
SALARY BENCHMARK

JOB X



[DATE]

CREATED BY: [CONSULTANT]

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INTRODUCTION

SUBJECT OF THE STUDY

The report contains the job description of the reference job and an overview of the market salary on the level of Base Salary, Target Total Cash, Achieved Total Cash and Achieved Total Compensation. On top of this, the results also contain an overview of variable remuneration and the occurrence of extra-legal benefits. If you have employees that can be linked to the sample you drew up, a comparison is made between the salary package(s) of the own employee(s) and the sample concerned.

Enclosed, you will find the reading guideline for this report.

REFERENCE MARKET

The results of this benchmark are based on the results of the Generic Salary Survey of Hudson; a survey within the Belgian market. This year's survey is the 23rd edition and includes 166.285 individual observations originating from 713 companies.

This study has become the reference and is built upon the most representative and reliable database of salary practices in Belgium.

[Additional information about the possible refinement by means of parameters]



RESULT

INFORMATION ABOUT THE SAMPLE

[Reference job, job level(s)]
[Possible refinement sample]

JOB DESCRIPTION

MARKET INFORMATION

SAMPLE COMPOSITION

Number of companies: 196

Number of individuals: 420

Age	%
26 - 30 years	3
31 - 35 years	11
36 - 40 years	17
41 - 45 years	22
46 - 50 years	16
51 - 55 years	15
> 55 years	15

	Pct10	Pct25	Pct50	Pct75	Pct90
Leeftijd	33	37	42	49	57

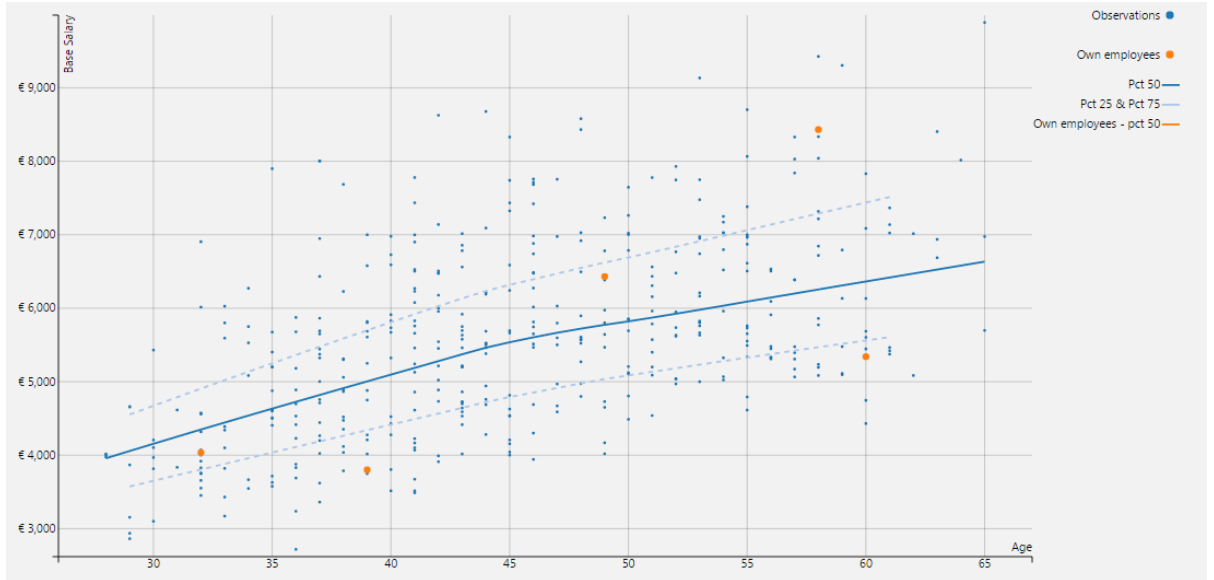
AGE INDEPENDENT MARKET DATA

	Reference Market						Own Employees		
	Rcv.	Org.	Pct 25	Median	Pct 75	Av.	Rcv.	Median	C/R
Base Salary	420	196	€ 4,635	€ 5,524	€ 6,491	€ 5,601	5	€ 5,341	97%
Target Total Cash			€ 5,041	€ 5,915	€ 6,977	€ 6,046		€ 5,341	90%
Achieved Total Cash			€ 5,165	€ 6,042	€ 7,123	€ 6,219		€ 5,341	88%
Achieved Total Compensation			€ 6,188	€ 7,610	€ 9,021	€ 7,653		€ 6,921	91%
Target Variable Pay	68%	110	€ 5,351	€ 8,120	€ 11,803	€ 9,128			
Target Variable Pay (% vs Base Salary)			8%	12%	15%	12%			
Achieved Variable Pay	76%	128	€ 6,348	€ 11,800	€ 14,915	€ 11,364			
Achieved Variable Pay (% vs Base Salary)			9%	15%	19%	14%			
Achieved Total Bonus	72%	119	€ 4,881	€ 6,612	€ 10,000	€ 8,164			
* Target Bonus in cash	50%	80	€ 4,811	€ 6,349	€ 9,044	€ 7,859			
* Target Bonus non-cash	10%	29	€ 3,947	€ 5,620	€ 8,900	€ 7,559			
* Discretionary bonus	19%	26	€ 2,000	€ 6,500	€ 8,625	€ 6,413			
CLA 90 Bonus	46%	67	€ 1,304	€ 1,777	€ 2,420	€ 1,835			
Profit sharing	26%	6	€ 1,621	€ 1,913	€ 2,165	€ 2,149			
Market premium	<1%	1							
Fixed cost allowance	67%	151	€ 125	€ 169	€ 225	€ 171	100%	€ 175	104%
Meal voucher	91%	179	€ 4.56	€ 5.91	€ 5.91	€ 5.47	100%	€ 4.91	83%
Daily allowance	3%	5	€ 8.32	€ 8.32	€ 8.32	€ 8.40			
Receiver company car	73%	160					100%		
Top 5 Company Cars	8%	VOLVO V60							
	4%	AUDI A3, AUDI A4							
	4%	AUDI A6, BMW 3 TOURING, MERCEDES C-KLASSE, VOLVO XC60							
Receiver group insurance: pension	94%	176					100%		
Receiver group insurance: death	83%	160					100%		
Receiver group insurance: disability	85%	144					100%		
Receiver hospitalization insurance	90%	166					100%		
Age			38	45	52	45		49	109%

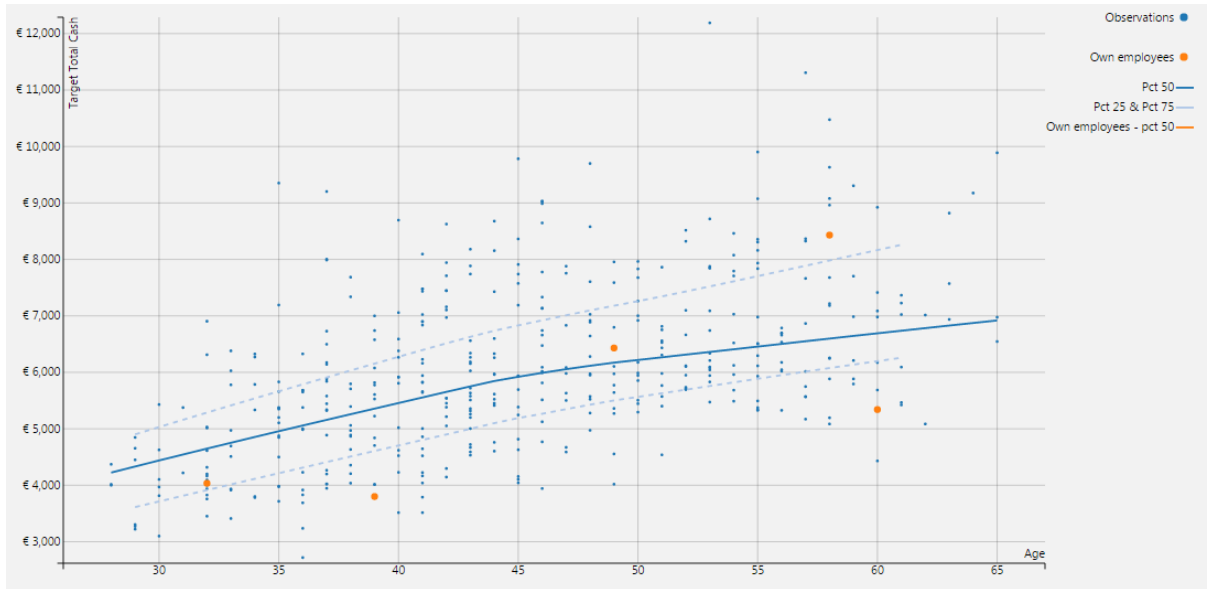
AGE DEPENDENT MARKET DATA

GRAPH

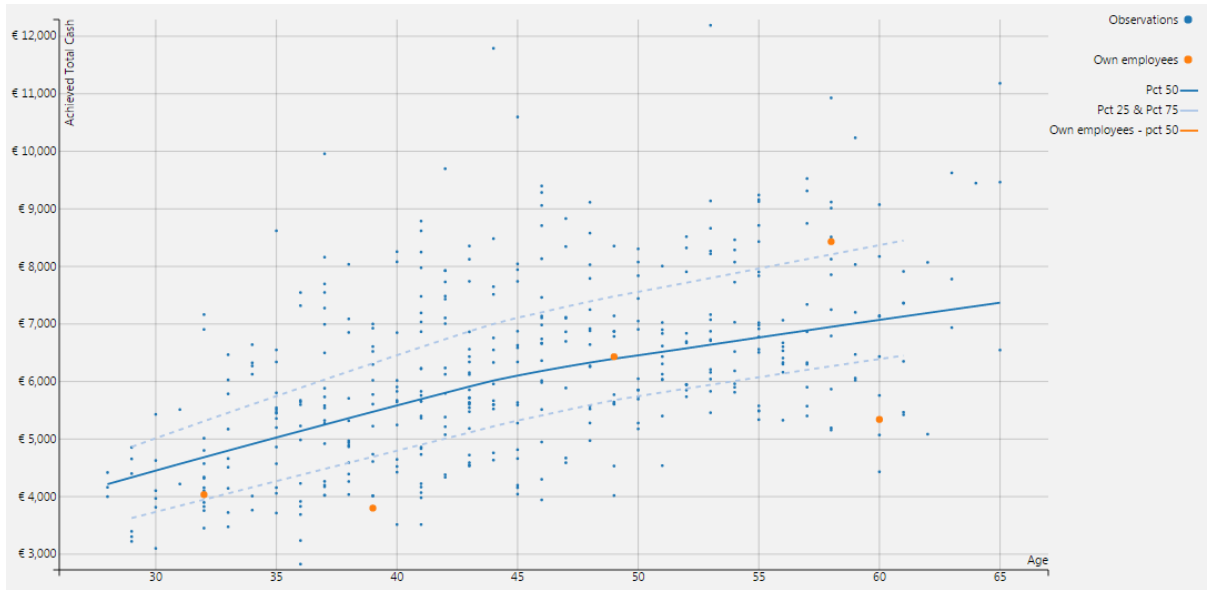
Base Salary



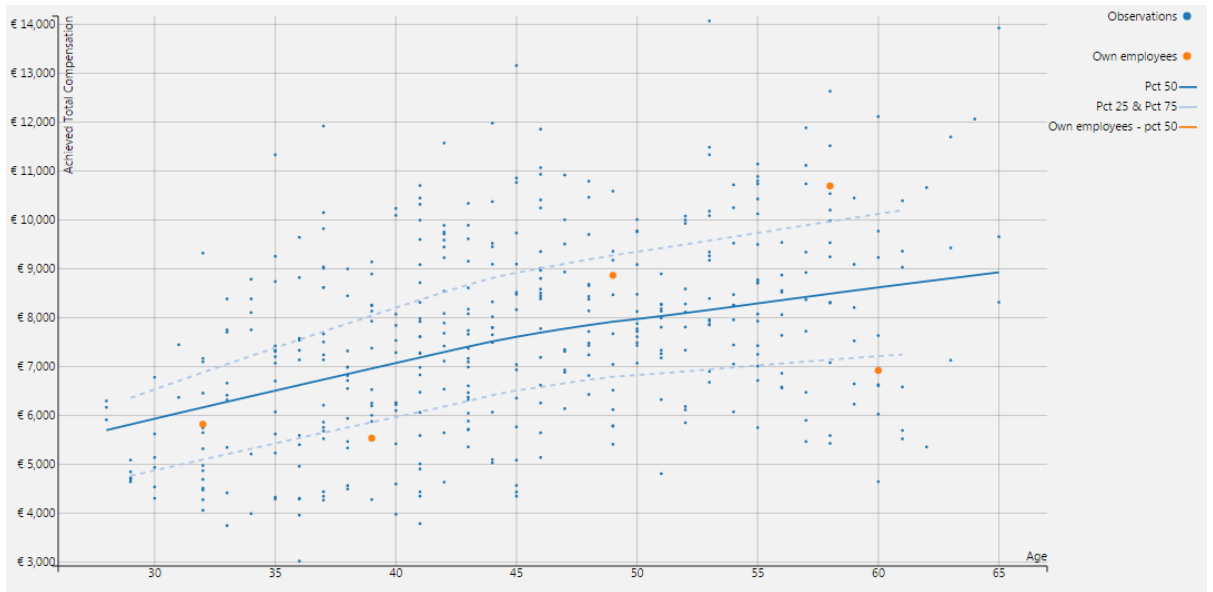
Target Total Cash



Achieved Total Cash



Achieved Total Compensation



AGE TABLES

Base Salary				
Age	Pct 25	Median	Pct 75	Av.
28	N.A.	€ 3,958	N.A.	€ 4,010
29	€ 3,574	€ 4,057	€ 4,554	€ 4,110
30	€ 3,651	€ 4,155	€ 4,672	€ 4,210
31	€ 3,728	€ 4,252	€ 4,789	€ 4,309
32	€ 3,805	€ 4,349	€ 4,906	€ 4,408
33	€ 3,882	€ 4,444	€ 5,021	€ 4,506
34	€ 3,959	€ 4,539	€ 5,136	€ 4,603
35	€ 4,036	€ 4,633	€ 5,250	€ 4,700
36	€ 4,112	€ 4,726	€ 5,363	€ 4,796
37	€ 4,188	€ 4,819	€ 5,476	€ 4,892
38	€ 4,264	€ 4,912	€ 5,588	€ 4,988
39	€ 4,340	€ 5,004	€ 5,699	€ 5,083
40	€ 4,416	€ 5,096	€ 5,810	€ 5,178
41	€ 4,491	€ 5,188	€ 5,920	€ 5,272
42	€ 4,567	€ 5,280	€ 6,028	€ 5,367
43	€ 4,644	€ 5,373	€ 6,134	€ 5,461
44	€ 4,722	€ 5,463	€ 6,234	€ 5,553
45	€ 4,792	€ 5,537	€ 6,319	€ 5,634
46	€ 4,852	€ 5,604	€ 6,393	€ 5,711
47	€ 4,915	€ 5,666	€ 6,472	€ 5,785
48	€ 4,977	€ 5,722	€ 6,548	€ 5,855
49	€ 5,036	€ 5,774	€ 6,622	€ 5,923
50	€ 5,086	€ 5,821	€ 6,691	€ 5,988
51	€ 5,135	€ 5,872	€ 6,763	€ 6,056
52	€ 5,183	€ 5,925	€ 6,837	€ 6,126
53	€ 5,232	€ 5,979	€ 6,912	€ 6,196
54	€ 5,280	€ 6,034	€ 6,987	€ 6,268
55	€ 5,328	€ 6,090	€ 7,063	€ 6,339
56	€ 5,376	€ 6,145	€ 7,138	€ 6,410
57	€ 5,423	€ 6,200	€ 7,214	€ 6,481
58	€ 5,470	€ 6,255	€ 7,289	€ 6,552
59	€ 5,516	€ 6,310	€ 7,363	€ 6,623
60	€ 5,561	€ 6,364	€ 7,438	€ 6,693
61	€ 5,606	€ 6,418	€ 7,513	€ 6,764
62	N.A.	€ 6,472	N.A.	€ 6,834
63	N.A.	€ 6,526	N.A.	€ 6,905
64	N.A.	€ 6,580	N.A.	€ 6,976
65	N.A.	€ 6,634	N.A.	€ 7,047

Target Total Cash				
Age	Pct 25	Median	Pct 75	Av.
28	N.A.	€ 4,224	N.A.	€ 4,249
29	€ 3,613	€ 4,332	€ 4,901	€ 4,363
30	€ 3,713	€ 4,439	€ 5,031	€ 4,477
31	€ 3,814	€ 4,544	€ 5,159	€ 4,589
32	€ 3,914	€ 4,649	€ 5,287	€ 4,701
33	€ 4,014	€ 4,752	€ 5,414	€ 4,812
34	€ 4,114	€ 4,855	€ 5,539	€ 4,922
35	€ 4,213	€ 4,957	€ 5,664	€ 5,032
36	€ 4,312	€ 5,058	€ 5,787	€ 5,141
37	€ 4,411	€ 5,158	€ 5,910	€ 5,249
38	€ 4,509	€ 5,258	€ 6,033	€ 5,357
39	€ 4,607	€ 5,357	€ 6,154	€ 5,464
40	€ 4,704	€ 5,456	€ 6,275	€ 5,571
41	€ 4,802	€ 5,555	€ 6,395	€ 5,678
42	€ 4,900	€ 5,654	€ 6,514	€ 5,784
43	€ 4,999	€ 5,751	€ 6,629	€ 5,889
44	€ 5,100	€ 5,846	€ 6,737	€ 5,992
45	€ 5,190	€ 5,921	€ 6,832	€ 6,081
46	€ 5,266	€ 5,991	€ 6,921	€ 6,165
47	€ 5,348	€ 6,056	€ 7,010	€ 6,244
48	€ 5,427	€ 6,116	€ 7,097	€ 6,318
49	€ 5,502	€ 6,172	€ 7,180	€ 6,389
50	€ 5,565	€ 6,219	€ 7,260	€ 6,450
51	€ 5,629	€ 6,266	€ 7,345	€ 6,512
52	€ 5,693	€ 6,314	€ 7,432	€ 6,576
53	€ 5,758	€ 6,361	€ 7,522	€ 6,641
54	€ 5,822	€ 6,408	€ 7,612	€ 6,706
55	€ 5,886	€ 6,456	€ 7,704	€ 6,772
56	€ 5,950	€ 6,503	€ 7,796	€ 6,838
57	€ 6,013	€ 6,551	€ 7,888	€ 6,903
58	€ 6,076	€ 6,598	€ 7,981	€ 6,968
59	€ 6,137	€ 6,645	€ 8,073	€ 7,033
60	€ 6,198	€ 6,691	€ 8,166	€ 7,098
61	€ 6,259	€ 6,737	€ 8,259	€ 7,161
62	N.A.	€ 6,783	N.A.	€ 7,225
63	N.A.	€ 6,829	N.A.	€ 7,288
64	N.A.	€ 6,874	N.A.	€ 7,351
65	N.A.	€ 6,919	N.A.	€ 7,415

Achieved Total Cash				
Age	Pct 25	Median	Pct 75	Av.
28	N.A.	€ 4,216	N.A.	€ 4,300
29	€ 3,627	€ 4,334	€ 4,864	€ 4,422
30	€ 3,734	€ 4,452	€ 5,014	€ 4,544
31	€ 3,841	€ 4,569	€ 5,162	€ 4,665
32	€ 3,948	€ 4,684	€ 5,311	€ 4,785
33	€ 4,055	€ 4,799	€ 5,457	€ 4,904
34	€ 4,162	€ 4,913	€ 5,602	€ 5,023
35	€ 4,269	€ 5,027	€ 5,746	€ 5,140
36	€ 4,375	€ 5,139	€ 5,890	€ 5,257
37	€ 4,481	€ 5,251	€ 6,033	€ 5,373
38	€ 4,587	€ 5,363	€ 6,175	€ 5,489
39	€ 4,692	€ 5,474	€ 6,316	€ 5,604
40	€ 4,797	€ 5,584	€ 6,457	€ 5,719
41	€ 4,902	€ 5,694	€ 6,597	€ 5,832
42	€ 5,007	€ 5,803	€ 6,736	€ 5,946
43	€ 5,113	€ 5,912	€ 6,872	€ 6,058
44	€ 5,221	€ 6,017	€ 7,000	€ 6,167
45	€ 5,322	€ 6,103	€ 7,109	€ 6,259
46	€ 5,410	€ 6,183	€ 7,202	€ 6,347
47	€ 5,502	€ 6,258	€ 7,300	€ 6,429
48	€ 5,591	€ 6,329	€ 7,392	€ 6,506
49	€ 5,676	€ 6,396	€ 7,480	€ 6,580
50	€ 5,745	€ 6,455	€ 7,558	€ 6,645
51	€ 5,811	€ 6,516	€ 7,637	€ 6,714
52	€ 5,878	€ 6,577	€ 7,717	€ 6,785
53	€ 5,943	€ 6,640	€ 7,798	€ 6,857
54	€ 6,009	€ 6,702	€ 7,880	€ 6,930
55	€ 6,074	€ 6,765	€ 7,963	€ 7,004
56	€ 6,139	€ 6,827	€ 8,045	€ 7,077
57	€ 6,203	€ 6,888	€ 8,127	€ 7,151
58	€ 6,266	€ 6,950	€ 8,208	€ 7,224
59	€ 6,329	€ 7,011	€ 8,289	€ 7,296
60	€ 6,390	€ 7,071	€ 8,370	€ 7,369
61	€ 6,451	€ 7,131	€ 8,450	€ 7,441
62	N.A.	€ 7,191	N.A.	€ 7,512
63	N.A.	€ 7,251	N.A.	€ 7,584
64	N.A.	€ 7,310	N.A.	€ 7,656
65	N.A.	€ 7,370	N.A.	€ 7,728

Achieved Total Compensation				
Age	Pct 25	Median	Pct 75	Av.
28	N.A.	€ 5,698	N.A.	€ 5,695
29	€ 4,763	€ 5,815	€ 6,357	€ 5,822
30	€ 4,874	€ 5,932	€ 6,533	€ 5,948
31	€ 4,986	€ 6,049	€ 6,706	€ 6,073
32	€ 5,097	€ 6,164	€ 6,879	€ 6,198
33	€ 5,208	€ 6,279	€ 7,049	€ 6,321
34	€ 5,318	€ 6,393	€ 7,217	€ 6,444
35	€ 5,428	€ 6,507	€ 7,384	€ 6,566
36	€ 5,537	€ 6,621	€ 7,550	€ 6,687
37	€ 5,645	€ 6,734	€ 7,715	€ 6,807
38	€ 5,753	€ 6,847	€ 7,879	€ 6,927
39	€ 5,859	€ 6,960	€ 8,042	€ 7,046
40	€ 5,966	€ 7,072	€ 8,203	€ 7,164
41	€ 6,073	€ 7,184	€ 8,364	€ 7,282
42	€ 6,182	€ 7,296	€ 8,522	€ 7,399
43	€ 6,295	€ 7,407	€ 8,674	€ 7,515
44	€ 6,413	€ 7,514	€ 8,812	€ 7,628
45	€ 6,512	€ 7,608	€ 8,921	€ 7,722
46	€ 6,580	€ 7,694	€ 9,008	€ 7,807
47	€ 6,659	€ 7,774	€ 9,102	€ 7,886
48	€ 6,730	€ 7,848	€ 9,191	€ 7,958
49	€ 6,792	€ 7,917	€ 9,276	€ 8,024
50	€ 6,825	€ 7,972	€ 9,348	€ 8,072
51	€ 6,861	€ 8,032	€ 9,422	€ 8,125
52	€ 6,900	€ 8,095	€ 9,499	€ 8,181
53	€ 6,941	€ 8,159	€ 9,577	€ 8,238
54	€ 6,982	€ 8,225	€ 9,655	€ 8,297
55	€ 7,023	€ 8,292	€ 9,734	€ 8,356
56	€ 7,063	€ 8,358	€ 9,812	€ 8,414
57	€ 7,102	€ 8,424	€ 9,891	€ 8,472
58	€ 7,140	€ 8,490	€ 9,968	€ 8,529
59	€ 7,177	€ 8,555	€ 10,046	€ 8,585
60	€ 7,213	€ 8,619	€ 10,122	€ 8,641
61	€ 7,246	€ 8,682	€ 10,199	€ 8,695
62	N.A.	€ 8,744	N.A.	€ 8,749
63	N.A.	€ 8,805	N.A.	€ 8,802
64	N.A.	€ 8,866	N.A.	€ 8,855
65	N.A.	€ 8,928	N.A.	€ 8,908

INDIVIDUAL COMPA-RATIOS

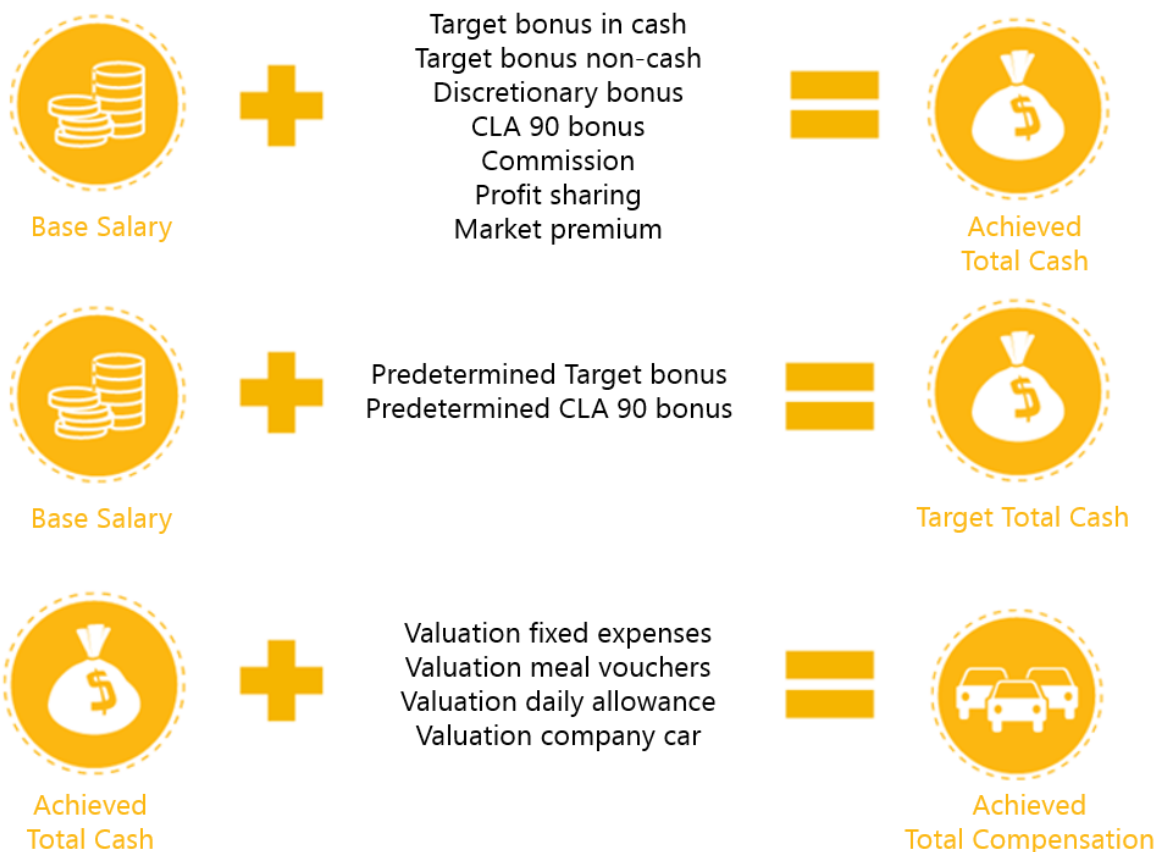
Employee		Base Salary			Target Total Cash			Achieved Total Cash			Achieved Total Compensation		
Internal ID	Internal job	Value	C/R AI	C/R AD	Value	C/R AI	C/R AD	Value	C/R AI	C/R AD	Value	C/R AI	C/R AD
		€ 5,341	97%	84%	€ 5,341	90%	80%	€ 5,341	88%	76%	€ 6,921	91%	80%
		€ 4,035	73%	93%	€ 4,035	68%	87%	€ 4,035	67%	86%	€ 5,818	76%	94%



CONCLUSIONS

ANNEXES

DEFINITIONS



Base Salary	The base salary is the fixed gross monthly salary calculated on the basis of the monthly basis of your choice.
Target Total Cash	Target Total Cash is the sum of the base salary and the predetermined variable remuneration (predetermined target bonus and predetermined CLA 90 bonuses).
Achieved Total Cash	Achieved Total Cash is the sum of the base salary and the variable pay (Achieved Total bonus, CLA 90 Bonus, Commissions, Profit sharing and market premium).
Achieved Total Compensation	Achieved Total Compensation consists of Achieved Total Cash, completed by the valuation of the company cars, the fixed net expenses allowance and of the meal vouchers and the daily allowance.
Predetermined Target Bonus	The predetermined target bonus shows the amount that will be paid out when the objectives are met for 100%. The amounts mentioned are expressed in terms of yearly gross payments.
Predetermined Target Bonus (% vs Base Salary)	The predetermined target bonus (%) represents the predetermined target bonus in a percentage of the gross salary.
Achieved Variable pay	The achieved variable remuneration is the sum of the Target Bonus linked to the performance(s) rendered (cash as well as non-cash), discretionary bonus, CLA 90 bonus, commissions, market premium and profit sharing.
Achieved variable pay (% vs Base Salary)	The achieved variable remuneration (%) concerns the share of the variable pay (%) that was paid according to the annual gross base salary.

Achieved Total Bonus	The achieved total bonus represents the variable pay that is paid in the form of a Target Bonus (cash or non-cash), or in the form of a discretionary bonus.
* Target Bonus in Cash	The target bonus in cash consists of the variable part of the salary that is paid in cash according to the achieved results.
* Target Bonus Non-cash	The non-cash bonus represents which amount of the bonus is paid in non-cash elements.
* Discretionary bonus	The discretionary bonus is the variable part of the salary that is paid out on a discretionary basis. Typically, the bonus being paid out does not include any implications to future acquired rights. The stated amounts are expressed in terms of annual payments.
Paid CLA 90 Bonus	The CLA 90 bonus is the amount of the granted non-recurring results-related bonus. For this bonus, the maximum amount and the bonus criteria are clearly outlined in advance. The bonus is related to the achieving of the collective targets of a company, a group of companies or a well-defined group of employees. The stated amounts is the amount that is actually paid out on a gross basis.
Commission	Commission is a direct merit pay, typically calculated on the basis of the value or the number of goods, services or monetary value delivered. It is exclusively for commercial jobs. The amounts are expressed in terms of annual payments.
Profit sharing	Profit sharing is defined as the cash advantage, under whatever name, which is granted to the employees by the employer or in name of the employer, when these advantages are directly connected to the realized profits of the organisation. The stated amounts are expressed in terms of annual payments.
Market premium	A market premium is a temporary or once-only allowed bonus (or premium) as a result of the scarcity of potential job holders on the external job market.
Net fixed expenses allowance	A net cost reimbursement granted to the employee, for which expense notes do not have to be submitted. This cost reimbursement is usually called 'costs proper to the employer'. In general they are paid out and reported on a 12 monthly basis.
Meal vouchers	Meal vouchers are a reimbursement for lunch, granted to the employee by the employer in the form of cheques that the employee can use in restaurants or to buy groceries. Here you can find the employer's contribution.
Daily allowance	A daily allowance is a daily net reimbursement for employees who work on the field. In this table you can find the employer's contribution.
Receiver company car	Indicates the occurrence of a company car, as well as the top 5 of the most common company cars for the concerning sample.

STATISTICAL NOTIONS

MEDIAN

50% of all observations are under this value, 50% are above it. The median is thus the midpoint observation when ranking all salaries from low to high. Extremely low or high salaries therefore have less influence on this value.

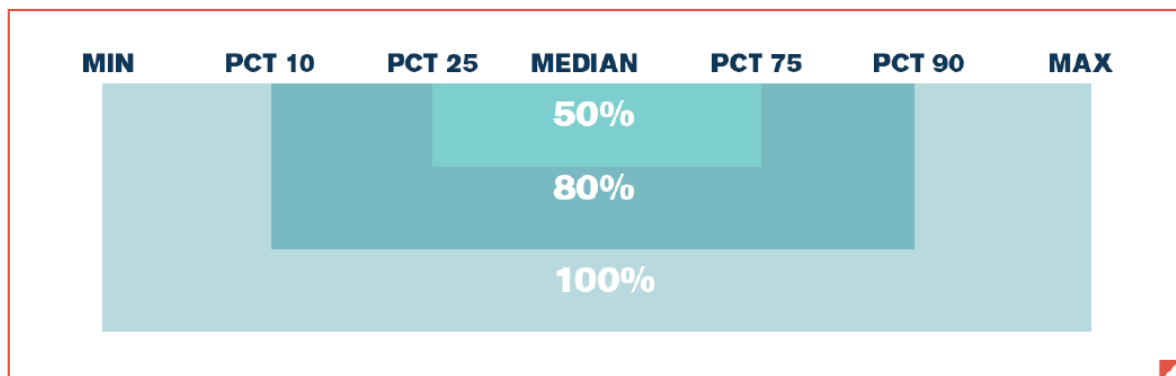
PERCENTILES

Percentile 10: 10% of the observations are beneath this value, 90% are above it.

Percentile 25: 25% of the observations are beneath this value, 75% are above it.

Percentile 75: 75% of the observations are beneath this value, 25% are above it.

Percentile 90: 90% of the observations are beneath this value, 10% are above it.



AVERAGE

The average is calculated by adding up the numbers and then dividing the total by the number of numbers in the series.

'SAMPLING-METHOD'

The sampling method is designed to nullify the possible preponderance of one company. Not all data supplied by the company concerned are included in the statistical calculations.

FREQUENCY

The percentage or the number of times in which the item concerned occurs.

	Reference market						Own employees		
	Rec.	Org.	Pct 25	Median	Pct 75	Av.	Rec.	Median	C/R
*Discretionary bonus									
Paid CLA 90 Bonus									
Commission									
Profit sharing									
Market premium									
Net fixed expenses allowance									
Meal vouchers									
Daily allowance									
Receiver company car									
Top 5 company cars									
Receiver group insurance : pension									
Receiver group insurance: death									
Receiver group insurance: invalidity									
Receiver hospitalisation insurance									
Age									

Apart from this you will also see the percentiles and percentages of the Predetermined Variable Remuneration and the Achieved Variable Remuneration. The percentiles are also shown for Bonuses, Commissions, Market Premiums and Profit sharing. The amounts are expressed on a gross annual base.

Please note that the statistics (medians and percentiles) of Variable Remuneration, Bonuses, Commissions, Profit sharing and Market Premiums are not calculated on the total sample, but on the actual receivers of these advantages. The percentage of actual receivers is reflected in the column 'Receivers / Companies', next to the amount of companies from which the receivers originate.

The results regarding the net representation allowance represent the net amount per month. This is normally paid out 12 times a year. The statistics are not calculated on the basis of the total sample, but on the basis of the sample of all actual receivers. The percentage of actual receivers of a net representation allowance is shown in the column 'Receivers / Companies', next to the amount of companies from which the receivers originate.

The results regarding the daily allowances and meal vouchers represent the employer's contribution per working day. The statistics were not calculated on the basis of the total sample, but on the basis of the sample of all actual receivers. The percentage of actual receivers of daily allowances and meal vouchers is shown in the column 'Receivers / Companies', next to the amount of companies from which the receivers originate.

Finally we also report the occurrence (%) of:

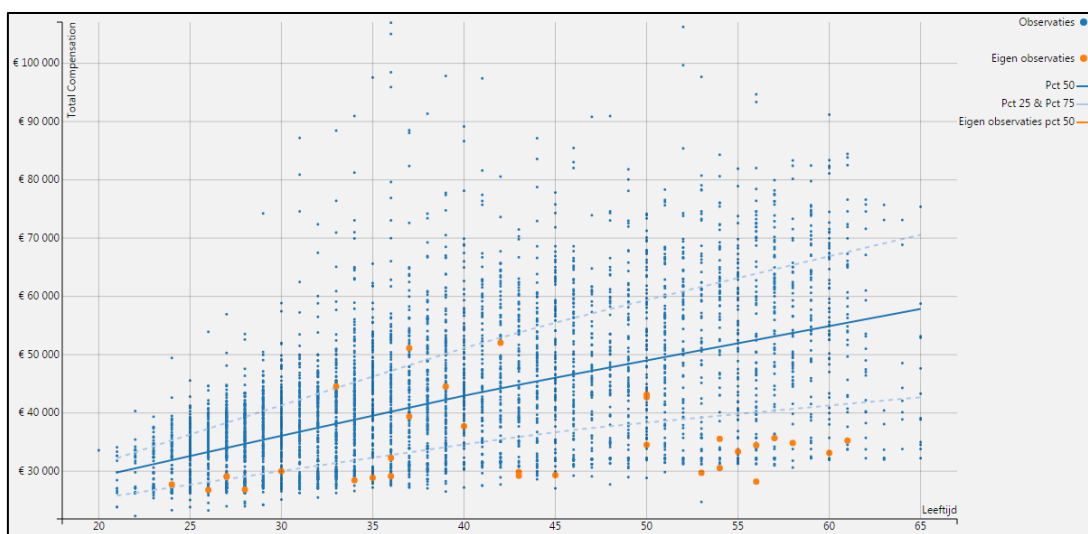
- | Company car
- | Assured benefits (life/pension, death, guaranteed income/invalidity and hospitalisation).

Please note that the results mentioned above are calculated independently of each wage component to form a picture that is as detailed as possible. Given that we work with medians and percentiles, the different components cannot be added up or subtracted. In this way, the difference between the median of 'Achieved Total Cash' and 'Base Salary' is not equal to the median of 'Achieved Variable Remuneration'.

AGE DEPENDENT MARKET DATA

The age dependent market data are represented in a graph as well as in a table. When the sample is sufficiently representative, the median and the percentiles are shown by age. You will receive the results on the basis of Base Salary, Target Total Cash, Achieved Total Cash and Achieved Total Compensation.

GRAPH



- : median
- - - : percentile 25 (bottom line) and percentile 75 (top line)
- : own employee (if applicable)

AGE TABLES

The results for the median and percentile lines for Base Salary, Target Total Cash, Achieved Total Cash and Achieved Total Compensation

Age	Base salary			
	Pct 25	Median	Pct 75	Av.
31				
32				
33				



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