

GENERIC SALARY SURVEY 2017

BROCHURE



GENERIC SALARY SURVEY 2017

WHY PARTICIPATE IN 2017?

ABOUT OUR SURVEY

Thanks to Hudson's surveys you can draw up a strategic remuneration policy taking the most recent market information into account. In 2016 the survey resulted in a record edition. Below, you will find the most important figures for that edition:



166.285
observations



713
participating
organisations



23
diplomas



205
reported jobs

You can participate by sharing the salary information of your employees with us through a questionnaire in Excel.

BENEFITS OF PARTICIPATION IN 2017?

As a participant, you will receive:

- | **Free Company compa-ratio:** discover the positioning of your company on the market. You will receive a general comparison on the level of base salary, variable pay and extra-legal benefits.
- | **Free Trends report:** contains the principal reward trends that occurred in the period of 2016-2017 on the Belgian market.
- | **Free Theme report 'Insured benefits':** gain insight into the composition of insurance packages on the market.
- | **Free Job Matching Guide:** dispose of extensive job descriptions of more than 200 reference jobs.
- | Invitation to our **Lighthouse Event** at the end of June 2017 where the results of the survey will be clarified and where you will gain new insights into the hot topics in reward thanks to different workshops.
- | Considerable **discount when purchasing** the results.

NEW IN 2017

- | **Reward Architect Advanced** – our new extended online tool – will replace the Editor software.
- | Profound inquiry into and reporting on the composition of the **Insured benefits package**.¹
- | **New reference jobs** as a result of which we can inquire 220 jobs in total.

¹ Free if you fill out the questionnaire about this subject.

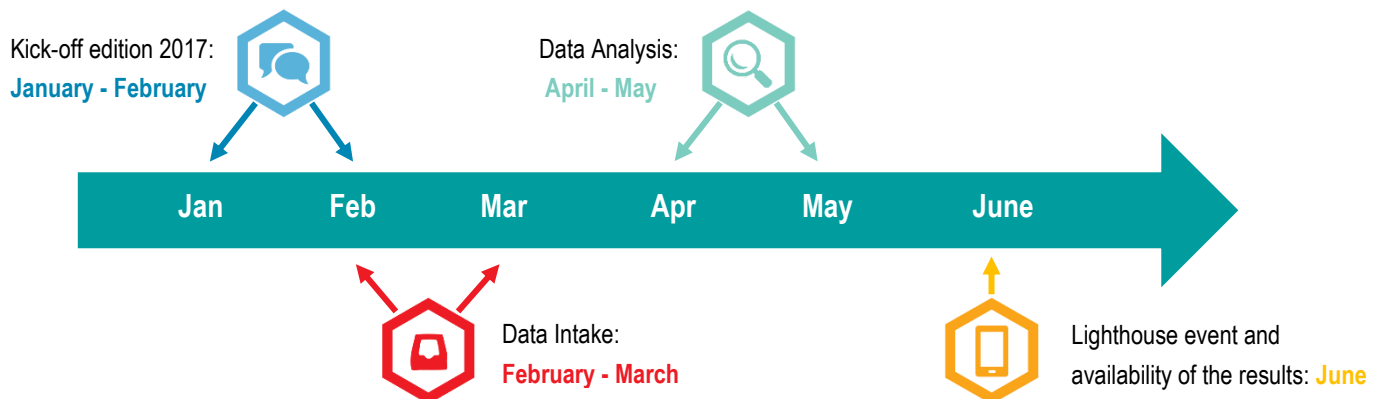
GENERIC SALARY SURVEY 2017

WHY HUDSON?

- I The **most detailed salary data** for the Belgian market with information about variable pay and extra-legal benefits such as CLA 90 bonus, company cars, meal vouchers, ...
- I Qualitative data based on actual paid out salaries and submitted to an **extensive quality check** by specialized consultants.
- I Qualitative reporting with our **own tools and reports** developed in Belgium.
- I **Representative representation** within all sectors, organisation sizes and regions.
- I By receiving the **HR Excellence Award 'Best Compensation & Rewards'** in 2016, we were rewarded by HR specialists for the added value we offer our clients every day.

TIMING & PROCESS

All salary data is inquired on 1 reference date, i.e. February 1st 2017. Next, the Generic Salary Survey passes through the following phases:



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REFERENCE JOBS

Each year, we inquire more than 200 reference jobs divided into **13 job families**:

JOB FAMILIES	
General Direction	R&D and Quality
Administration	Sales
Engineering	Marketing
Finances	Service
Human Resources	Staff
ICT	Supply Chain, Logistics and Purchasing
Manufacturing & Technique	

All participating organisation receive an overview of the generic job descriptions (Job Matching Guide) drawn up by Hudson. These job descriptions enable the participants to match their own jobs with one of these reference jobs.

REMUNERATION COMPONENTS

PARAMETERS	SALARY COMPONENTS
Reference job	Base Salary
Job level	Target Total Cash (Base Salary + Target Variable Pay)
Diploma	Total Cash (Base Salary + Variable Pay)
Sector	Total Compensation (Base Salary + Variable Pay + Valuation fixed expenses allowance, company car, meal vouchers and daily allowance)
Region	Variable Pay (Cash as well as non-cash bonuses, Commission, Market premium and Profit sharing)
Age	Extra-legal benefits
Number of employees	- Fixed expenses allowance
Turnover	- Company car
	- Meal vouchers
	- Daily allowance
	Insured Benefits

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220 INQUIRED JOBS

General Direction	Administration	Service
Business Unit Manager	Administration Director Office Manager Executive Secretary Secretary Administrative Employee Archive/Postal Employee Receptionist/Telephonist Translator	Customer Service Manager Customer Service Team Leader Customer Service Employee Technical Service Manager Technical Service Team Leader Technical Service Engineer Technical Service Employee Technical Trainer Client Administrator
R&D and Quality	Human Resources	Engineering
Research & Development Director Director Quality Research & Development Manager R&D Project Manager/-leader R&D (Project) Engineer Lab Manager Lab Project Leader Lab Technician Lab Technician Assistant Quality Manager Quality Project Leader Quality (Project) Engineer Quality Controller	Human Resources Director HR Manager HR Business Partner HR Consultant HR Officer Personnel Department Employee Personnel Planner Recruitment & Selection Manager Recruitment & Selection Specialist Training & Development Manager Training & Development Specialist Compensation & Benefits Manager Compensation & Benefits Specialist Personnel Administration Manager Payroll Specialist Person responsible for Industrial Affairs Change Expert	Engineering Director Project Engineering Manager Project Engineering Project Leader Project Engineering Project Engineer Industrial Designer Design Draftsman Draftsman Process Engineering Manager Process Engineering Project Leader Process Engineer Technical Writer (Engineering) Technical Employee
Finance	ICT	Staff
Finance Director Accounting & Finance Manager Chief Accountant Accountant Accountant Assistant Accounting Employee Budget & Control Manager Controller Financial Analyst Cost Accountant Credit & Collect Manager Credit Controller Audit Manager Financial Auditor Treasury Manager Treasurer Tax Manager Tax Specialist	ICT Director ICT Manager Application Architect ICT Project Manager/Leader ICT Consultant SAP Specialist Business Analyst Functional Analyst Analyst-Programmer Programmer Operations Support Manager Helpdesk & PC Support ICT Operator Network Manager System Architect System Engineer System Administrator Security Engineer Database Administrator Web Master Telecom Engineer E-Commerce Project Manager Big Data Manager NEW Big Data Analyst	Legal Affairs Director Company Lawyer Regulatory Affairs Manager Regulatory Affairs Specialist Facilities Manager Fleet Coordinator Facilities Assistant Risk Manager Risk Analyst Company Doctor Company Nurse Health & Safety Manager Prevention Advisor Level I Prevention Advisor Level II Environment Manager Environment Coordinator Level A Environment Coordinator Level B Project Leader/Manager Project Officer Reporting Officer Business Improvement Manager NEW Internal Auditor

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Sales	Manufacturing & Technique	
Sales Director	Manufacturing & Technique Director	Maintenance Foreman
International Export/Sales Manager	Manufacturing Manager	Maintenance Shift Boss
Sales Manager	Manufacturing Leader	Maintenance (Project) Engineer
Regional Sales Manager	Head of Manufacturing Department	Maintenance Technician
Key Account Manager	Foreman Manufacturing	Construction Project Manager
Account Manager	Manufacturing Shift Boss	Construction Site Supervisor
Sales Engineer	Manufacturing (Project) Engineer	Construction Project Engineer
Representative	Manufacturing Line or Process Operator	
Sales Promotor/Merchandiser	Manufacturing Machine Operator	
E-Commerce Sales Manager 	Operations Manager (Non-Manufacturing)	
E-Commerce Sales Specialist	Operations Team Leader (Non-Manufacturing)	
Telesales Manager	Operations Employee (Non-Manufacturing)	
Telesales Team Leader	Manufacturing Planning Manager	
Tele Salesman	Manufacturing Planner	
Sales Administration/Order Processing Manager	Manufacturing Planning Employee	
Sales Administration/Order Processing Assistant	Work Preparator	
Sales Administration/Order Processing Employee	Technical Calculator	
Branch Manager	Maintenance Manager	
Product Advisor	Maintenance Leader	
Shop Assistant/Cashier	Head of Maintenance Department	
Marketing	Supply Chain, Logistics and Purchase	
Marketing Director	Supply Chain Director	Stock Management Manager
Marketing Manager	Logistics Director	Stock Management Specialist
Marketing Specialist	Purchasing Director	Stock Management Employee
Marketing Employee	Supply Chain Manager	
Business Development Manager	Supply Chain Expert	
Category Manager	Logistics Manager	
Group Product Manager	Logistics Team Leader	
Product Manager	Logistics Employee	
Graphic Designer	Purchasing Manager	
Technical Writer (Marketing)	Chief Purchaser	
Market Analysis/Research Manager	Purchaser	
Market Analysis/Research Specialist	Purchasing Employee	
Product Development Manager	Trader	
Product Development Specialist	Warehouse Manager	
Trade Marketing Manager	Chief Warehouseman	
Trade Marketing Specialist	Warehouseman	
PR & Communication Manager	Warehouse Employee	
PR & Communication Specialist	Distribution Manager	
Advertising & Promotion Manager	Distribution Specialist	
Advertising & Promotion Specialist	Distribution Employee	
Events Manager	Freight Forwarder	
Events Specialist	Dispatcher	
Social Media Specialist	Driver	

TOOLS AND REPORTS

REWARD ARCHITECT & REWARD ARCHITECT ADVANCED

REWARD ARCHITECT is a user-friendly **web-based tool**, with which you can consult market information for the reference jobs of your choice.

- Graphic representation of the market salary on the level of Base Salary, Target Total Cash, Total Cash and Total Compensation, with details of variable remuneration and extra-legal benefits.
- The reference market can be determined by means of different parameters, such as region, sector and turnover.
- Detailed comparison by dividing each reference job in three job levels (lighter or heavier profile).
- Age dependent and age independent salary data.

In addition, **REWARD ARCHITECT ADVANCED** also contains:

- Comparison between the **own employees** and the market.
- User-friendly analyses **on the level of the department or the organisation**.
- Samples based on **job classes**.
- Extensive reporting** in bands and definitions of proper salary bands.

Online consultation of job descriptions

Accountant

Goal
To carry out the accounting requirements in accordance with procedures stipulated by governments in order to have an accurate accounting position at all times.

Positioning
Jobs that are managed functionally directly in the domain of assistant accountants (200) that manage this role: Chief Accountant or Accounting & Finance Manager

Key result areas

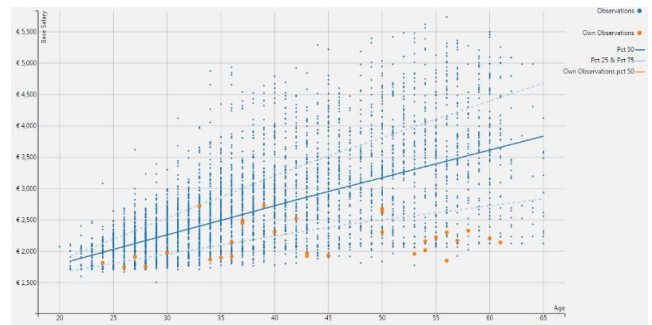
- Oversee posting and checking of entries purchase and sales invoice and bank actions to ensure that a correct and full processing of data can be guaranteed.
- Process receiving and supporting requests of a business unit and follow up of the generalist of income with a clear strategy to ensure that correct and timely payments are made.
- Guarantee tax activities in partnership with the Chief Accountant, the Bookkeeping and Finance Manager or the Finance and Administration Managing Director to ensure that statutory accounting and tax rules are respected.
- Oversee and process monthly and quarterly balance sheets and financial statements to ensure that accounting legislation is respected and management is provided with the correct data to enable policy.
- Assist management, make recommendations, regarding the own specific area of expertise and perform ad hoc tasks to ensure that the management has the support to realise their goals.
- Stay well informed about the evolutions and developments related to accounting, since the knowledge up-to-date within the context of the environment to regulations is one to strengthen his/her credibility by offering a service that is continuously based on updated knowledge.

Accountant -
Bachelor's degree with 1 to 2 years of experience.
Gives assistance to tasks executed by assistant accountants. Prepares fiscal declarations.
Works according to clear cut instructions and is motivated regularly. Executes detailed accounting tasks.
Does not have a supervisory position.
Has no management role.
Bachelor's degree with a first work experience.
Organisation type: small Belgian organisation

Accountant =
Knowledge of accounting principles and the functioning of the company. Bachelor's degree with at least 3 years of relevant experience.
Analyzes the financial problems of the company and looks for a solution.
Has no management role.
Bachelor's degree with 1 to 3 years of experience.
Organisation type: large Belgian organisation or division of a multinational.
Is involved with regard to accountancy and the accounting system.

Accountant +
Bachelor's degree with at least 3 to 5 years of relevant experience.
Ensures the requests in connection with the tax returns. Organises the monthly and annual closure of the organisation. Works nearly independently.
Coordinates and supervises the tasks of the assistant accountants/administration employees. Formally directs a team of assistant accountants/administration employees (3-10).
Has no management role.
Bachelor's degree with more than 5 years of experience.
Organisation type: large Belgian organisation or multinational

Graphic representation of the market salary



Sample based on job class or reference job

SURVEY
Generic Salary Survey 2015

JOB FAMILIES

- Select all
- Administration
- Engineering
- Finance
- Group Direction & General Direction
- Human Resources
- ICT
- Production & Technique
- Research & Development and Quality
- Sales & Marketing
- Service
- Staff
- Supply Chain, Logistics and Purchase

SAMPLE TYPE

Jobs Grades

Compas Own grades

Comparison between own employees and the market

	Rcv.	Org.	Reference market					Avr.	Own employees		
			Pct 10	Pct 25	Median	Pct 75	Pct 90		Rcv.	Median C/R	
Base Salary	992	128	€ 2,534	€ 2,889	€ 3,403	€ 3,992	€ 4,732	€ 3,524	4	€ 2,291	67%
Target Total Cash			€ 2,583	€ 2,978	€ 3,539	€ 4,169	€ 4,844	€ 3,642		€ 2,400	68%
Total Cash			€ 2,568	€ 2,976	€ 3,555	€ 4,205	€ 4,983	€ 3,662		€ 2,353	66%
Total Compensation			€ 2,652	€ 3,109	€ 3,788	€ 4,455	€ 5,181	€ 3,947		€ 2,545	65%
Target Variable Pay	38%	61	€ 2,043	€ 2,883	€ 3,826	€ 5,308	€ 6,806	€ 4,364	100%	€ 1,505	38%
Target Variable Pay (% vs Base Salary)			4%	6%	8%	11%	16%	9%		5%	35%
Variable Pay - Paid out	48%	70	€ 736	€ 1,578	€ 3,584	€ 6,169	€ 7,708	€ 3,967	100%	€ 860	24%
Paid Out Variable Pay (% vs Base Salary)			2%	3%	7%	13%	16%	8%		3%	35%
Total Bonus in cash	32%	38	€ 578	€ 996	€ 1,912	€ 3,484	€ 4,664	€ 2,325			
Target Bonus in cash	20%	28	€ 736	€ 1,275	€ 2,248	€ 3,491	€ 4,618	€ 2,439			

HARD COPY REPORT GENERIC SALARY DATA 2017

Do you prefer a written overview of the salary results? This report offers you clear charts and graphs per job. These give an idea of the current salaries and other remuneration components on the Belgian market. This report is only available in English.

THEME REPORT INSURED BENEFITS

The share of insured benefits in the salary package is often underestimated by the employees. On the basis of clear infographics, you will gain an insight into the market practices regarding this complex matter. Therefore, this report forms the ideal basis for benchmarking your offered benefits. If you fill out the questionnaire about this topic, you will receive the report free of charge.

Most important topics:

- What is the value of retirement insurances on the Belgian market?
- How much does the allowance amount to in the event of the death of the employee before the retirement age?
- How much does the salary that is continued to be paid during the waiting period for disability amount to?
- Who will bear the costs when family members can be affiliated to the hospitalization insurance?

This report is only available in English.

METHODOLOGY

The methodology we use for the realisation of our salary surveys sees to the quality and **reliability** of the results delivered.



All salary data are linked to one specific moment in time. The descriptions of the reference jobs will enable you to match the salary packages of your internal jobs to our salary survey. During this process, our consultants will contact you and will assist you in sharing your data with us. Together, you are responsible for the **quality** of the data.

The salary data you provided us with, will be analysed by means of our own developed methods.

Hudson guarantees that the data gathered will be processed by authorised employees only. **Other departments** or organisations will **not be able to access** these data. Hudson also guarantees that the reported data stays anonymous. Should the **anonymity** be at risk, Hudson will not report the information.

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ORDER FORM

By the end of June 2017, the 24th edition of our Generic Salary Survey will be available. The organisations participating in our salary survey benefit from a special participant price. Additionally, those who decide quickly (orders until the March 31st 2017) will benefit from an **extra discount**.

ONLINE TOOLS	Participant price ²	Extra advantageous price ³
Reward Architect Advanced	<input type="checkbox"/> € 3.400	<input type="checkbox"/> € 3.250
Reward Architect	<input type="checkbox"/> € 2.500	<input type="checkbox"/> € 2.350
REPORTS		
Hard copy report – Generic Salary Data	<input type="checkbox"/> € 2.150	<input type="checkbox"/> € 2.050
Theme report Insured Benefits 2017	<input type="checkbox"/> € 550 (free of charge if you fill out the questionnaire about this topic)	
Theme report Variable Remuneration 2016	<input type="checkbox"/> € 550	
Trends report 2016-2017	<input type="checkbox"/> € 495 (free of charge for participants)	
EXTRA		
In-house Training	<input type="checkbox"/> € 750	

² In case of purchase without participation, you will pay a surcharge of 20%.

³ The extra advantage price implies that your organisation takes on to transfer the salary data to Hudson before March 31st, 2017.

INVOICING DATA

Organisation:
 Name & Surname: Job:
 Street & No: Postal code & place:
 Tel: PO number:
 E-mail: Firm stamp, signature & date:
 VAT no:

DISPATCHING DATA

Name & Surname: Job:
 Street & No: Postal code & place:

By signing this order form, I commit myself to use the information delivered in the products mentioned above exclusively for internal purposes. The data concerned cannot be used, by no means, in light of consultancy projects. I agree to the terms and conditions on the page below.

GENERAL TERMS & CONDITIONS

The Trends report 2016-2017 is free of charge in case of participation in the Generic Salary Survey 2017.

The theme report 'Insured Benefits' is free of charge if you have shared information with us about this topic.

Apart from the possibility to order an in-house training, we organize a free Reward Architect (Advanced) training in our offices twice a year.

The prices above are VAT exclusive (reports 6% VAT, software 21% VAT).

The extra advantage price implies that your organisation takes on to transfer the salary data to Hudson before March 31st, 2017. In case of proof of default of your participation, the standard price will be charged.

The participant price implies that your organisation takes on to transfer the salary data to Hudson. In case of proof of default of your participation, the standard price will be charged.

The license agreement for Reward Architect (Advanced) is valid for 12 months taking effect as soon as the results are available (end of June) or, in case of purchasing the results after July 1st, as from the time of purchase. The license takes effect after the reception of the login data and is extended for 12 months with tacit renewal on the expiration date. In order to avoid tacit renewal, the licensee has to terminate the agreement in a registered letter, at least 2 months before the expiration date. After the expiration date, the licensor – Hudson – is entitled to terminate this agreement, in compliance with a period of notice of at least 2 months.

Invoices can be paid from 30 days after the invoice date. In case of non-payment, the licensee has to pay a delayed interest of 1% each month, by right and without notice of default. In addition, the amount due will be increased, by law and without notice of default, with a damages clause of 10%, starting from € 100.00. This all without prejudice to reminder costs, collection costs or legal costs.

If the licensee fails to pay within 60 days after the invoice date, Hudson has without prejudice to its other rights, the right to cancel the delivery of the product, without a preceding message.

Every year, the compensation for the license agreement is automatically indexed, according to the consumer price index.

All disputes concerning the validity, interpretation, execution or termination of the agreement shall be settled by the entitled law courts of Ghent, with implementation of the Belgian legislation.