

**2025**

# **ORGANIZATIONAL BENCHMARK ANALYSIS**

CONFIDENTIAL REPORT

[www.albrightglobal.com](http://www.albrightglobal.com) 

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# About Albright

## Who we are

Albright Partners A/S is a global, top-tier and AAA-rated Executive Search and Leadership Consulting firm. We are Nordic leaders within Life Sciences (Pharma-, MedTech, BioTech and Food & Ingredients).



## Our values drive us

- We believe that peace is fundamental to create sustainable businesses in our world today, and we remain committed to work for peace, freedom and democracy.
- We are dedicated to being generous with our clients and candidates - always seeking to create value adding relationships based on profound respect and integrity.
- We are committed to ensuring diversity, equity and inclusion, helping organizations follow through on commitments to ensure equal opportunity for all.

## Global network

As member of GLSA (Global Life Science Alliance) and AESA (Alliance of Executive Search Advisors), Albright Partners has a global reach of more than 70 countries across the globe.



# Assignment

## QA organizational benchmark

Albright Partners A/S has been mandated by XXXXX A/S to conduct an organizational benchmark analysis of QA organizations in comparable, full value-chain medtech/medical device companies in the Nordics that are operating on a global/international basis.

## Targeted comparator companies

- NN1
- NN2
- NN3
- NN4

## What will we seek to uncover

The organizational benchmark analysis will seek to uncover:

- Where **QA is anchored** in the chosen comparator companies
- What **Job Levels** and tracks they are employing, and
- What **Compensation & Benefits** are remunerated the higher job levels
- What **Job Titles** have been favoured/selected

# Decoding Job Levels

## Job Levels

On a general note, the comparator companies in this analysis are all employing a traditional job level/title structure as known from Mercer, Pave and Radford, i.e. job levels are denoted by their track (P for Professional, M for Management) and their hierarchical level, are denoted by a number. The higher the number, the more senior the role.

There are 10 individual levels, broken down as:

- Management: M3, M4, M5 & M6
- Professional: P1, P2, P3, P4, P5 & P6

For some more moderate sized companies a slightly simpler version is chosen such as e.g. at N2, yet also here it is still based on the above mentioned classical structure.

Job levels are essentially grouped into blended Entry, Mid, Senior, Manager, Director, and Executive levels:

- P1 → Entry
- P2-P3 → Mid
- P4-P6 → Senior
- M3-M4 → Manager; Senior Manager
- M5-M6 → Director; Senior Director

## Job Titles

Titles are descriptors of a role's responsibilities and seniority scoped within a job level. The following title structure is employed by most of the companies in the Medtech/Medical Device industry - and also within the comparator companies:

Management		Professional	
M6	Sr. Director	P6	Principal
M5	Director	P5	Expert
M4	Sr. Manager	P4	Senior
M3	Manager	P3	Career
		P2	Developing
		P1	Entry

In some of the comparator companies such as e.g. NN4, we see the introduction of additional "in-between" titles. For instance in the QA organization at NN4 we find additional title denominations such as: "Head of" - a title that in some instances is reporting to a "Director-level" role and in some instances is reporting to a "Senior Director-level." Moreover, outside the QA organization, e.g. in R&D and Operations, we also see the introduction of an "Associate Director" title placed between the "Senior Manager" and the "Director" title.

## Job Responsibilities

The scope of responsibilities engulfing the individual job levels varies at different companies in the Medtech/Medical Device industry. See the next page for an overview of the most common management responsibilities within a respective job level.

# Job Responsibilities

	Scope	Autonomy	Responsibility
Professional	P1 Works within your function.	Contributes to small or function specific projects. Receives regular guidance and check ins.	
	P2 Works within your function (or program) and occasionally interface in cross-program relationships.	General direction required from manager or leads.	
	P3 Partners with with peers (ie: similar level) in different functions within org. Contribute to cross-functional projects.	Input on general direction from manager or lead. Owns workstream.	
	P4 Strategizes with leaders (level 4+) across multiple functions within the org to identify work streams for their team.	Strategic partnership required from peers, manager or lead. Owns workstream.	
	P5 Strategizes with senior leaders across multiple functions within the org	Becomes strategic lead within team. Strategic partnership required from peers. Input from leadership team required.	
	P6 Is a strategic lead and decision maker in company direction. Strategizes with senior leaders across multiple functions within the org.	Input from leadership team required. Strategic partnership required from peers. Sets strategy across functions.	
Manager	M3 Partners with with peers (ie: similar level) in different functions within org. Contribute to cross-functional projects.	Input on general direction from manager or lead. Owns workstream.	Responsible for the growth and development of their direct reports. Embodies management standards of the company.
	M4 Strategizes with leaders (level 4+) across multiple functions within the org to identify work streams for their team.	Strategic partnership required from peers, manager or lead. Owns workstream.	Responsible for results, budgets, strategies and hiring of your function or team.
	M5 Strategizes with senior leaders across multiple functions within the org	Becomes strategic lead within team. Strategic partnership required from peers. Input from leadership team required.	Sets direction, strategy and vision for 2 or more teams or subteams. Holds team members accountable. Proposes plans for budgeting, execution, and hiring. Owns decision making in partnership with functional leadership.
	M6 Is a strategic lead and decision maker in company direction. Strategizes with senior leaders across multiple functions within the org.	Input from leadership team required. Strategic partnership required from peers. Sets strategy across functions.	Sets direction, strategy and vision for an entire function. Holds team members accountable. A decision maker on planning, hiring, budget.

# Compensation & benefits

## C&B levels

In this section, we will uncover the compensation and benefits associated to levels: M4 → Senior Manager; M5 → Director; M6 → Senior Director, and Executive → Vice President within QA in the comparator companies. The C&B framework can be divided into two categories: Direct compensation and indirect compensation.

### Direct Compensation

Direct compensation includes money paid to employees as cash, salaries, bonuses and commission. Within direct compensation, there are two subcategories of base pay and variable pay. Wages or an annual salary fall under the category of base pay. This is because they are reasonably consistent. Whereas bonuses and commission fall under variable pay.

### Indirect Compensation

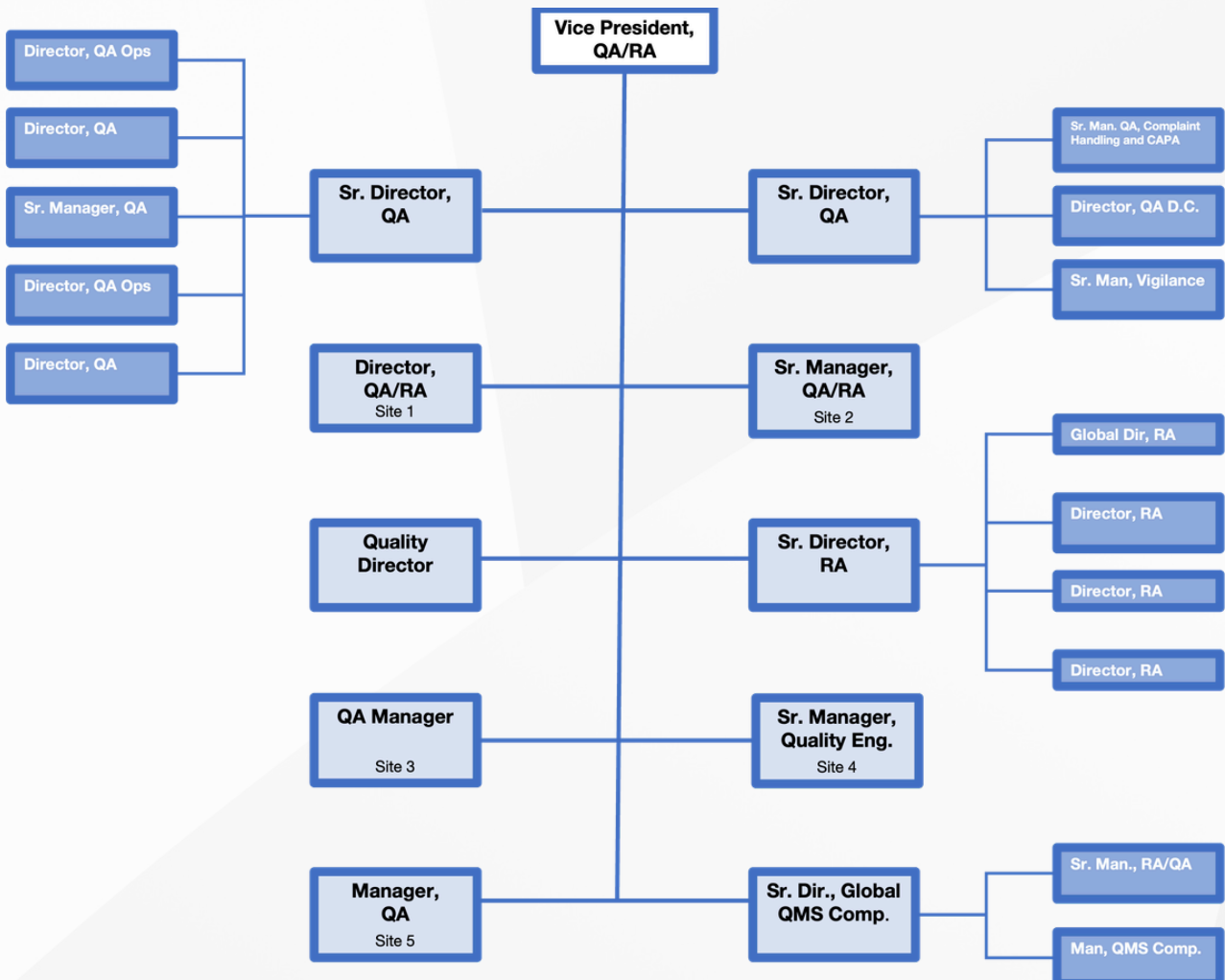
Indirect compensation is a type of compensation that still has a monetary value, but it is not a direct payment in the form of cash, and tends to be defined by the benefits or fringe benefits that come with employment. An example of indirect compensation would be any employer-sponsored health insurance. Or it could be an employer's contribution to an employee's retirement plan. Receiving stock options or profit sharing is also a form of indirect compensation. You could also consider a company-paid gym membership as indirect compensation.

## C&B Overview (in DKK)

Job level	Exec: Vice President	M6: Senior Director	M5: Director	M4: Senior Manager
Fixed Salary	1.240.000 - 1.600.000	1.110.000 - 1.300.000	972.000 - 1.170.000	924.000 - 990.000
Short Term Bonus (STI)	25% Target	25% Target	15% Target	15% Target
Long Term Bonus (LTI)	Yes, equity	Yes, equity	No	No
Pension (company paid)	10%	10%	10%	10%
Car	Yes or compensation	Yes or compensation	No	No
Health Insurance	Yes	Yes	Yes	Yes
Other benefits (e.g. 6 weeks paid vacation, paid lunch etc.)	Yes	Yes	Yes	Yes
Relocation package	Yes, full package	Yes, full package	Yes, limited package	No

# NNI

NNI is a full-value chain company and provider of XXXXX and YYYYY solutions. The company is owned by the NNI Group but operates independently with own R&D, manufacturing, commercial and distribution sites. NNI employs a classical title/job level structure: P1 → Entry / P2-P3 → Mid / P4-P6 → Senior / M3-M4 → Manager; Senior Manager and M5-M6 → Director; Senior Director.

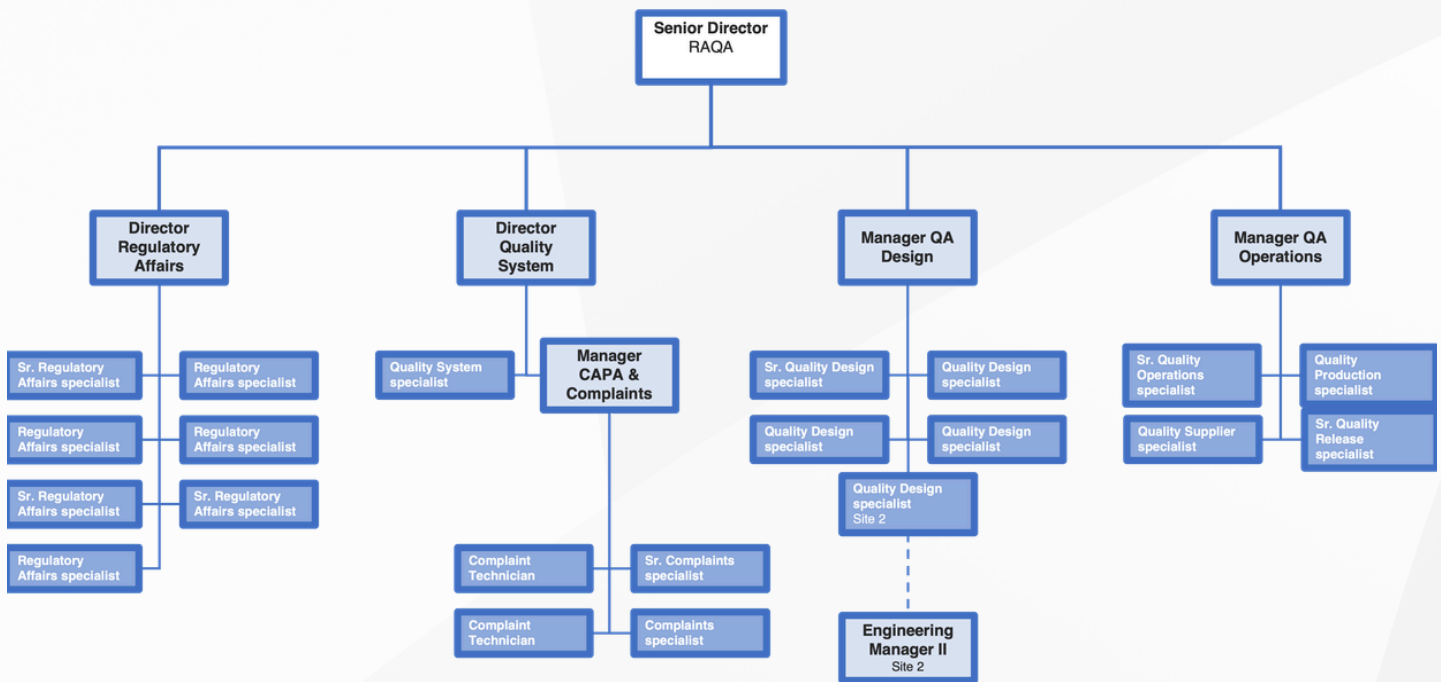


The VP, QA/RA is the only function, besides the CEO of NNI, that reports solid line to NNI Group. The VP, QA/RA is part of group management at NNI and also reports dotted line to the CEO of NNI.



# NN3

NN3 is a full-value chain company owned by NN3 Group with own R&D, manufacturing, commercial and distribution sites. NN3 develops, produces and markets biomarker products for testing within XXXXXX and YYYYYY. The company employs a classical title/job level structure: P1 → Entry / P2-P3 → Mid / P4-P6 → Senior / M3-M4 → Manager; Senior Manager and M5-M6 → Director; Senior Director. However, the Director-level leaders (M5) in some instances leads P1-P6 professionals directly or through only one leadership layer (Manager/M3).



The Senior Director, RA/QA reports solid line to the VP, QA/RA at NN3 Group and dotted line to the CEO of NN3.

# NN4

NN4 is a full-value chain company listed on Nasdaq but with majority ownership in the hands of the NN4 Foundation. The company develops, manufactures and markets medical devices and services related to XXXXX, YYYYYY and ZZZZZZ.

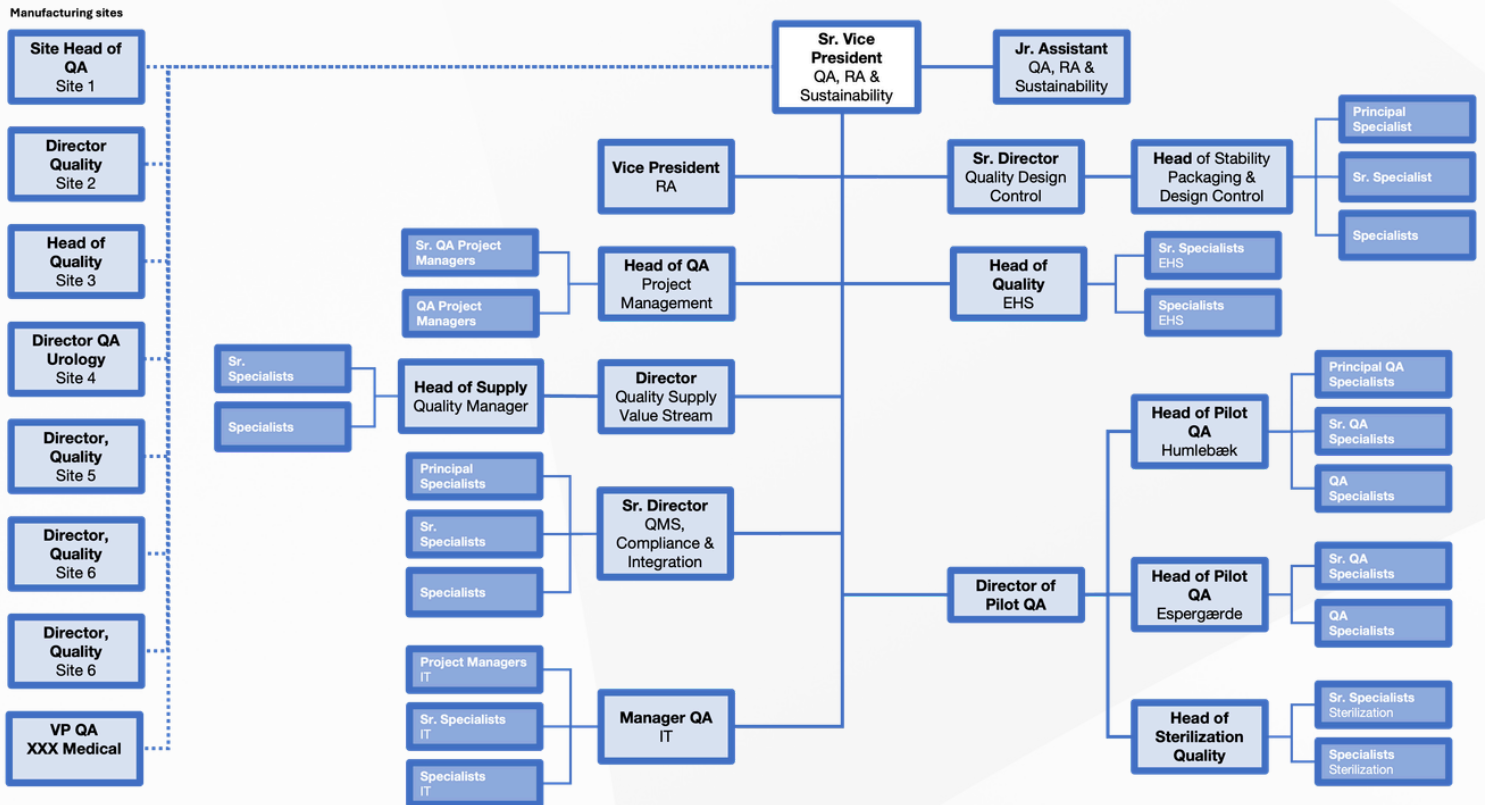
The company employs a classical structure: P1 → Entry / P2-P3 → Mid / P4-P6 → Senior / M3-M4 → Manager; Senior Manager; Associate Director (new) and M5-M6 → Head (new); Director; Senior Director.

As listed above, NN4 have added an additional title denomination in QA: "Head of" - a title that in some instances report to a "Director-level" role and in some instances report to a "Senior Director-level" role. For more, visit the organogram on next page.

Moreover, the manufacturing sites of NN4 is located outside Denmark except pilot manufacturing, which resides in AAAAA and BBBB. Hence, the bulk of QA Operations is situated on-site in MMMMM, NNNNN, OOOOO and PPPPP, as opposed to R&D/Design Control, SQM, QA IT and QA Project Management which mainly reside at HQ in ØØØØØ.

The Senior Vice President Global QA, RA and Sustainability reports solid line to the EVP of Global Operations.

# NN4 (cont.)



# Conclusion

The comparator companies in this analysis are all employing a traditional job level/titel structure as denoted by Pave or Mercer. This is most likely driven by the transparency and ease of transferability that a standardized framework offers for recruitment, employee development, compensation & benefits and retention purposes. Moreover, as all the comparator companies are globally operating with sites across the globe, there is a clear advantage in “speaking” the same language across business units through a globally recognized and harmonized framework.

## On a general note...

On a general note, the chosen org. structure is defined with the objective of outlining how certain activities are to be directed to achieve the selected goals. These activities include job levels, roles, job titles and responsibilities. However, the organizational structure of the comparator companies has also been purposely set to direct how information should flow between levels within the company.



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