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your tomorrow

# HAYS BELGIUM SALARY GUIDE 2024

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## Methodology

The salary data in this guide was compiled from information collected from Hays offices in Belgium in 2023 and is based on job postings and candidate registrations. Our survey was conducted from November 18 to December 6, 2023, and received more than 550 responses from employers and employees from organizations of all sizes and from all industries.

# PREFACE



## 2024 may well be the year when many employers lose and miss out on the talent they so desperately need.

Our most recent survey shows that employees and companies are talking past each other on some important topics. For example, employees place career growth and salary at the top of their list of reasons for leaving or staying in a job. When we ask employers what they focus on to attract and retain talent, career dangles at the bottom of the top five. Or how about 50% of employers not recommending the use of AI to their staff or how about 50% of employers not recommending the use of AI to their staff, while more than 60% of employees are open to learning about this technology? Employers also seem to be lagging behind in terms of fringe benefits. The undisputed No. 1 in the top 5 most valued benefits among employees is the company car. In second place we have flexible work, while meal vouchers only come in third place. In comparison, employers see meal vouchers as the absolute No. 1, with the other two relegated to the bottom of the list.

2024 should be the year in which companies flip the switch and adapt their strategy to the long running 'war for talent'. However, 76% of organisations still only search for talent within their national borders. A third of these respondents simply do not think it is necessary to look internationally, although at the same time that group is concerned about a shortage of talent. Not only is that paradoxical, but that conservatism can be pernicious to a company's competitiveness and future success. Even in

terms of contract types, employers continue to revert to what is "safe". Of the surveyed employers, 81% of the contracts they gave in 2023 were permanent, while temporary and freelance contracts made up less than 20% of the total. A workforce comprised of a mix of contract types can enable a company to better respond to challenges and shortages. Moreover, permanent contracts give a false sense of "security," because they have long since ceased to be permanent. As many as 70% of the workers surveyed changed jobs last year, and nearly half have been in their current jobs for less than a year.

"In an ever-evolving candidate market, flexibility is king". "The job for life" is almost entirely a thing of the past, especially with yet another new generation entering the job market. That a third of all companies still cling to 100% in-office working model is incomprehensible in the face of this data - with the exception, of course, of manufacturing environments. As the stats show, employees are less and less afraid to change jobs. And even before 2024, about half of workers are actively or passively looking for another job. This creates huge opportunities for companies looking for new talent who have the right attraction strategies. A lot of experience is ready to jump at the chance to join a forward thinking employer!

Technology, international recruiting, flexible contract types and employees open to a new career adventure: the possibilities are seemingly endless for employees and employers alike. However, our research shows that employers may need the most guidance to turn the challenges into opportunities.

Let our Salary Guide 2024 support you in creating a modern workforce strategy to achieve your business goals.

Robby Vanuxem, Managing Director Hays Belgium:

# GENERAL TRENDS



# WHAT STANDS OUT

Beside wanting a company car, anyone who thinks that the next generation of workers will stick with traditional fringe benefits is in for a treat. Workers certainly have other desires from compensation packages. Employers believe staff will be happy with just the 'usual suspects' in

terms of benefits and will fall behind fast. The labour market in 2024 will also be marked by far-reaching flexibility evolving the very nature of how we work. This is intertwined with the expectations of the latest wave of employees, Generation Z, entering the workforce.

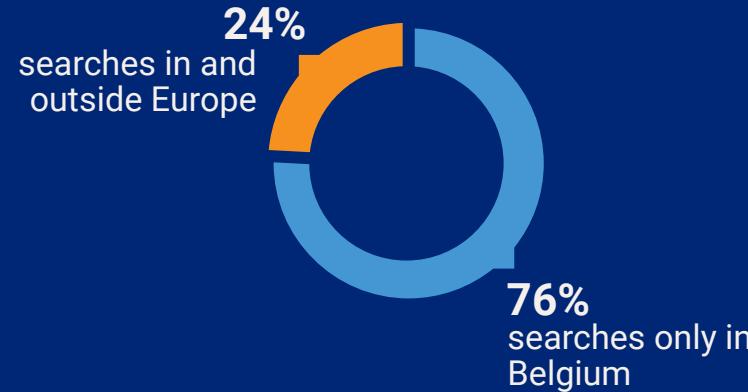
## Gen Z is on the move



### Why did Gen Z change jobs?

- Pay was too low
- Not enough challenge
- Too few development opportunities

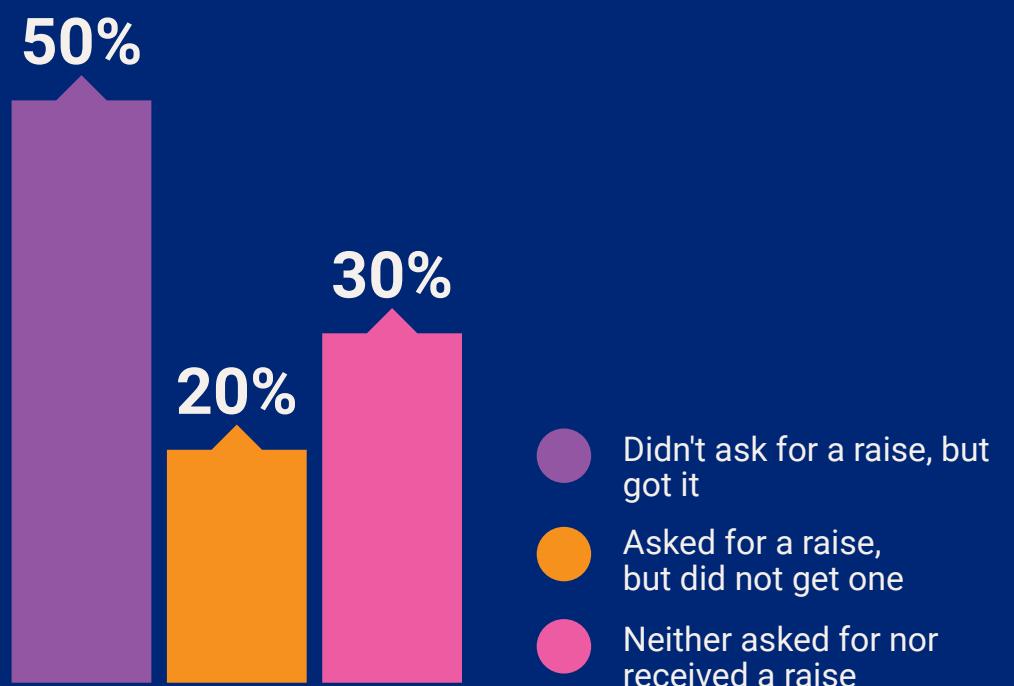
## Employers afraid of international recruiting



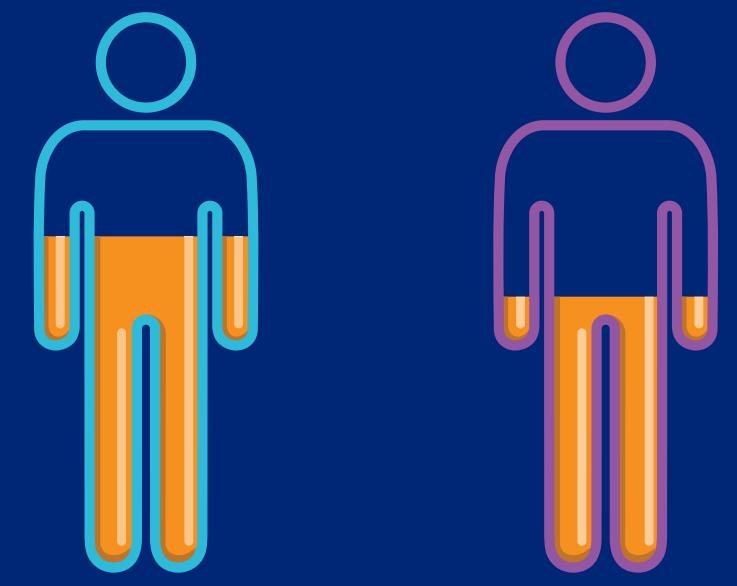
## Labour market remains flexible



## Is an annual raise a given?



## AI recognised, but unloved?



Employees want to learn about AI

Employers still do not advertise AI enough

## Most valued employee fringe benefits

- Company car
- Flexible work
- Meal vouchers

# RESULTS

## DO EMPLOYEES AND EMPLOYERS UNDERSTAND EACH OTHER?

We have been surprised and, at times, amazed by the results of our survey. What did we actually learn from all of this?

### Flexibility is the solution to the 'war for talent'

The labour market is complex and dynamic, with challenges facing both workers and employers. Workers have to adjust to changing times and the rising cost of living. Employers must adapt to the new needs and demands of workers, while balancing declining profit margins. But there are also opportunities for both sides. Workers have more choice and freedom to find the job that suits them. Employers have greater access to a large pool of experienced and motivated workers ready to take the leap to a new challenge. So, it is a matter of supply and demand, of give and take, of flexibility and innovation. This way, both employees and employers can benefit from the changing labour market.

### The gap between expectation and reality

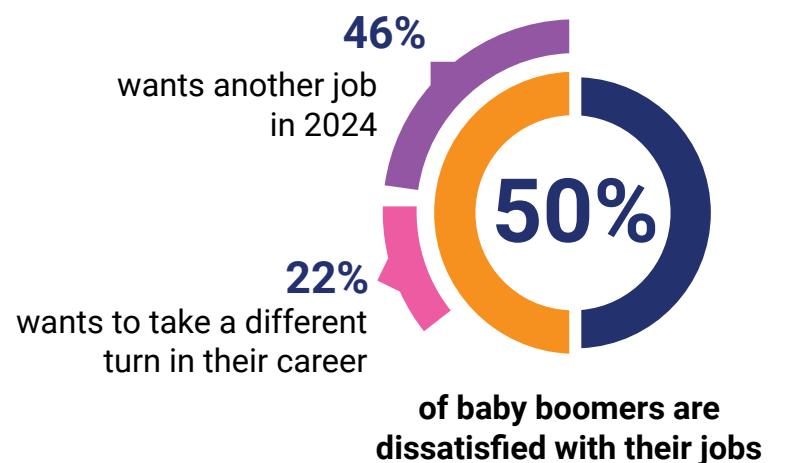
It's a question on many employers' minds: how satisfied will employees be in 2024? The answer is not so simple, as there are many factors involved. But, of course, salary will be as vital as ever. How much do workers earn, and how much do they want to earn? Our survey shows pay still causes some dissatisfaction.

- A third of the workers surveyed feel their salary is too low.
- A third also feel that their salary doesn't match their position.
- 20% asked for a raise in 2023 but didn't get it.
- 60% expects a raise by 2024.
- However, a third of employers think salaries will remain the same next year.

When you combine the above unmet salary expectations with the fact that one-third of surveyed workers are dissatisfied with their job, you get a dangerous cocktail. And that dissatisfaction manifests itself in different ways, most visibly when we compare generations. For example, boomers, millennials, and Zoomers differ in their wage and job preferences (chart below).

In other words, a portion of workers enter 2024 feeling underpaid, undervalued and/or underutilised. It takes more challenge, more flexibility and more security to keep them motivated. Being flexible, by the way, is something workers themselves have no problem with: a large proportion are willing to change jobs, or even sectors. Rather, it is a challenge for employers, who want to retain their talent and need to attract new talent. They have to respond to

The needs and demands of employees, and make them attractive offers, before the competition runs away with the best.



### Business performance under pressure

Last year, half of the workers received a raise, with 70% of them getting it for doing the same job. The majority of workers who saw wage increases said themselves that inflation was the main cause. This is no surprise, as we have seen salaries rise across the board in 2023. Which is good news for workers, of course. However, if these costs cannot be passed on to customers, it creates additional cost and operating profit pressures for employers. This is then also compounded for some sectors and companies in a struggling economy by decreasing sales.

For companies, wages are often one of the biggest expenses, and actively reducing the workforce often comes with a big price tag. Not surprisingly, as many as half of employers surveyed want higher natural attrition rates by 2024, in other words: 50% want to see more people leave of their own accord.

It sounds a bit cynical and contradictory at a time when companies are begging for talent, but it is a logical and more budget-friendly way to reduce staffing costs. Actively firing people has a negative impact not only on the people involved, but also on the company itself.

Not only financially, but it also affects the atmosphere and can cause anxiety among people. In the current market, where it is not easy to find and keep the right talent, it also makes little sense for a company to suddenly lay off many employees only to have to recruit all of them again later. It ensures, after all, that a company will not be ready when the economy picks up and there is a restraint on future growth.



Philippe Dullaert  
Finance Director EMEA



# RESULTS

## DO EMPLOYERS AND EMPLOYEES UNDERSTAND EACH OTHER?



### Gen Z are not walking clichés

Gen Z or Zoomers: the ecological generation, the young minds who care more about company values than wages, the free-spirited who won't be chained to a desk. These are all things that you've no doubt seen several times in the countless articles that try to make heads or tails of what young people really want. Unfortunately, our survey bursts that bubble a bit because it turns out they are not walking clichés after all. For example, their top five favorite fringe benefits hardly differ from those of other generations, including the company car as the absolute number one. Surprised? So are we. They also do not necessarily place less value on wages than others. For example, about half of Zoomers surveyed want to look for other work, in part because they are dissatisfied with their salaries. What about flexible work, since they prefer to make more time to actually live, right? This is not entirely untrue, yet 40% have a job that is 100% office based, without any possibility of home or remote work.

Luckily, you don't have to throw all the accumulated knowledge about this generation overboard, because what is certainly true, and important to attract them: they see flexibility as vital to their career and development. Gen Z wants to grow and learn. In that quest, they will not hesitate to seek their happiness elsewhere when they believe they are stuck somewhere. As mentioned earlier, around half of Zoomers surveyed will be looking for a new job next year. A number that was even higher this year: 6 in 10 changed jobs in 2023. Why? Most respondents said not enough learning and growth opportunities. Unlike the other clichés, clearly defined development initiatives are essential to attracting and keeping the best young talent.

### What are the Zoomers saying?

**Zoomers are hell-bent on the company car. Remarkable, considering the average age at climate marches.**

"I wouldn't put it that way. We should not forget that all new company vehicles must be electric by 2025, which is consistent with the idea that Zoomers are more sustainable and ecofriendly-minded. In addition, Zoomers often seek a first job in metropolitan areas that requires them to commute, or they get into a consulting job that requires them to visit many clients."

**Despite the many analyses that Gen Z is more likely to look for implicit motivation in a job, salary still remains the most important reason for choosing a company, according to our survey.**

"Of course pay remains an important factor when someone is looking for a job. However, it is not the deciding factor. I based my decision to start at Hays primarily on feelings, values and standards, and advancement opportunities. That they often indicate salary as a reason for leaving somewhere may be because it's just an 'easy' reason to justify a job change."

**40% of Zoomers surveyed work in a company that is fully office-based. Why should a so-called free-spirited generation choose to do so?**

"Zoomers are often people who were in school during COVID and had to spend much of their education between four walls. I feel that they now crave social contact, but also that they are convinced that they learn better 'in real life' than digitally."

**in**  
Ferre Monten Recruitment Consultant Office Professionals

### AI: recognised, but unloved?

The wonderful world of AI, where opportunities await around every corner. Spoiler alert: we may have gold right under our noses, but we need to do some treasure hunting to discover what it's worth. For the first time, we examined the extent to which companies and workers have embraced AI. And unfortunately that was a bit disappointing. Based on our survey results, we see that there is still a large gap between the potential of AI and how it is currently deployed within the workplace.

While the vast majority of workers are aware of the existence of artificial intelligence - quite easy given the widespread media coverage - very few are actually implementing its use. Only a fifth of employees use AI in the workplace, while more than 90% theoretically have access to it since the employer does not prohibit or block it. That the majority of companies do not forbid AI seems a good thing, but when only half have guidelines around it, it does open the door for misuse or privacy issues. Employees are also a bit hung up on training around AI: a whopping 93% received no training at all, while more than 70% would like to learn about it. Additionally, nearly 60% would even want to change jobs to keep up with the AI evolution.

Finally, fears of a negative impact on the job market are not too bad. Nearly half of workers expect either more jobs due to AI or a status quo. Among employers, 70% expect no particular impact on employment.

# RECOMMENDATIONS

## EMPLOYERS



The fact that the labour market is getting increasingly scarce is no longer news. Employers have to fight for the best talent. How can they find the pearl in the oyster?

### The real price of (top) talent

Life is getting more expensive and the talent pool is shrinking, making many workers a higher cost for companies. Pay is still the number one motivation for looking for another job. Don't get left behind and compare your pay and bonuses to the market using the information in this salary guide. If you want a more thorough examination of how you compare to your competitors, our team can help you save money in the long run.

### Employer branding: better too early than too late

You may have heard about it too much already, but yes, we are still in a 'war for talent' and many companies are at a loss as to how to attract the best candidates. There is no single solution, but in today's market, your recruitment efforts may stand or fall with according to the strength of your employer branding strategy.

You're probably thinking: 'How much is that going to cost me?' Not that much, per se. The most important aspect of employer branding is not pennies, but authenticity and solidity. Will it take some work? Sure, but we're not necessarily talking about big budgets right away. Moreover, investing once in a well-framed campaign may just be more budget-friendly than small, disjointed campaigns.

Of course, you may not have the right knowledge of recruitment marketing internally and need to look externally to bring in expertise. Just starting it yourself, at random, will create

### Are you the one?

Salary is important, but it's not everything. Employees are looking for more than a good salary in a new job. There are more jobs than suitable candidates in the job market. To stand out as a company and attract the best talent, you need to show why your organisation is worth working for. Career opportunities, for example, are a major motivation for workers to switch jobs. So you need to provide clear advancement opportunities to both retain your current employees and attract new candidates. Companies with a clear mission are what professionals are looking for today. Especially for organizations in the private sector, this means showing potential candidates how your organisation has a positive impact on society.

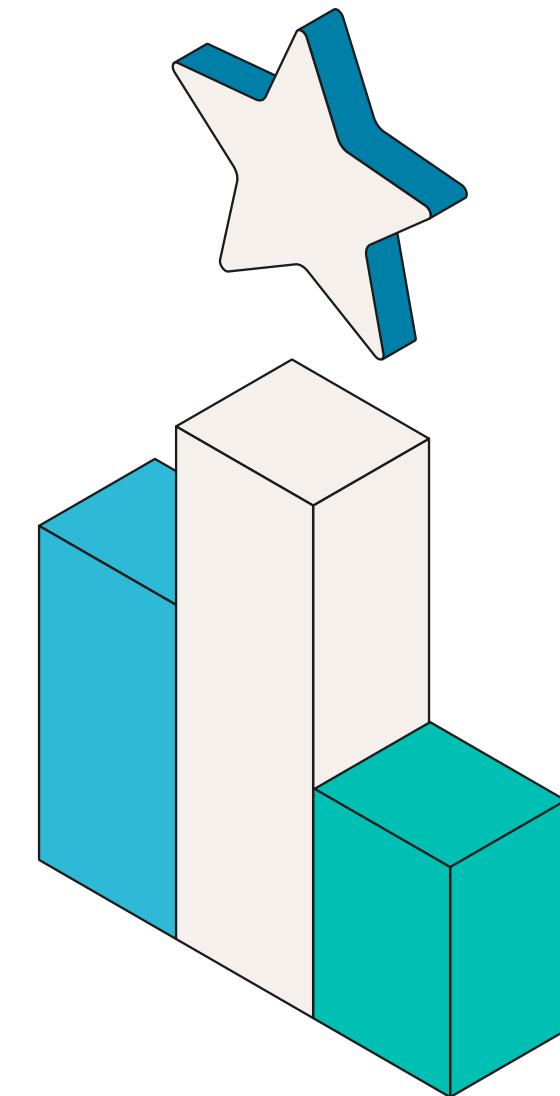
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unnecessary cost without any useful results in return. When you want to attract people with an employer branding strategy, it makes no sense to want to appeal to everyone, so make sure to do some thorough research beforehand. An outside party can help with that, too.

Either way, employer branding is not a quick fix, but rather a long-term vision and strategy. Therefore: the sooner you begin, the more of a head start you will have over the competition.

You want first access to the best talent on the market, right?

Caroline Nicque  
Head of Marketing



### How flexible are you really?

Employees want a good work-life balance, and many are willing to sacrifice a bit of salary to improve it. Flexible working is the solution. If you already allow hybrid working, which most organisations claim to do, ask yourself if you are flexing enough. Most employees prefer to determine their own days at the office, and an organisation that gives them this freedom may persuade them to switch jobs. This also makes it cheaper for you as a business, due to less rent and energy costs, and the environmental impact is also significant due to fewer cars on the road.

# RECOMMENDATIONS EMPLOYERS



## Commit to diversity and inclusion

Candidates want to work for an organisation that is inclusive. If they cannot clearly see that your organisation is taking action to prevent discrimination in hiring, it may be a reason to cancel their application. For example, you can visually refresh your business, involve different stakeholders in screening resumes and interviewing candidates, and adjust assessments to ensure that people with disabilities or other backgrounds are treated fairly. Enlisting the help of your specialised Hays recruiter who knows how to bring in talent from traditional minority groups.

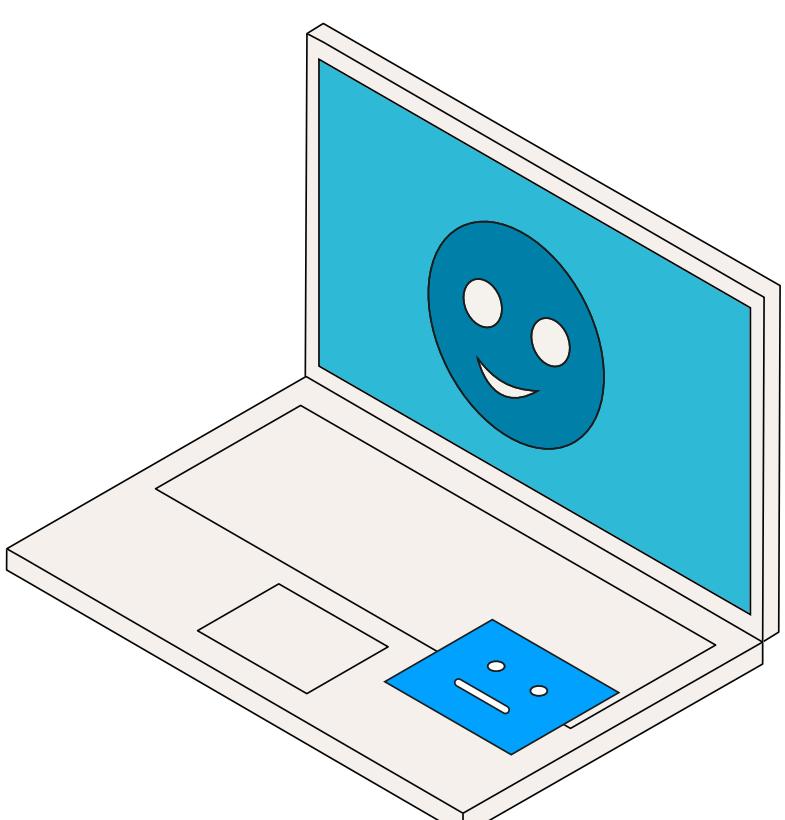
## AI should come with framework

A significant 93% of workers said they lack some kind of guide when using AI. Here is an opportunity for employers to build a supportive environment by investing in training programs, workshops and mentorship. With these initiatives, not only will they have a better grasp of AI, but their confidence in using AI applications will strengthen.

Concerns about security risks (28%) affect the acceptance of AI. Work to build a robust data security infrastructure and implement clear guidelines to build company-wide trust. A safe environment will significantly improve willingness to embrace AI. With a majority of workers indicating an openness to learning, there is a clear demand for ongoing training. Encourage a culture of lifelong learning by introducing learning platforms and encouraging employees to continuously develop their skills and expertise. This will also increase overall business flexibility.

As a company, committing to diversity should be the norm by 2024. In fact, the next step, inclusion, should have already been taken as well. Only then can you be sure that all employees feel at home in your company, and that the best talent will choose you first.

Elise Denecker  
**Director People & Culture**



## Don't miss the AI boat

If the media is to be believed, it is impossible to imagine our lives without AI. However, according to our study, it is not that bad in the workplace. The majority of workers are well aware of the existence of AI and have access to it, but only a small minority use it.

That companies themselves do little with it may help explain that. More than half of employers (still) have no guidelines or training around the use of AI, but also do not block access. In other words, although aware of the risks, companies do not provide any framework for their employees.

This can obviously be very dangerous. However, workers are eager: 60% are willing to upskill to prepare for the future.

Also surprisingly, a fifth of companies do not even see any benefit in AI. However, this technology will not disappear, quite the contrary, so companies need to prepare before the boat sails.

Tools are popping up like mushrooms, so before you know it, you are hopelessly left behind.

Competitors who do adapt in time will soon have a huge competitive advantage.

And that tipping point will be there sooner than you think....



**Tamara Vereecken**  
EMEA Director  
Front Office Systems

# RECOMMENDATIONS EMPLOYEES



How can you as an employee or applicant increase your chances of finding and getting the job of a lifetime – if such a thing still exists?

## Are you ready for a new challenge?

You may be unsure whether this is the right time to change jobs, but don't be put off by doomsday scenarios. Our survey shows that there is a huge demand for qualified professionals and that employers continue to hire in abundance. This is your chance to find your dream job. Organisations are eager for people like you and are willing to reward you with higher pay, better conditions and more flexibility. Get guidance from your Hays recruiter, who can find the best fit for you and help you take the next step in your career.

## What really makes you happy in your work?

Wages are important, of course, but there is more than that. You also want a job that challenges, inspires and rewards you. You want to work somewhere where you can grow, where you can make a difference, where you feel at home. You want a job that fits your values, passions, and ambitions. Before you start looking for your next job, ask yourself what you really want. This way, your recruiter can help you find the perfect job that meets all your needs.



## Venture into a new sector

Finding permanent staff is a hell of a job, so employers have become much more flexible. They prefer to hire someone who is eager to learn and not afraid of change. If you are considering a career switch, now is the time to take the plunge. You may even want to take a whole new path. Companies want to focus more on digitalisation and automation by 2024, and they are looking for people from all kinds of backgrounds to fill these roles.

## Lifelong learning

The world of work does not stand still, so neither should you. You need to continuously develop to keep your skills up to date. Learning new skills is essential no matter where you are in your career - and if you can demonstrate this love of learning to potential employers, you will have a head start in rapidly changing job market.

## Let AI help you

Of those who use AI, 45% report an increase in productivity. Identify specific AI applications aimed at improving efficiency and output within different functions. By highlighting these successes, you motivate others to embrace similar tools. Our survey results show that a majority of workers are willing to change occupations in response to AI developments, highlighting the need for flexibility.

In a time of constant technological advancement, an environment that is adaptable and constantly learning is the key to success, not only for a company, but also for your career.



## Permanent contracts are no longer the norm

It seems that many companies mainly want people permanently employed, but among the talent on the market, opinions are more divided. Junior professionals often settle for a permanent contract, but once they have accumulated enough knowledge to be considered a senior professional, we see them switching more to freelance status.

It is important that companies realise this because they often need certain knowledge to implement a specific project, and a flexible contract such as freelance can help with that.

For that matter, there is no "optimal mix" of contract forms within a company, or no "optimal contract form" for any given project. Departments best look at that separately so that they recruit according to their own needs. If you need a particular role non-stop, for example, chief accountant, then it is better that you hire it permanently. If you only need a certain skill for a short time, such as an IT person to install a new system, it's best to look at freelancers. Either way, it's important to keep track of people who work for you, whether they are permanent or temporary employees.

With temporary workers, whether via interim or freelancing, this also allows you to "track" talent so that you can rehire them as soon as the need arises.



Jovanic Scheiris  
National Director



# SECTOR TRENDS & PAY SCALES



# INFORMATION TECHNOLOGY OVERVIEW



The IT sector is also the place to be for highly skilled professionals in 2024. Why? Because the industry is booming due to the growing demand for digital solutions, such as cybersecurity, automation and cloud infrastructure. This means that there are many interesting and challenging jobs, with great salaries and many nice perks. But there is also a downside: there are too few IT professionals to do all the work. Finding and keeping qualified personnel is therefore the industry's biggest challenge.

The qualified workforce keeps the IT world running. And that makes sense: the industry is changing at lightning speed and new gadgets and innovations require immediate implementation. Therefore, there is a huge demand for experts such as software developers, network specialists, data analysts and cybersecurity experts. They drive innovation in the industry.

These professionals are golden in the IT sector. Consequently, they are richly rewarded for their knowledge and skill. Their salaries skyrocket depending on their specialisation and experience. Many IT professionals earn a lot more than the average in other industries. But there's more: they also enjoy other fringe benefits such as flexible working hours and training on new technologies. This way, they stay up to date with the latest trends and developments in the industry.

Another factor driving up wages in the IT sector is the lightning-fast pace of technological change. New gadgets and trends, such as AI and XR, are changing the demand for IT skills and enabling new jobs and specialisations. This means higher wages for those who master these new skills.

The IT industry offers great opportunities and rewards for professionals who want to continue to grow and innovate. This is good news for organisations with robust attraction and retention strategies centered around learning and development.



## What benefits do employees value the most?

51 %

Company car

42 %

Meal vouchers

34 %

Health insurance

## Finding international talent remains a challenge

The majority of employers look for new employees only within national borders. There can be various reasons for this, for example a language barrier. But it is also possible that the infrastructure simply does not allow it. Belgium has a fairly high cost of living, so the job offer has to be interesting enough. Housing is also not optimal for expats and the traffic is also far from attractive. Possibly, companies assume that they will never be able to convince especially blue collar and junior profiles anyway. That said, looking outside one's own borders certainly has its advantages, for instance access to countries where many more people are available for work, and sometimes on more interesting financial terms. Some countries also offer incentives to companies that invest in them – securing workforces for Belgium in Romania for example. Although I also understand companies that are a bit hesitant because they fear

compliance issues. But they can always get assistance from an external party like Hays for recruitment or workforce solutions, and/or a legal advisor to advise on legal and compliance matters.



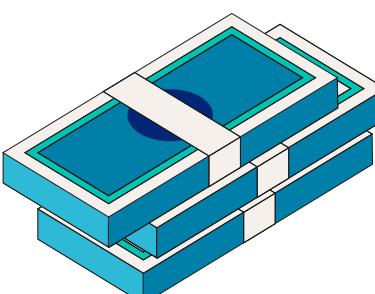
Tina Millis  
Head of Delivery  
Enterprise Solutions EMEA



# INFORMATION TECHNOLOGY SALARY

	Junior (0-2 yrs)		Mid-level (3-5 yrs)		Senior (> 6 years)	
	Min. Salary	Max. Salary	Min. Salary	Max. Salary	Min. Salary	Max. Salary
IT Employee / Support	€ 2500	€ 2800	€ 2800	€ 3500	€ 3500	€ 5000
System Engineer	€ 2800	€ 3200	€ 3200	€ 4000	€ 4000	€ 5300
Software Developer / Application Developer	€ 2800	€ 3200	€ 3200	€ 4000	€ 4000	€ 6500
Data Analyst / BI Analyst	€ 2800	€ 3200	€ 3200	€ 4000	€ 4000	€ 5500
Data Engineer / Data Scientist	€ 3000	€ 3500	€ 3500	€ 4500	€ 4500	€ 6500
DevOps Engineer / Cloud Engineer	€ 3000	€ 3500	€ 3500	€ 4500	€ 4500	€ 6500
QA /Test Engineer	€ 2800	€ 3200	€ 3200	€ 4000	€ 4000	€ 5000
Business Analyst / Functional Analyst	€ 2800	€ 3500	€ 3500	€ 4500	€ 4500	€ 6000
Project Manager	€ 3000	€ 3500	€ 3600	€ 4500	€ 4500	€ 6500
IT Manager					€ 5000	€ 8500

Amounts are gross monthly wages.  
For freelance rates, contact your Hays consultant.



# OFFICE PROFESSIONALS

## OVERVIEW



Personal assistants, office managers or management assistants, their administrative skills create an effective work environment – the beating heart of a healthy business.

Not only experience, but also the location of the company determines wages. Because those who work for a large company can count on a larger salary package and fringe benefits. Small businesses usually can't compete with that. They have tighter budgets and thus need to be more frugal. So if you like to be paid well, choose a big, upscale company.

Speaking of more pay, the better you are with technology, the higher your salary. As cited earlier, technology is the future, and they know it in the world of Office Professionals. Those who want to work in this must be proficient with software programs and digital tools. In fact, starting from 1 January 2026, the Belgian government will introduce a mandatory e-invoicing obligation for all B2B transactions, which will require Office Professionals to adapt to the new system and ensure compliance.

In short, as an Office Professional, you will have a fun and challenging job with an attractive salary, in a stable and versatile industry! In essence, although Office Professionals' salaries are generally stable, there are still opportunities for growth in the If you are an Office Professional, you have made a good choice. After all, your salary is not only stable, but also competitive with other sectors,. The average annual gross salary for Office Professionals was €38,000 in 2023 in Belgium. Moreover, you have the opportunity to specialize in different areas and thus increase your value. The work of an administrative assistant requires more knowledge and skills than in the past. Automation, innovative technologies and an evolving marketplace have led administrative clerks to take on a greater number of new responsibilities. This makes them highly specialized professionals. industry, especially for those with technological skills. In addition, attractive benefits can help attract and retain talent.



### What benefits do employees value the most?

50%

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Meal vouchers

43%

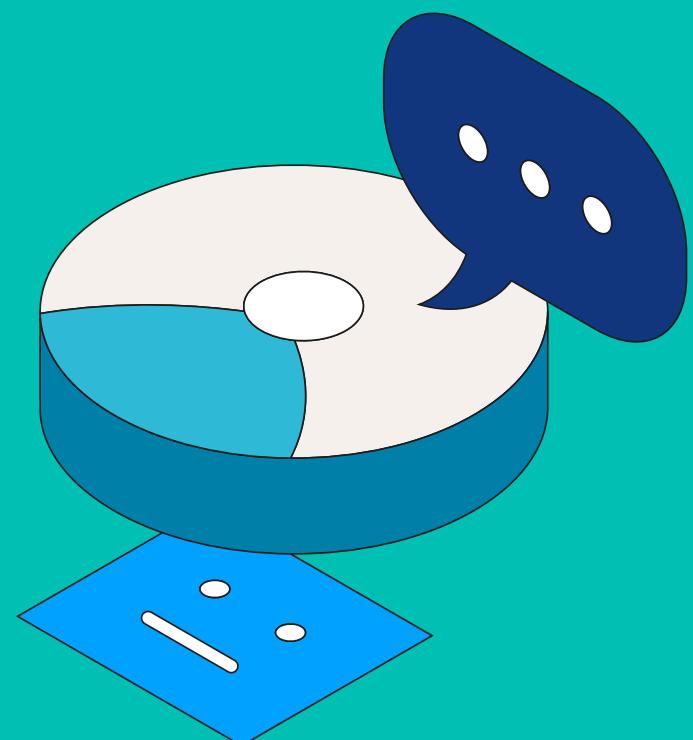
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Extra paid leave

29%

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Health insurance



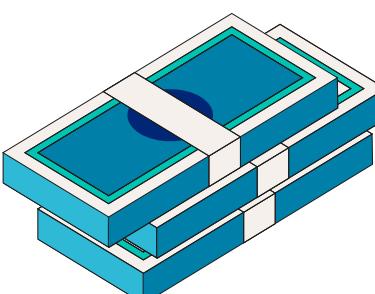


# OFFICE PROFESSIONALS

## SALARY

	Junior (0-2 yrs)		Mid-level (3-5 yrs)		Senior (> 6 years)	
	Min. Salary	Max. Salary	Min. Salary	Max. Salary	Min. Salary	Max. Salary
Receptionist	€ 2000	€ 2300	€ 2500	€ 2800	€ 2900	€ 3300
Administrative Clerk / File Manager	€ 2200	€ 2600	€ 2700	€ 3200	€ 3300	€ 3600
Office Assistant / Office Manager	€ 2200	€ 2600	€ 2700	€ 3300	€ 3400	€ 3700
Management / Personal Assistant	€ 2400	€ 2800	€ 2900	€ 3300	€ 3400	€ 4500
Call Center Employee (inbound/outbound)	€ 2000	€ 2200	€ 2300	€ 2500	€ 2600	€ 3200
Customer Service / Customer Care Associate	€ 2200	€ 2500	€ 2600	€ 2900	€ 3000	€ 3300
Customer Service / Commercial Inside Sales Representative	€ 2400	€ 2800	€ 2900	€ 3300	€ 3400	€ 4000
Sales Support	€ 2400	€ 2800	€ 2900	€ 3300	€ 3400	€ 4000
Inside / Internal Sales	€ 2400	€ 2800	€ 2900	€ 3300	€ 3400	€ 4000
Order Entry / Back Office Associate	€ 2200	€ 2500	€ 2600	€ 3000	€ 3100	€ 3500

Amounts are gross monthly wages.



# CONSTRUCTION OVERVIEW



The sector is looking for clever minds! White collar profiles, such as architects, engineers, project managers or construction engineers are in high demand and richly rewarded. These positions are hard to fill and are therefore paid extra well. So if you would like a top salary, choose a white collar position in Construction.

If you have any of the above positions, you're in for a treat. Because you will earn between €54,000 and €100,000 per year, depending on your specialization and experience. And the more you learn and do, the more you earn.

Sustainability remains a major theme. You notice this in the new Construction positions for white collar profiles. Sustainable construction is the norm these days and there is more use of new technology on construction sites. This affects the types of jobs available and the skills needed. These skills are in high demand and well paid. And the more you know and can do, the more you grow. So those who think and act green will be well rewarded.

For an even better wage, you should also consider location. Those who work for a large construction company in an urban area get higher pay and nice perks. But those working for a small business in a rural area have to make do with less. So the location of the project or construction company has a serious impact on wages in Construction. For example, in Brussels, you may have to deal with more complex regulations and more diverse stakeholders, while in Wallonia, you may have to cope with more environmental and social issues.

In short, the knowledge and type of projects a white collar in Construction works on make the biggest difference in their salary. They have the potential to earn significantly higher wages than their counterparts, construction workers for example. White collars in Construction have specific skills, work for larger construction companies in major cities and enjoy interesting fringe benefits, contributing to higher pay and more career opportunities.



## What benefits do employees value the most?

91 %

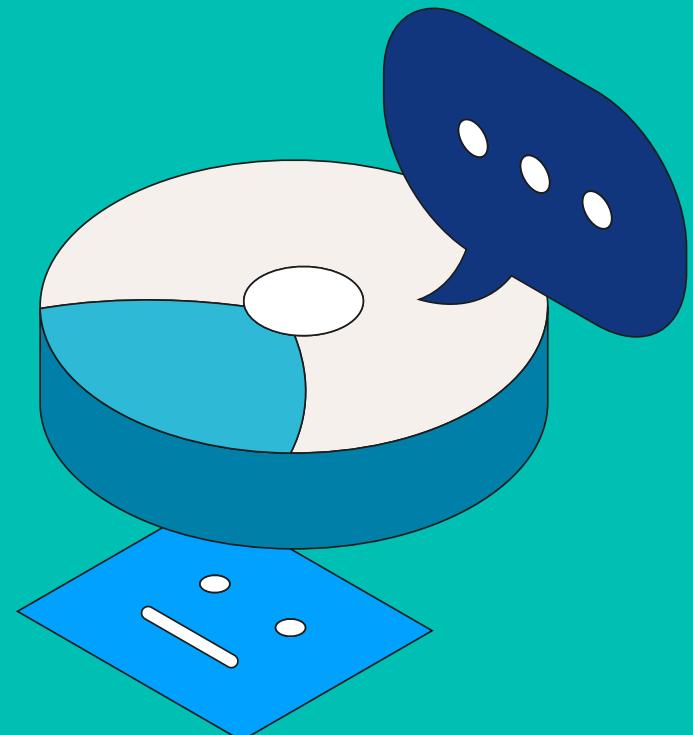
Meal vouchers

61 %

Computer for personal use

70 %

Mobile phone for personal use

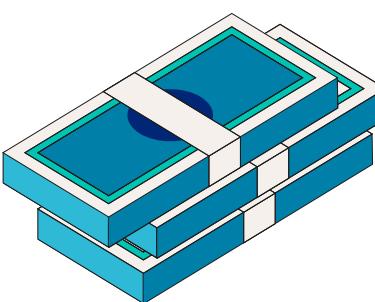




# CONSTRUCTION SALARY

	Junior (0-2 yrs)		Mid-level (3-5 yrs)		Senior (> 6 years)	
	Min. Salary	Max. Salary	Min. Salary	Max. Salary	Min. Salary	Max. Salary
<b>Interior Technical Draughtsman</b>	€ 2400	€ 3000	€ 2600	€ 3200	€ 3000	€ 4500
<b>Construction Project Manager</b>	€ 2500	€ 3500	€ 3000	€ 4500	€ 4000	€ 6500
<b>Project Planner / Calculator</b>	€ 2500	€ 3500	€ 3000	€ 4500	€ 3500	€ 5500
<b>Project Manager Side Construction Manager</b>	€ 2500	€ 3800	€ 3200	€ 5000	€ 4500	€ 7500
<b>Structural Draftsman (BIM)</b>	€ 2200	€ 3200	€ 2500	€ 3500	€ 3000	€ 4000
<b>Facility Manager</b>	€ 2400	€ 3400	€ 2800	€ 4000	€ 3500	€ 6000
<b>Interior Project Manager / Carpenter</b>	€ 2500	€ 3200	€ 3000	€ 3800	€ 3500	€ 5000
<b>Showroom Salesman</b>	€ 2200	€ 2800	€ 2500	€ 3500	€ 3000	€ 4000
<b>Interior Designer</b>	€ 2200	€ 2800	€ 2500	€ 3500	€ 3000	€ 4000
<b>Developer</b>	€ 2400	€ 3500	€ 3000	€ 5000	€ 4500	€ 7500

Amounts are gross monthly wages.



# ENGINEERING OVERVIEW



There is evolution within the Engineering sector in Belgium. In the technical professions of this sector, there is a growth of smart machinery fleets within manufacturing companies, increasing the need for highly skilled personnel to develop and implement everything. On the other hand, the industry faced challenges like high inflation, the rising cost of energy and the uncertain economic situation. The industry will need to adapt to changing market conditions and encourage innovation to maintain its competitive position.

A major factor affecting salaries in the Engineering sector is the demand for workers. The Engineering sector is vital here and Belgian companies are in fierce competition for a shallow resource of engineers. Education is the key, and making STEM jobs more attractive is a big challenge for the Belgian government.

However, an engineer in Belgium usually earns a good salary. Their annual income ranges from €40,000 to €84,000, depending on the employee's location and experience. Pay can even increase up to €100,000 a year for positions that require a higher education in the industry, such as a project manager or executive position.

Another factor affecting pay rates in this sector is the location of the business. Large cities and technology parks tend to offer higher salaries and better benefits than smaller cities or rural areas. Common fringe benefits include: company car, meal vouchers, group and health insurance, a laptop and cell phone. There are also an increasing number of candidates with independent status who want to start in the Engineering sector.

Workers with degrees in engineering, technology or a related field typically have better salaries and career opportunities. Work experience can also lead to higher salaries and more career opportunities.



## What benefits do employees value the most?

67 %

Company car

41 %

Extra paid leave

44 %

Flexible hours

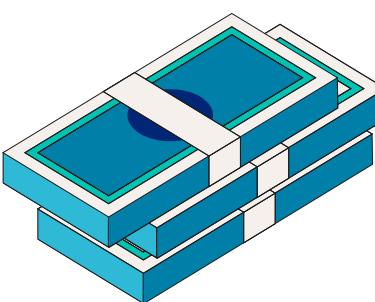




# ENGINEERING SALARY

	Junior (0-2 yrs)		Mid-level (3-5 yrs)		Senior (> 6 years)	
	Min. Salary	Max. Salary	Min. Salary	Max. Salary	Min. Salary	Max. Salary
<b>Design Engineer ba/ma</b>	€ 2800	€ 3200	€ 3200	€ 5000	€ 5000	€ 7000
<b>Production Supervisor / Manager</b>			€ 4000	€ 5000	€ 5000	€ 8000
<b>Project Engineer ba/ma</b>	€ 2800	€ 3200	€ 3200	€ 5000	€ 5000	€ 7000
<b>Maintenance Supervisor / Manager</b>			€ 4000	€ 5000	€ 5000	€ 8000
<b>Prevention Advisor</b>	€ 3000	€ 3500	€ 3500	€ 5000	€ 5000	€ 8000
<b>Operations Manager</b>					€ 6000	€ 8000
<b>Quality Manager</b>			€ 4000	€ 5000	€ 5000	€ 7000
<b>Automation Engineer ba/ma</b>	€ 3000	€ 3300	€ 3300	€ 5000	€ 5000	€ 7000
<b>Service Engineer</b>	€ 3000	€ 3300	€ 3300	€ 5000	€ 5000	€ 7000
<b>Process Engineer</b>	€ 3000	€ 3300	€ 3300	€ 5000		

Amounts are gross monthly wages.



# PURCHASING & LOGISTICS OVERVIEW



The Purchasing & Logistics sector pays quite well in Belgium. On average, a logistics employee earns between €30,000 and €48,000 per year, depending on his or her experience and workplace. The salary can be up to €90,000 a year for higher-skilled positions in the industry, such as a supply chain manager.



An important factor affecting salaries is the availability of work. In times of economic growth and increased commerce and distribution, there is generally more demand for workers, resulting in higher wages. In times of economic downturn, demand may decrease and salaries may fall.

Large cities and port areas tend to offer higher salaries and better benefits than smaller cities or rural areas. This is due to the higher cost of living and greater demand for skilled workers in these areas. For example, Antwerp is one of the largest and most important ports in Europe, handling over 200 million tons of cargo per year. Workers with degrees in logistics, supply chain management or a related field typically have better salaries and career opportunities. Work experience can also lead to higher salaries and more career opportunities.

To sum up, pay rates in the Purchasing & Logistics sector in Belgium are generally good and are influenced by economic conditions, the location of the company, education and experience of the employee. Thanks to growing international trade and distribution in Belgium, demand for skilled workers in this sector is likely to continue to rise, which could lead to further wage growth.



## What benefits do employees value the most?

47 %

Meal vouchers

33 %

Extra paid leave

40 %

Flexible hours

### It doesn't cost a fortune to mentally support staff

In a psychologically healthy environment, team members feel heard, are recognised for their efforts and get to understand how their work contributes to a bigger picture. This creates more innovation, more confidence and more job satisfaction. The numbers around burnout have been worrisome in recent years, so it's time for employers to take care of their employees for a bit. So, what can a company do? First, active listening.

Encouraging them to take a break in time is also important. We rarely drain our phone's battery, but we do so with our minds. If we continue to ignore this, we run the risk of serious problems, such as burnout. Regular check-ins with team members can also help. During these check-ins, they are given space to raise their concerns, after which the employer can see what support is needed.

Finally, you can involve an outside partner in the form of an "Employee Assistance Program" (EAP). This obviously comes with a budget, but this add-on to other benefits can have a huge impact on the well-being of employees, and by extension, the well-being of an organization.

An EAP is approachable, accessible 24/7, anonymous and you get in touch with a professional immediately. Such an EAP has a very broad network of life coaches, psychologists and therapists.



Ilze Pastyn  
Internal Trainer, Health & Well-Being Ambassador

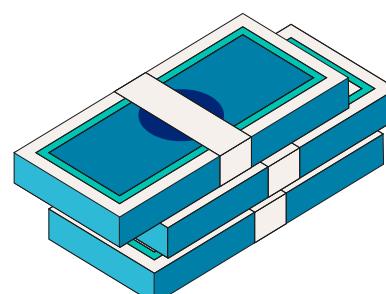


# PURCHASING & LOGISTICS

## SALARY

	Junior (0-2 yrs)		Mid-level (3-5 yrs)		Senior (> 6 years)	
	Min. Salary	Max. Salary	Min. Salary	Max. Salary	Min. Salary	Max. Salary
Warehouse Teamleader	€ 2200	€ 3000	€ 2500	€ 3500	€ 3500	€ 4000
Warehouse Supervisor	€ 3000	€ 3500	€ 3000	€ 4200	€ 4000	€ 5500
Warehouse Manager			€ 3500	€ 4500	€ 4000	€ 6000
Supply Chain Coordinator	€ 2800	€ 3200	€ 3200	€ 4000	€ 4000	€ 4500
Supply Chain Planner	€ 3000	€ 3500	€ 3500	€ 4500	€ 4500	€ 5000
Supply Chain Manager					€ 5500	€ 7500
Technical Buyer / Purchasing Clerk	€ 2800	€ 3200	€ 3500	€ 4500	€ 4500	€ 6000
Acquisition / Procurement Manager			€ 4000	€ 5000	€ 5000	€ 8000
Transportation Clerk	€ 2500	€ 2900	€ 3000	€ 3500		
Transport Planner	€ 2500	€ 2900	€ 3000	€ 3500	€ 4000	€ 4500
Freight Forwarder	€ 2600	€ 2900	€ 3000	€ 3500	€ 3500	€ 4000

Amounts are gross monthly wages.



# ACCOUNTING & FINANCE OVERVIEW



Finance managers, Business controllers and Financial analysts are experts who all play a crucial role in the Accounting & Finance sector in Belgium. But what are the four factors that strongly influence wage trends in this sector?

A first factor is the specific specialisation. The Accounting & Finance sector in Belgium offers attractive and competitive salaries. An accountant or financial analyst earns an average of €40,000 to €84,000 per year, depending on experience and role. In a more senior position, such as Finance Manager, you can earn up to €102,000 per year.

A second factor is the specific skills needed and competition between different companies. Financial experts and accountants with knowledge in accounting, taxation and risk management are especially in demand in the financial sector and large organisations. This can provide higher wages and better fringe benefits for these experts. Just like for the Office Professionals, starting from 1 January 2026, the Belgian government will introduce a mandatory e-invoicing obligation for all B2B transactions, which will require accountants and financial experts to adapt to the new system and ensure compliance.

A third factor is the employee's education and experience. Workers with master's degrees in accounting or finance tend to earn more and have more advancement opportunities than those with bachelor's or lower degrees. Work experience and professional certifications such as CPA, CMA, CFA or ACCA can also lead to higher salaries and more career opportunities.

A fourth factor is the location of the company. In big cities and financial hubs, workers tend to earn more and have better fringe benefits than in smaller cities or rural areas. This is due to the higher cost of living and greater demand for skilled professionals in these areas.

In summary, wages in the Accounting & Finance sector in Belgium depend on the employee's position, skills, education, experience and location. This sector offers interesting and competitive wages for skilled professionals.

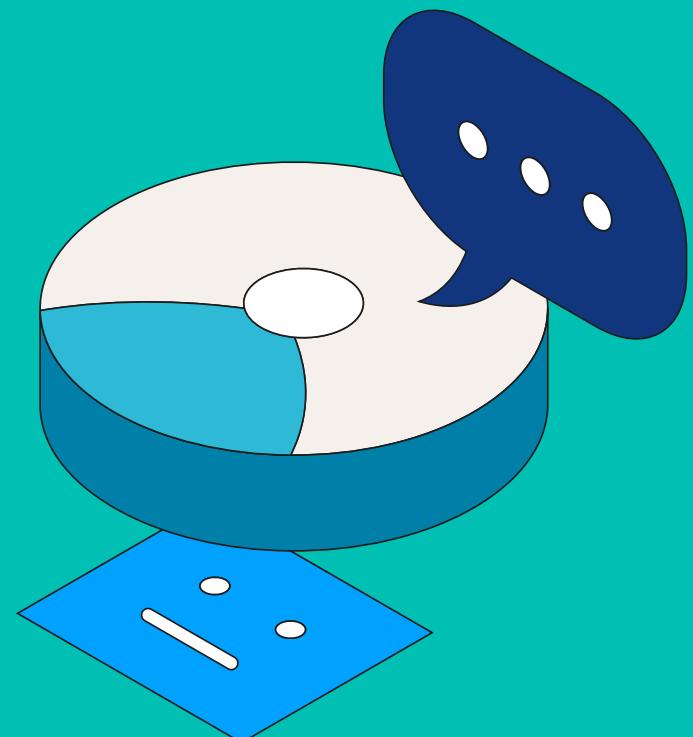


## What benefits do employees value the most?

55%  
Company car

48%  
Meal vouchers

52%  
Flexible hours

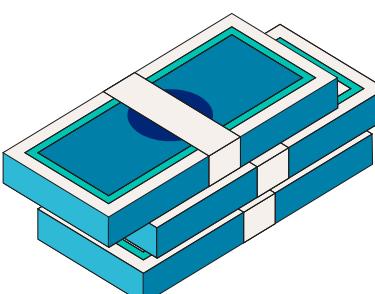




# ACCOUNTING & FINANCE SALARY

	Junior (0-2 yrs)		Mid-level (3-5 yrs)		Senior (> 6 years)	
	Min. Salary	Max. Salary	Min. Salary	Max. Salary	Min. Salary	Max. Salary
<b>Finance Manager</b>					€ 6500	€ 8500
<b>Accounting Manager</b>			€ 4500	€ 5500	€ 5600	€ 7500
<b>General Accountant</b>	€ 2700	€ 3400	€ 3500	€ 4500	€ 4600	€ 5800
<b>Financial Controller</b>	€ 3000	€ 4100	€ 4200	€ 5500	€ 5500	€ 8500
<b>Business Controller</b>	€ 3200	€ 4400	€ 4500	€ 5900	€ 6000	€ 8000
<b>Financial Analyst</b>	€ 3000	€ 3800	€ 3900	€ 5200	€ 5200	€ 7000
<b>Internal Auditor</b>	€ 2800	€ 3900	€ 4000	€ 5000	€ 5100	€ 7000
<b>Credit Controller</b>	€ 2600	€ 3200	€ 3300	€ 4100	€ 4100 +	
<b>Assistant Accountant</b>	€ 2400	€ 2800	€ 2900	€ 3800	€ 3900 +	
<b>GL Accountant</b>	€ 2800	€ 3300	€ 3400	€ 4200	€ 4200	€ 5200

Amounts are gross monthly wages.



# HR OVERVIEW



The HR sector in Belgium faces several challenges, including high payroll costs, talent scarcity and changing employee expectations. With emerging innovative technologies like AI, they are trying to speed up HR processes and improve the employee experience.

This sector offers competitive wages, but not the highest compared to other sectors. An HR employee earns an average of €30,000 to €54,000 per year, depending on his or her position and experience. Senior positions, such as HR managers and HR directors, can earn up to €96,000 a year.

Several factors determine pay trends in the HR industry, including economic conditions, HR needs and competition among companies. When the economy is growing and the job market is tight, there may be more demand for HR services and expertise, resulting in higher salaries for HR professionals.

Specific HR skills are also affecting salary trends. HR experts who specialise in certain topics within HR employment law or diversity and inclusion tend to earn more than general HR positions.

Keeping payroll costs in check is the main challenge in the HR industry, due to high inflation and wage indexation. The employee's education and experience are also important for HR wages. HR professionals who have master's degrees or additional certifications usually earn more than their colleagues who do not have additional qualifications.

Higher salaries and more career opportunities are also available to HR professionals with work experience and previous HR positions.

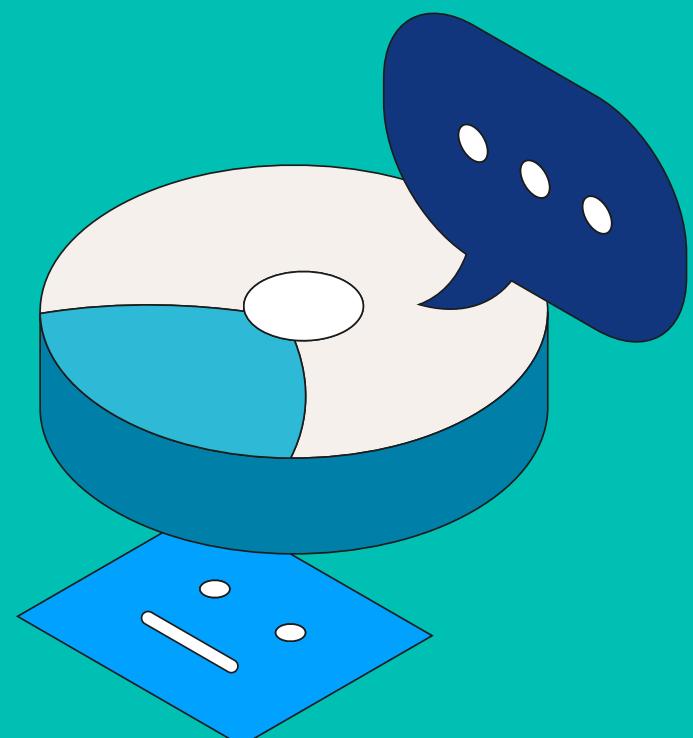


## What benefits do employees value the most?

56%  
Company car

33%  
Flexible hours

50%  
Retirement plan

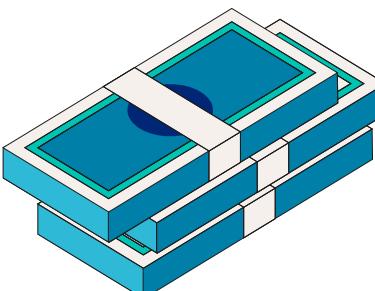




# HR SALARY

	Junior (0-2 yrs)		Mid-level (3-5 yrs)		Senior (> 6 years)	
	Min. Salary	Max. Salary	Min. Salary	Max. Salary	Min. Salary	Max. Salary
HR Assistant / HR Administration	€ 2300	€ 2500	€ 2500	€ 3500	€ 3500	€ 4500
HR Officer	€ 2500	€ 2800	€ 2800	€ 3500	€ 3500	€ 4500
Payroll Officer	€ 2500	€ 3000	€ 3000	€ 3800	€ 3800	€ 5800
Recruiter	€ 2300	€ 2500	€ 2500	€ 3500	€ 3500	€ 5500
L&D Assistant / Officer	€ 2300	€ 2500	€ 2500	€ 3500	€ 3500	€ 4500
HR Manager / L&D Manager / Payroll Manager			€ 4500	€ 6000	€ 6000	€ 8000
HR Director					€ 8000	€ 15000

Amounts are gross monthly wages.  
For freelance rates, contact your Hays consultant.



# SALES, MARKETING & RETAIL OVERVIEW



In the dynamic sector of sales, marketing and retail, it appears that several factors affect the salaries received by professionals in these industries.

In the marketing industry, salaries are strongly influenced by experience, specialisation and the specific role within the marketing field. One notable trend is the growing appreciation of digital marketing skills, which are increasingly influencing the pay structure. For example, a junior digital marketer can start with a salary of almost €30,000 a year and grow to €50,000 a year (after a minimum of 6 years experience). Within the sales industry, salaries appear to depend on several factors, including the type of products

or services being sold, the complexity of the sales cycle and current market demand. Commissions and bonuses often take up a significant portion of the total compensation package in the sales industry, directly affecting the motivation and performance of sales professionals. The wage indexation in Belgium in 2023 was very high, reaching 11,08% for the largest sector, Joint Industrial Committee 200, which represents 60,000 companies and 500,000 employees. This means that the gross salaries were increased by 11,08% as from 1 January 2023 onwards. This may have an impact on the salaries in the sales industry as well. However, the wage indexation in 2024 is expected to be lower, with a preliminary figure of 3,16%.

In Retail, salaries are also subject to variables such as the size of the company, the type of products sold and the location of the store. Bonuses and performance-related rewards contribute to total income in retail, with the degree of customer interaction and sales performance affecting compensation.



## What benefits do employees value the most?

62%

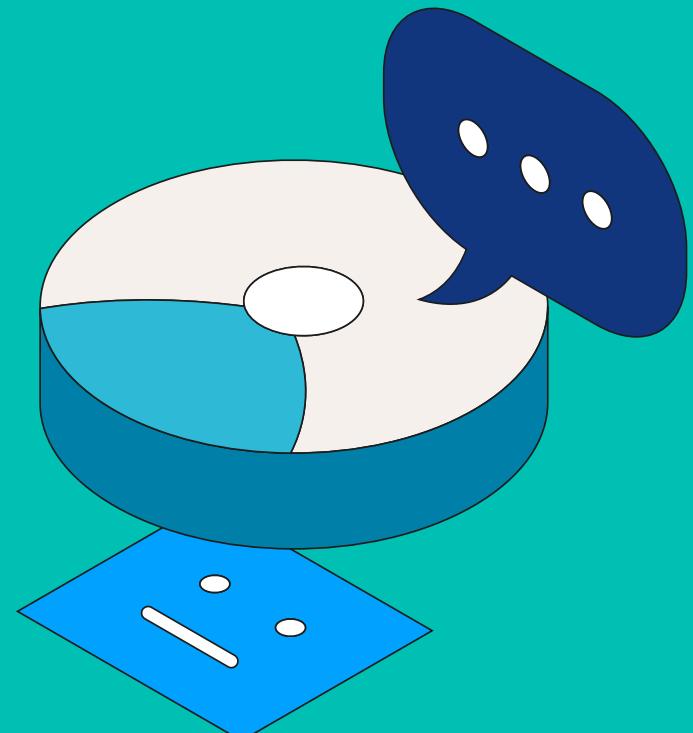
Company car

36%

Flexible hours

53%

Extra paid leave

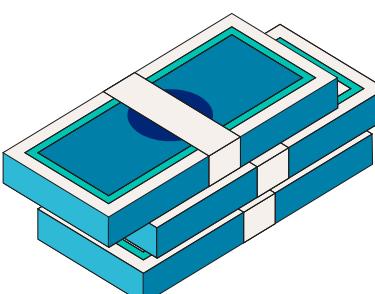




# SALES, MARKETING & RETAIL SALARY

	Junior (0-2 yrs)		Mid-level (3-5 yrs)		Senior (> 6 years)	
	Min. Salary	Max. Salary	Min. Salary	Max. Salary	Min. Salary	Max. Salary
(Key) Account Manager	€ 2400	€ 3400	€ 3400	€ 4500	€ 4600 +	
International / Export Sales	€ 2500	€ 3400	€ 3600	€ 4800	€ 4800 +	
Country Manager / BD Manager	€ 2500	€ 3300	€ 3500	€ 4000	€ 5000 +	
Export Sales Manager	€ 2800	€ 3400	€ 3400	€ 4200	€ 4700 +	
Account Manager Construction	€ 2500	€ 3300	€ 3300	€ 4300	€ 4300 +	
Accountmanager Electro / Lighting or Sales Engineer	€ 2700	€ 3400	€ 3400	€ 4500	€ 4500 +	
Account Manager Automotive	€ 2400	€ 2800	€ 2800	€ 3600	€ 3600 +	
Allround Marketeer	€ 2400	€ 2600	€ 2700	€ 3500	€ 3500 +	
Trade Marketer	€ 2500	€ 2700	€ 2700	€ 4000	€ 3900 +	
Digital Marketer / E-commerce Marketer	€ 2400	€ 2600	€ 2600	€ 3800	€ 3800 +	
Product / Brand Manager	€ 2400	€ 2700	€ 2700	€ 3800	€ 4000 +	
District Manager	€ 4000	€ 4500	€ 4500	€ 5500	€ 5500	€ 7000
Store Manager	€ 3000	€ 3500	€ 3500	€ 4000	€ 4000	€ 5500
Assistant Store Manager	€ 2500	€ 3000	€ 3000	€ 3500	€ 3500	€ 4000
Sales Advisor Luxe	€ 1800	€ 2300	€ 2300	€ 2500	€ 2500	€ 3000

Amounts are gross monthly wages.



# BANKING & INSURANCE

## OVERVIEW



In the world of salaries in the Belgian banking and insurance sectors, this is true: all sorts of things influence how much money you earn when you work in these sectors. It's a kind of playing field where several factors play into how much you end up seeing in your bank account.

In the banking industry, salaries vary considerably and depend on the position, level of experience and type of financial institution. Leadership positions and specialized positions in risk management, investment banking and financial analysis are often rewarded with higher salaries. For example, a Personal Banker, with more than six years of experience can earn up to €70,000 per year. Bonuses and other performance-related benefits are common and can add significantly to the total compensation package.

Within the insurance industry, salaries are also diverse and depend on the specific position, experience and type of insurance products. Jobs like actuarial, risk management and sales within insurance can come with higher salaries. Also here, bonuses and performance-related benefits are common and contribute to the total remuneration.

The ongoing digitalization of financial services has a huge impact on the demand for specific skills, especially in fintech and data management. Compliance and risk management remain critical focus areas within the financial industry, keeping professionals with specializations in these areas in demand. Customer service and relationship

management competencies are gaining importance, especially given the growing emphasis on customer focus in this sector.



### What benefits do employees value the most?

60%

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Company car

50%

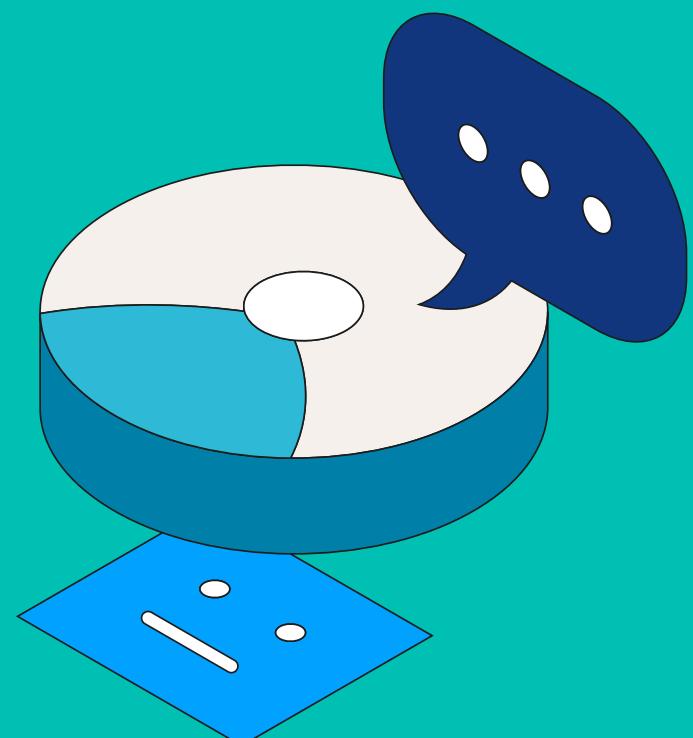
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Flexible hours

55%

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Extra paid leave

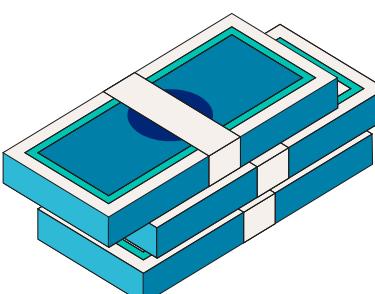




# BANKING & INSURANCE SALARY

	Junior (0-2 yrs)		Mid-level (3-5 yrs)		Senior (> 6 years)	
	Min. Salary	Max. Salary	Min. Salary	Max. Salary	Min. Salary	Max. Salary
Commercial Advisor / Relationship Manager	€ 2500	€ 3200	€ 3200	€ 3500	€ 3500	€ 4000
Investment Advisor / Personal Banker	€ 2700	€ 3200	€ 3200	€ 4000	€ 4000	€ 5500
Credit Counselor	€ 2700	€ 3200	€ 3200	€ 4000	€ 4000	€ 5500
Insurance Advisor	€ 2500	€ 3000	€ 3000	€ 3500	€ 3500	€ 4200
Production Manager Broker / Agent	€ 2500	€ 2800	€ 2800	€ 3500	€ 3500	€ 4000
Claims Manager Broker / Agent	€ 2500	€ 2800	€ 2800	€ 3500	€ 3500	€ 4000
Company Production Manager	€ 3100	€ 3500		€ 4100		
Company Claims Administrator	€ 3100	€ 3500		€ 4100		
Company Expert			€ 4100	€ 4600	€ 4600	€ 5500
Insurance Account Manager			€ 2500	€ 3200	€ 3200	€ 4500

Amounts are gross monthly wages.



# CONCLUSION



# CONCLUSION

## 2024 FOCUS



Our survey revealed a wealth of insights, giving us a glimpse into the intricate dance between employees and employers amid this period of unprecedented change.

In this abundance of data, we highlighted not only the gaps and paradoxes, but also the unexpected opportunities that the coming year brings to the “war for talent”. As a result, we now have a clear view of what is really going on in the labour market, where workers are expressing their expectations and employers are rethinking their strategies.

The labour market is unfolding as a complex terrain, with challenges facing both workers and employers. Success is determined by adaptability, balancing supply and demand,

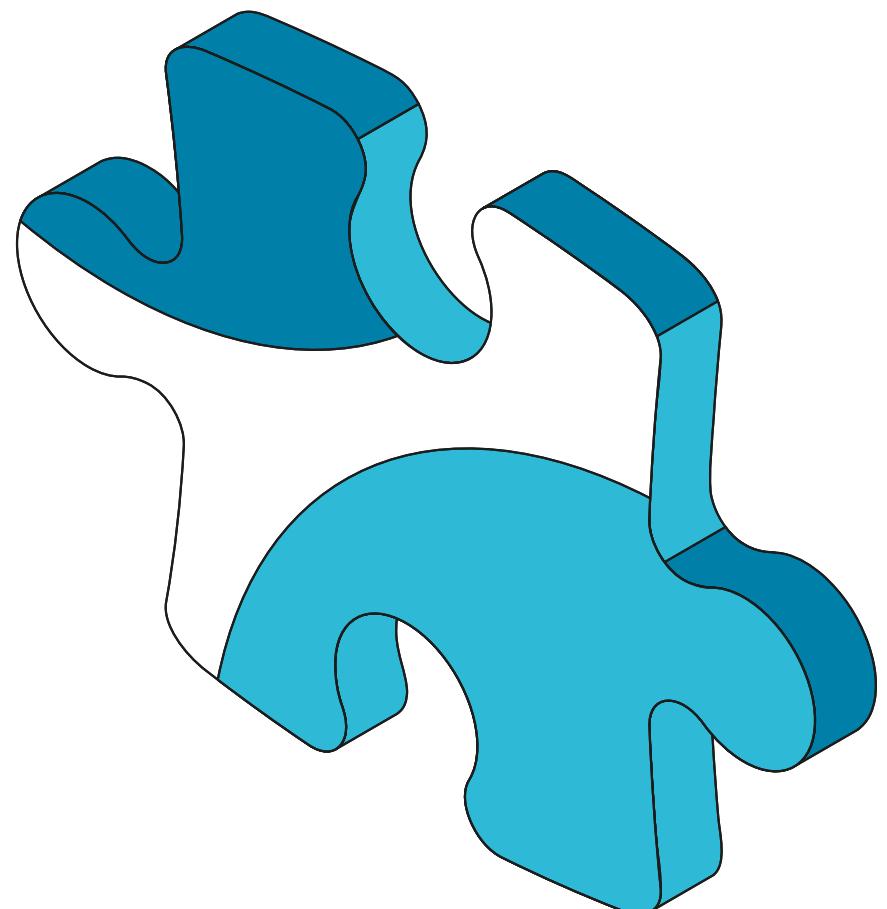
give and take, and the art of flexibility and innovation. Here, both employees and employers find fruitful soil to thrive in this constantly changing world of work.

A general concern for employers is employee satisfaction, with pay proving to be a crucial factor. The survey reveals considerable dissatisfaction with pay. Fortunately, we now have Gen Z, who is entering the job market like a savior. Expectations surrounding this generation do not always turn out to be accurate. Remarkably, Zoomers view their careers as extremely flexible, with a focus on growth and learning opportunities. At a time when retaining young talent is vital, employers should offer flexible career options to attract and retain Gen Z.

One effective method of attracting and retaining employees is to focus on well-being and mental health. In a psychologically healthy work environment, where team members feel recognised and

understand how their work contributes to a greater whole, innovation, trust and job satisfaction thrive. Insights and studies around burnout highlight the urgent need for employers to take caring for their employees seriously. Active listening, encouraging moments of rest and regular check-ins contribute to a healthier work environment. Employee well-being is not just a luxury, but an investment in a thriving organisation.

In summary, the labour market is in a phase where both employers and employees are embracing challenges and opportunities. For employers, it is essential to adapt to the changing needs of employees, embrace flexible work environments and invest in technological advances, like AI. On the other hand, employees should especially strive for continuous growth. In this age of constant change, the ability to adapt and learn is the key to success for both employers and employees.





# ABOUT HAYS



As the world leading specialist in recruitment and workforce solutions, we empower people and organisations to succeed – now and always.

Hays Belgium employs over 170 people, in eight offices. Our national focus combined with our international network allows us to work with multinationals as well as local businesses in both the private and public sectors. Our head office is located in Kortrijk, where we perform all our back office services such as administration, financial and legal services and IT.

## Qualitative recruitment

We are a world leader in the recruitment of qualified professionals, for temporary and permanent recruitment or contracting in various industries. Our main focus is to offer quality recruitment services to both our clients and our candidates.

## Outsourced recruitment formulas

We provide services such as Recruitment Process Outsourcing (RPO), **Managed Service Provider** (MSP), **Vendor Management Solutions** (VMS) and modular services. We can also help you with your strategies for attracting talent and growing your brand through the latest technologies and digital tactics.

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