

*The remuneration of
company lawyers in Belgium*
Survey results – 2023



In collaboration with:



CONTENTS

1	Introduction	3,4	6	Results	24-63	7	Conclusions	64-67	
2	Executive summary	5-7	1	Pay	25-39		Total rewards – summary overview	65	
3	Event - roundtable	8-9		Monthly gross salary	26-29		Conclusions	66-67	
4	Methodology	10-12		13th Month	30	8	About us	68-71	
5	Respondents	13-23		Variable pay	31-34		IBJ-IJE	69	
	Gender	15		Monthly flat-rate expense reimbursement	35-38		Vialegis	70	
	Age	16		Conclusions - Pay	39		Vlerick Business School	71	
	Legal domain	17		2	Benefits	40-53	9	Acknowledgments	72
	Years of legal experience	18		Teleworking	41-44				
	Sector	19-20		Holidays	45				
	Company size	21		Mobility options	46-47				
	Function	22-23		Fringe benefits	48-51				
				Flexible remuneration system	52				
				Conclusions - Benefits	53				
				3	Satisfaction	54-63			
				Introduction - satisfaction	55				
				Percentage of satisfaction	56				
				Remuneration satisfaction	58-59				
				Long-term orientation	60				
				Job success	61				
				The 5 key strengths & weaknesses	62				
				Conclusions - satisfaction	63				

Disclaimer: This report is purely indicative and based on survey responses. IBJ-IJE, Vlerick Business School, and Vialegis make no guarantees and may not be held liable for any errors or for consequences arising from using this report.

Introduction



In collaboration with:



INTRODUCTION

It is necessary and useful to regularly keep ‘your finger on the pulse’, particularly when it comes to your remuneration and contentment with your company. After all, **the profession of company lawyer and its environment are evolving rapidly**. We don't need to tell you this.

The Institute of Company Lawyers (IBJ-IJE), Vlerick Business School and Vialegis have joined forces to **survey the remuneration of company lawyers**. The last major survey happened in 2013 and so it's been high time for a thorough update.

An extensive survey has measured financial remuneration, as well as fringe benefits and non-financial remuneration components that are a part of the total remuneration package. The survey has also deliberately focused on whether company lawyers are satisfied and happy in their company, which is a question that is more relevant than ever in these challenging times.

The result has given an insight into how company lawyers perceive their remuneration and what trends exist. This study enables company lawyers to compare their personal situation with the market. In addition to this report, we have developed a practical tool that presents the available data to you in real time, which is available on our website (www.ibj.be / www.ije.be).

The survey was carried out in Autumn 2022, with no fewer than 561 company lawyers completing the survey in full. A sincere thank you for your participation in the survey. For the sake of completeness, we also note that the results take into account the indexation of salaries that took place at the beginning of 2023. So, it's totally up-to-date!

This has been a successful collaboration and we hope you enjoy reading the results.

Julie Dutordoir

General Manager
Institute of Company Lawyers (IBJ-IJE)



Valerie Hofman

CEO
Vialegis



Xavier Baeten

Professor in Reward & Sustainability
Vlerick Business School



Executive summary



In collaboration with:



EXECUTIVE SUMMARY

- **This study includes the remuneration data of 500+ company lawyers in Belgium.** This provides an elaborate sample, enabling company lawyers to get insights into market data. Moreover, the scope of the study is not limited to remuneration levels and granted benefits. Also, data has been collected on company lawyers' remuneration satisfaction.
- Whereas fixed **gross monthly remuneration is the cornerstone** of the remuneration package, bonuses, flat-rate reimbursements, homeworking allowances, mobility options, insurance-related and **other benefits** are part of a modern remuneration policy. Our study concludes that the most prevalent benefits among company lawyers include hospitalisation insurance, meal vouchers, supplementary pensions, smartphones, bonuses, and company cars (only for legal managers).
- Regarding **reward satisfaction**, company lawyers are less satisfied with their fixed monthly gross salary relative to their responsibilities, what the market pays, and how salary decisions are made and executed. The same holds for the bonus. Another important point for improvement is about looking forward and providing company lawyers with more clarity about their future career path.

TOTAL REWARDS - SUMMARY OVERVIEW

Function	Fixed monthly gross salary <i>Median value</i>	End of year premium (13 th month)	Bonus <i>Median value</i>	Flat-rate expense reimbursement <i>Median value</i>	Company car	Supplementary pension	Hospitalisation insurance	Outpatient medical insurance	Guaranteed income insurance	Flexible remuneration system
Legal manager, executive committee member	€ 10.648	92%	89% (15%)	79% (€ 220)	93%	93%	94%	47%	54%	38 %
Legal manager, not an executive committee member	€ 8.109	91%	74% (12%)	83% (€ 200)	79%	93%	96%	45%	55%	46 %
Solo legal counsel	€ 6.917	89%	73% (8%)	70% (€ 150)	14%	87%	90%	34%	43%	30 %
Legal advisor	€ 6.203	91%	72% (7%)	63% (€ 150)	36%	89%	93%	34%	48%	43 %

Converted to full-time equivalent (FTE), indexed & excluding 13th month and double holiday pay

Remuneration event - Roundtable



In collaboration with:



EVENT – ROUNDTABLE – 4 MAY 2023

- As a community, we at IBJ-IJE find it very important to share knowledge and experience within our profession. **During an inspiring event** at the Vlerick Business School – Brussels campus, **Xavier Baeten**, Professor in Reward & Sustainability at the Vlerick Business School, **and Marthe Van Hove**, Researcher at the Vlerick Business School, **presented the results to our members.**
- The main findings were then discussed during a **panel discussion**, which was **moderated by Els Steen**, IBJ-IJE President and company lawyer at Ahold Delhaize European Business Services, **and involved Nicolas Istas**, IBJ-IJE Vice President and company lawyer at Novartis Pharma, **Valérie Hofman**, CEO at Vialegis, and **Lionel De Leener**, Reward Director at Recticel.



Methodology



In collaboration with:



METHODOLOGY

● Analysis of the results

Only Vlerick Business School received and processed the individual survey answers.

● Online survey

The data is self-reported; the respondents answered an online survey between 23 September and 9 November 2022. The survey was available in French, Dutch or English.

● Survey distribution

The survey was shared by IBJ-IJE among its members (company lawyers and associated members) and shared on social media. Additionally, Vialegis shared the survey with some of its contacts (lawyers working in companies). The main target group for this survey have been employees.

● Geographical scope

The respondents are active in Belgium.

● Number of respondents

561 valid responses were received. (340 invalid responses were not taken into consideration).

● Confidentiality - anonymity

The survey responses were collected anonymously and processed with the strictest confidentiality.

● Response time

The average response time to answer the survey was 13 minutes.

● Survey questions

- Certain survey questions are included in the report text where relevant.
- In questions using a scale variable, respondents were asked to choose among the following options:
 - Satisfaction scale: dissatisfied – rather dissatisfied – neither dissatisfied nor satisfied – rather satisfied – satisfied – I really cannot answer this.
 - Agreement scale: disagree – rather disagree – neither agree nor disagree – rather agree – agree.

METHODOLOGY

Monthly and yearly gross salary:

The gross monthly salaries are presented as reported. It is important to note that to have an overview of the full year salary, the monthly gross salary as presented in this report must still generally be multiplied by 13.92 (which includes the 13th month and double holiday pay in Belgium). Monthly gross salary does not take into account the end of year premium (also called a thirteenth month, so an extra salary at the end of the year - which is however mentioned separately in this report) and double holiday pay.

Full-time equivalent

All values of pay and benefits are calculated on a full-time equivalent basis (FTE).

Indexation – cost of living adjustment

Monthly gross salary has been adjusted to take into account the increased cost of living in the period between data collection and the report's publication. Values presented in this report based on the cost of living at the end of March 2023.

- Calculation: monthly gross salary has been multiplied by the average indexation between September 2022 and March 2023 based on the sector description. If the respondent indicated more than one sector, then the average indexation of these sectors has been calculated.
- Other data such as benefits, bonus amounts etc., have not been adjusted to the cost of living.
- Note: for the online application, indexation of gross salary has been applied until June 2023.

Spread of data points

Q25 – Median – Q75 (quartiles) are used in the report to present remuneration data, which is in line with common market practice. To calculate these quartiles, first, the data must be classified from lowest to highest.

- **Q25:** The first quartile is a measure that indicates the value below which 25% of the data falls. For example, if Q25 of fixed monthly gross salary equals € 4.000, then it means that 25% of the respondents indicated earning € 4.000 or less and 75% earn more than € 4.000.
- **Median:** When sorting the data in ascending order, the median equals the middle value in the dataset. It represents the value that divides the dataset into two equal halves and is therefore the "central" value of the data. It is a useful measure of central tendency because extreme values (outliers) have a much more limited impact compared with making use of means. (Note that for the online tool, in case of an even number of generated responses, the actual median has been replaced by the response just below the actual median.)
- **Q75:** The upper quartile is a measure that indicates the value below which 75% of the data falls. For example, if Q75 of monthly fixed gross remuneration equals € 10.000, then it means that 75% of the respondents indicated earning €10.000 or less and 25% indicated earning more than € 10.000.
- As is the common methodology, the very extreme values have been omitted, which means that certain "not logical" values were not included in the reporting, e.g., because respondents filled in the annual salary instead of the monthly salary. So, these most extreme values/outliers were not taken into account in the survey results to avoid presenting a distorted picture.

Respondents



In collaboration with:



RESPONDENTS

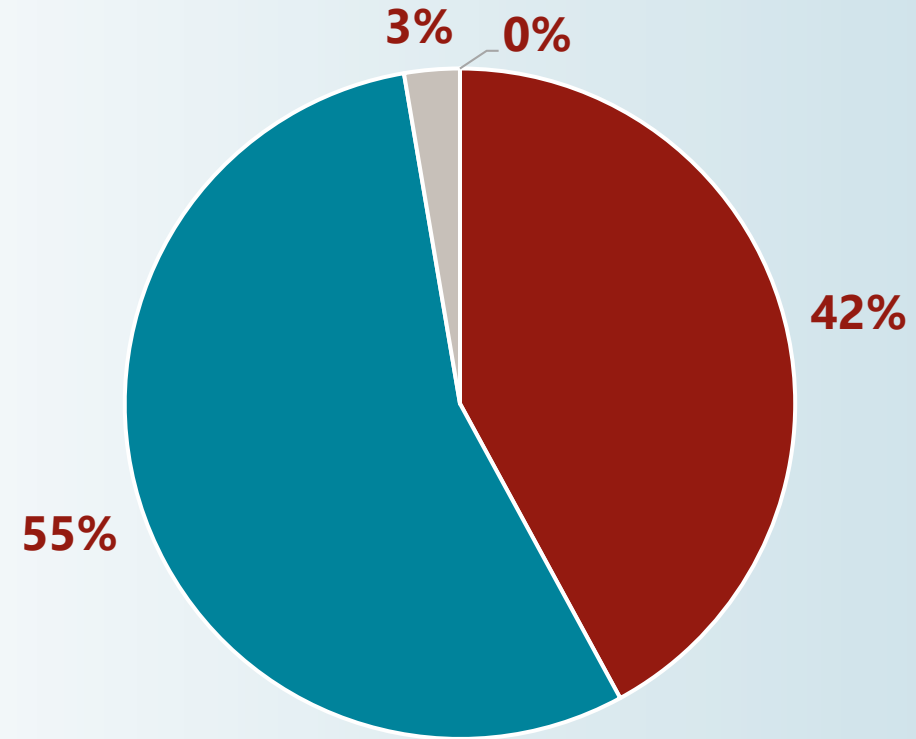
- In this section, we provide a **description of the respondents** who participated in the survey and an overview of their main characteristics (including functions, sectors, legal domains and company size, total experience).
- **Understanding the sample and categories** is crucial for interpreting the results and drawing meaningful conclusions from the survey data. This will help readers contextualise the findings and understand the relevance of the results to their own interests or objectives.

561 RESPONDENTS

GENDER

561 RESPONDENTS

Survey Question: How do you see yourself?

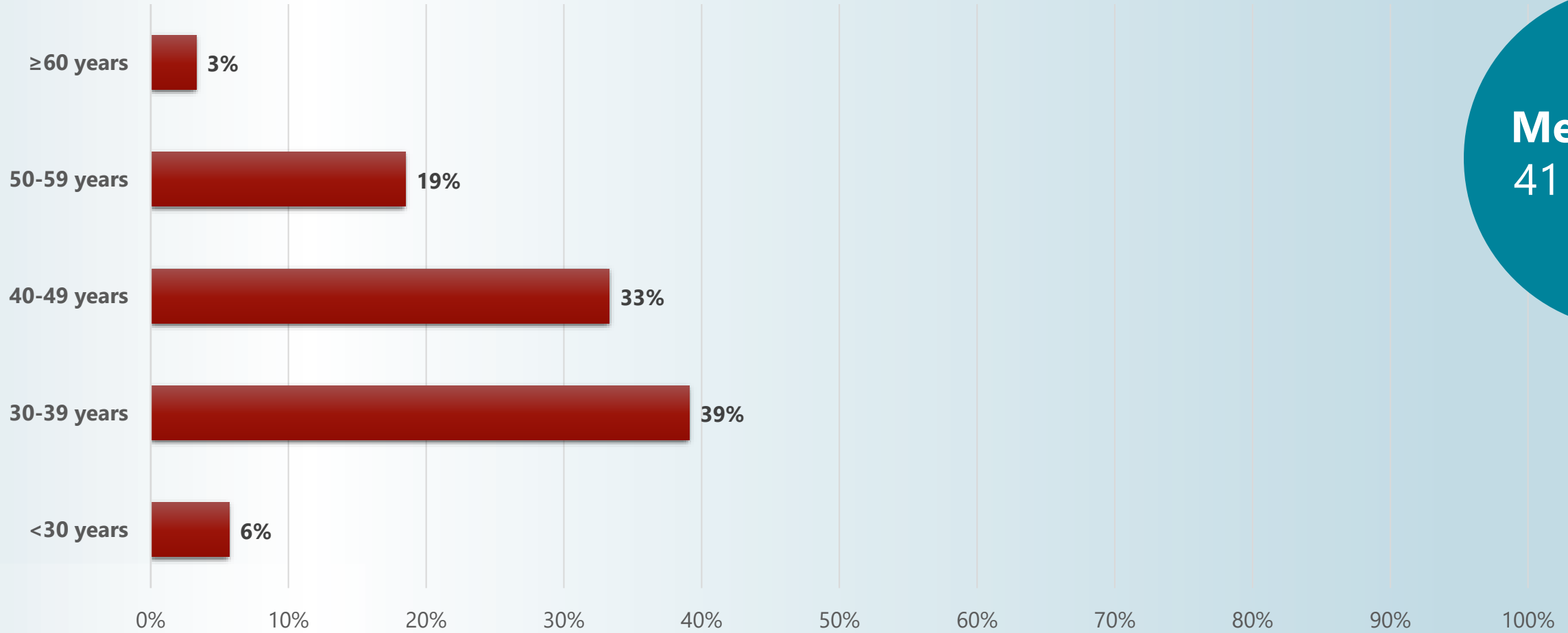


■ Male ■ Female ■ Don't want to answer ■ Other

AGE

561 RESPONDENTS

Survey Question: *What is your year of birth? (converted to age in years)*

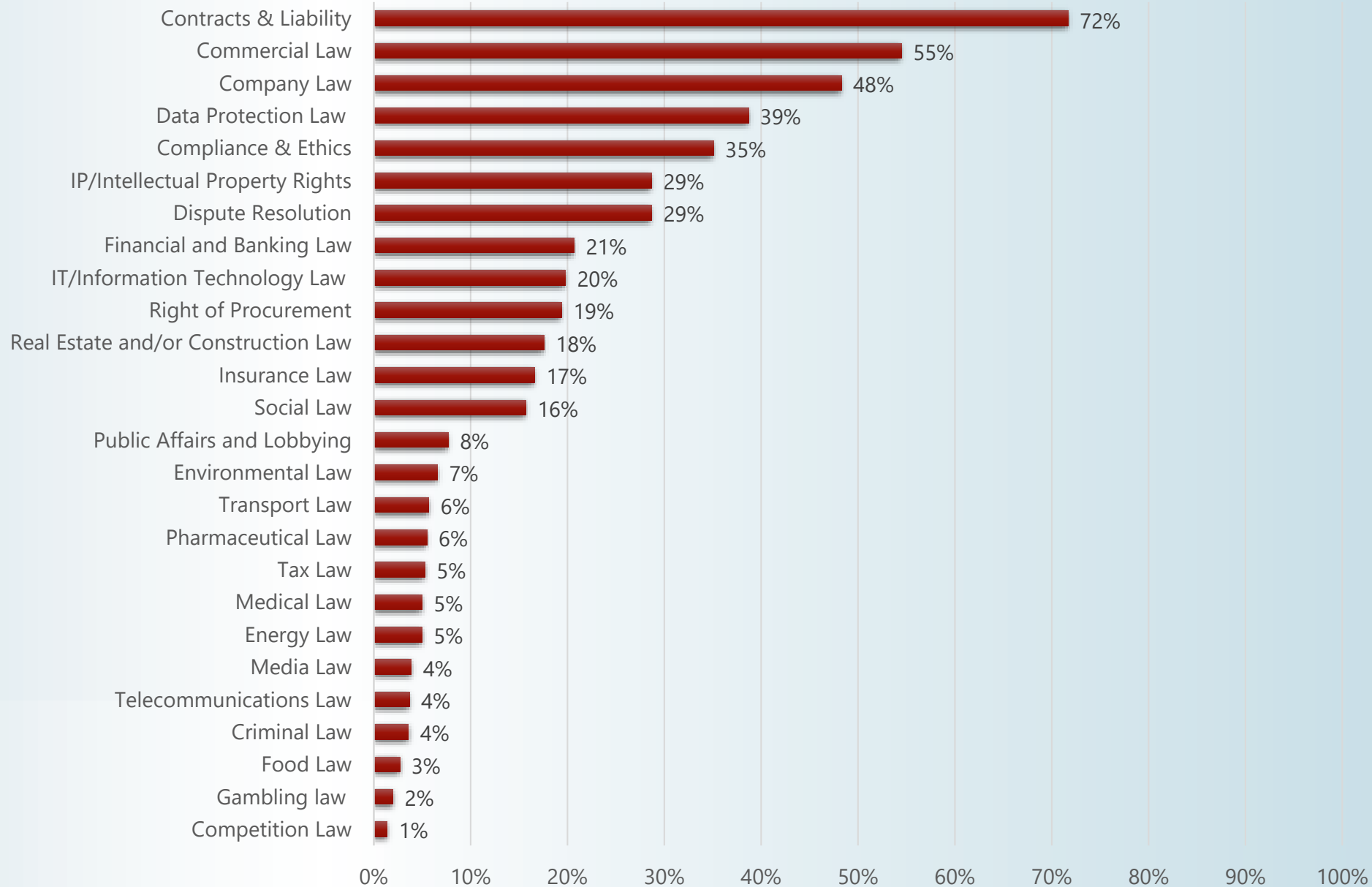


**Median:
41 years**

LEGAL DOMAIN

561 RESPONDENTS

Survey Question: Indicate which legal domains you are mainly active in

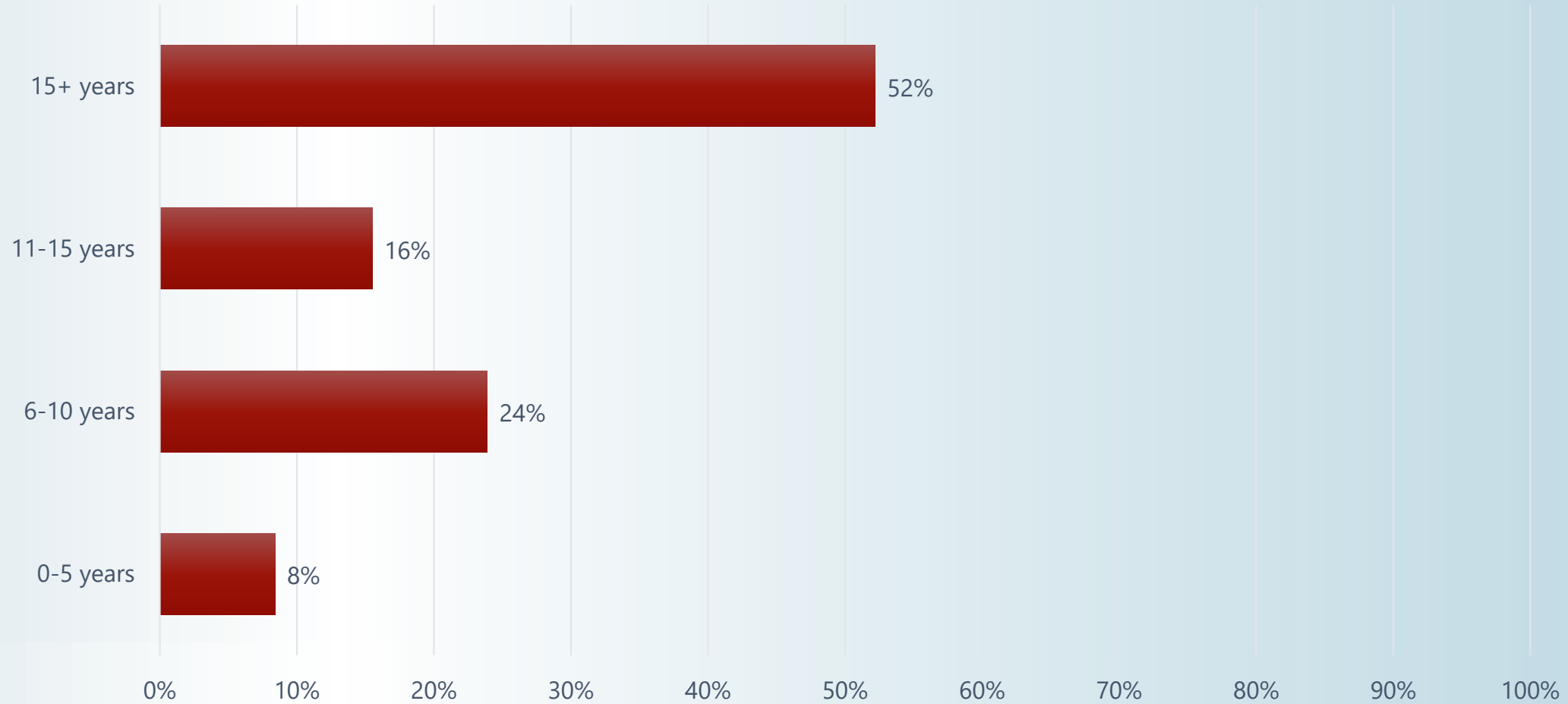


Multiple domains per respondent possible

YEARS OF LEGAL EXPERIENCE

561 RESPONDENTS

Survey Question: *What are your total number of years (across all employers) of legal professional experience?*



**Median
16 years**

SECTOR

561 RESPONDENTS

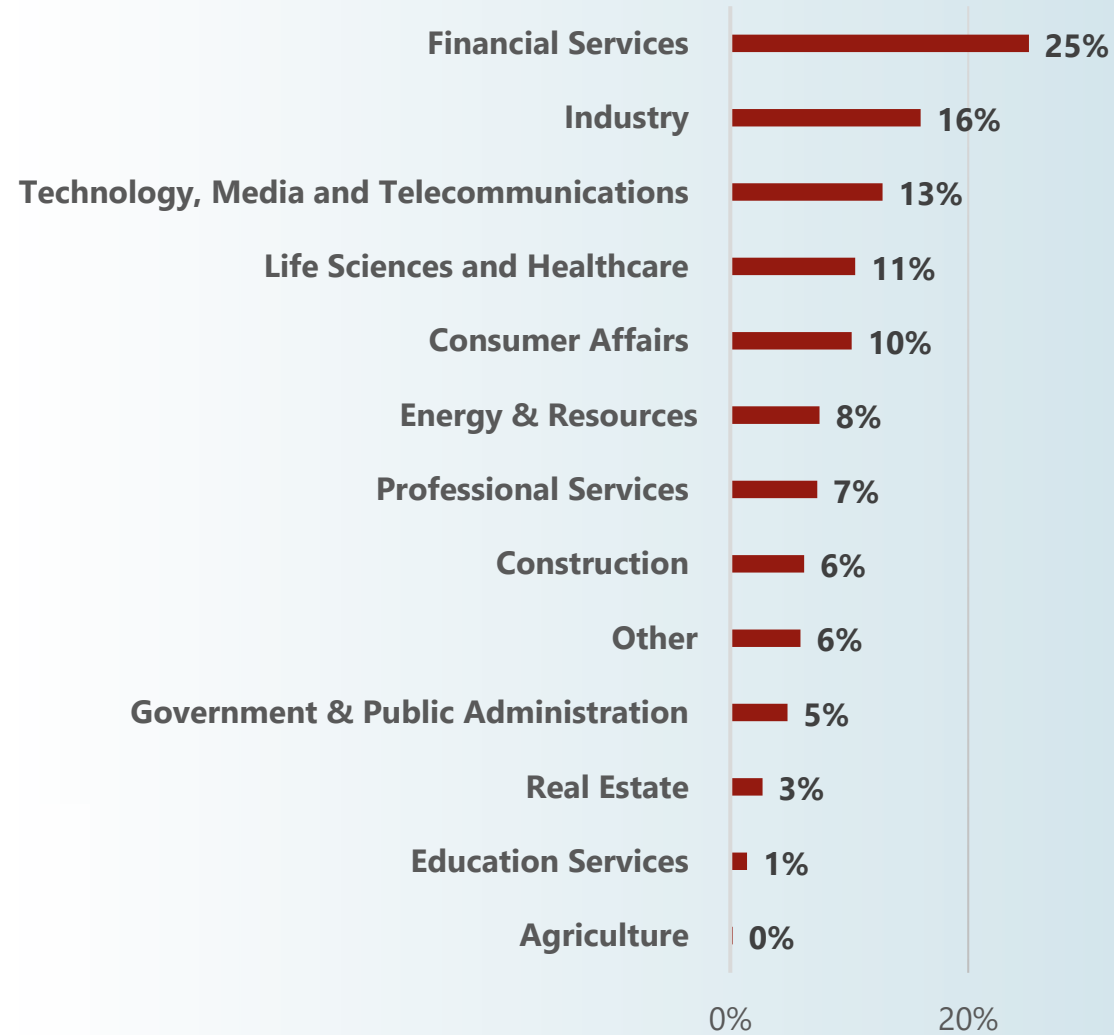
These are the names and definitions of the sectors that were provided to the respondents:

- **Consumer affairs** (Consumer Products, Retail & Distribution, Wholesale, Travel, Hospitality & Leisure)
- **Energy & Resources** (Oil & Gas, Energy & Utilities , Shipping & Ports, Water, Alternative Energy, Mining)
- **Financial Services** (Bank, Insurance, Investment Management)
- **Life Sciences & Healthcare** (Social Assistance, Healthcare Providers, Pharmaceutical Products, Biotechnology, Medical Devices, Biomedical Technologies)
- **Industry** (Aerospace & Defence, Automotive, Chemistry, Forestry, Paper & Packaging)
- **Technology, Media and Telecommunications** (Media, Technology, Telecommunications, IT, Data processing, Software)
- **Professional Services** (Consultancy, Legal Services, Advertising)
- **Education Services** (Education, Adult Education)
- **Real Estate** (Rental, Leasing, Real Estate)
- **Construction** (Building, Construction)
- **Agriculture** (Forestry, Fisheries, Hunting)
- **Government & Public Administration**
- **Other**

SECTOR

561 RESPONDENTS

Survey Question: *Indicate the sector in which your organisation operates*



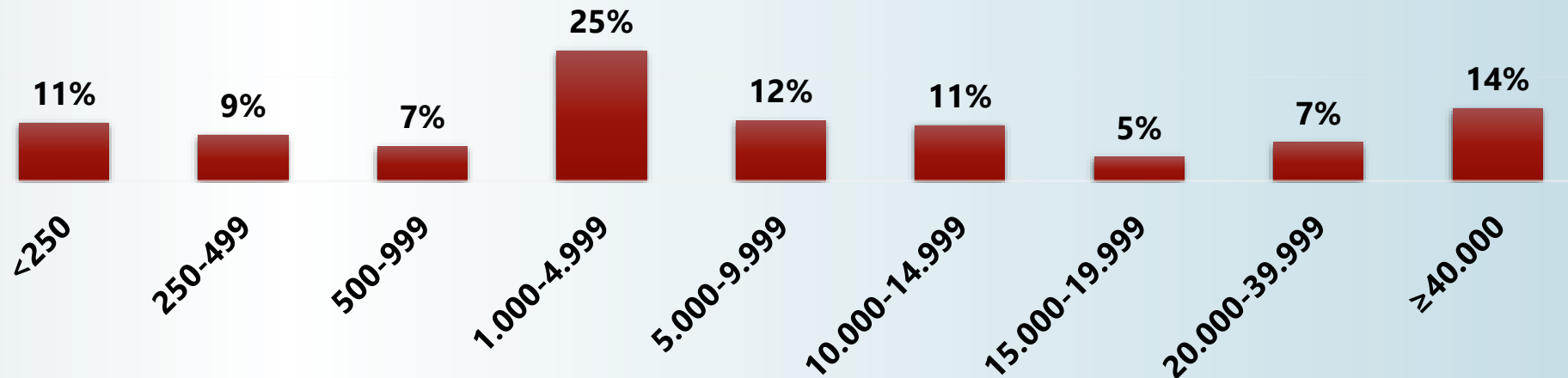
**Multiple sectors
per respondent
possible**

COMPANY SIZE

561 RESPONDENTS

TOTAL SAMPLE: 561 RESPONDENTS

Survey Question: How many employees does the organisation where you are employed have in total (counting those in Belgium and internationally)?



Median:
4.500 FTE

(FTE = Full-time equivalent)

FUNCTION

561 RESPONDENTS

Survey respondents have been asked to choose one among the options, presented and defined below, that best describes their **responsibility/position** (within the legal department)

Legal Manager

Legal expert who manages a legal department or the entire legal team:

- Executive committee member
- Not an executive committee member

Solo Legal Counsel

Legal expert who is the only one performing this role in the organisation

*Legal Advisor**

Legal expert without managerial responsibility

Compliance officer

An officer who is appointed to oversee compliance with laws and regulations within the organisation (often at a financial institution)

Paralegal

Bachelors legal practice or those who perform similar work through experience

* In the online tool, "legal advisor" has been renamed to "legal counsel".

FUNCTION

561 RESPONDENTS

Survey Question: *What best describes your responsibility/function (within the legal department)?*

Legal advisor (47%)

Legal manager, not an executive committee member (24%)

Legal manager, executive committee member (13%)

Solo legal counsel (13%)

Compliance officer (2%)*

Paralegal (1%)*

** Compliance officer and paralegal (19 respondents in total) are not included in the function-specific overview of pay and benefits (within section 6) due to insufficient observations.*

Results



In collaboration with:



Results Pay



In collaboration with:



PAY

Monthly gross salary in terms of function

Fixed monthly gross salary (in FTE & indexed, excluding 13th month & double holiday pay)

Fixed monthly gross salary (in FTE & indexed)	Q25	Median	Q75
Legal manager, executive committee member	€ 8.315	€ 10.648	€ 13.141
Legal manager, not an executive committee member	€ 6.636	€ 8.109	€ 10.068
Solo legal counsel	€ 5.710	€ 6.917	€ 7.752
Legal advisor	€ 5.404	€ 6.203	€ 7.259

Meaning that:

- 25% of legal advisors earn ≤ € 5.404
- or 75% of legal advisors earn > € 5.404

Meaning that:

- 50% of legal advisors earn ≤ € 6.203
- or 50% of legal advisors earn > € 6.203

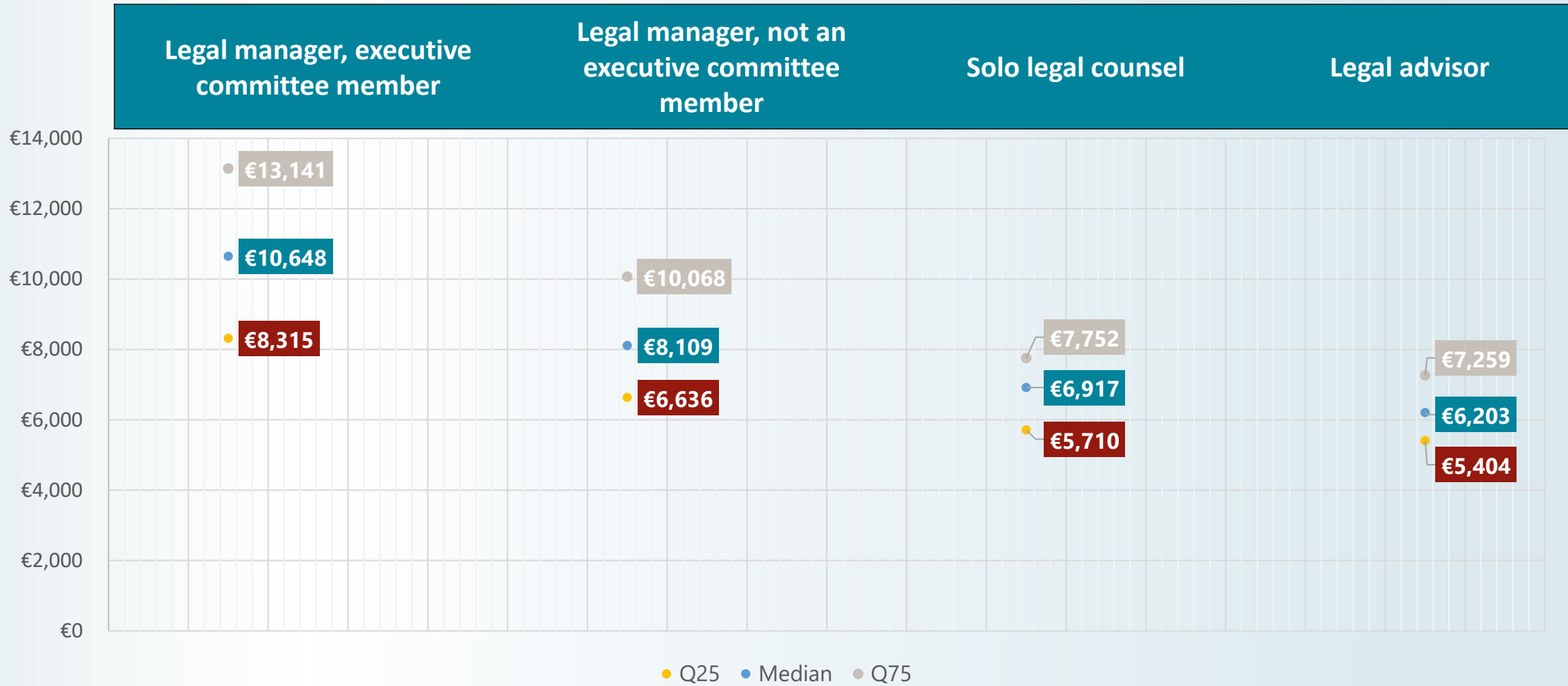
Meaning that:

- 75% of legal advisors earn ≤ € 7.259
- or 25% of legal advisors earn > € 7.259

Values indexed until March 2023

PAY

Monthly gross salary in terms of function



Values calculated on full-time equivalent basis, indexed & excluding end of year premium (13th month) and double holiday pay

PAY

Monthly gross salary in terms of function & company size

Fixed monthly gross salary (in FTE & indexed, excluding 13th month & double holiday pay)

Fixed monthly gross salary (in FTE & indexed)	Company size < 499 FTE	Company size 500-1.999 FTE	Company size 2.000-4.999 FTE	Company size ≥5.000 FTE
Legal manager, executive committee member	€ 9.779	€ 12.474	Not enough	€ 10.762
Legal manager, not an executive committee member	€ 7.687	€ 8.561	€ 7.249	€ 8.529
Solo legal counsel	€ 6.129	€ 6.854	Not enough	€ 7.140
Legal advisor	€ 6.397	€ 5.805	€ 6.268	€ 6.506

Meaning that:

- 50% of legal advisors earn ≤ € 5.805 in a company with 500-1.999 employees

Values indexed until March 2023

Median values

PAY

Monthly gross salary in terms of years legal experience

Fixed monthly gross salary (in FTE & indexed, excluding 13th month & double holiday pay)

Fixed monthly gross salary (in FTE & indexed)	Q25	Median	Q75
0-5 years legal experience	€ 4.351	€ 4.938	€ 5.270
6-10 years legal experience	€ 4.895	€ 5.631	€ 6.481
11-15 years legal experience	€ 6.115	€ 6.744	€ 8.242
15+ years legal experience	€ 6.896	€ 8.365	€ 10.200

Values indexed until March 2023

Meaning that :

- 25% of respondents with 15+ years legal experience earn ≤ € 6.896

Meaning that :

- 50% of respondents with 15+ years legal experience earn ≤ € 8.365

Meaning that :

- 75% of respondents with 15+ years legal experience earn ≤ € 10.200

PAY

13th Month in terms of function

Respondents receiving an end of year premium (= a thirteenth month, so an extra month's salary at the end of the year).

Legal manager, executive committee member	92 %
Legal manager, not an executive committee member	91 %
Solo legal counsel	89 %
Legal advisor	91 %

PAY

Variable pay - bonus in terms of function

Respondents entitled to a bonus

Legal manager, executive committee member	89 %
Legal manager, not an executive committee member	74 %
Solo legal counsel	73 %
Legal advisor	72 %

PAY

Variable pay - bonus in terms of function

Bonus percentage (Bonus value 2021 in terms of annual fixed salary)	Q25	Median	Q75
Legal manager, executive committee member	8 %	15 %	23 %
Legal manager, not an executive committee member	6 %	12 %	17 %
Solo legal counsel	5 %	8 %	12 %
Legal advisor	4 %	7 %	11 %

Only respondents that are entitled to a bonus included

Meaning that:

- 25% of legal advisors receive \leq 4% bonus
- or 75% of legal advisors receive $>$ 4% bonus

Meaning that:

- 50% of legal advisors receive \leq 7% bonus
- or 50% of the legal advisors receive $>$ 7% bonus

Meaning that:

- 75% of legal advisors receive \leq 11% bonus
- or 25% of the legal advisors receive $>$ 11% bonus

PAY

Variable pay - bonus in terms of function & company size

Respondents entitled to a bonus	Company size: < 499 FTE	Company size: 500-1.999 FTE	Company size: 2.000-4.999 FTE	Company size: ≥5.000 FTE
Legal manager, executive committee member	77 %	92 %	Not enough responses	97 %
Legal manager, not an executive committee member	63 %	67 %	71 %	78 %
Solo legal counsel	Not enough responses	79 %	Not enough responses	84 %
Legal advisor	64 %	67 %	65 %	83 %

PAY

Variable pay - bonus in terms of function & company size

Bonus percentage (Bonus value 2021 in terms of annual fixed salary)	Company size < 499 FTE	Company size 500-1.999 FTE	Company size 2.000-4.999 FTE	Company size ≥5.000 FTE
Legal manager, executive committee member	15 %	11 %	Not enough responses	21 %
Legal manager, not an executive committee member	12 %	11 %	8 %	16 %
Solo legal counsel	Not enough responses	7 %	Not enough responses	10 %
Legal advisor	8 %	6 %	6 %	7 %

Only respondents that are entitled to a bonus included

Meaning that:

- 50% of the legal advisors receive a bonus percentage of ≤ 6% in a company with 500-1.999 FTE

Median values

PAY

Monthly flat-rate expense reimbursement in terms of function

Respondents who receive a flat-rate expense reimbursement

Legal manager, executive committee member	79 %
Legal manager, not an executive committee member	83 %
Solo legal counsel	70 %
Legal advisor	63 %

PAY

Monthly flat-rate expense reimbursement in terms of function

Monthly flat-rate expense reimbursement (in FTE)	Q25	Median	Q75
Legal manager, executive committee member	€ 182	€ 220	€ 250
Legal manager, not an executive committee member	€ 150	€ 200	€ 235
Solo legal counsel	€ 110	€ 150	€ 200
Legal advisor	€ 104	€ 150	€ 175

Meaning that:

- 25% of legal advisors receive \leq € 104
- or 75% of legal advisors receive $>$ € 104

Meaning that:

- 50% of legal advisors receive \leq € 150
- or 50% of legal advisors receive $>$ € 150

Meaning that:

- 75% of legal advisors receive \leq € 175
- or 25% of legal advisors receive $>$ € 175

PAY

Monthly flat-rate expense reimbursement in terms of function & company size

Respondents entitled to a flat-rate expense reimbursement	Company size < 499 FTE	Company size 500-1.999 FTE	Company size 2.000-4.999 FTE	Company size ≥5.000 FTE
Legal manager, executive committee member	Not enough responses	70 %	Not enough responses	90 %
Legal manager, not an executive committee member	77 %	76 %	73 %	88 %
Solo legal counsel	82 %	64 %	Not enough responses	82 %
Legal advisor	66 %	54 %	64 %	62 %

PAY

Monthly flat-rate expense reimbursement in terms of function & company size

Monthly flat-rate expense reimbursement (in FTE)	Company size < 499 FTE	Company size 500-1.999 FTE	Company size 2.000-4.999 FTE	Company size ≥5.000 FTE
Legal manager, executive committee member	Not enough responses	€ 200	Not enough responses	€ 240
Legal manager, not an executive committee member	€ 152	€ 163	€ 180	€ 200
Solo legal counsel	€ 150	€ 150	Not enough responses	€ 150
Legal advisor	€ 150	€ 150	€ 132	€ 130

Meaning that:

- 50% of legal advisors receive a reimbursement of ≤ € 150 in a company with 500-1.999 FTE

Median values

CONCLUSIONS – PAY

- **Fixed monthly gross salary.** Depending on the reported function of the company lawyer, median values of fixed monthly gross salary vary between € 6.200 (legal advisor) and € 10.600 (legal manager, exco member).
- **Variable pay – bonus.** A majority of the respondents are entitled to a bonus, ranging from 72% (legal advisor) to 89% (legal manager, exco member). The bonus percentage in terms of annual fixed salary adds up to 7% (legal advisor), 8% (solo legal counsel), 12% (legal manager, not an exco member), and 15% (legal manager, exco member). Bonuses are more popular and more prominent in bigger companies.
- **Monthly flat-rate expense reimbursements.** This also seems to be a popular pay component, with 63% (legal advisor) to 83% (legal manager, not an exco member) receiving this reimbursement. Median values range from € 150 – € 220.

Results Benefits



In collaboration with:



BENEFITS

Teleworking opportunity

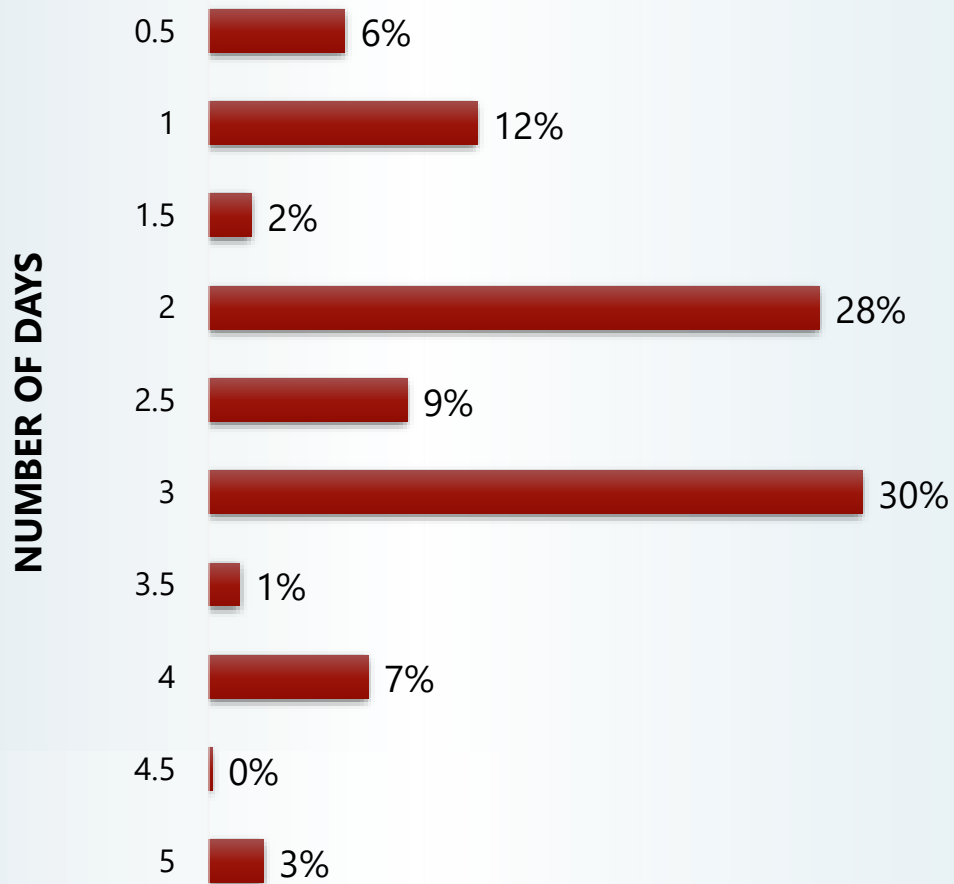
Respondents that are given the opportunity to work from home or telecommute

Legal manager, executive committee member	99 %
Legal manager, not an executive committee member	99 %
Solo legal counsel	97 %
Legal advisor	99 %

BENEFITS

TELEWORKING

Survey Question: *In a typical week, what is the number of days you actually work from home or telecommute?*
(only for those who have the opportunity to work from home/telecommute)



Median:
2,5 days

BENEFITS

Opportunity homeworking allowance in terms of function

Respondents receiving a homeworking allowance

Legal manager, executive committee member	29 %
Legal manager, not an executive committee member	50 %
Solo legal counsel	48 %
Legal advisor	50 %

BENEFITS

Monthly home working allowance in terms of function

Monthly home working allowance (in FTE)	Q25	Median	Q75
Legal manager, executive committee member	€ 25	€ 55	€ 111
Legal manager, not an executive committee member	€ 40	€ 50	€ 100
Solo legal counsel	€ 30	€ 72	€ 130
Legal advisor	€ 30	€ 50	€ 100

Meaning that:

- 25% of legal advisors receive \leq € 30
- or 75% of legal advisors receive $>$ € 30

Meaning that:

- 50% of legal advisors receive \leq € 50
- or 50% of legal advisors receive $>$ € 50

Meaning that:

- 75% of legal advisors receive \leq € 100
- or 25% of legal advisors receive $>$ € 100

BENEFITS

Holidays – in terms of function / Number of days

Holidays (in number of days - excluding public holidays and converted to full-time occupation)	Q25	Median	Q75
Legal manager, executive committee member	25	31	35
Legal manager, not an executive committee member	26	31	34
Solo legal counsel	26	30	32
Legal advisor	26	30	35

Meaning that:

- 25% of legal advisors have ≤ 26 days
- or 75% of legal advisors have > 26 days

Meaning that:

- 50% of legal advisors have ≤ 30 days
- or 50% of legal advisors have > 30 days

Meaning that:

- 75% of legal advisors have ≤ 35 days
- or 25% of legal advisors have > 35 days

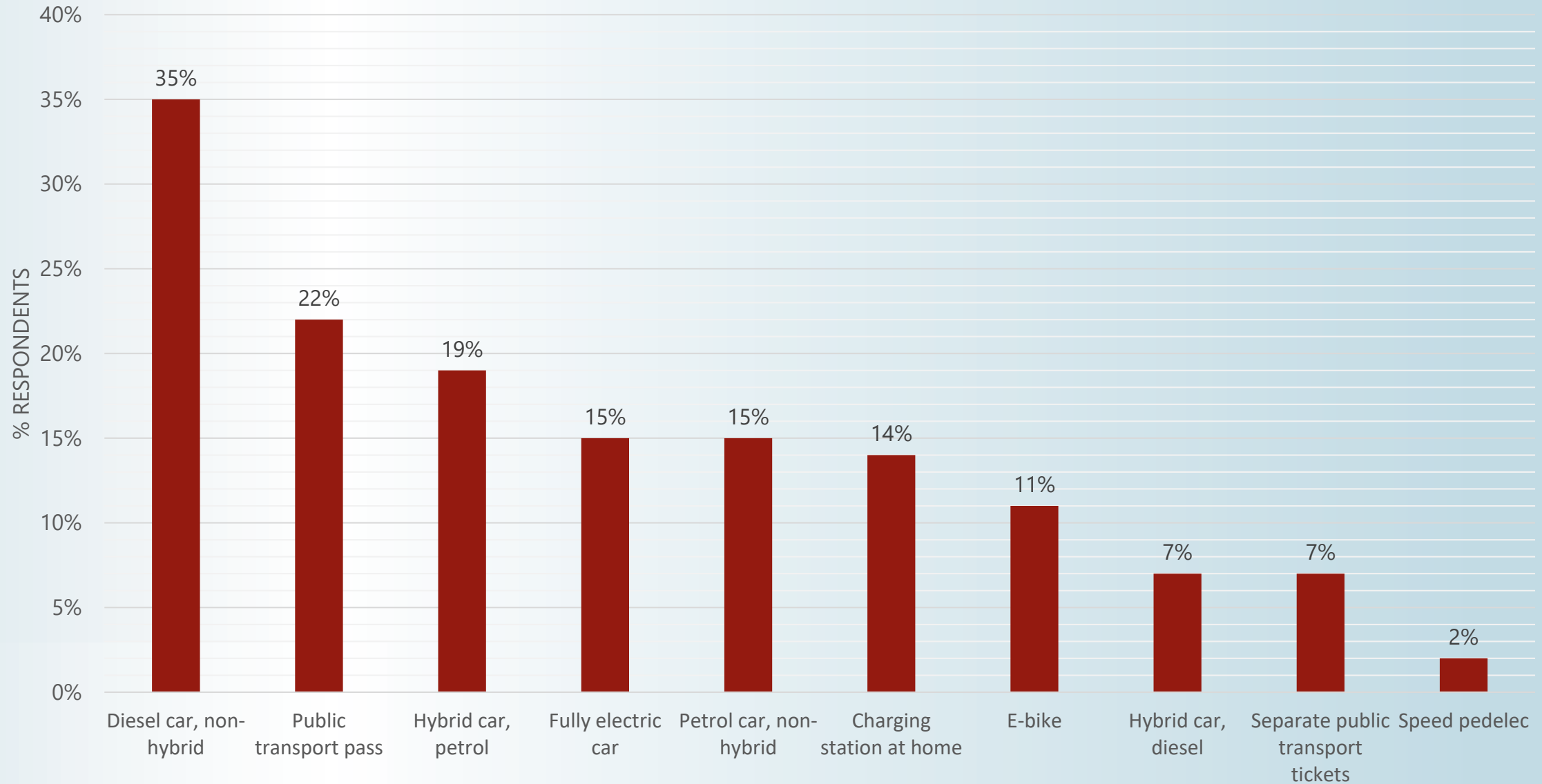
BENEFITS

Mobility options in terms of function

Respondents that opted for the following mobility options	Car fully electric hybrid petrol diesel	Fuel card fossil fuel electric charging	Bike regular e-bike speed pedelec	Charging station at home
Legal manager, executive committee member	93%	84%	71%	66%
Legal manager, not an executive committee member	79%	73%	61%	55%
Solo legal counsel	14%	11%	14%	13%
Legal advisor	36%	48%	59%	39%

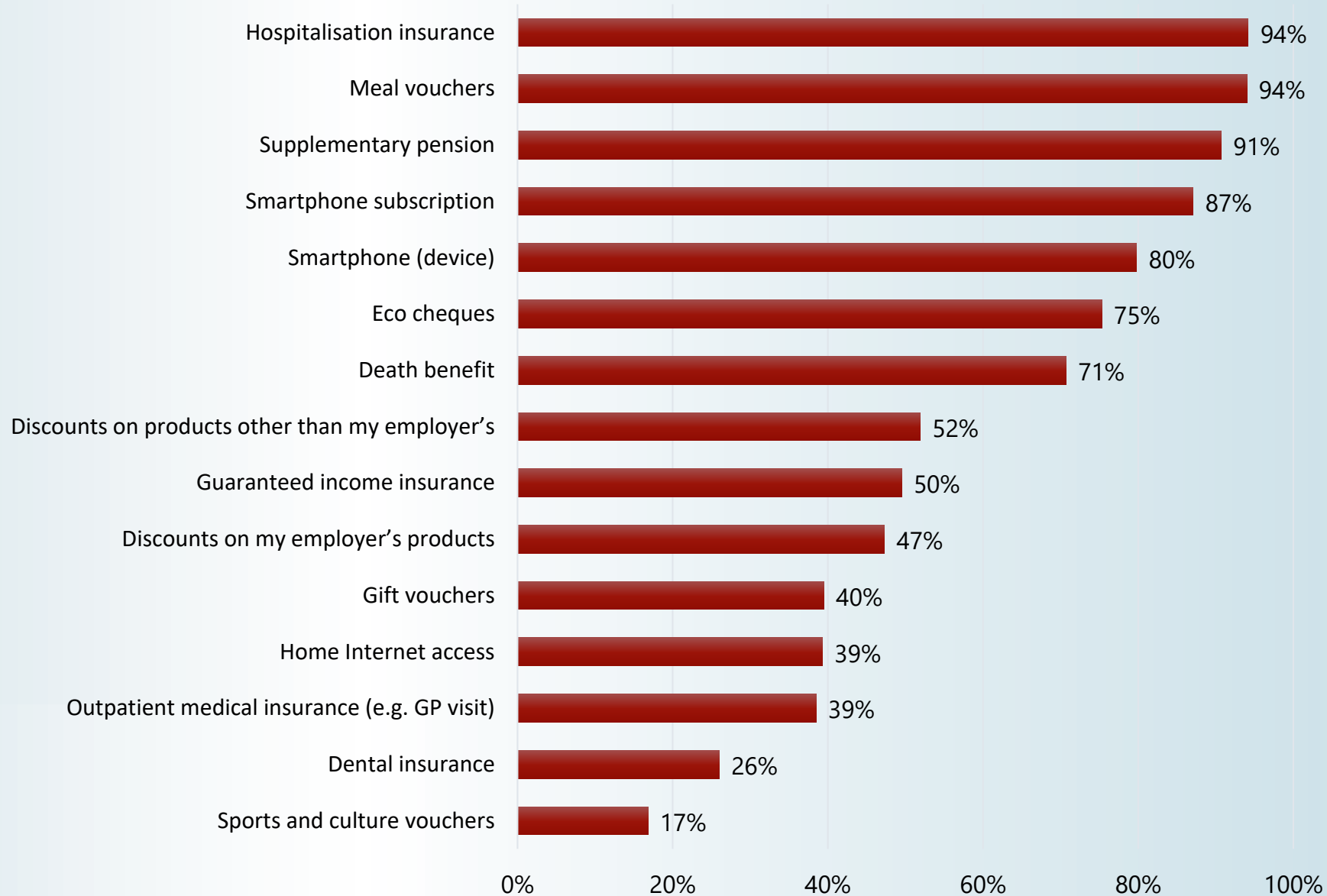
MOBILITY

Mobility options in terms of function



BENEFITS

Benefits received (all functions)



BENEFITS

Fringe benefits: Pension – insurance

Respondents that receive the following benefits	Supplementary pension	Death benefit	Guaranteed income insurance	Hospitalisation insurance	Outpatient medical insurance	Dental insurance
Legal manager, executive committee member	93%	85%	54%	94%	47%	32%
Legal manager, not an executive committee member	93%	79%	55%	96%	45%	33%
Solo legal counsel	87%	73%	43%	90%	34%	31%
Legal advisor	89%	61%	48%	93%	34%	20%

BENEFITS

Fringe benefits: Vouchers – discounts – gifts

Respondents that receive the following benefits	Meal vouchers	Sports and culture vouchers	Gift vouchers	Eco cheques	Discounts on my employer's products	Discounts on products other than my employer's
Legal manager, executive committee member	91 %	24 %	36 %	71 %	41 %	42 %
Legal manager, not an executive committee member	92 %	24 %	43 %	82 %	48 %	55 %
Solo legal counsel	90 %	6 %	25 %	78 %	40 %	29 %
Legal advisor	96 %	13 %	42 %	72 %	51 %	59 %

BENEFITS

Fringe benefits: Media

Respondents that receive the following benefits	Smartphone (device)	Smartphone subscription	Home Internet access
Legal manager, executive committee member	94%	100%	41%
Legal manager, not an executive committee member	83%	93%	40%
Solo legal counsel	87%	96%	35%
Legal advisor	73%	79%	40%

BENEFITS

Flexible remuneration system in terms of function

Respondents entitled to flexible remuneration *“This means being able to make choices in the remuneration, e.g. the possibility to redeem (a part of) the bonus and/or year-end bonus for certain benefits”. (Commonly referred to as the “cafeteria-plan”)*

Legal manager, executive committee member	38 %
Legal manager, not an executive committee member	46 %
Solo legal counsel	30 %
Legal advisor	43 %

CONCLUSIONS - BENEFITS

Teleworking

Almost all respondents (97+%) are allowed to work from home or telecommute. Approximately half of them receive a homeworking allowance, in most cases ranging between €30 and €130 per month.



Holidays

The median number of holidays adds up to 30, with no differences depending on the hierarchical level.



Mobility

A company car remains an essential part of the remuneration package, with 36% of legal advisors having this benefit and even 79% of legal managers (non-exco members). Non-hybrid diesel cars are still the most prevalent (35% of the respondents), followed by hybrid car-petrol (19%), petrol car (15%), fully electric car (15%), and hybrid car-diesel (7%).



Fringe benefits

The most popular benefits include hospitalisation insurance (94% of respondents), meal vouchers (94%), supplementary pension (91%). Types of insurance like guaranteed income insurance (50%), outpatient medical insurance (39%), and dental insurance (26%) are offered.



Results Satisfaction



In collaboration with:



INTRODUCTION - SATISFACTION

The satisfaction of employees with their remuneration and overall work experience is a critical factor in determining the success of any organisation.

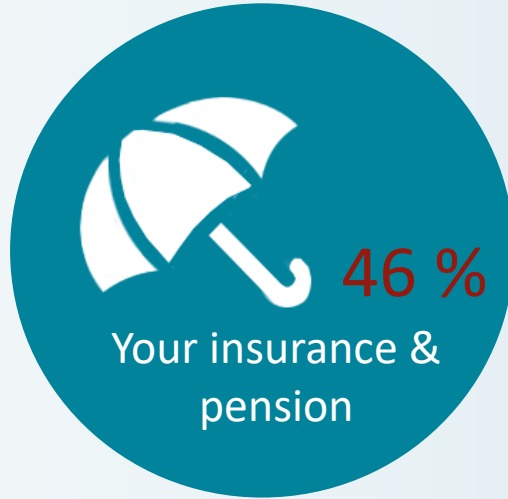
In this section of the remuneration survey report, we will analyse the responses of our survey participants regarding various elements such as salary, career prospects, employee vitality, benefits, flexible working arrangements, and the sustainability and ethics of their company.

By providing a comprehensive overview of employee satisfaction levels across these key areas, we aim to provide valuable insights into the factors that impact employee engagement and retention, and offer practical recommendations for organisations seeking to improve their overall work environment.

The “% satisfied” means the percentage of respondents who chose the option "satisfied" in this satisfaction scale: dissatisfied – rather dissatisfied – neither dissatisfied nor satisfied – rather satisfied – satisfied – I really cannot answer this.

PERCENTAGE OF SATISFACTION

The total of 50 questions on satisfaction featured in the Survey have been grouped into 7 main categories. The percentage of satisfaction for these categories is shown below:



¹ Referring to the organisation's attention level paid to work life balance or physical well-being etc.)

² Referring to the company's policy on diversity and inclusion, sustainability etc.)

REMUNERATION SATISFACTION

Highest satisfaction

Dimensions of remuneration	% satisfied
The autonomy you have to plan your own work and in the performance of your tasks	74%
The relationship with your colleagues	68%
The extent to which you can flexibly plan your working hours	67%
The degree to which you can flexibly plan your work location	59%
The number of holiday days you are entitled to	53%
The sense of job security you experience in your organisation	51%
The degree of challenge in your work	50%

REMUNERATION SATISFACTION

Moderate satisfaction

Dimensions of remuneration	% satisfied
The pride you feel in working for this organisation	49%
The insurance you receive in case of illness, hospitalisation, death	48%
The extent to which you feel commitment from your leader	45%
The mobility options your organisation makes available	44%
Your organisation's focus on work-life balance	41%
Your training and development opportunities	41%

REMUNERATION SATISFACTION

Lowest satisfaction

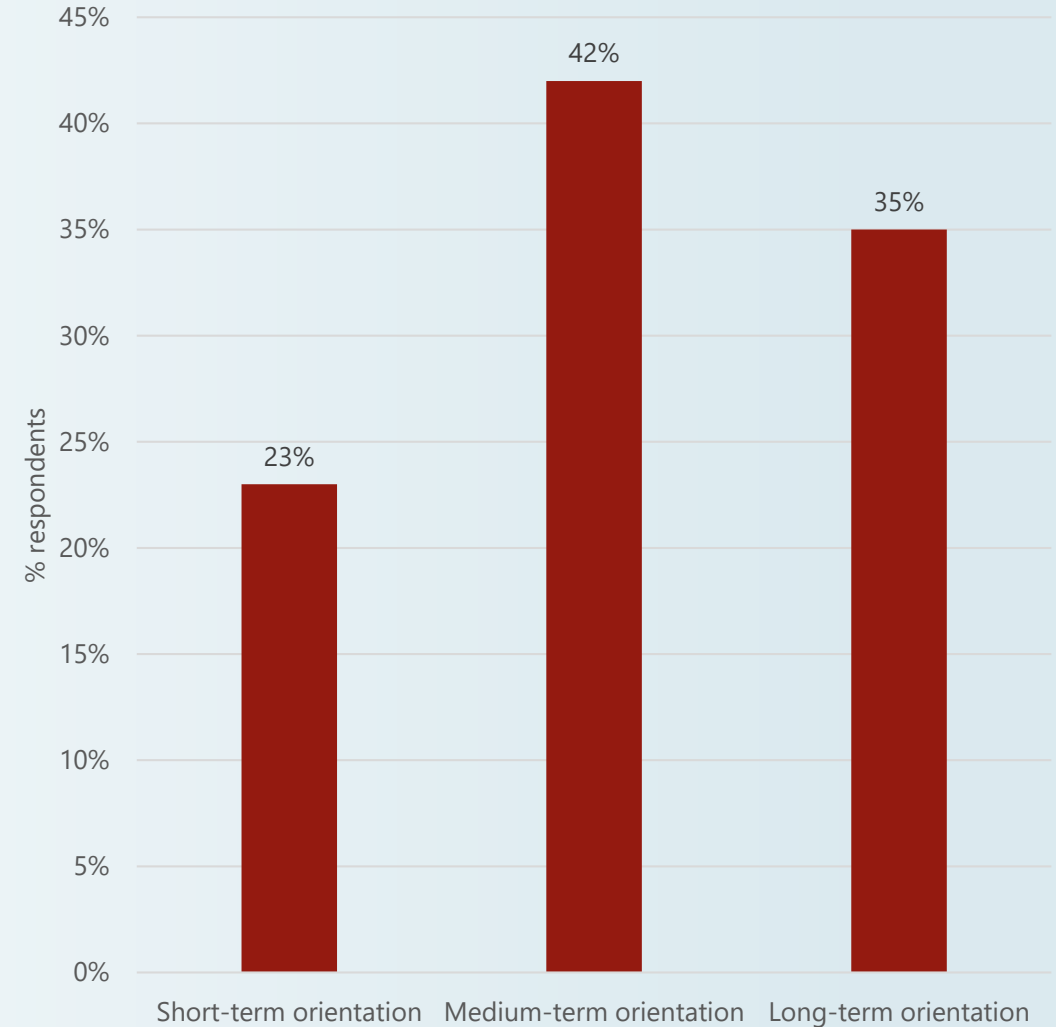
Dimensions of remuneration	% satisfied
The deposits for your supplementary pension	39%
The recognition you receive in your organisation	38%
The extent to which your goals are clear and challenging	38%
Your most recent bonus	35%
Your organisation's focus on your physical and mental well-being	33%
The fixed salary you earn relative to your responsibilities and experience	29%
Your current fixed salary relative to what the market pays for a similar position	26%
How your bonus (based on collective and/or individual performance) is determined	22%
The way your fixed salary decisions are made and executed	15%
Clarity about your (future) career path within your organisation	14%
The opportunities you have to challenge decisions about your fixed salary and/or bonus	10%

LONG-TERM ORIENTATION

This graph shows the respondents' percentage of short to long-term orientation, short-term orientation meaning that employees are more likely to leave the company soon, and long-term orientation meaning they are less likely to leave the company.

This was based on the answers (satisfaction scale) to the question *“to what extent do you agree with the following statements?”*:

- I would like to work for my organisation for a long time
- I would be disappointed if I had to leave my organisation
- I feel part of my organisation and want to keep it that way in the future
- I am loyal to my organisation

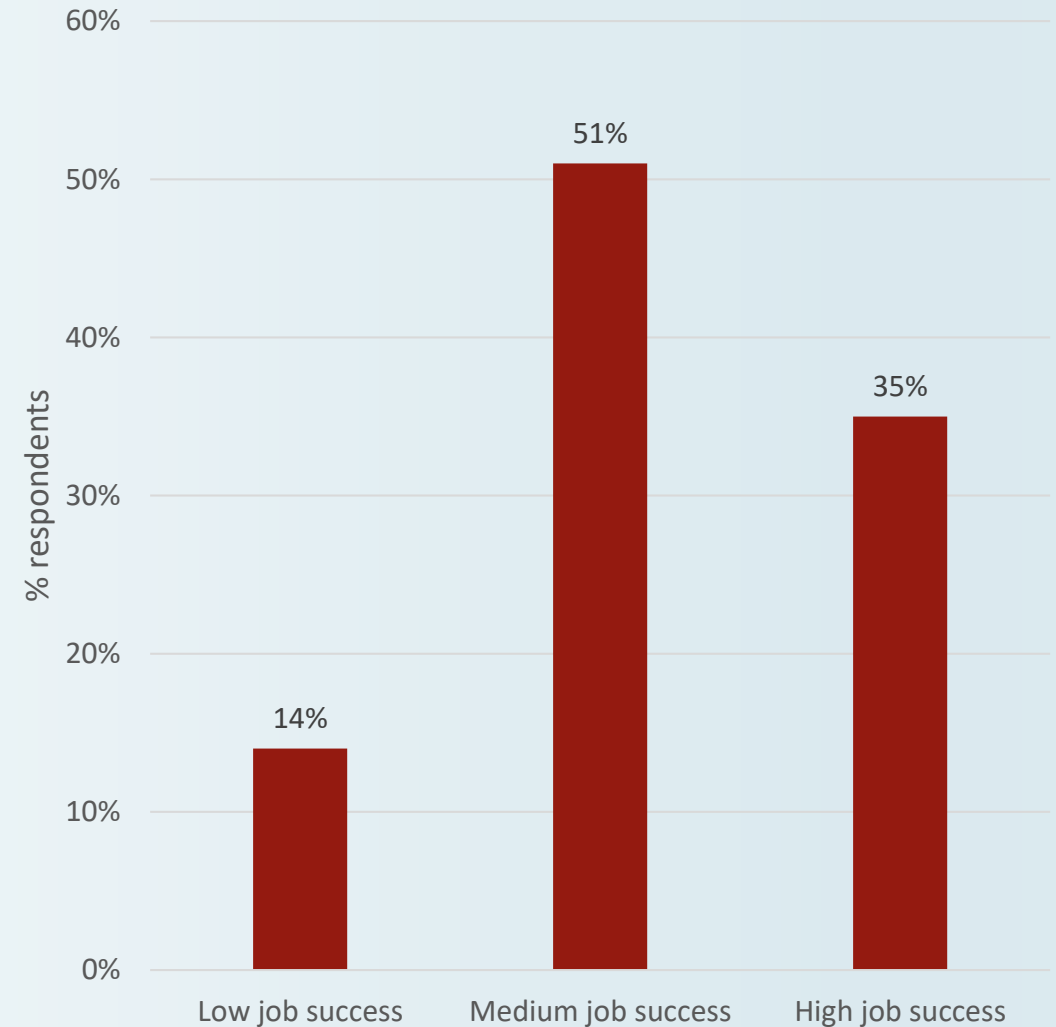


JOB SUCCESS

This graph shows the percentage level, either low, medium or high, of success the respondents have with their job.

This was based on the answers (satisfaction scale) to the question *“to what extent do you agree with the following statements?”*:

- I get positive feedback on my performance from multiple sides
- My employer offers me opportunities for further training
- I have sufficient responsibility in my job
- I am fully supported in my work by my manager(s)
- I have a job that gives me the opportunity to learn new skills
- I am happy when I am at work
- I am committed to my work
- I am able to do work that I really enjoy



THE 5 KEY STRENGTHS & WEAKNESSES

The survey answers allow drawing some trends on where the satisfaction is high and seen as strengths in the analysed landscape, and where the satisfaction is low and seen as weaknesses:

Strengths



- The extent to which you can flexibly plan your **working hours**.
- The extent to which you can flexibly plan your **work location**.



Weaknesses



- Clarity about your (future) **career path within your organisation**
- The **opportunities** for career advancement in this organisation
- How your **bonus** is determined



CONCLUSIONS – SATISFACTION

- A vital characteristic of this study is that it does not only focus on ‘hard facts and figures’ but also on how respondents experience their total reward package, consisting of pay, benefits, and non-financial rewards.
- Company lawyers are most satisfied with their autonomy to plan their work, their relationship with their colleagues, and the extent to which they can flexibly schedule their working hours. Remarkably enough, no remuneration elements are included in this top list.
- This situation changes when focusing on the reward elements characterised by the lowest degree of satisfaction. More specifically, company lawyers are not satisfied with how decisions that affect their pay are taken. Also, they would like to have more clarity on their future career path.

Conclusions



In collaboration with:



TOTAL REWARDS - SUMMARY OVERVIEW

Function	Fixed monthly gross salary <i>Median value</i>	End of year premium (13 th month)	Bonus <i>Median value</i>	Flat-rate expense reimbursement <i>Median value</i>	Company car	Supplementary pension	Hospitalisation insurance	Outpatient medical insurance	Guaranteed income insurance	Flexible remuneration system
Legal manager, executive committee member	€ 10.648	92%	89% (15%)	79% (€ 220)	93%	93%	94%	47%	54%	38 %
Legal manager, not an executive committee member	€ 8.109	91%	74% (12%)	83% (€ 200)	79%	93%	96%	45%	55%	46 %
Solo legal counsel	€ 6.917	89%	73% (8%)	70% (€ 150)	14%	87%	90%	34%	43%	30 %
Legal advisor	€ 6.203	91%	72% (7%)	63% (€ 150)	36%	89%	93%	34%	48%	43 %

Converted to full-time equivalent (FTE), indexed & excluding 13th month and double holiday pay

CONCLUSIONS

561

Company lawyers
opened their
'hearts and souls',
providing us with
"figures" &
"emotions"

Figures

Remuneration data:

- Most prevalent in remuneration mix:
 - bonus,
 - flat rate reimbursement,
 - supplementary pension,
 - hospitalisation insurance,
 - car (hierarchy)
- Point of attention for employers: financial wellbeing (outpatient, guaranteed income)

Emotions

Total reward satisfaction:

- Best scores: autonomy, colleagues, flexibility (work hours, location, holidays), challenges
- Worst scores: career, reward communication, decision-making on remuneration

Reward drivers – what makes company lawyers stick to their employer?

- Career perspectives
- Sustainability & ethics
- Variable pay
- Flexible working

CONCLUSIONS

- The survey gathered responses from 561 company lawyers and explored both their remuneration data and total reward satisfaction. In terms of remuneration mix, the most prevalent remuneration elements were bonuses, flat rate reimbursement, supplementary pension, hospitalisation insurance, and cars (depending on hierarchy). Employers should pay attention to financial wellbeing, particularly outpatient care and guaranteed income.
- In terms of employee satisfaction, autonomy, relationship with colleagues, flexibility (work hours, location, and holidays), and challenges received the highest scores, while career, reward communication, and decision-making on remuneration received the lowest scores. The main reward drivers that keep company lawyers committed to their employers were found to be career perspectives, sustainability and ethics, variable pay, and flexible working.
- The survey points towards the importance of fairness, which is determined by distributive justice and procedural justice, with the latter clearly emerging as an area for improvement, from the survey. Whereas “distributive” justice is influenced by what people receive (and the principle “equal pay for equal work”), “procedural justice” is influenced by factors such as the provision of remuneration information, decision-making on remuneration, the impact of supervisors, underlying rules and procedures, and clarity on future perspectives. Employers should take these factors into consideration to ensure fairness in their remuneration practices.

About us



In collaboration with:



IBJ-IJE

About the Institute of Company Lawyers

IBJ-IJE is the Belgian Institute of Company Lawyers (in Dutch “Instituut voor bedrijfsjuristen” and French “Institut des juristes d’entreprise”), set up by the Law of 1 March 2000, with its registered office at 1000 Brussels, Stuiversstraat 8, VAT number BE0472.411.576. IBJ-IJE is the legally recognised statutory body regulating lawyers practising as in-house counsel in Belgium.

The IBJ-IJE has about 2200 members who through their affiliation to IBJ-IJE: bear the protected title of “bedrijfsjurist” – “juriste d’entreprise”, have their legal opinions protected by confidentiality, and are subject to their own code of ethics, which guarantees their intellectual independence and permanent education.

As an indispensable and dynamic network for its members, IBJ-IJE aims to create connection and be a sounding-board, where experiences are exchanged and information regarding the latest legal trends and developments in the workplace are shared. Thus, in 2022, IBJ-IJE organised more than 100 activities in cooperation with its partners and working groups.



VIALEGIS

About Vialegis

Since 2003, Vialegis has been a pioneer and market leader in Belgium in the placement of both permanent and temporary legal professionals. Thanks to our unique approach, based on the principle of "for and by lawyers," and the growing demand for lawyers in an economic context that is becoming increasingly more legally oriented, we have experienced continuous year-on-year growth.

We specialize in identifying and placing lawyers in private practice, in-house counsels, tax specialists, compliance officers, notarial lawyers, paralegals, and other roles that require a degree in law or legal practice.

Over the years, Vialegis has built a solid reputation, boasting more than 1,000 satisfied clients. Our success can be attributed to our trilingual legal recruitment partners, who have in-depth business, legal, and market insights.

Expanding beyond Belgium, Vialegis has established an international network with offices in Luxembourg, Germany, the Netherlands, and Spain. This presence allows us to tap into a broader pool of legal talent, offering our clients international access to candidates with diverse backgrounds and experiences.

In 2017, we became part of The House of HR, an international group of specialized HR companies. This partnership has led to enhanced specialization, enabling us to deliver an even higher level of service to candidates and clients while accelerating our expansion across Europe.

Recognizing the importance of human resources in organizational success, Vialegis expanded its expertise to include a specialized HR team in September 2020.



VLERICK BUSINESS SCHOOL

About Vlerick Business School

Since the renowned academic, entrepreneur and politician André Vlerick founded the school in 1953, Vlerick has grown into an independent, international and inclusive institution. It has strong roots with its parent universities, Ghent University and KU Leuven. But it also has its own reputation for excellence, innovation and entrepreneurship.

Coming to Vlerick is a transformative experience. Before Vlerick, you have dreams. After Vlerick, you have the ability and connections to achieve them. This is where you immerse yourself in an international, inclusive space. It's where you learn about yourself and the impact you want to make. It's where you discover the knowledge, mindset and confidence you need to take your next leap – and become the entrepreneurial leader our world needs.

About Vlerick Reward Centre

The Vlerick Reward Centre helps organisations design and implement reward policies, allowing companies to attract, retain and motivate key talent while at the same time being contingent upon strategy.

With over 25 years of experience, the Centre comprises two research units: the Centre for Excellence in Strategic Rewards and the Executive Remuneration Research Centre. The Centre's core strengths lie in its extensive network of (executive) reward and HR professionals, and its thorough research on a wide range of topics, empowering professionals to develop sustainable reward policies for the future.



Acknowledgments



In collaboration with:



WORD OF THANKS

A LOOK BEHIND THE CREATION

This survey is here for you and due to you, but as with any major project, a 'look behind the scenes' gives an insight into what has driven so many to achieve this great result.

Professor Xavier Baeten and Researcher Marthe Van Hove of the Vlerick Business School have guided us through this project with their great expertise and knowledge in this field, infectious motivation, and desire to set a benchmark in the market. They have let the figures 'literally' speak for themselves.

From the start, Philippe Jadoul and Valérie Hofman of Vialegis have been an indispensable sounding-board to check every important step against their rich experience and to help formulate feedback.

Simon Vander Putten, Secretary General and the IBJ – IJE Team. With their knowledge, commitment and perseverance, they have been enthusiastic and great pioneers for this project. It is an honour to work with them.

The panellists who have been willing to discuss these results in the light of their daily practice.

Ronny vander Borcht of Catena Company for developing the tool. Without his out-of-the-box knowledge and hands-on spirit, this would not have been possible. Arun Rattan for his meticulous eye in proofreading.

Finally, a heartfelt thanks to the IBJ-IJE President and Council members for their constant support in the realisation of such intense projects.

The Institute of Company Lawyers (IBJ-IJE)



In collaboration with:

