

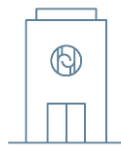
Participation 2021

About our survey

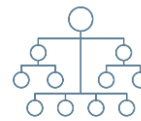
The Hudson salary survey for the Belgian insurance market assists you in adjusting and designing equitable, competitive and motivating remuneration packages. The overall goal is to provide you with the ideal tool in which you can consult the most representative, reliable and up-to-date information and trends regarding all aspects of remuneration within the **Belgian insurance sector**. Below, you will find the key figures of the 2021 edition:



12.704
observation



20
participating
organisations




46
reported jobs

Why Hudson?

- Since 2005 Hudson has offered the **most detailed salary data** for the Belgian insurance market with information on variable pay and extra-legal benefits such as the CLA 90 bonus, company cars, meal vouchers, ...
- Information regarding the composition of the flexible reward policy (if present) per job.
- 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 organisation sizes and regions.

New Job Matching Guide

- Only **the key jobs**: 46 reference jobs divided into 4 domains
- Our **new Job Matching Guide** will simplify the job matching process even more. **Job grids** have been added per domain. Moreover, the corresponding **career ladder**, **Compas grade** and **Compas group** have been added as well, allowing a more accurate verification of the job matching.
- As of this year Hudson also introduced three levels within each reference job. The introduction of these levels will allow organisations to differentiate between more junior and senior employees.

		IT 				
		General	Business	Software Development	System/Network Administration	IT Operations Support
Middle management	16	IT Manager				
	15	Project Manager IT				
First-line management	14	Solution Architect		Technical Architect		
	13		Business Analyst/Consultant			
High-level employees	12		Functional Analyst		System Engineer	
	11			Analyst Developer		
Mid-level employees	10				System Administrator	Helpdesk & PC Support
	9			Developer		

- People management
- Project management
- Expertise
- Relations
- Support

[Go back](#)

Reference jobs

Below you can find an overview of the 46 jobs that are reported in this edition of the Insurance Salary Survey. The job descriptions of the insurance jobs and the supporting jobs can be consulted in the Job Matching Guide.

Insurance	IT	Staff
Life/Health Administrator – Private Individuals	IT Manager	Department Manager
Life/Health Administrator – Companies	Project Manager IT	Study Delegate in the Profession of Actuary
Non-Life Administrator (Production) – Private Individuals	Solution Architect	Supervisor
Non-Life Administrator (Production) – Companies	Business Analyst/Consultant	Big Data Analyst
Underwriter – Private Individuals	Functional Analyst	Data Scientist
Underwriter – Companies	Technical Architect	Reporting Officer
Damage inspector – Private individuals	Analyst Developer	Legal Service Advisor
Damage inspector – Companies	Developer	Program Manager
Non-Life Damage Administrator	System Engineer	Project Leader/Manager
External Prevention and/or Risk Inspector	System Administrator	Project Member
Technical Coach	Helpdesk & PC Support	Financial Analyst
		ALM Administrator
		Internal Auditor
		Compliance Officer
		Risk Manager
		Risk Analyst
Sales & Marketing		
District Manager		
Production Inspector – Retail/Private Individuals – Non-life		
Production Inspector – B2B/Companies – Non-life		
Multifunctional Branch Office Employee		
Call Centre Operator – Incoming and/or Outgoing		
Product Manager – Retail/Private Individuals		
Product Manager – B2B/Companies		
Product Management Employee		

Remuneration components

Parameters	Remuneration components
Reference job	Base Salary + copyright - NEW!
Job level (-, =, +)	
Degree	Target Total Cash (Base salary + target variable pay)
Sector	Achieved Total Cash (Base salary + variable pay)
Region	
Age	Total Compensation (Base salary + variable pay + valuation net fixed expenses allowance, company car, Teleworking allowance, meal vouchers and daily allowance)
Number of employees	
Turnover	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 - Compensation for teleworking - NEW!

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 remains anonymous. Should the **anonymity** be at risk, Hudson will not report the information.

Reporting

Standard Package

The standard package includes the Reward Architect Advanced tool, a free benchmark training and a free management summary report.

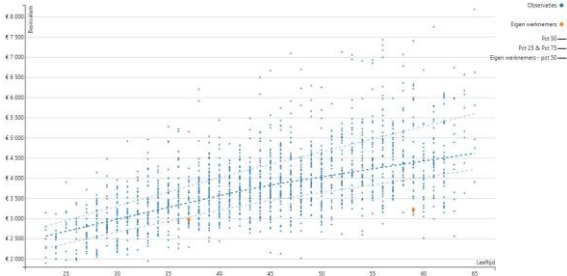
REWARD ARCHITECT ADVANCED is a user-friendly **web-based tool**, with which you can call up market information for the reference jobs of your choice.

- 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

Accountant Goal To carry out the accounting requirements in accordance with procedures established by government, in order to have an accurate accounting position at all times.		
Positioning Tasks that are managed: Functionally directs a limited team of assistant accountants. Skills from management this role: Chief Accountant or Accounting & Finance Manager.		
Accountant - Has no management responsibilities. Bachelor - 0-8 months of experience required. Organisation type: small Belgian organisation. Works according to clear cut procedures and draws up basic reports on demand, executes standard accounting tasks. Has a good knowledge of accountancy and the accountancy system.	Accountant = Has no management responsibilities. Bachelor - Minimum 1 year of experience required. Organisation type: large Belgian organisation or division of a multinational. Is a specialist with regard to accountancy and the accountancy system.	Accountant + Has no management responsibilities. Bachelor - Minimum 3 years of experience required. Organisation type: large Belgian organisation or multinational. Draws up reports for the board on a local level and possibly on group level. Actively participates in projects and treats complex cases.
Key result areas <ul style="list-style-type: none"> • Oversee probing and checking of entering purchase and sales invoices and bank advice 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. • Coordinate tax activities in partnership with the Chief Accountant, the Bookkeeping and Finance Manager or the Finance and Administration Managing Director to ensure that statutory accounting and tax laws are respected. • Draw up and process monthly and quarterly balance sheets and financial statements to ensure that accountancy legislation is respected and management is provided with the correct data to enable their policy. • Assist management, under accountancy supervision regarding the own specific area of expertise and perform ad-hoc tasks to ensure that the management has the support to realise their goals. • Stay and inform about the evolution and developments related to accountancy, keep his/her knowledge up-to-date within the context of the amendments to legislation in order to strengthen his/her credibility by offering a service that is continuously based on updated knowledge. 		

GRAPHIC REPRESENTATION OF THE MARKET SALARY



SAMPLE BASED ON JOB GRADE AND CAREER LADDER OR REFERENCE JOB

COMPARISON BETWEEN OWN EMPLOYEES AND THE MARKET

Survey
Salary Survey in the Insurance Sector 2018

Sample type
Jobs Grades

Domains

- Select all
- Commercial jobs & Marketing
- Financial, control and accountancy
- ICT
- Insurance jobs
- Others
- Other
- Staff & Support

Career ladders

- Select all
- Expertise
- People Management
- Relations

	Omsz.	Org.	Pct 10	Pct 25	Referentiemarkt			Eigen werknemers			
					Mediaan	Pct 75	Pct 90	Gem.	Omsz.	Mediaan	C/R
Basiszalaris	1.616	312	€ 2.800	€ 3.254	€ 3.781	€ 4.332	€ 5.000	€ 3.851	2	€ 3.100	82%
Target Total Cash			€ 2.877	€ 3.309	€ 3.873	€ 4.509	€ 5.234	€ 3.916		€ 3.526	91%
Achieved Total Cash			€ 2.869	€ 3.306	€ 3.862	€ 4.529	€ 5.323	€ 4.004		€ 3.413	88%
Achieved Total Compensation			€ 3.172	€ 3.667	€ 4.281	€ 5.122	€ 6.069	€ 4.484		€ 4.441	104%
Target variabele beloning	47%	146	€ 1.066	€ 1.898	€ 3.263	€ 5.079	€ 7.000	€ 3.716	100%	€ 5.939	177%
Target variabele beloning (% vs Basiszalaris)			2%	4%	6%	9%	13%	7%		14%	217%
Vooropgestelde Target Bonus	20%	64	€ 1.054	€ 1.288	€ 2.090	€ 3.270	€ 4.990	€ 2.515	50%	€ 4.461	213%
Vooropgestelde Target Bonus (% vs Basiszalaris)			2%	2%	4%	6%	9%	5%		10%	228%
Vooropgestelde CAO 90 Bonus	40%	114	€ 300	€ 575	€ 1.110	€ 2.197	€ 3.000	€ 1.419	100%	€ 1.720	147%
Achieved variabele beloning	50%	159	€ 1.069	€ 1.524	€ 1.001	€ 5.678	€ 8.953	€ 4.253	50%	€ 6.714	282%

Order form

As from October 2021, our Insurance Salary Survey will be available. The organisations participating in our salary survey benefit from a special participant price.

STANDARD PACKAGE	TYPE OF PARTICIPATING COMPANY		
	SMALL ¹ (<100 FTEs)	MEDIUM ¹ (100 – 250 FTEs)	LARGE ¹ (>250 FTEs)
Reward Architect Advanced Free Training Free Theme Report (2021)	€ 4.950	€ 6.950	€ 8.450
EXTRA			
Top Executive Benchmarks 2021 (Report for the C-level executives)	I wish to receive more information.		
Preferred Peers Report (Tailored report with companies of your preferences)	I wish to receive more information.		
Generic Salary Survey ²	€2.900		

¹ In case of purchase without participation, you will pay a surcharge of 20%.

² In case of participation and purchasing of the Insurance Survey.

Salary data

- I wish to use the results immediately (I use the most recent salary data).
- I wish to purchase the results of the Insurance Survey 2021 (available as from October 2021).

Invoice data

Organisation:

Name & surname: Function:

Street & Nr: Postal code & city:

Tel: PO-number:

E-mail: Company stamp, signature and date:.....

VAT-nr:

Delivery data

Name & surname: Function:

Street & Nr: Postal code & city:

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 AND CONDITIONS

The Management Summary 2020-2021 is free of charge in case of participation in the Insurance Salary Survey 2021.

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 (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 (October) or, in case of purchasing the results after October, 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.

Company stamp	Signature & date

