



25 YEARS GENERIC SALARY SURVEY

BROCHURE

2018



WHY PARTICIPATE IN 2018?

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 2017 edition:



156.865
observations



711
participating
organisations



26
diplomas



206
reported
jobs

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

BENEFITS OF PARTICIPATION 2018?

As a participant you will receive:

- ▮ **Free company compa-ratios:** discover the positioning of your organisation on the market. You will receive a general comparison regarding base salary, variable pay and extra-legal benefits.
- ▮ **Free Trends report:** contains the principal reward trends that occurred on the Belgian market between 2017-2018.
- ▮ **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 2018 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.

NEW IN 2018

- ▮ **Reward Architect Advanced** – the newest expanded and user-friendly online tool.
- ▮ Profound inquiry into and reporting of the composition of the **Flexible Remuneration** package.
- ▮ **New reference jobs** as a result of which we inquire 220 jobs in total.
- ▮ Possibility to send us your data in a **safe and encrypted way**.

GENERIC SALARY SURVEY 2018

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.

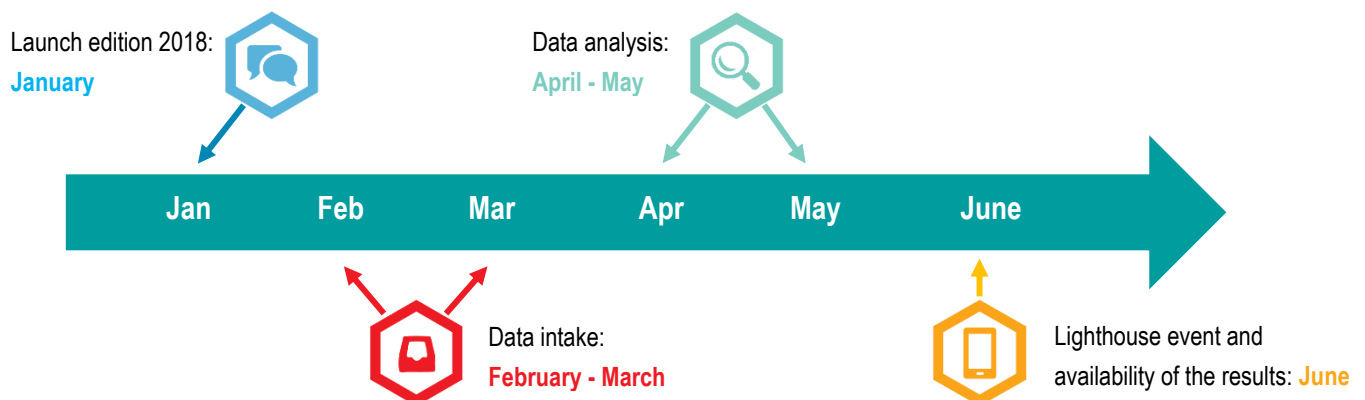
WHAT ABOUT GDPR?

- | As from **May 25th, 2018** the new requirements for processing personal data from the GDPR will be applied.
- | Hudson has already taken several measures to **protect** your employees' personal data.
- | Hudson already 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, 2018. Next, the Generic Salary Survey passes through following phases:



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 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
<ul style="list-style-type: none"> Reference job Job level Degree Sector Region Age Number of employees Turnover 	<ul style="list-style-type: none"> Base salary Target Total Cash (Base salary + Target Variable pay) Total Cash (Base salary + Variable pay) Total Compensation (Base salary + Variable pay + Valuation net fixed expenses allowance, company car, meal vouchers and daily allowance) Variable pay (Cash and non-cash bonuses, Commission, Market premium and Profit sharing) Extra-legal benefits <ul style="list-style-type: none"> - Fixed expenses allowance - Company car - Meal vouchers - Daily allowance 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 Insured benefits

GENERIC SALARY SURVEY 2018

220 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	Operations Manager (Non-Manufacturing) Operations Team Leader (Non-Manufacturing) Operations Employee (Non-Manufacturing) 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
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 NEW! Manufacturing Field Coach NEW! 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 NEW! Maintenance Field Coach NEW! Maintenance (Project) Engineer Maintenance Technician Construction Project Manager Construction Site Supervisor Construction Project Engineer	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 Process Improvement Expert Internal Auditor

GENERIC SALARY SURVEY 2018

Sales	ICT	
Sales Director	ICT Director	Big Data Analyst
International Export/Sales Manager	ICT Manager	Business Intelligence Consultant
Sales Manager	Solution Architect NEW!	
Business Development Manager NEW!	ICT Project Manager	
Regional Sales Manager	IT Risk Specialist NEW!	
Key Account Manager	SAP Specialist/Consultant	
Account Manager	Business Analyst/Consultant	
Sales Engineer	Functional Analyst/Consultant	
Representative	Analyst Developer	
Sales Promotor/Merchandiser	Developer	
E-Commerce Sales Manager	Operations Support Manager	
E-Commerce Sales Specialist	Helpdesk & PC Support	
Telesales Manager	ICT Operator	
Telesales Team Leader	Network Manager	
Tele Salesman	System Architect	
Sales Administration/Order Processing Manager	System Engineer	
Sales Administration/Order Processing Assistant	System Administrator	
Sales Administration/Order Processing Employee	Security Engineer	
District Manager NEW!	Database Administrator	
Branch Manager	Web Master	
Assistant Branch Manager NEW!	Telecom Engineer	
Product Advisor	E-Commerce Project Manager	
Shop Assistant/Cashier	Big Data Manager	
Marketing	Supply Chain, Logistics and Purchase	
Marketing Director	Supply Chain Director	Driver
Marketing Manager	Logistics Director	Stock Management Manager
Marketing Specialist	Purchasing Director	Stock Management Specialist
Marketing Employee	Supply Chain Manager	Stock Management Employee
Category Manager	Supply Chain Expert	
Group Product Manager	Logistics Manager	
Product Manager	Logistics Team Leader	
Graphic Designer	Logistics Employee	
Technical Writer (Marketing)	Purchasing Manager	
Market Analysis/Research Manager	Vendor Relationship Specialist NEW!	
Market Analysis/Research Specialist	Chief Purchaser	
Product Development Manager	Purchaser	
Product Development Specialist	Purchasing Employee	
Trade Marketing Manager	Trader	
Trade Marketing Specialist	Warehouse Manager	
PR & Communication Manager	Chief Warehouseman	
PR & Communication Specialist	Warehouseman	
Advertising & Promotion Manager	Warehouse Employee	
Advertising & Promotion Specialist	Distribution Manager	
Events Manager	Distribution Specialist	
Events Specialist	Distribution Employee	
Digital Marketing Manager NEW!	Freight Forwarder	
Digital Marketing Specialist NEW!	Dispatcher	

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

Key result areas

- Oversee posting and checking of entries purchase and sales invoices and bank entries to ensure that a correct and full processing of data can be guaranteed.
- Process incoming and outgoing invoices of a business unit and follow up the payment of invoices within a clear timing to ensure that correct and timely payments are made.
- Guarantee the activities in partnership with the Chief Accountant, the Bookkeeping and Finance Manager or the Finance and Administration Manager Director to ensure that statutory accounting and tax laws are respected.
- Draw up and process monthly and quarterly balance sheets and financial summaries to ensure that accounting legislation is respected and management is provided with the correct data to make a policy.
- Issue management advice recommendations regarding the core financial area of expertise and perform all the tasks to ensure that the management has the support to realize their goals.
- Stay well-informed about the evolutions and developments related to accounting, keep further knowledge up-to-date within the context of the amendments to regulations in order to strengthen his/her credibility by offering a service that is continuously based on updated knowledge.

Accountant -

Bachelor's degree with 2 to 2 years of experience.

Own assistance to tasks received by assistant accountants. Prepare fiscal declarations.

Works according to clear cut instructions and is monitored regularly. Executes standard accounting tasks.

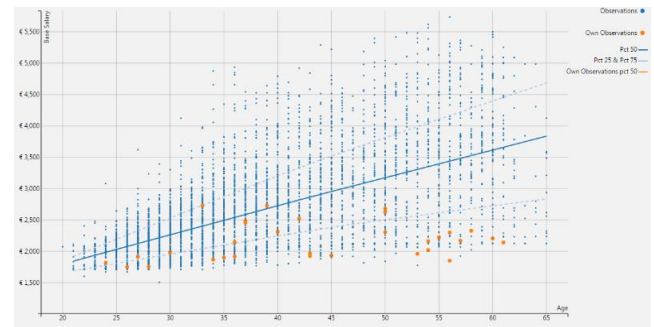
Does not have a supervisory position.

Has no management role.

Bachelor's degree with a first work experience.

Organisation type: small Belgium organisation.

Graphic representation of the market salary



Sample based on job class or reference job

SURVEY

Generic Salary Survey 2015

SAMPLE TYPE

Jobs Grades

Compas Own grades

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

Comparison between own employees and the market

	Reference market							Own employees			
	Rcv.	Org.	Pct.10	Pct.25	Median	Pct.75	Pct.90	Aw.	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	€ 3,847		€ 2,545	67%
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%	65%
Variable Pay - Paid out	48%	70	€ 736	€ 1,578	€ 3,584	€ 6,169	€ 7,708	€ 3,967	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 2018

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

More and more employees are asking to compose their benefits package themselves. A lot of organisations wish to anticipate these needs and have questions about the market practices regarding 'Flexible Remuneration'. Based on a clear report, you will gain insight into the market practices of this booming business. This report will describe objective figures both about the composition of the budgets and the policy approach, demonstrated by cases.

Some topics:

- What is the composition of 'Flexible Remuneration' plans today?
- Which challenges are linked to 'Flexible Remuneration' and how do organisations meet these challenges?
- Which remuneration components can be sacrificed by the employees to create budget for the flexible remuneration plan?
- Which are the options and what do the employees choose?

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.

GENERIC SALARY SURVEY 2018

ORDER FORM

As from the end of June 2018, the 25th edition of our Generic Salary Survey will be available. The participating organisations benefit from a special participant price. Additionally, those who decide quickly (order until March 31st, 2018) will get an **additional 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 Flexible Remuneration 2018	<input type="checkbox"/> € 550	
Theme report Insured Benefits 2017	<input type="checkbox"/> € 550	
Trends report 2017-2018	<input type="checkbox"/> € 495 (free of charge for participants)	
EXTRA		
In-house Training	<input checked="" type="checkbox"/> € 750	

² In case of purchase without participation, a supplement of 20% will be charged.

³ The extra advantageous price implies that your organisation takes on to transfer the salary data to Hudson before March 31st, 2018.

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.

GENERAL INFORMATION & CONDITIONS

The Trends report 2017-2018 is free of charge in case of participation in the Generic Salary Survey 2018.

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 advantageous price implies that your organisation takes on to transfer the salary data to Hudson before March 31st, 2018. 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.