



# Generic Salary Survey

Brochure 2022



# Participation 2022

## 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 2021 edition:

### WHITE-COLLAR WORKERS



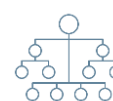
192.799  
observations



707  
participating  
organisations



25  
diplomas



259  
reported jobs

### BLUE-COLLAR WORKERS



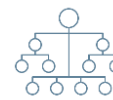
32.993  
observations



135  
participating  
organisations



25  
diplomas



29  
reported jobs

## Benefits of participation in 2022

As a participant you will receive:

- **Free salary benchmark:** You will receive an entire salary report for a reported job of your choosing. 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 in the Belgian market between 2021-2022.
- **Free theme report concerning insured benefits** when participating in the qualitative part of our survey. Discover the current practices regarding group and hospitalisation insurance.

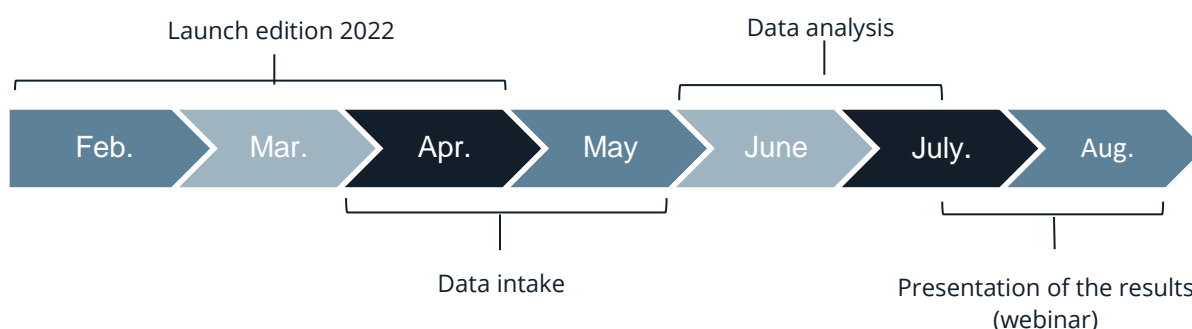


- **Free Job Grading Guide:** Dispose of the extensive job descriptions for over 300 reference jobs.
- **Invitation for our webinar:** Concise and clear presentation of the 2022 market trends.
- **Invitation to our reporting event** where we will present the results of our survey.
- **Discount when purchasing** the results through our online tool Reward Architect (Advanced).

**I WILL PARTICIPATE!**

## Timing & process

We request the salary data from the 1st of April 2022. From then on, the Generic Salary Survey will follow the next course:



## 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, profit premium, warrants, copyright, group insurance, company cars, meal vouchers, ...
- Detailed information regarding the composition and choices of the **flexible reward plan**.
- Qualitative data based on actual paid out salaries and submitted to an **extensive quality check** carried out by specialised consultants.
- Qualitative reporting by means of different **tools and reports** developed in Belgium.
- **Representative representation** within all sectors, organisation sizes and regions.



## Blue-collar workers

A separate survey is dedicated to the reward package of **blue collars**. In line with the white-collar survey, we analyse the base salary (hourly wages), variable pay and the extralegal benefits.

We have also created a **Job Grading Guide** focussing solely on blue-collar workers, containing no less than 36 reference jobs.

Furthermore, we will also hold a qualitative survey on **premiums for blue-collar workers**, aimed at mapping out the policy for these premiums on the Belgian market. The premiums that we survey are subdivided into the following groups:

- Premiums related to working hours (e.g. weekend premium, shift premium, standby premium, etc.)
- Premiums related to working conditions (e.g. safety premium, ARAB reimbursement, etc.);
- Other premiums that are important within your own organisation.

## Job Grading Guide

- **A completely new domain 'Consultancy'** with specialisations in Tax, Audit, Corporate Finance, Accounting, Strategy & Transformation, Legal and Risk Advisory.
- **25 new reference jobs**, of which 9 were added to the existing domains and 16 to the new Consultancy domain.
- Our **Job Matching Guide** will simplify the job matching process even more. Discover our various reference jobs per **specialisation** or **career ladder**. At a glance you will gain insight into the existing jobs per domain. Moreover, the corresponding Compas grade and Compas group have been added as well, allowing a more accurate verification of the job matching.

FINANCES						
	General	Audit	Budget & Control	Treasury	Tax	Accounting & Finance
Senior management	17 Finance Director					
Middle management	16	Audit Manager	Budget & Control Manager			
	15			Treasury Manager	Tax Manager	Accounting & Finance Manager
First-line management	14	Financial Auditor	Controller			
	13		Financial Analyst	Treasurer	Tax Specialist	Chief Accountant
High-level employees	12		Credit & Collect Manager			
	11		Cost Accountant			Accountant
Mid-level employees	10		Credit Controller			
	9					
Lower-level employees	8					Accountant Assistant
	7					Accounting Employee

People management | Project management | Expertise | Relations | Support

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## What about GDPR?

- Since **May 25<sup>th</sup>, 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.
- If you participate in the salary survey, you will be asked to register online. This registration form will contain our GDPR agreement with all necessary information.

Since it is important to ensure you can participate in the survey properly, Hudson will be at your disposal to answer your questions about GDPR.

## 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 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 gathered data 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.



## Reference jobs

As far as white-collar workers are concerned, in this edition we will inquire 318 reference jobs, categorised into **20 domains**:

White-collar workers	
General Direction	Marketing
Finances	Customer Service
Human Resources	Manufacturing & Maintenance
IT	Supply Chain, Logistics and Purchasing
Agile	Research & Development and Quality
Administration	Engineering
Staff	Construction
Safety, Health & Environment	Services
Facilities	Healthcare
Sales	Consultancy

For the blue-collar workers we will inquire 36 reference jobs, categorised into **4 domains**:

Blue-collar workers	
Facilities	Manufacturing & Maintenance
Supply Chain, Logistics and Purchasing	Staff

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



## Remuneration components

Parameters	Remuneration components
<b>Reference job</b>	<b>Base salary</b> + copyright fees
<b>Job level (-, =, +)</b>	
<b>Degree</b>	<b>Target Total Cash</b> (Base salary + target variable pay)
<b>Sector</b>	<b>Total Cash</b> (Base salary + variable pay)
<b>Region</b>	<b>Total Compensation</b> (Base salary + variable pay + valuation fixed expenses allowance, homeworking allowance, company car, meal vouchers and daily allowance)
<b>Age</b>	<b>Variable pay</b> (Cash and non-cash bonuses, CLA 90 bonus, commission, market premium and profit sharing)
<b>Number of employees</b>	<b>Extra-legal benefits</b> <ul style="list-style-type: none"><li>- Fixed expenses allowance</li><li>- Company car</li><li>- Meal vouchers</li><li>- Daily allowance</li><li>- Compensation for teleworking</li></ul>
<b>Turnover</b>	<b>Flexible remuneration budget*</b> <ul style="list-style-type: none"><li>- Total created flexible budget</li><li>- Additional budget</li></ul>
	<b>Insured benefits</b>
	*Only for white-collar employees



# Reports

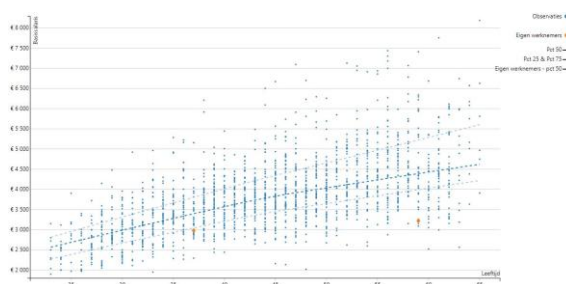
## Standard package

REWARD ARCHITECT ADVANCED 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.
- Age-dependent and age-independent salary data.
- Comparison between the **own employees** and the market.
- User-friendly analyses **on the level of the department or the organisation**.
- Samples based on **job grades and career ladders**.
- **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 GRADE AND CAREER LADDER OR REFERENCE JOB

### COMPARISON BETWEEN OWN EMPLOYEES AND THE MARKET

	Referentmarkt						Eigen werknemers					
	Obs.	Q1	Med	Q3	Max	Min	Q1	Q3				
Bessolaars	1.816	312	€ 2.800	€ 3.254	€ 4.761	€ 4.552	€ 5.000	€ 5.851	2	€ 3.100	82%	
Target Total Cash			€ 2.877	€ 3.309	€ 4.871	€ 4.508	€ 5.234	€ 5.501		€ 3.526	91%	
Achieved Total Cash			€ 2.889	€ 3.306	€ 4.802	€ 4.529	€ 5.323	€ 4.104		€ 3.413	88%	
Achieved Total Compensation			€ 3.172	€ 3.667	€ 4.281	€ 5.122	€ 6.009	€ 4.464		€ 4.441	104%	
Target variable beloning		47%	146	€ 1.066	€ 1.098	€ 1.301	€ 5.079	€ 7.000	€ 1.715	100%	€ 5.939	177%
Target variable beloning (% vs Bessolaars)				2%	4%	0%	9%	13%	7%	14%	217%	
Vooropgestelde Target Bonus		20%	64	€ 1.054	€ 1.288	€ 2.099	€ 3.270	€ 4.989	€ 2.615	50%	€ 4.481	213%
Vooropgestelde Target Bonus (% vs Bessolaars)				2%	3%	4%	6%	9%	5%	10%	250%	
Vooropgestelde CAO '00 Bonus		40%	114	€ 300	€ 575	€ 1.110	€ 2.197	€ 3.000	€ 1.451	100%	€ 1.720	142%
Achieved variable beloning		50%	159	€ 1.089	€ 1.524	€ 3.094	€ 5.678	€ 8.953	€ 4.262	50%	€ 8.714	262%





## Preferred peers

As from now, participants will be able to request a preferred peers report, tailor-made for the organisation. This report offers a job comparison between your own and other organisations on the Belgian market. You can compose a **reference group entirely of your own choosing**, consisting of at least 7 organisations. A Hudson consultant will then execute the benchmark.

The results will only be reported if there is a sufficient amount of observations and if the **confidentiality** can be guaranteed.

This report is ideal for analysing niche markets, executing a **benchmark for a select group of direct competitors** or for a comparison with a reference market that is not included in the standard data, such as a specific joint committee.