



GENERIC SALARY SURVEY

BROCHURE
2019

GENERIC SALARY SURVEY 2019

WHY PARTICIPATE IN 2019?

ABOUT OUR SURVEY

Hudson's surveys help you to elaborate a strategic remuneration policy that takes the most recent market information into account. Below, you will find the key figures of the 2018 edition:



189.751
observations



755
participating
organisations



26
diplomas



212
reported
jobs

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

BENEFITS OF PARTICIPATION 2019?

As a participant you will receive:

- | **Free Salary Indicator:** you will receive an entire salary report for a reported job of your choice. You determine the reference market by means of several parameters such as region, turnover and number of employees.
- | **Free Trends report:** contains the principal reward trends that occurred on the Belgian market between 2018-2019.
- | **Free Job Matching Guide:** dispose of the extensive job descriptions of more than 200 reference jobs.
- | Invitation to our **Lighthouse Event** at the end of June 2019 where we will explain the results of the survey and you will gain new insights into the hot topics in reward through different workshops.
- | **Discount upon the purchase** of the results through our online tool Reward Architect (Advanced).

NEW IN 2019

- | **38 new reference jobs** which enables us to inquire 258 jobs in total.
- | **5 new job families** in order to meet the needs of your organisation even more.
- | Possibility to send us your data in a **safe and encrypted way** to be in accordance with the GDPR regulation.

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WHY HUDSON?

- | The **most detailed salary data** for the Belgian market with information on variable pay & extra-legal benefits such as the CLA 90 bonus, company cars, meal vouchers, ...
- | Qualitative data based on actual paid out salaries and submitted to an **extensive quality check** carried out by specialised consultants.
- | Qualitative reporting through different **tools and reports** developed by Hudson Belgium.
- | **Representative representation** within all sectors, organisation sizes and regions.
- | Hudson provides a safe way to submit your data within the context of the new European Privacy regulation.

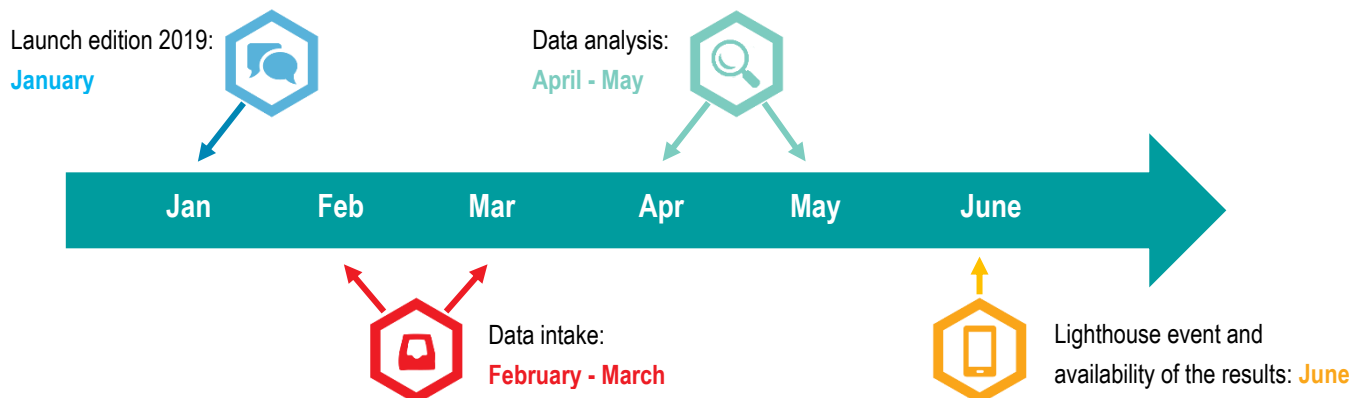
WHAT ABOUT GDPR?

- | Since **May 25th, 2018** the new requirements for processing personal data from the GDPR are applied.
- | Hudson has taken several measures to **protect** your employees' personal data.
- | Hudson provides a **safe environment** for submitting your confidential data.

Given that it is important to ensure you can participate in the survey properly, Hudson will be available to answer your questions about GDPR.

TIMING & PROCESS

All salary data are inquired on 1 reference date, i.e. February 1st, 2019. Next, the Generic Salary Survey passes through following phases:



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REFERENCE JOBS

This year, we inquire more than 250 reference jobs, divided into **18 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 | Operations (non-manufacturing) NEW! |
| Safety, Health & Environment NEW! | Construction NEW! |
| Agile NEW! | Health Care NEW! |

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

REMUNERATION COMPONENTS

| PARAMETERS | REMUNERATION COMPONENTS |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reference job | Base salary |
| Job level | Target Total Cash (Base salary + Target Variable pay) |
| Degree | Total Cash (Base salary + Variable pay) |
| Sector | Total Compensation (Base salary + Variable pay + Valuation net fixed expenses allowance, company car, meal vouchers and daily allowance) |
| Region | Variable pay (Cash and non-cash bonuses, Commission, Market premium and Profit sharing) |
| Age | Extra-legal benefits <ul style="list-style-type: none"> - Fixed expenses allowance - Company car - Meal vouchers - Daily allowance |
| Number of employees | Flex budget to be sacrificed <ul style="list-style-type: none"> - Source: Base Salary - Source: 13th month - Source: Variable Pay - Source: Company car - Source: Other |
| Turnover | Insured benefits |

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258 INQUIRED REFERENCE 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 Research Expert NEW! Research Specialist NEW! 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 |
| Finances | Manufacturing & Technique | 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 | Manufacturing & Technique Director Manufacturing Manager Manufacturing Coordinator Manufacturing Field Coach Manufacturing (Project) Engineer Manufacturing Line or Process Operator Manufacturing Machine Operator Manufacturing Planning Manager Manufacturing Planner Manufacturing Planning Employee Work Preparator Technical Calculator Maintenance Manager Maintenance Coordinator Maintenance Field Coach Maintenance (Project) Engineer Maintenance Technician | Legal Affairs Director Company Lawyer Paralegal Officer NEW! Regulatory Affairs Manager Regulatory Affairs Specialist Facilities Manager Fleet Coordinator Facilities Assistant General purpose technical employee NEW! Technical Employee NEW! Cleaner NEW! Cook NEW! Sous-Chef NEW! Kitchen Help NEW! Risk Manager Risk Analyst Program Manager NEW! Project Leader/Manager Project Officer Process Improvement Expert Internal Auditor Big Data Manager Big Data Analyst Business Intelligence Consultant Data Protection Officer NEW! Reporting Officer |
| Safety, Health & Environment NEW! | Health Care NEW! | Operations (non-manufacturing) NEW! |
| 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 Psychologist NEW! Social Worker NEW! | Head Nurse NEW! Nurse – Bachelor NEW! Nurse – Graduate NEW! Home care co-ordinator NEW! Health Care Nurse NEW! Child Care Supervisor NEW! Occupational Therapist NEW! Physiotherapist NEW! Animator NEW! Titular - Pharmacist NEW! Deputy Pharmacist NEW! Assistant Pharmacist NEW! | Operations Manager (Non-Manufacturing) Operations Team Leader (Non-Manufacturing) Operations Employee (Non-Manufacturing) |

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| Sales | ICT | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Sales Director International Export/Sales Manager Sales Manager Business Development Manager Regional Sales Manager Key Account Manager Account Manager Sales Engineer Representative Sales Promotor/Merchandiser E-Commerce Sales Manager E-Commerce Sales Specialist Telesales Manager Telesales Team Leader Tele Salesman Sales Administration/Order Processing Manager Sales Administration/Order Processing Assistant Sales Administration/Order Processing Employee District Manager Branch Manager Assistant Branch Manager Product Advisor Shop Assistant/Cashier | ICT Director ICT Manager Enterprise Architect NEW! Solution Architect ICT Project Manager IT Risk Manager SAP Specialist/Consultant Business Analyst/Consultant Functional Analyst/Consultant Technical Architect NEW! Analyst Developer Developer 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 |
| Marketing | Supply Chain, Logistics and Purchase | |
| Marketing Director Marketing Manager Marketing Specialist Marketing Employee Category Manager Group Product Manager Product Manager Graphic Designer Technical Writer (Marketing) CRM Specialist NEW! Market Analysis/Research Manager Market Analysis/Research Specialist Product Development Manager Product Development Specialist Trade Marketing Manager Trade Marketing Specialist PR & Communication Manager PR & Communication Specialist Advertising & Promotion Manager Advertising & Promotion Specialist Events Manager Events Specialist Digital Marketing Manager Digital Marketing Specialist Digital Content Specialist NEW! | Supply Chain Director Logistics Director Purchasing Director Supply Chain Manager Supply Chain Expert Logistics Manager Logistics Team Leader Logistics Employee Purchasing Manager Vendor Relationship Specialist Chief Purchaser Purchaser Purchasing Employee Trader Warehouse Manager Chief Warehouseman Warehouseman Warehouse Employee Distribution Manager Distribution Specialist Distribution Employee Freight Forwarder Dispatcher Driver Stock Management Manager | Stock Management Specialist Stock Management Employee |
| Agile NEW! | Construction NEW! | |
| Agile Coach NEW! Product Owner NEW! Scrum Master NEW! | Construction Manager NEW! Construction Project Leader NEW! Real Estate Developer NEW! Stability Engineer NEW! | Construction Site Supervisor Construction Project Engineer Architectural Consultant NEW! Project Customer Advisor NEW! |

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.

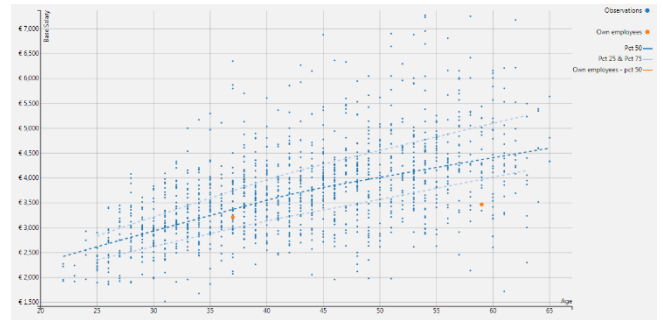
- Graphic representation of the market salary on the level of Base Salary, Target Total Cash, Total Cash and Total Compensation, with details of variable remuneration and extra-legal benefits.
- The reference market can be determined by means of different parameters, such as region, sector, number of employees 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

Graphic representation of the market salary



Sample based on job class or reference job

Comparison between own employees and the market

| | Reference market | | | | | | | Own employees | | | |
|------------------------------------------|------------------|------|---------|---------|---------|---------|---------|---------------|------|---------|-----|
| | Rcv. | Org. | Pct.10 | Pct.25 | Median | Pct.75 | Pct.90 | Avg. | 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 | 66% |
| Total Cash | | | € 2,568 | € 2,976 | € 3,555 | € 4,205 | € 4,983 | € 3,662 | | € 2,353 | 64% |
| Total Compensation | | | € 2,652 | € 3,109 | € 3,788 | € 4,455 | € 5,181 | € 3,847 | | € 2,545 | 63% |
| Target Variable Pay | 38% | 61 | € 2,043 | € 2,883 | € 3,826 | € 5,308 | € 6,806 | € 4,364 | 100% | € 1,505 | 35% |
| Target Variable Pay (% vs Base Salary) | | | 4% | 6% | 8% | 11% | 16% | 9% | | 5% | 63% |
| Variable Pay - Paid out | 48% | 70 | € 736 | € 1,578 | € 3,584 | € 6,169 | € 7,708 | € 3,367 | 100% | € 800 | 34% |
| 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 2019

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.

METHODOLOGY

The methodology we use for the realization 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 to share 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

As from the end of June 2019, the 26th edition of our Generic Salary Survey will be available. Organisations that participated in our salary survey benefit from a participant price.

| ONLINE TOOLS | Participant price ¹ |
|-----------------------------------------|------------------------------------------------------------------|
| Reward Architect Advanced | <input type="checkbox"/> € 3.400 |
| Reward Architect | <input type="checkbox"/> € 2.500 |
| REPORTS | |
| Hard copy report – Generic Salary Data | <input type="checkbox"/> € 2.150 |
| Theme report Flexible Remuneration 2018 | <input type="checkbox"/> € 550 |
| Trends report 2018-2019 | <input type="checkbox"/> € 495 (free of charge for participants) |
| EXTRA | |
| In-house Training | <input type="checkbox"/> € 750 |

¹ In case of purchase without participation, a supplement of 20% will be charged.

SALARY DATA

- I wish to use the results immediately (I use the most recent salary data).
- I wish to purchase the results of the Generic Salary Survey 2019 (available as from the end of June 2019).

INVOICING DATA

Organisation:
Name & Surname: Job:
Street & No: Postal code & place:
Tel: PO number:
Email: 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. The personal data you provided in this order form, will only be processed within the context of this agreement and in accordance with the applicable legislation. The license takes effect after the reception of the login data and is repeatedly extended for 12 months with tacit renewal on the expiration date. A Hudson Reward colleague will inform you by e-mail 2 months in advance.

GENERAL INFORMATION & CONDITIONS

The Trends report 2018-2019 is free of charge in case of participation in the Generic Salary Survey 2019.

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

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

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 (+20%) 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 repeatedly 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.

The personal data you provided in this order form, will only be processed within the context of this agreement and in accordance with the applicable legislation.