergency assistance, prescription drugs were reimbursed at 100%.</li> <li>- Contributions for Enhanced Plan were shared by firm and employee, whereby firm carried GND 5000 and employee carried GND 1000 (single) or GND 2200 (family) p.a.</li> <li>- Plan included out of Province travel and emergency assistance, prescription drugs and specialist treatment were reimbursed at 80% subject to a combined max of GND 2000 p.a., semi-private room at hospital was fully covered, nursing care, ambulance, lab analyses and other medical care/ equipment was covered at 80%.</li> <li>- Annual full body check-up was offered.</li> </ul>

Footnote: "Family" included spouse and children

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## A: Additional Health and Welfare Benefits (continued)

Firm Surveyed	Health	Dental	Vision	Family	Cost to Firm p.a.	Evaluation	Comments
Firm 2	Yes	Yes	Yes	Yes	3900 (individual)	Ø	<p>Additional private health insurance was offered to all levels. Coverage included health, vision, family and dental. Eligibility was as of 3 month's tenure.</p> <ul style="list-style-type: none"> <li>- Contributions of GND 3,900 per individual were paid 100% by the firm.</li> <li>- Coverage limits were 80% of costs incurred. Programme was very versatile; employee could choose details of plan.</li> <li>- Additional annual full body check-up was not offered.</li> </ul>

Footnote: "Family" included spouse and children

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## A: Additional Health and Welfare Benefits (continued)

Firm Surveyed	Health	Dental	Vision	Family	Cost to Firm p.a.	Evaluation	Comments
Firm 3	Yes	Yes	Yes	Yes	4000 (individual)	Ø	<p>Additional private health insurance was offered to all levels. Coverage included health, vision, family and dental. Eligibility was immediate.</p> <p>-Contributions varied depending on salary level and were carried 95% by firm, at an average of GND 4k per employee.</p> <p>-Family included spouse, children attending school and other dependants, where employee was fiscally responsible.</p> <p>-Additional annual full body check-up was offered.</p>

Footnote: "Family" included spouse and children

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## A: Additional Health and Welfare Benefits (continued)

Firm Surveyed	Health	Dental	Vision	Family	Cost to Firm p.a.	Evaluation	Comments
Firm 4	Yes	Yes	Yes	Yes	6000 (individual)	+	<p>Additional private health insurance was offered to all levels with immediate eligibility. Coverage included additional health, dental, family and chronic illness, but not vision.</p> <ul style="list-style-type: none"> <li>- Contributions were GND 6k for individual, plus the same amount again per additional insured for couple, single parent and family. Contributions were carried 100% by firm.</li> <li>- Family included married spouse and/or domestic partner and all children.</li> <li>- Coverage limit was up to GND 400k per year (total insured sum), and GND 20k per incident abroad.</li> <li>- Coverage for health was 100% (no co-pay or deductibles),</li> <li>- Prescriptions were covered while in hospital, all other prescription drugs were reimbursed at 50% up to a yearly limit of EUR 180.</li> <li>- 10 month waiting period applied for maternity related treatments.</li> <li>- Dental coverage was 80% of expenses up to EUR 600 p.a.</li> <li>- Annial full body check up was not offered within the policy, but available through social security provider..</li> </ul>

Footnote: "Family" included spouse and children

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## A: Additional Health and Welfare Benefits (continued)

Firm Surveyed	Health	Dental	Vision	Family	Cost to Firm p.a.	Evaluation	Comments
Firm 5	Yes	Yes	Yes	Yes	6500 (individual)	+	<p>Additional private health insurance was offered to all levels. Coverage included health, dental, vision and family.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Coverage: <ul style="list-style-type: none"> <li>- Inpatient limit was GND 300k; ICU hospitalisation was unlimited.</li> <li>- Child birth limit was GND 10k.</li> <li>- Outpatient limit was GND 125k.</li> <li>- Medicines were reimbursed up to 50%.</li> <li>- Dental was offered at a discounted coverage.</li> </ul> </li> <li>- Contributions of GND 6500 p.a. per individual and GND 11,750 for family were fully carried by the firm.</li> <li>- Annual full body check-up was offered.</li> </ul>

Footnote: "Family" included spouse and children

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## A: Additional Health and Welfare Benefits (continued)

Firm Surveyed	Health	Dental	Vision	Family	Cost to Firm p.a.	Evaluation	Comments
Firm 6	Yes	Partial (50% firm paid)	Yes	Partial (50% firm paid)	50% of premium	-	<p>Additional private health insurance was offered to all levels. Coverage included health, dental, vision, family and chronic illness.</p> <ul style="list-style-type: none"> <li>- Eligibility was to all levels after 1 year of joining.</li> <li>- Coverage included in-patient and outpatient care.</li> <li>- Premiums were carried 50% by the firm for employee and spouse / child coverage.</li> <li>- Deductible / co-pay applied.</li> <li>- Dental scheme was offered at 50% employee' cost.</li> </ul> <p>- Annual comprehensive medical check-up / health screening was not offered.</p>

Footnote: "Family" included spouse and children

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.



# Overview of voluntary firm benefits offered

## A: Additional Health and Welfare Benefits (continued)

Firm Surveyed	Health	Dental	Vision	Family	Cost to Firm p.a.	Evaluation	Comments
Firm 7	Yes	Partial	No	No	2200 (individual)	-	<p>Additional private health insurance was offered to all levels with immediate eligibility. Coverage included health and dental at a discounted coverage.</p> <ul style="list-style-type: none"> <li>- Contributions of ca. GND 2200 p.a. per person were carried 100% by firm.</li> <li>- Family coverage was at employee cost.</li> <li>- Coverage was 80% of the medical costs covered for In-network treatment 60%-80% of the medical costs for out-network treatment.</li> <li>- Dental was offered at a discounted coverage.</li> <li>- Annual full body check-up was not offered.</li> </ul>

Footnote: "Family" included spouse and children

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## A: Additional Health and Welfare Benefits (continued)

Firm Surveyed	Health	Dental	Vision	Family	Cost to Firm p.a.	Evaluation	Comments
Firm 8	Yes	Yes	No	Partial (50% firm paid)	3800 (individual)	Ø	<p>Additional private health insurance was offered to all levels with immediate eligibility. Coverage included health, dental and family, but not vision.</p> <ul style="list-style-type: none"> <li>- Contributions of ca. GND 3800 p.a. per person were carried 100% by firm.</li> <li>- Family included spouse and children, premiums were paid 50% by firm.</li> <li>- Annual fully body check-up was offered.</li> </ul>

Footnote: "Family" included spouse and children

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## B: Long- / Short-Term Disability Insurance

Firm Surveyed	LT / ST Disability	Cost to Firm p.a.	Evaluation	Comments
Firm 1	Yes	560	+	<p>Additional private insurance against long- and short-term disability was offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Contributions of GND 560 p.a. were carried 100% by the firm.</li> </ul>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## B: Long- / Short-Term Disability Insurance (continued)

Firm Surveyed	LT / ST Disability	Cost to Firm p.a.	Evaluation	Comments
Firm 2	No	0	-	Additional private insurance against long- and short-term disability was not offered.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## B: Long- / Short-Term Disability Insurance (continued)

Firm Surveyed	LT / ST Disability	Cost to Firm p.a.	Evaluation	Comments
Firm 3	Partial (LTD)	Not available	∅	<p>Additional private insurance against long-term disability was offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Insurance paid 100% of base salary for a period of 24 months.</li> <li>- Firm carried 100% of contributions.</li> </ul> <p>Additional private insurance against short-term disability was not offered.</p>

Legend: "+" = Above Average; "∅" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## B: Long- / Short-Term Disability Insurance (continued)

Firm Surveyed	LT / ST Disability	Cost to Firm p.a.	Evaluation	Comments
Firm 4	Partial (LTD)	2100	∅	<p>Additional private insurance against long-term disability was offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Insurance paid 4x annual salary in case of death due to accident at work and total permanent disability or a proportional amount for permanent disability.</li> <li>- Firm carried 100% of contributions (GND 2,100 per plan).</li> </ul> <p>Additional private insurance against short-term disability was not offered.</p>

Legend: "+" = Above Average; "∅" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## B: Long- / Short-Term Disability Insurance (continued)

Firm Surveyed	LT / ST Disability	Cost to Firm p.a.	Evaluation	Comments
Firm 5	Yes	Part of C (LTD)	+	<p>Additional private insurance against long-term disability was offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Insurance paid 200% of annual base salary for total permanent disability (certified by social security system as unable to continue work). The payment was lump-sum.</li> <li>- Firm carried 100% of contributions, which were part of Life Insurance policy.</li> </ul> <p>Additional private insurance against short-term disability was offered in the form of a top up of state reimbursed portion of salary to full salary (base + bonus) for absense due to illness of longer than 3 days. Benefit was limited to 12 months.</p>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## B: Long- / Short-Term Disability Insurance (continued)

Firm Surveyed	LT / ST Disability	Cost to Firm p.a.	Evaluation	Comments
Firm 6	Yes	950	+	<p>Additional private insurance against long- and short-term disability was offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Contributions of GND 950 p.a. were carried 100% by the firm.</li> <li>- Coverage limit was GND 200k.</li> </ul>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.



# Overview of voluntary firm benefits offered

## B: Long- / Short-Term Disability Insurance (continued)

Firm Surveyed	LT / ST Disability	Cost to Firm p.a.	Evaluation	Comments
Firm 7	Partial (LTD)	Not available	∅	<p>Additional private insurance against long-term disability was offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Insurance paid 100% of base salary for a period of 24 months.</li> <li>- Firm carried 100% of contributions.</li> </ul> <p>Additional private insurance against short-term disability was not offered.</p>

Legend: "+" = Above Average; "∅" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## B: Long- / Short-Term Disability Insurance (continued)

Firm Surveyed	LT / ST Disability	Cost to Firm p.a.	Evaluation	Comments
Firm 8	Yes	1450	+	<p>Additional private insurance against long- and short-term disability was offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Premiums of GND 1450 p.a. were carried 100% by firm.</li> <li>- The short term coverage limit was 100% of the employee's base salary for the first 13 weeks.</li> <li>- The long term coverage limit was 75% of base salary continued until retirement age. (This was subject to medical underwriting if base salary exceeded GND 300k).</li> </ul>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## C: Accidental Death and Dismemberment / Life Insurance / Other Insurance Programmes

Firm Surveyed	Life Insurance	Travel Insurance	Cost to Firm p.a.	Evaluation	Comments
Firm 1	Yes	Yes	1500	Ø	Additional life insurance was offered to all levels with immediate eligibility. Programme was beyond credit card based programme.  - Premiums of GND 1.5k p.a. were carried 100% by firm.
			130		Additional business travel insurance was offered to all levels. Eligibility was immediate. Scheme was beyond credit card based programme.  - Premiums of GND 130 p.a. were carried 100% by the firm.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## C: Accidental Death and Dismemberment / Life Insurance / Other Insurance Programmes (continued)

Firm Surveyed	Life Insurance	Travel Insurance	Cost to Firm p.a.	Evaluation	Comments
Firm 2	Yes	No	1200	-	Additional life insurance was offered to all levels with immediate eligibility. Programme was beyond credit card based programme.
			0		<ul style="list-style-type: none"> <li>- Premiums of GND 1.2k p.a. were carried 100% by firm.</li> <li>- Coverage was 1 - 2x's annual salary.</li> <li>- Insurance was included in additional health insurance (see above).</li> </ul> Additional business travel insurance was not offered.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## C: Accidental Death and Dismemberment / Life Insurance / Other Insurance Programmes (continued)

Firm Surveyed	Life Insurance	Travel Insurance	Cost to Firm p.a.	Evaluation	Comments
Firm 3	Yes	Yes	1800	Ø	<p>Additional life insurance was offered to all levels. Eligibility was immediate. Programme was beyond credit card based programme:</p> <ul style="list-style-type: none"> <li>- Premiums of GND 1.8k p.a. per employee were carried 100% by firm (global contract).</li> <li>- Coverage depended on career level and ranged from GND 200k to GND 1 Mio. and included death and invalidity.</li> </ul> <p>Additional business travel insurance was offered to all levels. Eligibility was immediate. Programme was beyond credit card based programme:</p> <ul style="list-style-type: none"> <li>- Coverage was worldwide and included private as well as business trips. Family members were also covered.</li> <li>- Luggage and travel cancellation were not covered.</li> <li>- Premiums of GND 150 p.a. were fully covered by the firm.</li> </ul>
			150		

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## C: Accidental Death and Dismemberment / Life Insurance / Other Insurance Programmes (continued)

Firm Surveyed	Life Insurance	Travel Insurance	Cost to Firm p.a.	Evaluation	Comments
Firm 4	Yes	Yes	2000	+	<p>Additional life insurance was offered to all levels. Eligibility was immediate. Programme offered was beyond credit card based scheme.</p> <ul style="list-style-type: none"> <li>- Premiums of EUR 2,000 p.a. were carried 100% by firm.</li> <li>- Coverage was based on annual total salary.</li> <li>- Pay-out was 4x's annual total salary in case of death or total permanent disability.</li> </ul> <p>Additional business travel insurance was offered to all levels. Eligibility was immediate. Programme was beyond credit card based scheme:</p> <ul style="list-style-type: none"> <li>- Premiums were part of health insurance.</li> </ul>
			Not available		

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

Firm Surveyed	Life Insurance	Travel Insurance	Cost to Firm p.a.	Evaluation	Comments
Firm 5	Yes	Yes	Avg: 1700          150	Ø	Additional life insurance was offered to all levels with immediate eligibility. Programme was beyond credit card based scheme.  - Premiums varied according to insured capital and were carried 100% by firm. - Coverage was up to 3x annual salary (base + bonus), depending on cause of death: death by any cause: equal to the insured capital; death by accident: 2x the insured capital; death due to a 24-hour traffic (car only) accident: 3x the insured capital. - Premiums varied according to insured capital with an average of GND 1700.  Additional business travel insurance was offered to all levels with immediate eligibility.  - Coverage was for business travel or short term transfer of up to 180 days outside of home country, including up to 14 days vacation travel in conjunction with the business trip and included the employee and any accompanying dependents. - Premiums of GND 150 p.a. were fully covered by the firm.

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# Overview of voluntary firm benefits offered

## C: Accidental Death and Dismemberment / Life Insurance / Other Insurance Programmes (continued)

Firm Surveyed	Life Insurance	Travel Insurance	Cost to Firm p.a.	Evaluation	Comments
Firm 6	Yes	Yes	1650	Ø	Additional life insurance was offered to all levels with immediate eligibility. Programme was beyond credit card based programme.
			200		<ul style="list-style-type: none"> <li>- Coverage was the lesser of GND 500k or 2x's annual total salary.</li> <li>- Contributions of GND 1600 p.a. were 100% carried by firm.</li> </ul> <p>Additional business travel insurance was offered to all levels with immediate eligibility. Programme was credit card based:</p> <ul style="list-style-type: none"> <li>- Premiums of GND 200 p.a. were carried 100% by firm.</li> </ul>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.



# Overview of voluntary firm benefits offered

## C: Accidental Death and Dismemberment / Life Insurance / Other Insurance Programmes (continued)

Firm Surveyed	Life Insurance	Travel Insurance	Cost to Firm p.a.	Evaluation	Comments
Firm 7	Yes	Yes	1200	Ø	<p>Additional life insurance and accident insurance was offered to all levels with immediate eligibility. Programme was beyond credit card based scheme.</p> <ul style="list-style-type: none"> <li>- Premiums of GND 2.2k (avg) were carried 100% by firm and depended on salary and gender.</li> <li>- Life insurance coverage (death by any cause) was 2x's annual base salary (lump sum payment).</li> <li>- Accident insurance coverage (death and permanent disability by accident of any cause) was 2x's annual base salary at the time of the event (lump sum payment).</li> </ul> <p>Additional business travel insurance was offered to all levels with immediate eligibility. Programme was beyond credit card based scheme.</p> <ul style="list-style-type: none"> <li>- Contributions were carried 100% by the firm.</li> </ul>
			Not available		

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## C: Accidental Death and Dismemberment / Life Insurance / Other Insurance Programmes (continued)

Firm Surveyed	Life Insurance	Travel Insurance	Cost to Firm p.a.	Evaluation	Comments
Firm 8	Yes	Yes	1100	Ø	Additional life insurance was offered to all levels with immediate eligibility. Programme was beyond credit card based programme.  - Coverage was 3x's base salary (per annum). - Contributions of ca. GND 1100 p.a. were carried 100% by firm.
			500		Additional business travel insurance was offered to all levels with immediate eligibility. Scheme was beyond credit card based programme.  - Coverage included medical emergency, lost luggage, delays, sports and scuba diving etc. - Contributions of ca. GND 500 p.a. were carried 100% by the firm. - The policy could be extended to family members for a small fee payable by the employee.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## D: Retirement / Pension / Savings Plans

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 1	10% of total salary	+	<p>Additional pension savings plan was offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Contributions were 10% of total salary.</li> <li>- Contributions were carried 100% by firm.</li> </ul>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## D: Retirement / Pension / Savings Plans (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 2	12% of total salary	+	<p>Additional pension savings plan was offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Contributions were 12% of base salary + bonus.</li> <li>- The option to invest into an investment fund was possible.</li> <li>- Contributions were carried 100% by firm.</li> <li>- Pay-out was 40% tax-free and 60% taxable.</li> <li>- 100% of savings would be paid out after at least one year tenure with firm.</li> </ul>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## D: Retirement / Pension / Savings Plans (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 3	0	Ø	Additional pension savings plan was not offered.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## D: Retirement / Pension / Savings Plans (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 4	0	Ø	Additional pension savings plan was not offered.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## D: Retirement / Pension / Savings Plans (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 5	0	Ø	Additional pension savings plan was not offered.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## D: Retirement / Pension / Savings Plans (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 6	10-18% of base salary	+	<p>Additional pension savings were offered to all levels.</p> <ul style="list-style-type: none"> <li>- Eligibility was immediate.</li> <li>- Contributions were 10-18% of base salary, depending on level.</li> <li>- There was a 5 year vesting period.</li> <li>- Contributions were carried 70% by firm and 30% by employee.</li> <li>- Pay-out was tax-free up to ca. GND 20k p.a.</li> <li>- Pay-out after 5 years was 100%.</li> </ul>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.



# Overview of voluntary firm benefits offered

## D: Retirement / Pension / Savings Plans (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 7	0	Ø	Additional pension savings plan was not offered.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## D: Retirement / Pension / Savings Plans (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 8	0	Ø	Additional pension savings plan was not offered.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## E: Additional Investment Programmes

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 1	Not available	Ø	<p>Additional investment in company (phantom) equity was offered to Partners.</p> <p>Additional external investment programmes were not offered.</p>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## E: Additional Investment Programmes (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 2	Not available	Ø	<p>Additional investment in company (phantom) equity was offered to Partners.</p> <p>Additional external investment programmes were not offered.</p>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## E: Additional Investment Programmes (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 3	Not available	Ø	<p>Additional investment in company (phantom) equity was offered to Partners.</p> <p>Additional external investment programmes were not offered.</p>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## E: Additional Investment Programmes (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 4	Not available	Ø	<p>Additional investment in company (phantom) equity was offered to Partners.</p> <p>Additional external investment programmes were not offered.</p>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## E: Additional Investment Programmes (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 5	Not available	Ø	<p>Additional investment in company (phantom) equity was offered to Partners.</p> <p>Additional external investment programmes were not offered.</p>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## E: Additional Investment Programmes (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 6	Not available	Ø	<p>Additional investment in company (phantom) equity was offered to Partners.</p> <p>Additional external investment programmes were not offered.</p>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.



# Overview of voluntary firm benefits offered

## E: Additional Investment Programmes (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 7	Discount value 7%	+	<p>Additional investment in company was offered to all levels.</p> <ul style="list-style-type: none"> <li>-An employee stock purchase plan was offered.</li> <li>-Eligibility was as of 3 months tenure.</li> <li>-Discount rate of 7% was available for stock purchases.</li> <li>-Stock purchases were limited to 15% of base salary.</li> <li>-Vesting period was 5 years.</li> </ul> <p>Additional external investment was not offered.</p>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## E: Additional Investment Programmes (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 8	Not available	+	<p>Additional investment in company (phantom) equity was offered to Partners.</p> <p>-Stock purchase programme was offered to all levels:            -Eligibility was immediate.            -Employees may contribute up to 10% of base salary to purchase open market shares with no brokerage fees. Firm matches all/ part of employee contributions (depending on contribution level).</p>

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Company Cars

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 1	5000 to 7000	+	<p>Company car allowance was offered as of Project Manager level with immediate eligibility. It was a leasing programme.</p> <ul style="list-style-type: none"> <li>- Private use was available.</li> <li>- Budget was GND 5k p.a. for PMs and GND 7k p.a. for SMs.</li> <li>- Cash alternative was not available.</li> </ul> <p>Bicycle / Pedelec / E-bike allowance was not offered.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Company Cars (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 2	Not available	+	<p>Company car allowance was offered as of Principal level with immediate eligibility through a leasing programme.</p> <ul style="list-style-type: none"> <li>- A variety of cars was available.</li> <li>- All costs (insurance, fuel, service) were included. Premiums were carried 100% by firm.</li> <li>- Cash alternative was not available.</li> <li>- Private use was possible.</li> <li>- If employee left the firm, he/she could buy the car.</li> </ul> <p>Bicycle / Pedelec / E-bike allowance was not offered.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Company Cars (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
<b>Firm 3</b>	<b>Mgr: 6000 SM: 9000 Pr: 12000</b>	<b>+</b>	<p>Company car plan or allowance was offered as of Project Manager level with immediate eligibility:</p> <ul style="list-style-type: none"> <li>- Scheme covered car, insurance and service.</li> <li>- Annual budgets were set by level: Mgr GND 6k, SM GND 9k and Pr EUR 12k.</li> <li>- Private use was available.</li> <li>- Cash alternative was available.</li> </ul> <p>Bicycle / Pedelec / E-bike allowance was not offered.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Company Cars (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
<b>Firm 4</b>	<b>Mgr: 9600 SM/Pr: 14400</b>	<b>+</b>	<p>Company car allowance was offered as of Manager level with immediate eligibility. Programme was a leasing programme.</p> <ul style="list-style-type: none"> <li>- Leasing, insurance and service costs were covered.</li> <li>- Private use was possible.</li> <li>- Cash alternative was not available.</li> <li>- Costs of GND 9.6k (GND 800 p.m.) for Managers – 14.4k p.a. (1,200 p.m.) for Senior Managers and Principals were carried by firm.</li> </ul> <p>Bicycle / Pedelec / E-bike allowance was not offered.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Company Cars (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 5	0	Ø	<p>Company car plan or allowance was not offered.</p> <p>Bicycle / Pedelec / E-bike allowance was not offered.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Company Cars (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 6	PM/ Pr: 8000	+	<p>Company car allowance was offered as of Project Manager level with immediate eligibility. Programme was a leasing programme.</p> <ul style="list-style-type: none"> <li>- Various car types were available, e.g. BMW 3 series for Project Managers, BMW 5 for Principals and BMW 7 for Partners.</li> <li>- Coverage included insurance, fuel and service (but not fuel).</li> <li>- Contributions were carried 100% by firm.</li> <li>- Cash alternative was not available.</li> <li>- Private use was possible, however, costs exceeding GND 8k p.a. had to be carried by employee.</li> </ul> <p>Bicycle / Pedelec / E-bike allowance was not offered.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.



# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Company Cars (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 7	0	Ø	<p>Company car plan or allowance was not offered.</p> <p>Bicycle / Pedelec / E-bike allowance was not offered.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Company Cars (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 8	0	Ø	<p>Company car plan or allowance was not offered.</p> <p>Bicycle / Pedelec / E-bike allowance was not offered.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Relocation Expenses

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 1	5000	+	<p>Company related relocation expenses were reimbursed for all levels for both, international and domestic moves of new hires and transfers.</p> <p>-Budget was GND 5k for all levels.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Relocation Expenses (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 2	6000	+	<p>Company related relocation expenses were reimbursed for all levels for both, international and domestic moves of new hires and transfers.</p> <p>-Budget ranged up to GND 6k.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Relocation Expenses (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 3	0	-	Company related relocation expenses were not reimbursed.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Relocation Expenses (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 4	Not available	Ø	<p>Company related relocation expenses were reimbursed for transfers.</p> <p>- Budget was determined on a case-by-case basis.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Relocation Expenses (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 5	3000-6200	+	<p>Company related relocation expenses were reimbursed for all levels for both, international and domestic moves of new hires and transfers. Budget was available with immediate effect for new hires, and after 12 months tenure for transfers.</p> <ul style="list-style-type: none"> <li>- New hire budget was GND 3k, available only for hires within Greenland.</li> <li>- Budget for international transfers was up to GND 6.2k, reimbursed alongside salary as lump-sum.</li> </ul>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Relocation Expenses (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 6	Not available	Ø	<p>Company related relocation expenses were fully reimbursed for all levels, however, for international moves only.</p> <p>Reimbursement was negotiable.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.



# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Relocation Expenses (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 7	0	-	Company related relocation expenses were not reimbursed.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Relocation Expenses (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 8	5000	+	<p>Company related relocation expenses were reimbursed for all levels for both, international and domestic moves of new hires and transfers.</p> <p>International moves were budgeted as per requirements. Budget for new hires was GND 5k p.a.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Mobile Devices

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 1	Unlimited	+	<p>Smartphone was provided to all levels.</p> <p>All calls / data were paid 100% by the firm without budget limit.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Mobile Devices (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
<b>Firm 2</b>	<b>Not available</b>	<b>+</b>	Smartphone was provided to all levels.  Costs were carried 100% by the firm (incl. private calls) and averaged GND 60 p.m. Budgets were set per level. Business costs exceeding the budget value would also be paid 100% by the firm.
	<b>720</b>		

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Mobile Devices (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 3	Unlimited	+	<p>Smartphone (latest Samsung) was provided to all levels.</p> <p>All calls / data were paid 100% by the firm without budget limit.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Mobile Devices (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
<b>Firm 4</b>	<b>Not available</b>	<b>+</b>	Smartphone (iPhone 12) was provided to all levels.
	<b>720</b>		All calls / data were paid 100% by the firm with a monthly budget of GND 60.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Mobile Devices (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 5	Not available  480	+	<p>Smartphone (iPhone 11 or later) was provided to all levels.</p> <p>Calls and data (up to 20GB p.m.) were reimbursed 100% by firm.</p> <p>An additional allowance of GND 40 for home ADSL was available for Senior Manager and above).</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Mobile Devices (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 6	Unlimited	+	<p>Smartphone was provided to all levels.</p> <p>All calls / data were paid 100% by the firm without budget limit.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.



# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Mobile Devices (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 7	Unlimited	+	<p>Smartphone was provided to all levels.</p> <p>All calls / data were paid 100% by the firm without budget limit.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## F: Further Hard Benefits – Mobile Devices (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 8	Unlimited	+	<p>Smartphone was provided to all levels.</p> <p>All calls / data were paid 100% by the firm without budget limit.</p>

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## G: Increase of Intellectual Competence: MBA / PhD Education

Firm Surveyed	Cost to Firm p.a.	Evaluation	MBA- / PhD- Years	Comments
Firm 1	MBA: 45000 - 60000	Ø	2	MBA-programmes were sponsored as of Analyst level with at least 2-3 years' tenure.  - Preferred schools were Wharton, Harvard and Columbia. Maximum programme duration was 1-2 years. - Tuition fees of GND 90k to GND 100k for the 2-year programme were carried 100% by firm and forgiven over 2 years. Partial salary was not offered. Living expenses were not reimbursed. Car usage was not offered.
	PhD: 0		N/A	PhD-programmes were not sponsored.
	Other: 0		N/A	Other postgraduate programmes were not sponsored.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average. Pay-back period refers to the minimum amount of time expected by the employee to remain with the firm after completion of the company sponsored or subsidised secondary education programme.

# Overview of voluntary firm benefits offered

## G: Increase of Intellectual Competence: MBA / PhD Education (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	MBA- / PhD-Years	Comments
Firm 2	MBA: 70000 + extras	+	2	MBA-programmes were sponsored to employees at Analyst level with at least 2 years' tenure. - Only first tier and top-tier universities were sponsored. Preferred schools included top 10 American and European schools, incl. Harvard, Columbia, Stanford, INSEAD, etc. Maximum programme duration was 2 years. - Tuition fees depended on school and averaged GND 50k p.a. They were carried 100% by firm and forgiven over 2 years. Partial salary was not offered. Reimbursement of living expenses amounting to GND 20k p.a. was available. Car usage was not offered.
	PhD: not available		Not available	PhD-programmes were generally not sponsored, however, exceptionally they were considered on a case-by-case basis.
	Other: not available		Not available	Other post graduate programmes were generally not sponsored, however, exceptionally they were considered on a case-by-case basis.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average. Pay-back period refers to the minimum amount of time expected by the employee to remain with the firm after completion of the company sponsored or subsidised secondary education programme.

# Overview of voluntary firm benefits offered

## G: Increase of Intellectual Competence: MBA / PhD Education (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	MBA- / PhD-Years	Comments
Firm 3	MBA: 100000	+	2	<p>MBA-programmes were sponsored for Associates with at least 2-3 years' tenure.</p> <ul style="list-style-type: none"> <li>- Only top tier universities were supported. Maximum programme duration was 2 years.</li> <li>- Tuition fees of GND 100k p.a. (GND 200k in total) were carried 100% by the firm.</li> <li>- Living expenses were not paid. Car usage was not offered.</li> <li>- Pay-back period was a 2 years' time commitment.</li> </ul>
	PhD: 0		N/A	PhD-programmes were not sponsored.
	Other: 0		N/A	Other postgraduate programmes were not sponsored.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average. Pay-back period refers to the minimum amount of time expected by the employee to remain with the firm after completion of the company sponsored or subsidised secondary education programme.

# Overview of voluntary firm benefits offered

## G: Increase of Intellectual Competence: MBA / PhD Education (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	MBA- / PhD-Years	Comments
Firm 4	MBA: 20000	Ø	2	MBA-programmes were sponsored for Associates and above.  - First-tier universities were preferred. Maximum programme duration was 2 years. - Course costs up to a yearly limit of GND 20k were covered by firm.
	PhD: 0		N/A	PhD programmes were not sponsored.
	Other: 0		N/A	Other postgraduate programmes were not sponsored.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average. Pay-back period refers to the minimum amount of time expected by the employee to remain with the firm after completion of the company sponsored or subsidised secondary education programme.

# Overview of voluntary firm benefits offered

## G: Increase of Intellectual Competence: MBA / PhD Education (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	MBA- / PhD-Years	Comments
Firm 5	<b>MBA: 150000</b>	+	<b>2</b>	MBA-programmes were sponsored, with eligibility starting with promotion from Analyst to Associate and at least 1 to 3 years' tenure depending on career level. - Preferred schools were top-tier US and European business schools, e.g. HBS, Kellogg, INSEAD, Wharton, LBS. Maximum programme duration was 2 years. - Tuition fees of approx. GND 100k per year were covered by the firm. Living expenses of USD 10k for a 1 year programme and USD 15k for a 2 year programme were reimbursed. Allowance for course materials of EUR 1k was available. Total cost per year covered by the firm was approx. USD 150k.- Pay-back period of 12 months for 1 year MBA and 24 months for 2 year MBA applied.
	<b>PhD: not available</b>		<b>Not available</b>	PhD-programmes were sponsored on a case-by-case basis, although MBA was prioritised. Course costs were covered by the firm, an allowance for living expenses and for course materials was available. Pay-back period applied with length depending on course length.
	<b>Other: not available</b>		<b>Not available</b>	Other postgraduate programmes were sponsored on a case-by-case basis, although MBA was prioritised. Course costs were covered by the firm, an allowance for living expenses and for course materials was available. Pay-back period applied with length depending on course length.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average. Pay-back period refers to the minimum amount of time expected by the employee to remain with the firm after completion of the company sponsored or subsidised secondary education programme.

# Overview of voluntary firm benefits offered

## G: Increase of Intellectual Competence: MBA / PhD Education (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	MBA- / PhD-Years	Comments
Firm 6	MBA: 37000 + some costs	Ø	2	MBA-programmes were sponsored for Associates with at least 2-3 years tenure.  - Preferred schools were top 10 US and European MBA schools. Maximum programme duration was 2 years. - Tuition fees were carried 100% by firm and were forgiven over 2 years. Partial salary was not offered. Living expenses were subsidised by firm on a negotiation basis. Car usage was not provided.
	PhD: 0		N/A	PhD-programmes were not sponsored.
	Other: 0		N/A	Other postgraduate programmes were not sponsored.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average. Pay-back period refers to the minimum amount of time expected by the employee to remain with the firm after completion of the company sponsored or subsidised secondary education programme.



# Overview of voluntary firm benefits offered

## G: Increase of Intellectual Competence: MBA / PhD Education (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	MBA- / PhD-Years	Comments
Firm 7	MBA: 70% of fees	Ø	2	MBA-programmes were sponsored for some high performers. - Preferred schools were top-tier US and European business schools, including Harvard, IESE, INSEAD and Wharton. Maximum programme duration was 2 years. - Tuition fees were carried 70% by firm and were forgiven over 2 years. US programmes were sponsored at higher total rates. - Partial salary was not offered. Living expenses were not subsidised. - Car usage was not provided.
	PhD: 0		N/A	PhD-programmes were not sponsored.
	Other: 0		N/A	Other postgraduate programmes were not sponsored.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average. Pay-back period refers to the minimum amount of time expected by the employee to remain with the firm after completion of the company sponsored or subsidised secondary education programme.

# Overview of voluntary firm benefits offered

## G: Increase of Intellectual Competence: MBA / PhD Education (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	MBA- / PhD-Years	Comments
Firm 8	MBA: 0	-	N/A	MBA-programmes were not sponsored.
	PhD: 0		N/A	PhD-programmes were not sponsored.
	Other: 0		N/A	Other postgraduate programmes were not sponsored.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## H: Intellectual Competence – Other Benefits

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 1	800	+	In-house language course tuition allowances of GND 800 per course were offered to all levels and were paid 100% by firm.
	Not available		International exchange programmes were offered. Moving expenses were partially reimbursed.
	5000		Professional staff development programmes were offered to all levels with immediate eligibility. Programmes were offered, on average twice every three months, i.e. 6 days p.a., incl. 4-5 days international training and 1 day in-house training. They included organization, communication and selling skills. Costs of GND 5k p.a. were carried 100% by firm.
	1000		Support staff development programmes averaged 3 days p.a. and were offered to all levels with immediate eligibility. Costs of GND 1k p.a. were carried 100% by firm.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## H: Intellectual Competence – Other Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 2	Not available	+	Language course tuition allowances, were offered to all levels. Costs were carried 100% by firm.
	Not available		International exchange programmes were offered to all levels as of 3 year's tenure.
	3000		Professional staff development programmes were offered to all levels. Programmes included in-house training and external training, though most of the courses were in-house. Budget was GND 3k p.a.
	1000		Support staff development programmes of several days p.a. were offered to all levels. Programmes were mainly in-house and included courses in English and IT etc. Costs of GND 1k p.a. were carried 100% by firm.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## H: Intellectual Competence – Other Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 3	0	-	Language course tuition allowances were not offered.
	0		Domestic/ international exchange programmes were not offered.
	4000		Professional staff development programmes were offered. Training programmes offered included various in-house training sessions. Annual budget of GND 4k p.a. was carried 100% by the firm.
	1000		Support staff development programmes were offered. Programmes were in-house. Costs of GND 1k p.a. were carried 100% by firm.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## H: Intellectual Competence – Other Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
<b>Firm 4</b>	<b>500</b>	<b>+</b>	Language course tuition allowances were offered with immediate eligibility if deemed necessary for business functions. Courses were in-house and external. A budget of GND 500 was covered by the firm.
	<b>Not available</b>		International exchange programmes were offered to Associates and above on a case-by-case basis. Relocation expenses were 100% carried by firm.
	<b>4000</b>		Professional staff development programmes were offered according to business needs. Courses were in-house and external, took place twice a year and covered necessary new skills as well as trainings after promotion. Annual budget of GND 4k p.a. was carried 100% by the firm.
	<b>1500</b>		Support staff development programmes were offered according to business needs. Courses were in-house and external and covered necessary new skills as well as trainings after promotion. Costs of GND 1.5k p.a. were carried 100% by firm.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## H: Intellectual Competence – Other Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 5	500	+	Language course tuition allowance was offered to all levels. Eligibility was immediate. Costs were carried 100% by firm. An annual reimbursement per person of GND 500 was available for English classes.
	2200		International exchange programmes worldwide were offered for all career levels with 1 years' tenure. Costs of house rental, moving expenses and additional living expenses were offered and paid for by firm. A housing allowance was granted or the firm rented the accommodation for the transferee, depending on receiving office policy. A budget of GND 2200 was available.
	5000		Professional staff development programmes were offered to all levels. Courses offered were both in-house and external. Weeklong onboarding courses, training trips abroad, bi-monthly in-office trainings and unlimited access to online courses. There was a budget of GND 5k per person per annum and costs were carried 100% by firm.
	4000		Support staff development programmes were offered to all support staff levels. Courses offered were both in-house and external. There was a budget of GND 4k per person per annum and costs were carried 100% by firm.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## H: Intellectual Competence – Other Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 6	500	+	Language course tuition allowances were offered to all levels, including Portuguese, English, Chinese, French, German and Italian. Costs of GND 500 per course were carried 100% by firm.
	Not available		International exchange programmes were offered to all levels in all countries. Moving expenses were paid by firm.
	6000		Professional staff development programmes were offered to all levels. Courses were internal and external and were offered up to 5 times p.a. with a maximum total duration of 2 weeks p.a. Courses offered included development of communication, presentation selling and organisation skills. There was a budget of GND 6k per person per annum.
	2000		Support staff development programmes were offered to all levels, but were normally internal training. Courses included IT training etc. Costs of GND 2k p.a. were carried 100% by firm.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.



# Overview of voluntary firm benefits offered

## H: Intellectual Competence – Other Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 7	Not available	+	Language courses were offered in-house to all levels with immediate eligibility. Costs were variable, but 100% carried by the firm.
	Not available		International exchange programmes were offered to all levels. Variable relocation expenses were carried 100% by the firm if the transfer had been requested by company. If requested by the employee, they had to cover expenses themselves.
	Not available		Professional staff development programmes were offered. Costs varied, but were 100% carried by the firm.
	Not available		Support staff development programmes were offered. Costs varied, but were 100% carried by the firm.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## H: Intellectual Competence – Other Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation	Comments
Firm 8	0	-	Language course tuition allowances were not offered.
	0		International exchange programmes were not offered.
	3000		Professional staff development programmes were offered to all levels. Courses offered were in-house and included firm introduction, skills training and project management training. Budget was GND 3k p.a.
	1500		Support staff development programmes were offered to all levels. Courses offered were in-house. Costs of GND 1.5k p.a. were carried 100% by firm.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## I: Lifestyle Related Benefits

Firm Surveyed	Cost to Firm p.a.	Evaluation Average	Evaluation	Category	Comments
Firm 1	Not available	∅	∅	Events	Numerous major company organised social events p.a., including Friday happy hour, recruiting day, all staff meeting party etc., were sponsored.
		14 points	∅	Board	An in-office kitchen was available. Free soft drinks were available. Free snacks were available. Lunch and/or meals were not paid or subsidised.
			+	Travel %	Travel discounts of 10-50% were available for private use.
			∅	Health club	Health club membership fees were not subsidised.
			+	Travel	Hotels used were 5*; trains used were 1st class; flights used were economy class for flights within Greenland and business class for all other flights.
			+	Vac. Days	23-27 vacation days were standard according to seniority, e.g. 23 days for Associates and 25-27 days for Principals, i.e. up to 5 additional vacation days were offered.
			+	Maternity	Extended maternity leave of 18 weeks was offered to all levels with immediate eligibility. However, salary was 100% for 18 weeks and reduced by 50% for the remainder.
			∅	Paternity	Extended paternity leave (beyond legislated leave) was not offered.
			∅	Day care	On-site day-care or provision of a nanny was not offered.
			-	Sabbatical	Sabbatical leave was not offered.
			∅	Part-time	Part-time positions were offered on a 3-4 days-per-week basis. Eligibility was not immediate.
			∅	Other	Remote working was offered, however it was fully up to the individual to report in to the office or work from home. An allowance for equipment was offered.

Legend: "+" = Above Average; "∅" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## I: Lifestyle Related Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation Average	Evaluation	Category	Comments
Firm 2	Not available	+	+	Events	12 company-organised social events p.a.(i.e. 1 event p.m.) were sponsored. Christmas party was also sponsored.
		17 points	+	Board	An in-office kitchen was available. Free soft drinks/juices were available. Free snacks/fruit were available. Lunch and/or meals were fully subsidised.
			+	Travel %	Travel discounts of 10-15% were available for private use.
			Ø	Health club	Health club membership fees were not subsidised.
			+	Travel	Hotels used were 5* or 4*, depending on client; trains used were 1st class; flights used were business class.
			+	Vac. Days	25-30 vacation days, depending on level, were offered, i.e. 1-5 additional vacation days were offered.
			Ø	Maternity	Extended maternity leave (beyond legislated leave ) was not offered.
			Ø	Paternity	Extended paternity leave (beyond legislated leave) was not offered.
			Ø	Day-care	On-site day-care or provision of a nanny was not offered.
			Ø	Sabbatical	Sabbatical leave was offered on case-by-case basis, however, it was unpaid.
			Ø	Part-time	Part-time positions were available to more senior levels with immediate eligibility.
			Ø	Other	Remote working was offered, however it was fully up to the individual to report in to the office or work from home. An allowance for equipment was offered.

Legend: “+” = Above Average; “Ø” = Average; “-” = Below Average.

# Overview of voluntary firm benefits offered

## I: Lifestyle Related Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation Average	Evaluation	Category	Comments
Firm 3	Not available	+	∅	Events	At least 3 company organised social events were sponsored p.a., including Christmas party, summer and weekend offsite.
		16 points	+	Board	An in-office kitchen was available. Free soft drinks / juices were available. Free snacks / fruit were available. Lunch and/or meals were subsidised.
			∅	Travel %	Travel discounts were not available for private use.
			∅	Health club	Health club membership fees were not subsidised.
			∅	Travel	Hotels used were 5* and 4*, trains were 1st / 2nd class; flights used were economy class (3 hours + travelling) and business class for long-distance flights.
			+	Vac. Days	28 vacation days were offered to all levels.
			+	Maternity	Extended maternity leave of 18 weeks was offered at 100% of total salary (base plus bonus), this may include a top-up.
			+	Paternity	Extended paternity leave (beyond legislated leave) was not offered, however pay enhancement was offered for the full length of leave.
			∅	Day-care	On-site day-care or provision of a nanny was not offered.
			∅	Sabbatical	Sabbatical leave of up to 1 year was offered after 2 years with the firm. Salary and benefits were discontinued.
			∅	Part-time	Part-time positions were offered with immediate eligibility. Normal career path was not possible, however benefits were fully continued.
			∅	Other	Remote working was offered, however it was fully up to the individual to report in to the office or work from home. An allowance for equipment was offered.

Legend: "+" = Above Average; "∅" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## I: Lifestyle Related Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation Average	Evaluation	Category	Comments
Firm 4	Not available	-	Ø	Events	A number of company-organised social events p.a. were sponsored, including summer, Christmas, and Alumni events.
		6 points	-	Board	An in-office kitchen was available. Free snacks/ fruit were available. Soft drinks / juices were not available. Lunch and/or meals were not subsidised.
			Ø	Travel %	Travel discounts were not available for private use.
			Ø	Health club	Health club membership fees were not subsidised.
			-	Travel	Hotels used were 4*; trains were not applicable; flights used economy class.
			Ø	Vac. Days	22 working days (30 calendar days) vacation were offered.
			Ø	Maternity	Legislated maternity leave of 12 weeks was offered at 100% of total salary (base plus bonus).
			Ø	Paternity	Extended paternity leave (beyond legislated leave) was not offered. 100% of salary (base + bonus) was continued for full length of legislated leave. Benefits were fully continued.
			Ø	Day-care	On-site day-care or provision of a nanny was not offered.
			Ø	Sabbatical	Sabbatical leave was possible on a case-by-case basis. Salary and benefits were discontinued.
			-	Part-time	Part-time positions were not offered.
			Ø	Other	Remote working was offered on an adhoc basis upon agreement with manager. Laptop and mobile phone were provided but no further allowance for necessary equipment.

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## I: Lifestyle Related Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation Average	Evaluation	Category	Comments
Firm 5	Not available	+	+	Events	Numerous company-organised social events p.a. were sponsored, including: offsite events, Christmas dinner, promotion events, summer event, ski trip, etc.
		15 points	+	Board	An in-office kitchen was available. Free snacks/ fruit were available. Free soft drinks / juices were available. Lunch and/or meals were subsidised.
			+	Travel %	Travel agency discounts were available for private use.
			+	Health club	Gym membership was sponsored by the firm. Firm paid EUR 180 per month per employee.
			-	Travel	Hotels used were 3*, 4* or 5*; trains used were 2nd class; flights used were economy class for all levels; business class as of Senior Manager.
			+	Vac. Days	Between 22 and 28 vacation days were offered.
			∅	Maternity	Legislated maternity leave of 12 weeks was offered at 100% of total salary. If requested, part-time positions were available until child turned 12.
			∅	Paternity	Extended paternity leave (beyond legislated leave) was not offered. Salary was continued for full length of legislated leave. Benefits were fully continued.
			∅	Day-care	On-site day-care or provision of a nanny was not offered.
			∅	Sabbatical	Sabbatical leave was offered to all levels. Eligibility was after 1 year tenure. Leave was unpaid and could be up to 3 months. Benefits were continued.
			∅	Part-time	Part-time positions were offered to all levels. Eligibility was immediate. Normal career path was possible. Benefits were continued.
			∅	Other	Remote working was offered, recommended at least 2-3 days per week in the office. A GND 500 allowance for equipment and furniture was offered.

Legend: "+" = Above Average; "∅" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

## I: Lifestyle Related Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation Average	Evaluation	Category	Comments
Firm 6	Not available	∅	∅	Events	2-3 major and numerous smaller company-organised social events p.a., e.g. off-site retreat etc., were sponsored. The total number of events was up to 10 p.a.
		13 points	∅	Board	An in-office kitchen was available. Free soft drinks were available. Free snacks were available. Lunch and/or meals were not paid or subsidised.
			∅	Travel %	Travel discounts were not available for private use.
			+	Health club	Health club membership fees were subsidised. Costs of GND 150 per month were carried 100% by the firm.
			∅	Travel	Hotels used were 5* or 4*, trains used were 1st or 2nd class; flights used were business class for international flights and economy class for domestic flights.
			∅	Vac. days	22-24 vacation days were offered, i.e. 0-2 additional vacation days were offered.
			∅	Maternity	Extended maternity leave (beyond legislated leave ) was not offered.
			∅	Paternity	Extended paternity leave (beyond legislated leave) was not offered.
			∅	Day-care	On-site day-care or provision of a nanny was not offered.
			+	Sabbatical	Sabbatical leave up to 12 months was offered to all levels on a case-by-case basis. Eligibility was at least 2-3 years' tenure.
			-	Part-time	Part-time positions were not offered.
			∅	Other	Remote working was offered, recommended at least 2-3 days per week in the office.

Legend: "+" = Above Average; "∅" = Average; "-" = Below Average.



# Overview of voluntary firm benefits offered

## I: Lifestyle Related Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation Average	Evaluation	Category	Comments
Firm 7	Not available	∅	∅	Events	Several company-organised social events p.a., e.g. Summer off-site and Christmas party.
		13 points	∅	Board	An in-office kitchen was available. Free soft drinks/ juices were available. Free snacks/ fruit were available. Lunch and/or meals were not subsidised.
			∅	Travel %	Travel discounts were not available for private use.
			∅	Health club	Health club membership fees were not subsidised.
			∅	Travel	Hotels used were 5* and 4*, trains were not relevant; flights used were business class as of 6 hours' flight time and economy for all flights of less than 6 hours.
			+	Vac. days	23-27 vacation days were offered.
			∅	Maternity	Extended maternity leave (beyond legislated leave ) was not offered.
			∅	Paternity	Extended paternity leave (beyond legislated leave) was not offered.
			∅	Day-care	On-site day-care or provision of a nanny was not offered.
			∅	Sabbatical	Sabbatical leave of up to 6 months was offered to all levels with immediate eligibility.
			∅	Part-time	Part-time positions were offered to all levels. Normal career path was possible. Benefits were fully continued.
			∅	Other	Remote work was offered to all levels as hybrid model. All IT related equipment was provided (mouse, monitor, keyboard, headphones).

Legend: "+" = Above Average; "∅" = Average; "-" = Below Average.

# Overview of voluntary firm benefits offered

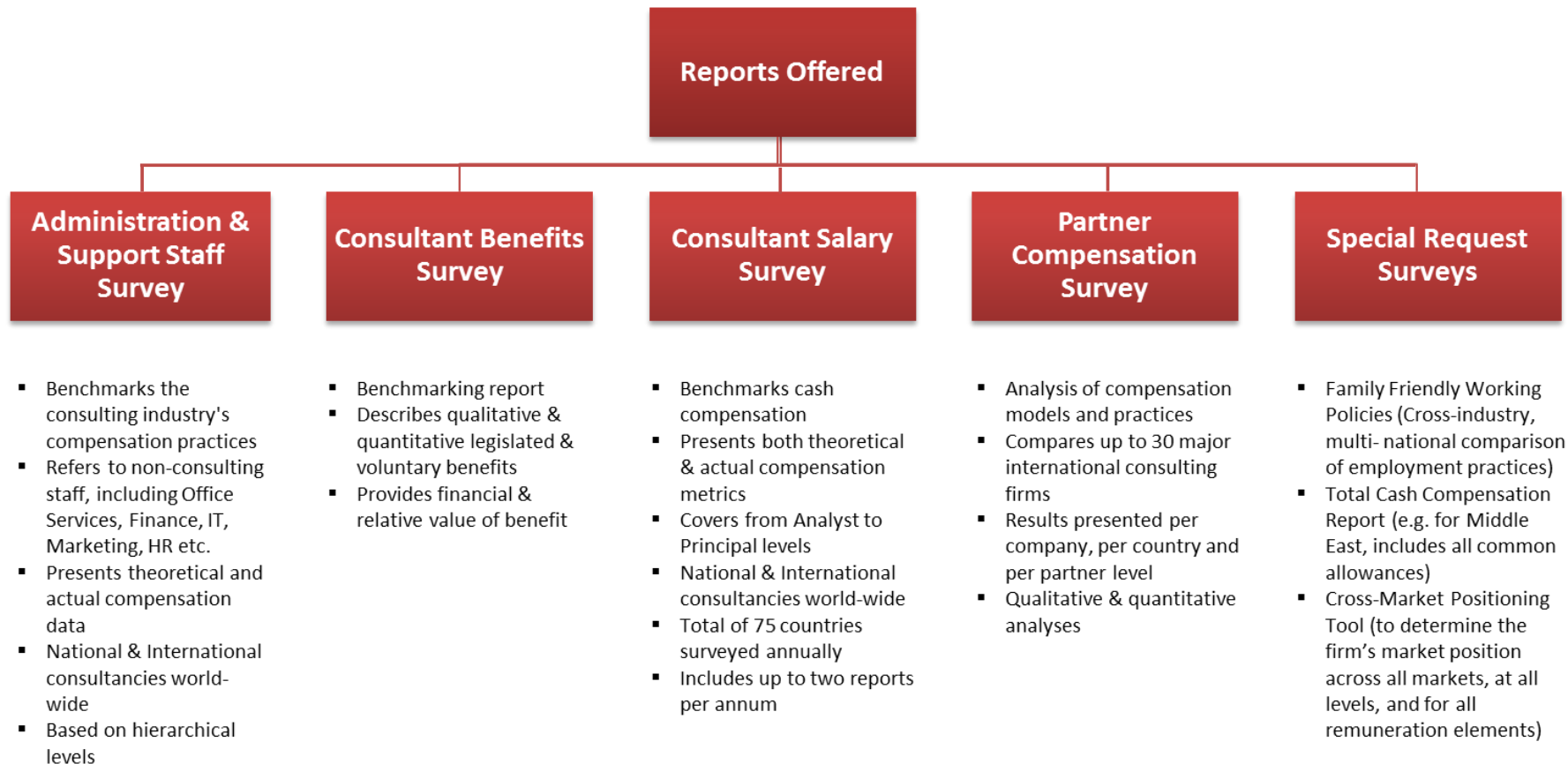
## I: Lifestyle Related Benefits (continued)

Firm Surveyed	Cost to Firm p.a.	Evaluation Average	Evaluation	Category	Comments
Firm 8	Not available	-	Ø	Events	2-3 company-organised social events p.a., e.g. Summer and Christmas Party, were sponsored.
		10 points	-	Board	An in-office kitchen was not available. Free soft-drinks/juices and snacks were not available.
			Ø	Travel %	Travel discounts were not available for private use.
			Ø	Health club	Health club membership fees were not subsidised.
			Ø	Travel	Hotels used were 4* or 3*, trains used were 1st or 2nd class; flights used were business class (over 6 hours) and economy class (under 6 hours).
			Ø	Vac. days	Information not available.
			Ø	Maternity	Extended maternity leave (beyond legislated leave ) was not offered.
			Ø	Paternity	Extended paternity leave (beyond legislated leave) was not offered.
			Ø	Day-care	On-site day-care or provision of a nanny was not offered.
			Ø	Sabbatical	Sabbatical leave was offered to all levels, with immediate eligibility. However, this was unpaid.
			Ø	Part-time	Part-time positions were offered for all levels, with immediate eligibility.
			Ø	Other	Remote work was offered to all levels up to 3 days per week. All IT related equipment was provided (mouse, monitor, keyboard, headphones).

Legend: "+" = Above Average; "Ø" = Average; "-" = Below Average.

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## Broad Range of Consulting-related Reports



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