

# Generic Salary Survey 2022

Reward Trends in the Belgian Market - White Collars





# Agenda

- 1. Reward Trends on Base Salary**
- 2. Reward Trends on Total Cash** (incl. variable pay)
- 3. Specific Analyses**
- 4. Mobility Outlook**
- 5. Starting Salaries**
- 6. Conclusions**
- 7. Upcoming**

# Methodology

## Generic Salary Survey – White collars 2022



**781**

participating  
organisations



**219 556**

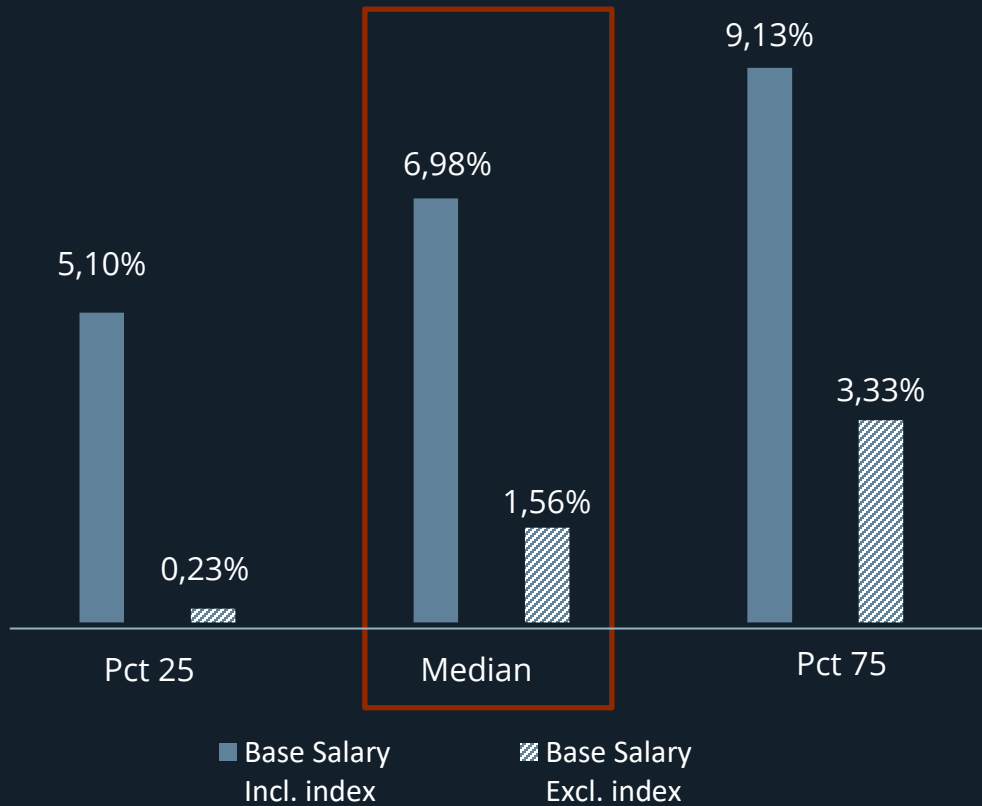
salary packages

## Trend analyses based on 2 datasets

1. Organisations part of dataset 2021 and 2022
2. Employees part of dataset 2021 and 2022
3. Employees within the same job in 2021 and 2022  
(promotions excluded)



# 1 Base Salary



# Wage norm

Why the difference ? (available margin is 0.4 %)

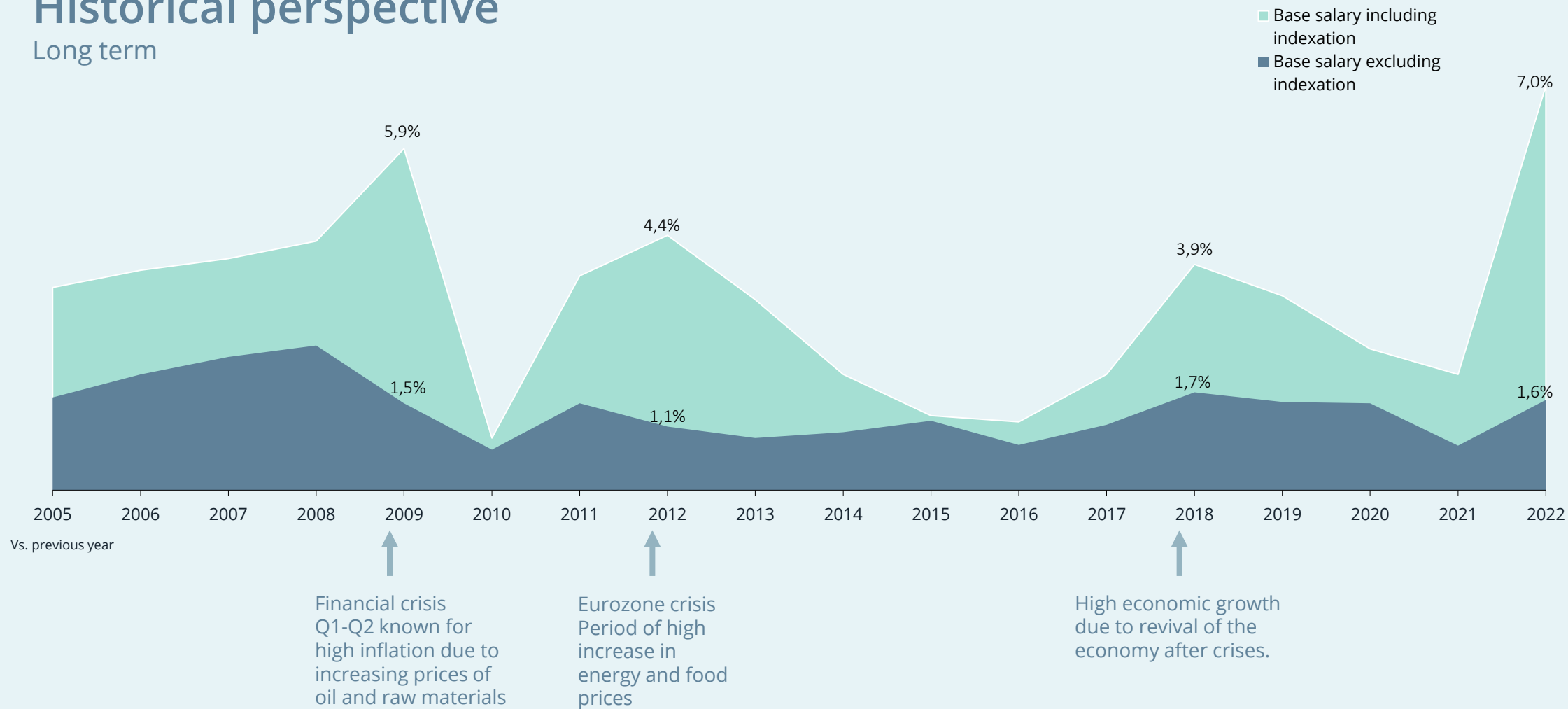
- Employees in same job, same company vs. average of a company

*example : if older employees are replaced by younger employees – theoretically this creates margin for salary evolution*

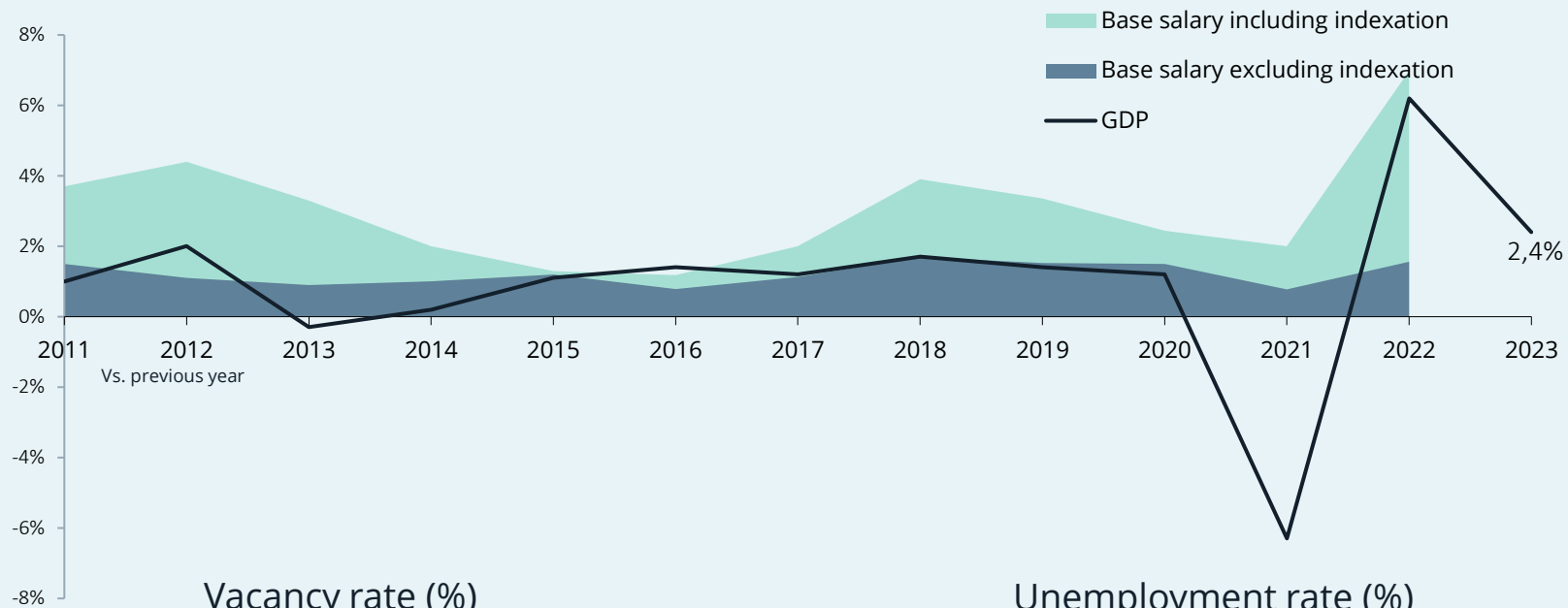
- Including age scale increases on the basis of seniority, normal promotions or individual category changes and the guaranteed index
- Including CLA 90, Profit premium, Profit sharing
- Beyond the private sector

# Historical perspective

Long term



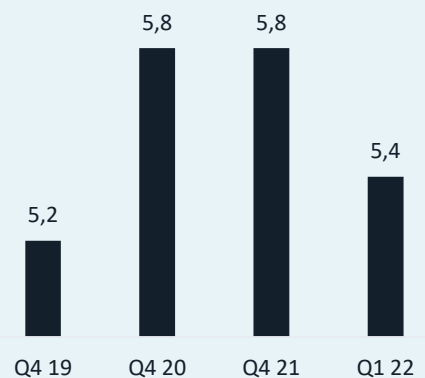
# Forecast



Vacancy rate (%)



Unemployment rate (%)



# Distribution salary increases

Excl. indexation

**44%** of the observations

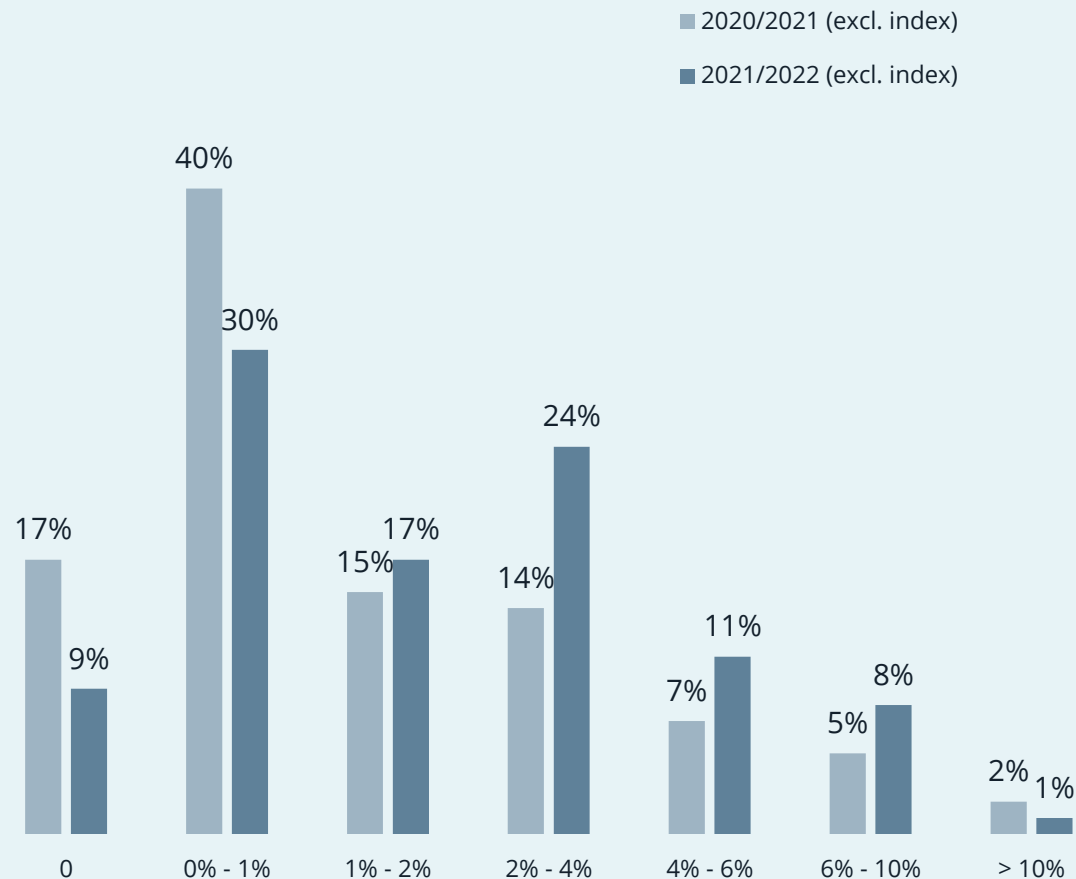
was granted a raise higher than 2%, compared to 28% last year.

**9%** of the observations

was not granted a raise this year.

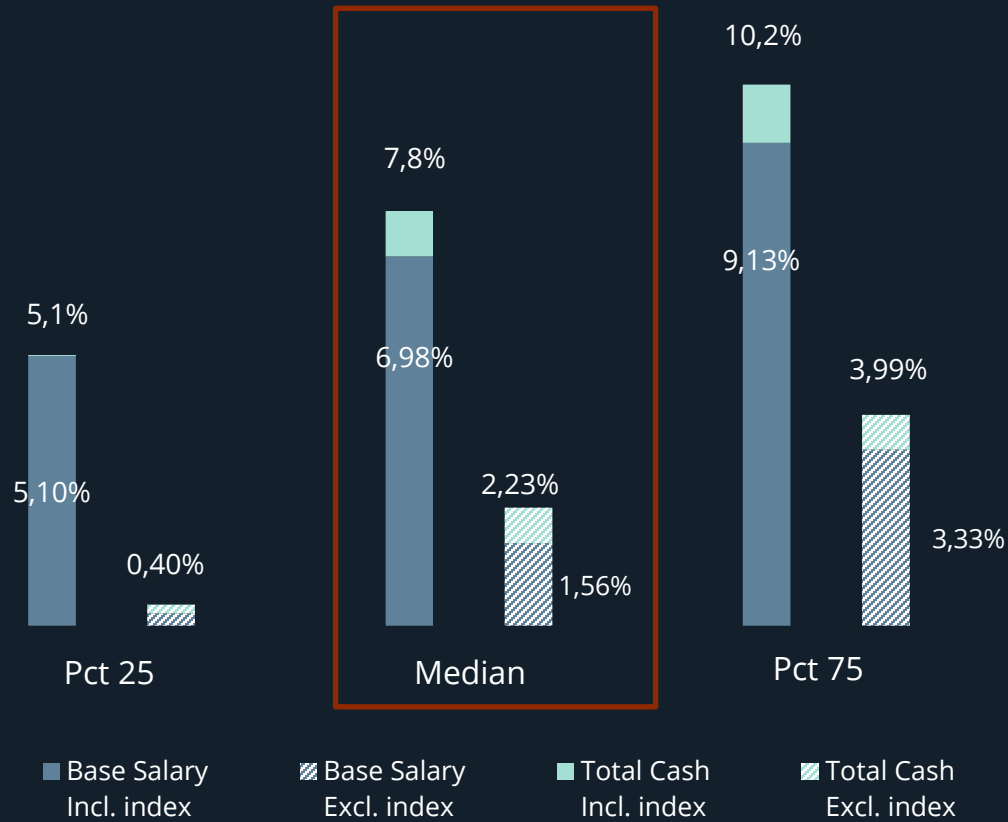
**40%** of the observations

was not granted a raise or received a raise of less than 1%. Last year this was the case for 57% of the observations.

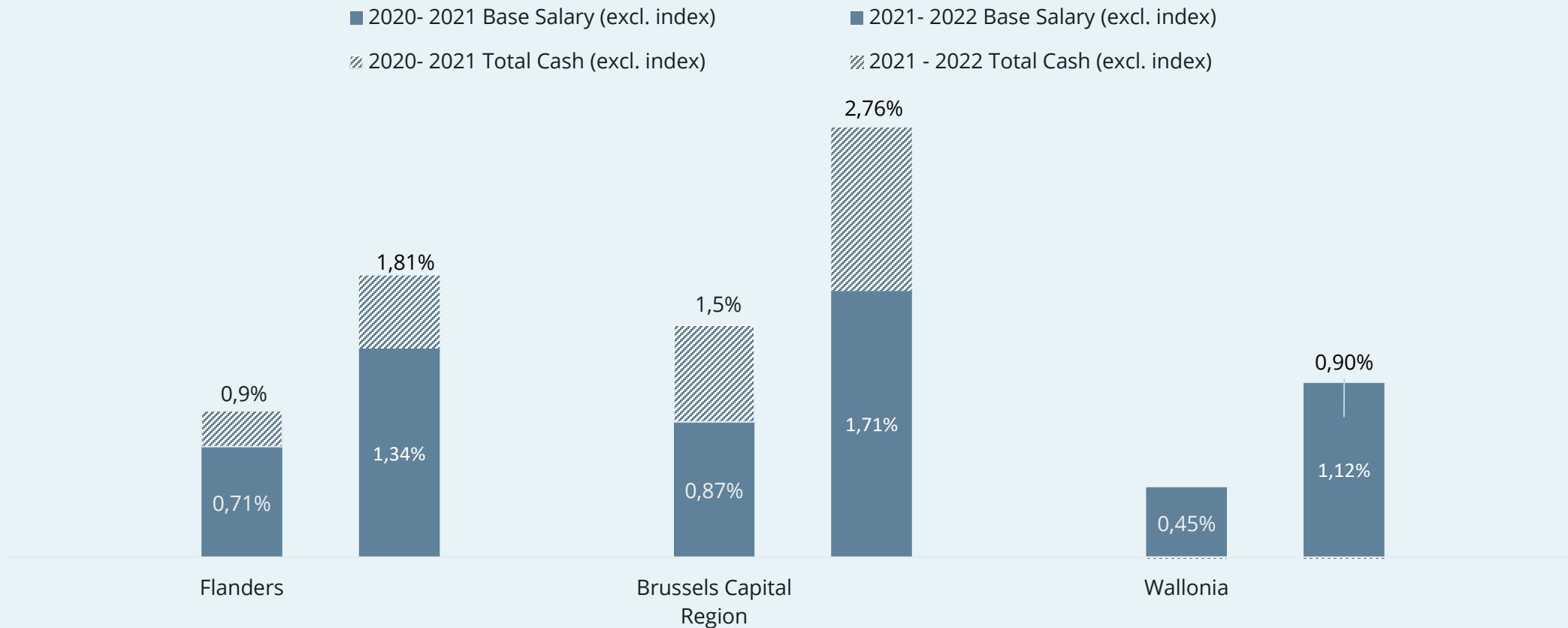




# 2 Achieved Total Cash



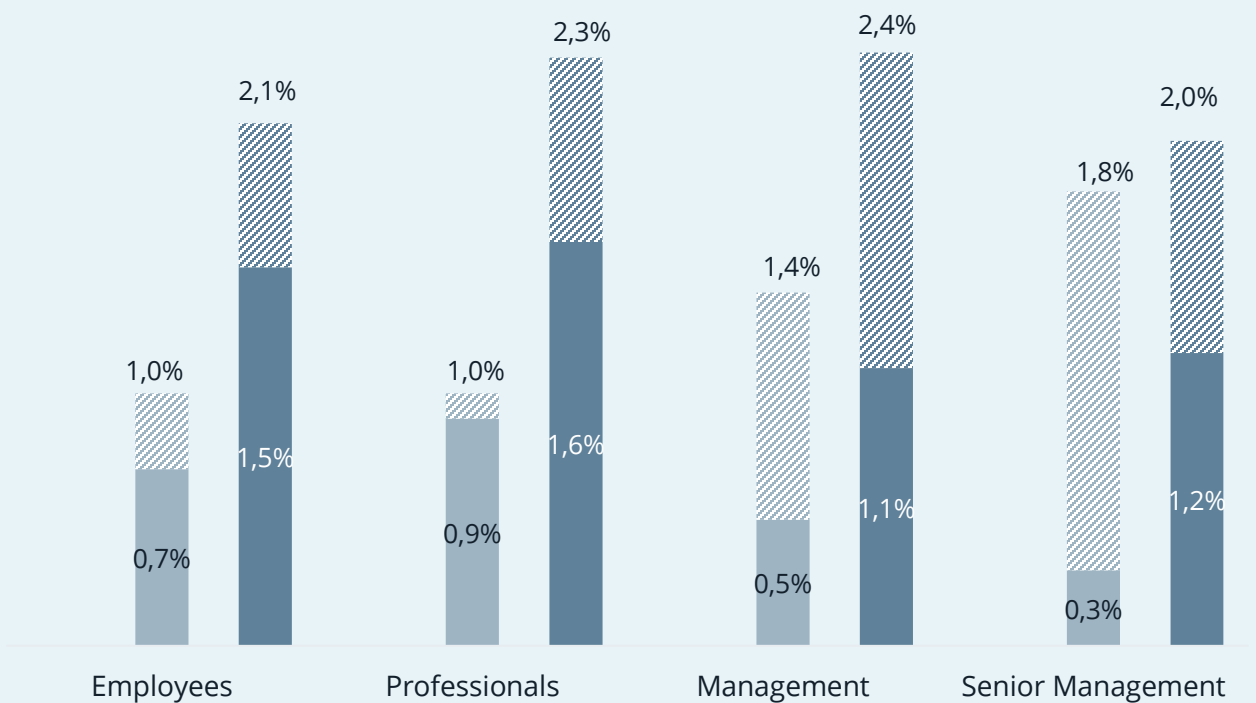
# Regional differences





## Analysis by job level

■ 2020- 2021 Base Salary (excl. index) 
 ■ 2021- 2022 Base Salary (excl. index)  
▨ 2020- 2021 Total Cash (excl. index) 
 ▨ 2021 - 2022 Total Cash (excl. index)



## Variable pay

	Classic bonuses	
	Receivers	Median amount
Employees	19%	↑ € 1 137
Professionals	31%	↑ € 3 000
Management	54%	↑ € 7 021
Sr. Management	65%	€ 21 371

# 3 Specific Analyses



+



+



**LONG TERM**

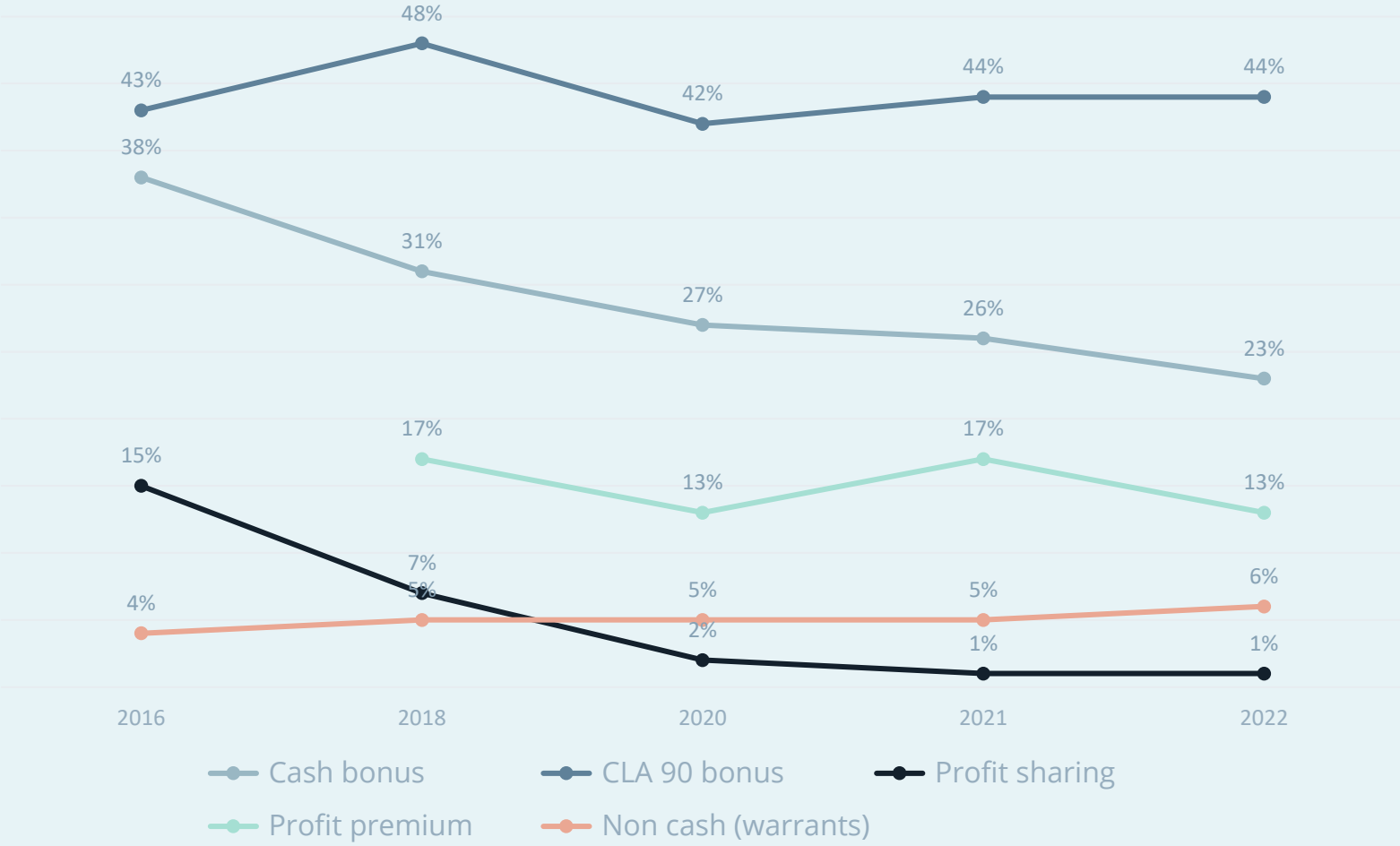
**CORONA  
PREMIUM**

**FLEX REWARD**



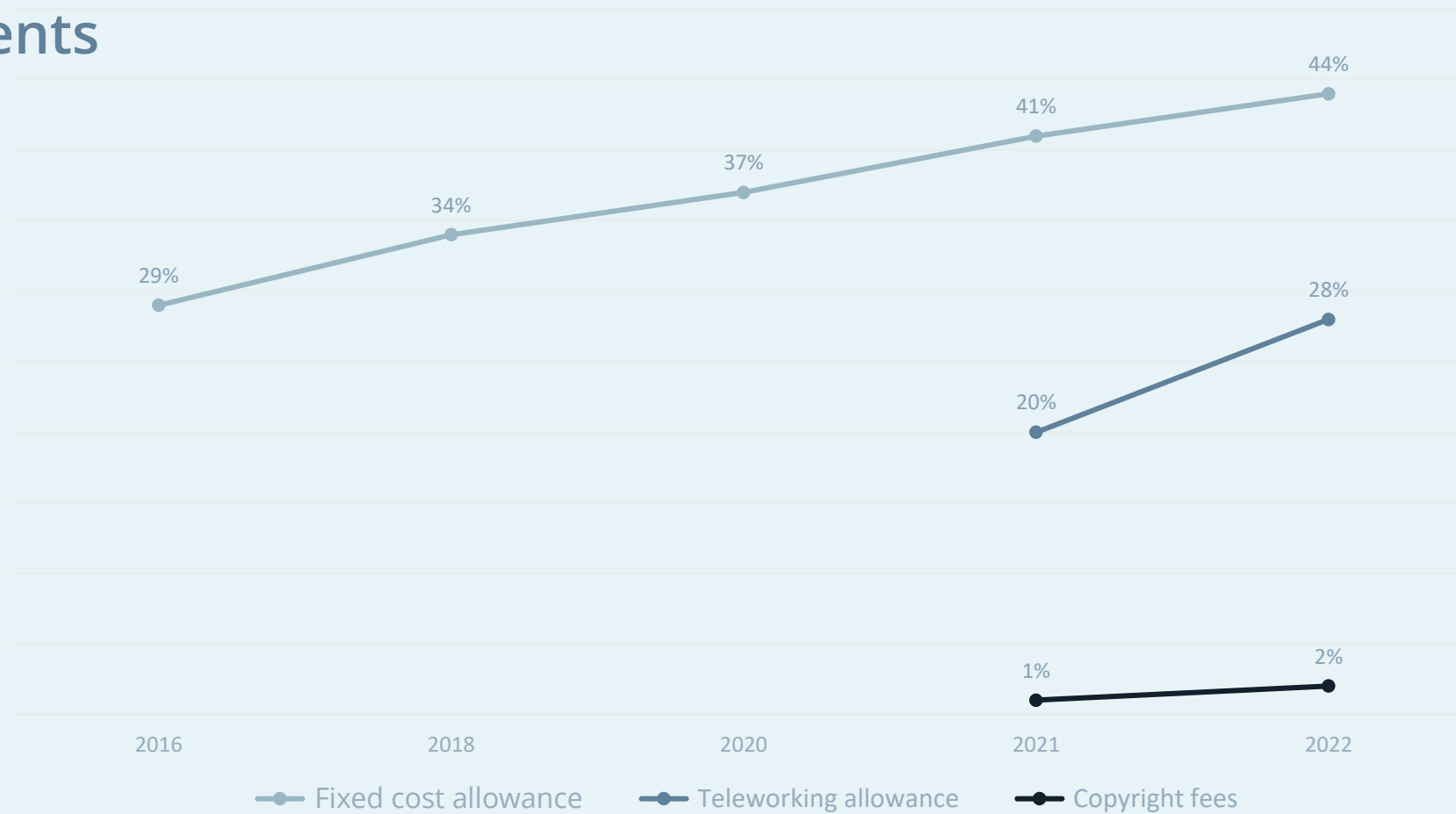
# Variable pay

% receivers



# Other elements

*% receivers*



# Corona premium



Max. € 500



Consumption voucher

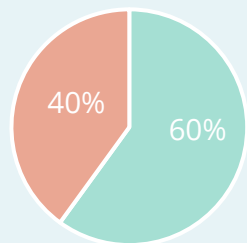


100% tax deductible  
16,5% social security contribution



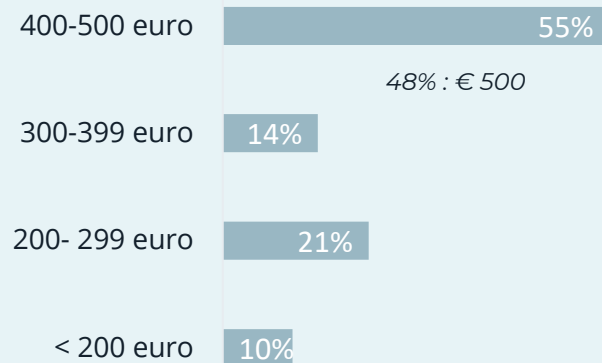
2021

## % occurrence



60% of all organisations grant corona premium to their employees

## Amount



## Where?

Any type of companies

All over Belgium

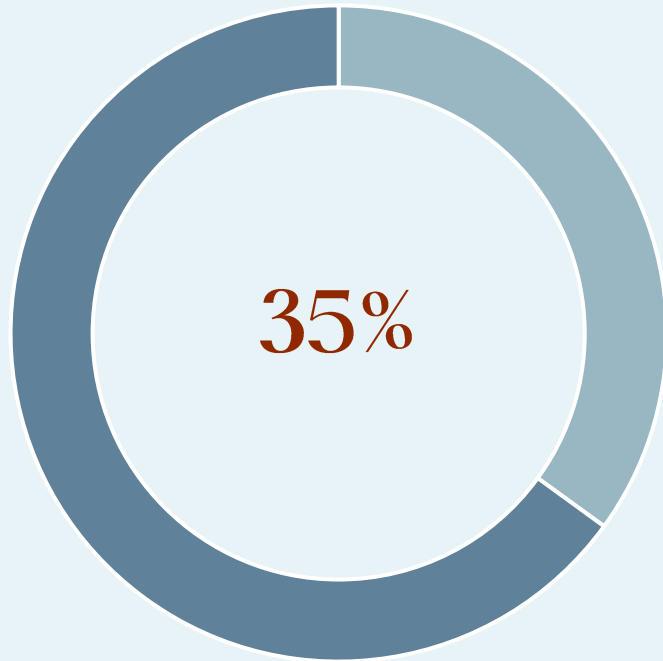
Sector:

- Chemicals & Petrochemicals
- Metals & Basic Materials
- Industrial Engineering
- Consumer Services

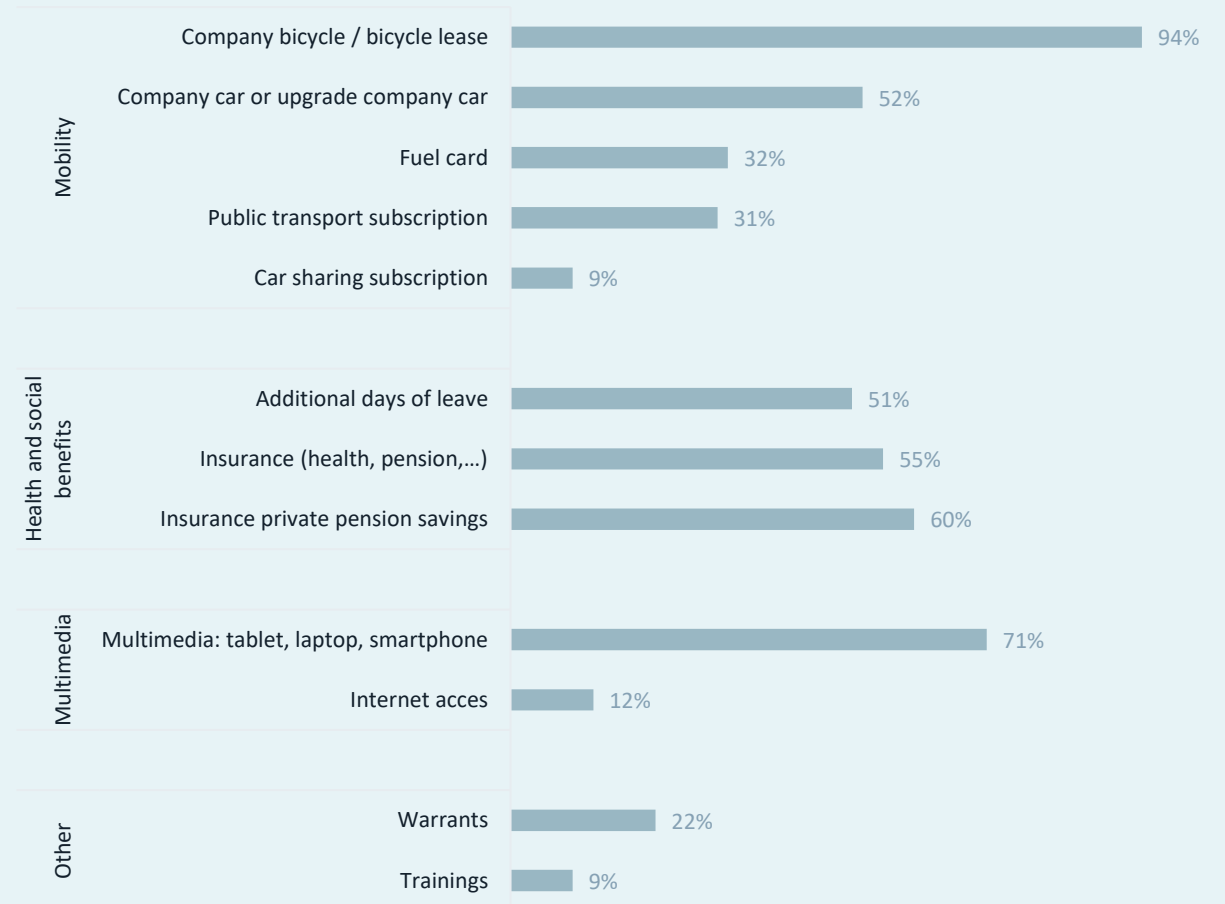




# Flexible reward plan



...of the observations can exchange part of the salary package for other benefits



## 4 Mobility Outlook

**Fiat voor vergroening  
bedrijfswagens vanaf 2026**

**Bedrijfswagens: populairder dan ooit in België!**

Hoewel 'de bedrijfswagen' regelmatig kritiek krijgt, blijft hij populair in België. Zelfs in tijden van elektrische mobiliteit?

**Elektrische bedrijfsauto  
verplicht in België vanaf  
2026**

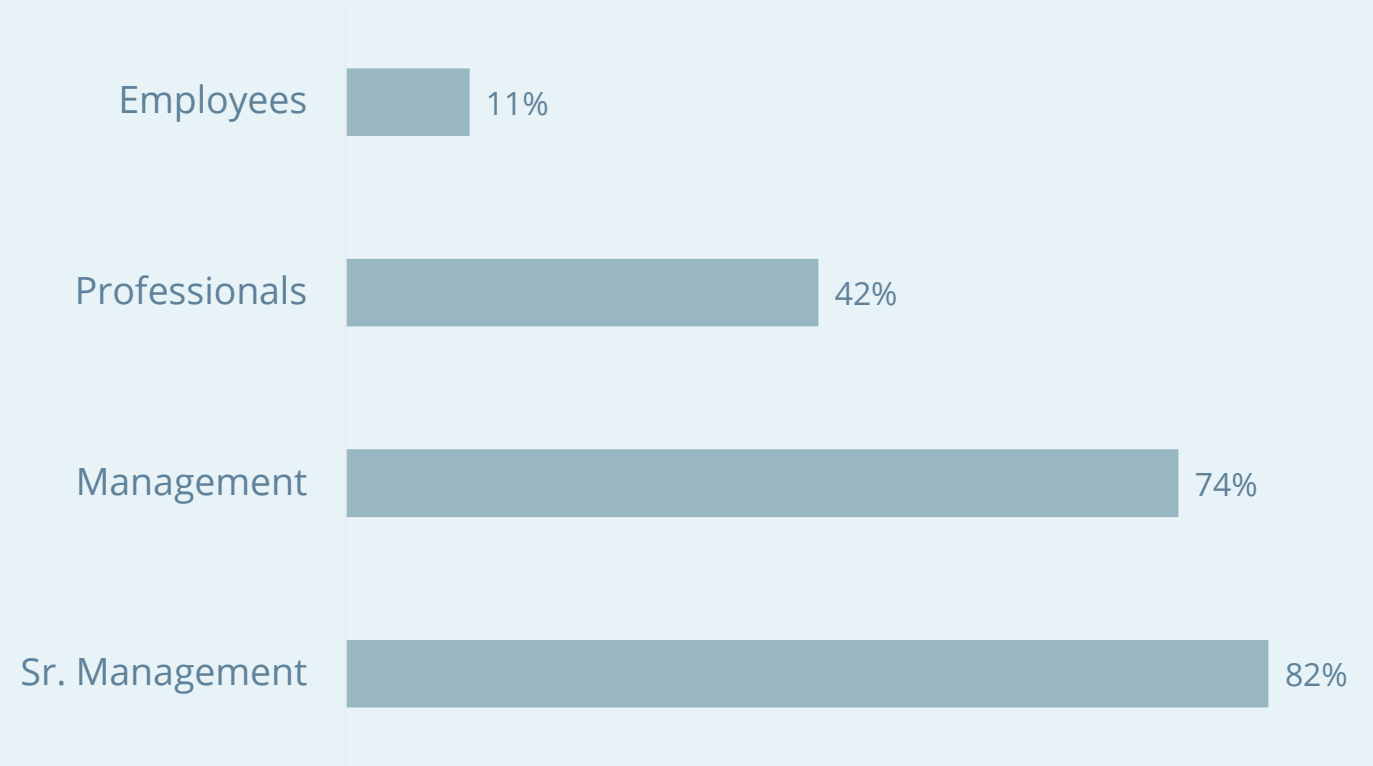
**TCO, de drie letters die u  
naar een elektrische  
bedrijfswagen duwen**



# Company Cars

The higher the job level, the more frequent the occurrence

Number of company cars continues to rise



# Tax shift company cars

## Deductibility for company cars purchased (leased) 2023 - 2031

	7/2023	2024	2025	2026	2027	2028	2029	2030	2031
CO2 car	40 - 100%	40 - 100%	0 - 75%	0 - 50% (0% when purchased in 2026)	0 - 25% (0% when purchased in 2026)	0%	0%	0%	0%
Green car	100%	100%	100%	100%	95%	90%	82,5%	75%	67,5%



Scaling down tax advantage for cars with combustion engines

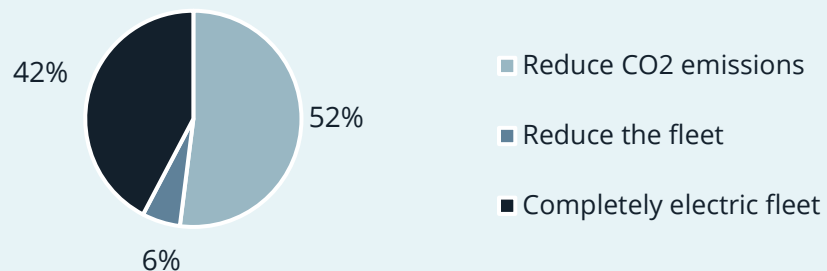
*As from the 1st of January 2026*

- Only emission-free transport will be granted favourable tax treatment
- Deductible commuting allowance only for emission-free vehicles
- Cars that are part of a mobility budget must be emission-free
- Commence the deduction of the tax reduction for emission-free vehicles

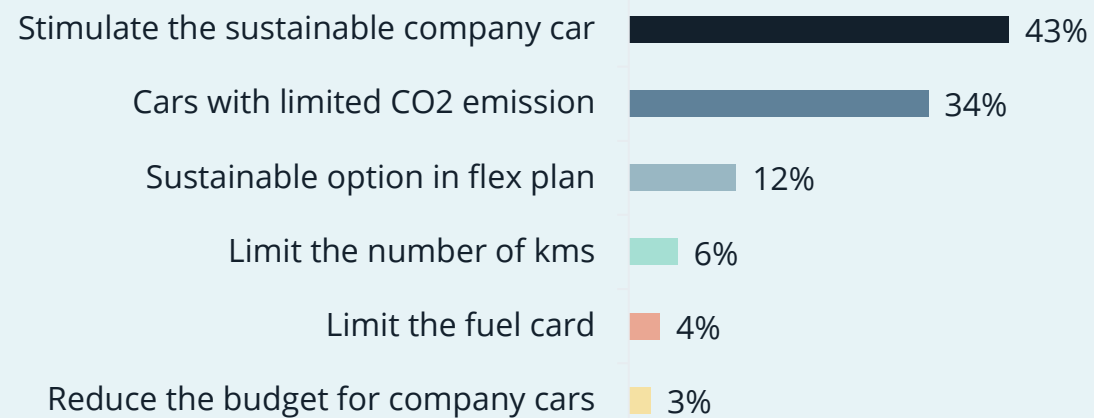


# Market figures

## Future objectives company car policy

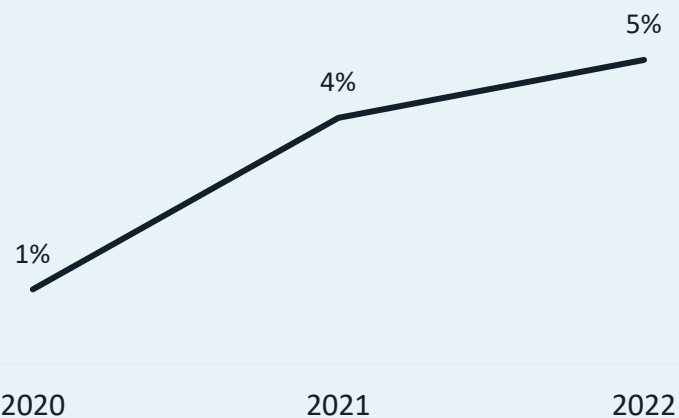


## Implementation of the changes



# Market figures

## Evolution lease amounts



## Most popular battery electric vehicles in leasing

1. Tesla Model 3
2. Polestar 2
3. Skoda Enyaq

## Top 3 company cars

Employees	OPEL CORSA MERCEDES A-KLASSE BMW 1-SERIES
Professionals	AUDI A3 BMW 1-SERIES BMW X1
Management	BMW X1 BMW 3-SERIES VOLVO V60
Senior Management	VOLVO XC60 BMW 5-SERIES BMW X3



# Company Cars

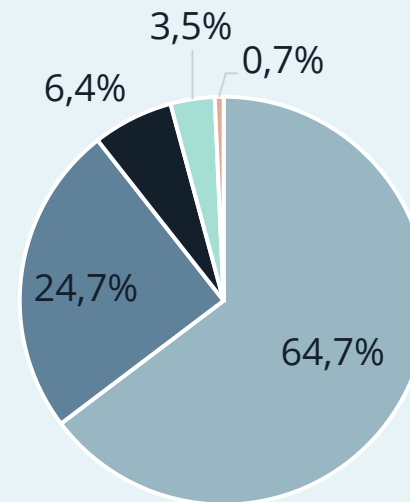
A very limited proportion of electric cars, with only 3.5%

Almost 90% of the fleet is still driving on petrol or diesel

1/3 of the organisations is transitioning to an electric fleet

Charging stations?

■ Diesel ■ Petrol ■ Hybrid ■ Electric ■ Other (CNG, LPG,etc)



% share of EV by size of organisation (# of employees)

< 50	50 - 99	100 - 249	250 - 499	500 - 999	> 1000
6%	4%	3%	2%	1%	5%



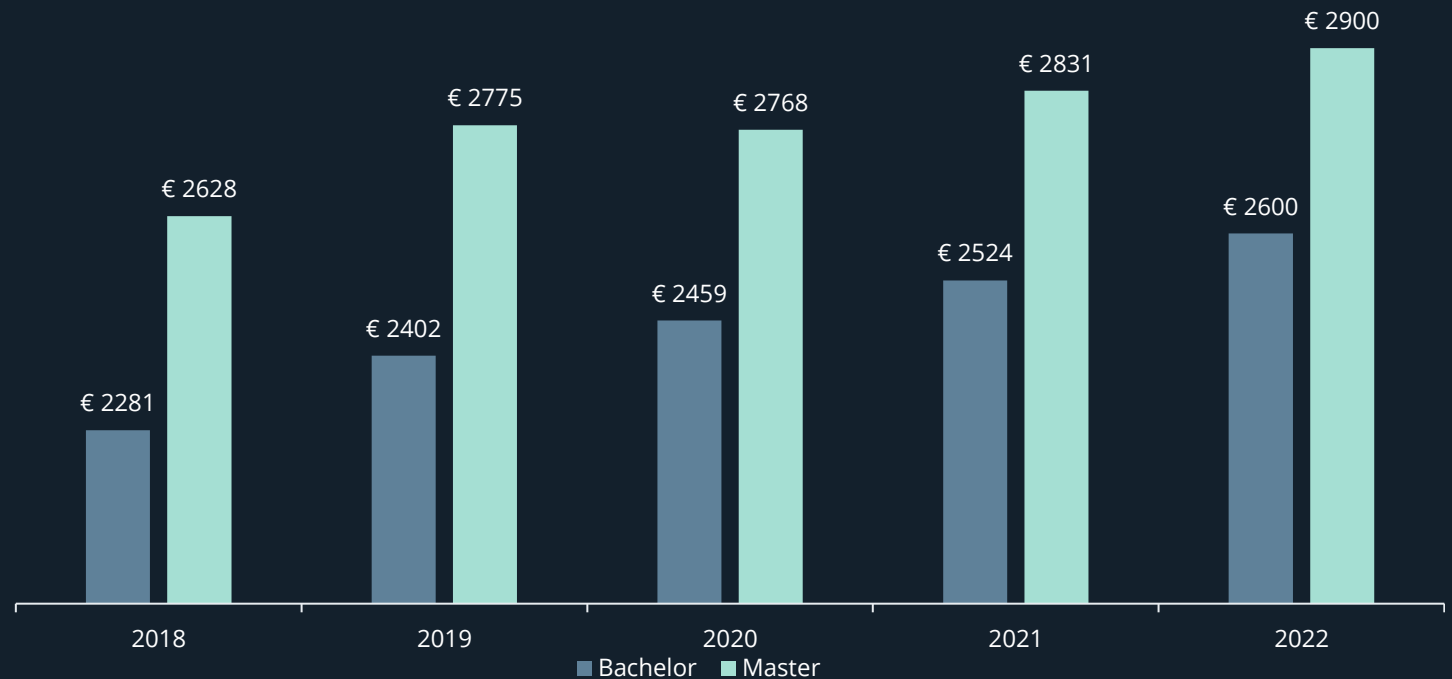
# 5 Starting Salaries

+14%

Evolution starting salary for employees with a **bachelor's degree** younger than 25 years in **the total market**.

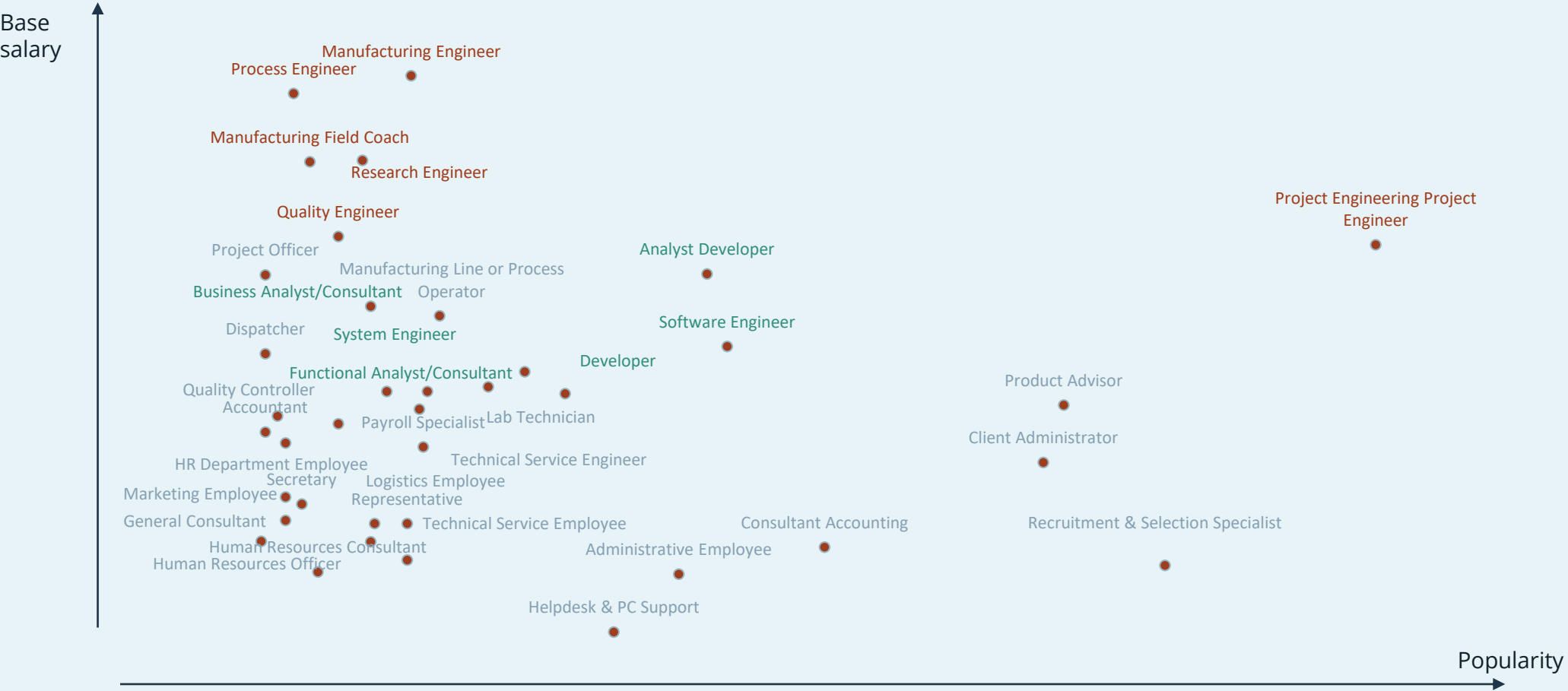
+10%

Evolution starting salary for employees with a **master's degree** younger than 25 years in **the total market**.





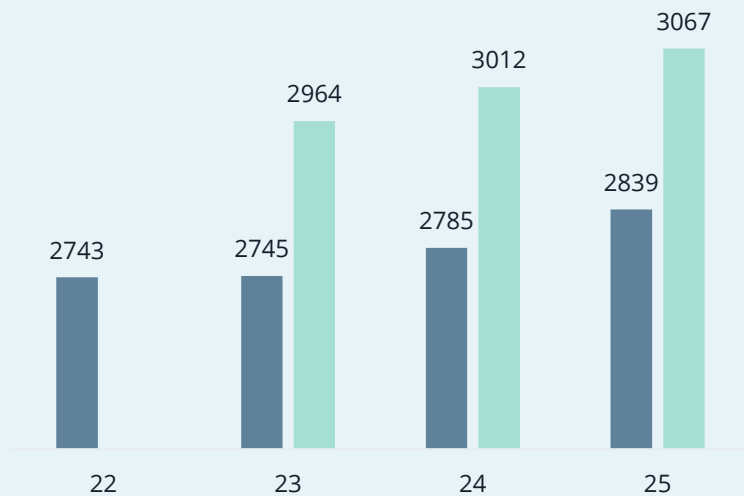
# Base salary: 22-25 years



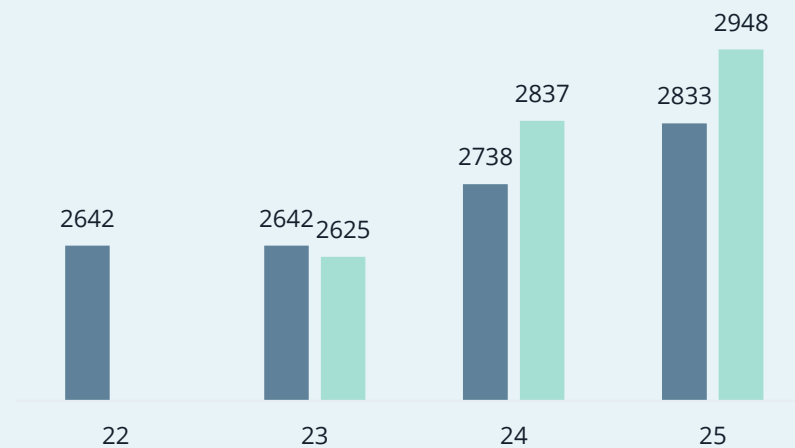
# Engineering & IT profiles

■ Bachelor ■ Master

Engineering profiles



IT profiles



**Benefits**

Fixed cost allowance  
 Homeworking allowance  
 Meal vouchers  
 Company car

**Bachelor**

30% / € 100  
 27% / € 40  
 86% / € 6,91  
 24% / € 951

**Master**

34% / € 97  
 36% / € 50  
 77% / € 6,91  
 47% / € 946

**Benefits**

Fixed cost allowance  
 Homeworking allowance  
 Meal vouchers  
 Company car

**Bachelor**

45% / € 145  
 30% / € 110  
 74% / € 6,91  
 48% / € 951

**Master**

55% / € 115  
 30% / € 50  
 80% / € 6,91  
 60% / € 946



# 6 Conclusions

## Highest base salary increase in over 20 years

Inflation was the main reason.

However, most employees received raises, excluding indexations. These raises were higher compared to the previous year.

## Variable pay keeps growing

Bonus amounts are increasing – especially for professionals (kader / cadres)

CLA 90 – Profit premium stagnate or decline

## Starters salaries are booming

Growth of 10% to 14% over the last years. Organisations update their policies.



# Conclusions

## Brussels strengthens its position

Higher salary growth than other regions.

Home office offered at companies in capital region make the package even more attractive.

## Company cars – a lot of work to be done

Only 1 / 10 companies in the total fleet is 'green' already.

## 2023...

More moderate numbers are to be expected due to normal indexation.

Will the labour market push companies to invest even more?



# 7 Upcoming

Results Club  
surveys  
**Financial sector  
Tech  
Safety, Health &  
Environment**

October

Results  
Generic Salary  
Survey **Blue  
Collars**

November

[Link for  
participation](#)

Deadline: 05/08

Results  
Whitepaper  
**Insured  
Benefits**

November

[Link for  
participation](#)

Deadline: 05/08

Results  
**Top Executive**  
Salary Survey

November

[Link for  
participation](#)

Deadline: 23/09

Poll **Expected  
Salary Increase  
2023**

October

Link for  
participation  
will follow

Deadline: 07/10



# Practicals



**Reward Architect**  
is LIVE !

You will be contacted for your incentives

August  
September

Want to improve your skills?

Free trainings will be organised for all our clients

Basic benchmark training

Advanced benchmark training

August - October

No Reward Architect access yet?

Ask for a demo



# Reward Architect – Salary Elements

## 1. Comparatio

Compare your own employees with the choosen reference market (based on sector, organisation size, age, diploma)

## 2. Focus on all levels

Discover the appaerance of all type of bonuses and benefits in the market and the amount on different percentiles.

## 3. Target Variable Pay

Next to the achieved variable pay check the target variable pay, which is set up at the start of the reference period.

## 4. Flexible budget

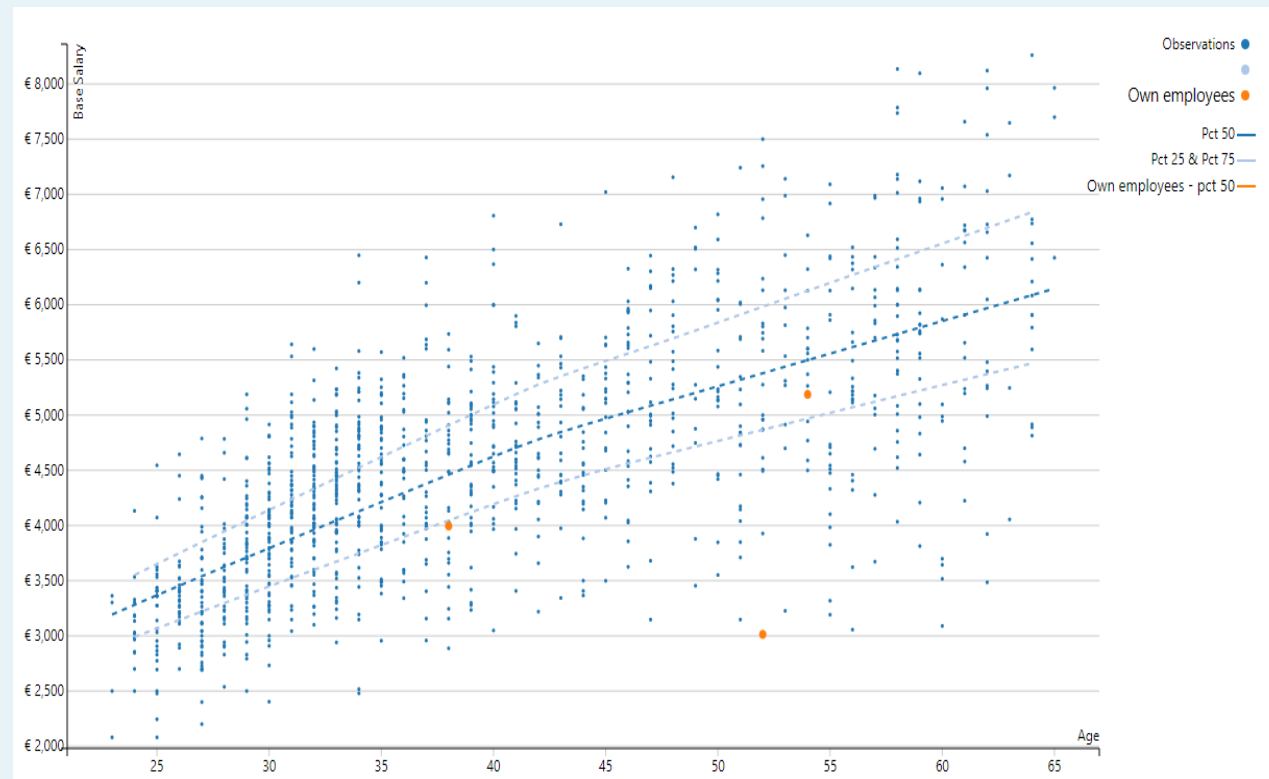
Discover how many organisations have created a flexible remuneration plan for their employees.

	REFERENCE MARKET						OWN EMPLOYEES		
	Rcv.	Org.	Pct 25	Median	Pct 75	Av.	Rcv.	Median	C/R
Base Salary	1,169	118	€ 3,749	€ 4,470	€ 5,147	€ 4,535	3	€ 3,995	89%
Target Total Cash			€ 3,849	€ 4,615	€ 5,417	€ 4,718		€ 4,261	92%
Achieved Total Cash			€ 3,849	€ 4,579	€ 5,354	€ 4,694		€ 4,126	90%
Achieved Total Compensation			€ 4,320	€ 5,160	€ 6,208	€ 5,413		€ 5,684	110%
Copyright fees	1%	2							
Target Variable Pay	58%	63	€ 2,258	€ 4,301	€ 5,591	€ 4,397	100%	€ 3,699	86%
Target Variable Pay (% vs Base Salary)	58%	63	3%	7%	9%	7%	100%	7%	95%
Predetermined Target Bonus	26%	33	€ 1,500	€ 2,502	€ 4,922	€ 3,748			
Predetermined Target Bonus (% vs Base Salary)			2%	4%	7%	5%			
Predetermined CLA 90 Bonus	37%	47	€ 1,400	€ 2,000	€ 2,600	€ 1,970	100%	€ 1,720	86%
Achieved Variable Pay	61%	69	€ 1,969	€ 2,869	€ 4,679	€ 3,642	100%	€ 1,828	64%
Achieved Variable Pay (% vs Base Salary)			3%	4%	8%	5%		4%	83%
Actual Bonus (Total)	29%	36	€ 1,500	€ 2,809	€ 5,878	€ 3,874			
* Target Bonus in cash	20%	21	€ 1,265	€ 2,387	€ 6,100	€ 3,693			
* Target Bonus non-cash	5%	12	€ 1,940	€ 3,075	€ 6,039	€ 4,420			
* Discretionary Bonus cash	3%	5	€ 1,025	€ 1,300	€ 2,300	€ 1,800			
* Discretionary bonus non-cash	1%	1							
CLA 90 Bonus	36%	47	€ 950	€ 1,040	€ 1,334	€ 1,199	100%	€ 850	82%
Commission	<1%	1							
Profit sharing	<1%	1							
Profit Premium	4%	6	€ 917	€ 1,717	€ 2,976	€ 2,303			
Fixed cost allowance	44%	73	€ 100	€ 115	€ 145	€ 118	33%	€ 65	57%
Teleworking allowance	24%	18	€ 10	€ 24	€ 24	€ 28			
Meal voucher	87%	108	€ 6.19	€ 6.91	€ 6.91	€ 6.50	100%	€ 5.91	86%
Daily allowance	<1%	2							
Receiver company car	22%	65					33%		
Lease VAT + fuel incl.			€ 946	€ 1,001	€ 1,155	€ 1,048			
Lease VAT + fuel excl.			€ 589	€ 652	€ 758	€ 670			
Top 5 Company Cars	6%						100%	AUDI A3	
	6%								
	5%								
	4%								
Flex: Total created budget	25%	15	€ 1,500	€ 4,252	€ 10,182	€ 5,710			
Flex: Additional budget	2%	3							
Receiver group insurance: pension	87%	91					100%		
Receiver group insurance: death	50%	65					100%		
Receiver group insurance: disability	46%	56					100%		
Receiver hospitalization insurance	76%	92					100%		
Age			31	36	47	39		52	144%

# Reward Architect – Salary Elements

## 5. Age depending results

Check the positioning of your employees when taking into account their age.

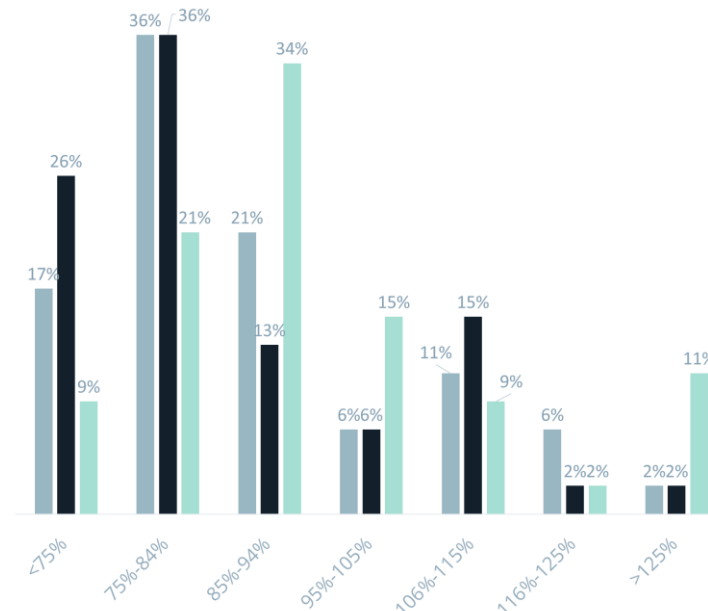




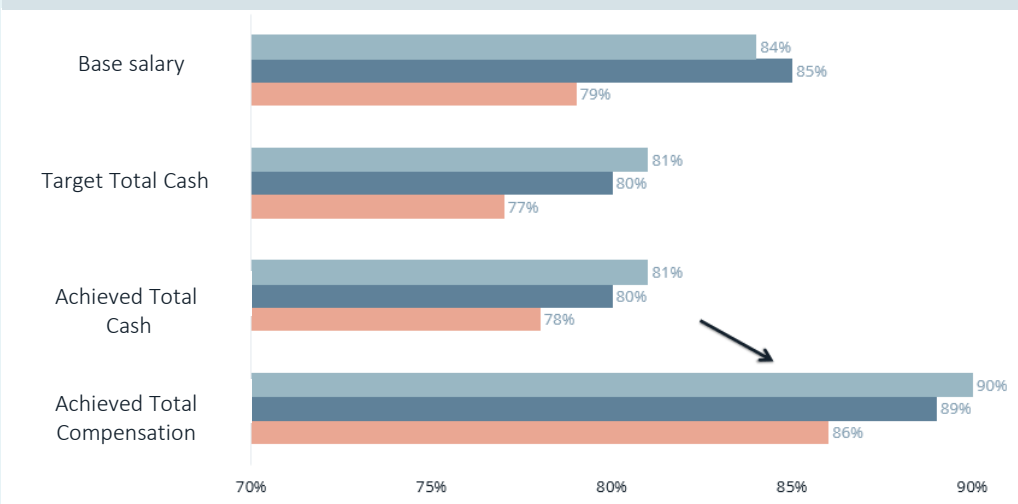
# Reward Architect – Salary Elements

6. Export in Excel all necessary data to make further analyses or to present to your colleagues.

Distribution employees in % of total population of the organisation.



Positioning all employees compared to the reference market



Positioning individual employees compared to the reference market

Employee			Base Salary			Target Total Cash			Achieved Total Cas	
Internal ID	Last name	First name	Value	C/R AI	C/R AD	Value	C/R AI	C/R AD	Value	C/R AI
1024			€ 3,995	89%	90%	€ 4,261	92%	92%	€ 4,126	90%
1040			€ 5,187	116%	94%	€ 5,453	118%	94%	€ 5,453	119%
1053			€ 3,013	67%	56%	€ 3,279	71%	58%	€ 3,121	68%



# Don't hesitate to contact us in case of questions



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