

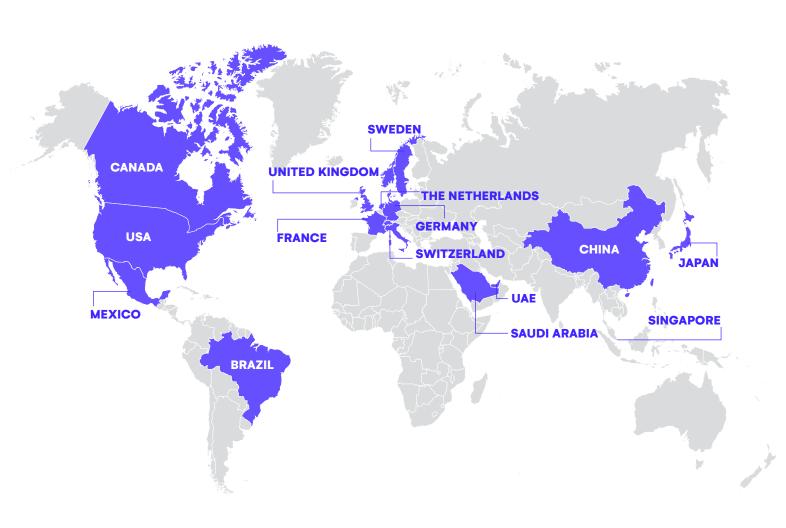
# 2025 GLOBAL HIRING GUIDE: TRADE COMPLIANCE

Salary data and hiring considerations, country by country



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### 01.

### INTRODUCTION:

### A GLOBAL TRADE OVERVIEW

Global trade continues to experience instability and uncertainty as international conflicts persist and supply chains remain disrupted. Trade compliance professionals have become adept at developing contingency plans and workarounds to keep supply chains running smoothly.

# Geopolitical Climate and Supply Chains

The ongoing conflict in Ukraine continues to have a significant impact on global supply chains. Fluctuating fuel costs and availability have wreaked havoc on the manufacturing and transportation sectors, particularly in Europe, where natural gas supplies from Russia remain inconsistent. This has led to shortages of staple items such as flour and cooking oil. Meanwhile, inflation remains high in many developed countries, and tighter monetary policies are making it more expensive for companies to borrow, driving up costs.

#### Sanctions, Tariffs, and Regulations

Retaliatory tariffs between the U.S., China, and Europe continue to pose challenges, and sanctions—including import/export limitations, tax increases, trade-status denials, port closures, financial restrictions, and other punitive actions—continue to hamper global trade compliance. Keeping up with the latest tariffs, regulatory changes, and new customs systems being implemented as governments around the world digitalize their import/export processes is no easy task for global trade compliance professionals.



#### **U.S.-China Trade Relations**

The contentious trade relationship between the U.S. and China continues to impact trade routes around the world. The U.S. has imposed new export controls on advanced computer-chip hardware to slow China's dominance in artificial intelligence. In response, China has blocked corporate mergers with U.S. semiconductor companies, banned the use of Micron chips in its infrastructure sector, and instituted new export license requirements on several minerals critical to semiconductor manufacturing. This unpredictability has led automobile and electronics manufacturers to withdraw their supply chains from China.

#### **Technological Advancements**

Technological advancements are driving compliance forward. Al and machine learning solutions are revolutionizing cargo screening and regulatory compliance processes, improving efficiency and reducing risk. These innovations are essential for maintaining operational efficiency and avoiding fines.

#### **Trade Compliance Recruitment Market**

Given the current geopolitical climate, trade compliance as a function has become more visible within organizations. Companies are creating dedicated trade compliance teams that often sit within Legal & Compliance rather than Supply Chain/Logistics or Finance. Salaries are on the rise due to the increased pressures of the job and high competition for top talent, but there is still variation between geographies, regions, and industry verticals. U.S. roles are, on average, being compensated 45% higher than equivalent roles in EMEA & APAC.

#### **Looking Ahead**

As we move into 2025, several factors are poised to shape the trade compliance landscape. The new Trump administration, ongoing sanctions in Russia, tariff wars, and the evolving U.S.-China relationship will all play significant roles. Companies will need to stay agile and proactive in their hiring strategies to navigate these changes. We anticipate a continued high demand for trade compliance professionals, particularly those with export controls and sanctions experience in regulated sectors such as aerospace & defense, chemicals, oil & gas, and semiconductors.

Despite the challenges, the opportunities for growth and success in the trade compliance sector are plentiful. As businesses continue to navigate complex trade regulations, our team is ready to support their evolving needs. With the right approach, companies can strengthen their teams and maintain a competitive edge in this everchanging market.





02.

### **REGIONAL & COUNTRY GUIDES**

### 2.1 AMERICAS

# Geopolitical Climate and Regulatory Changes

The geopolitical landscape continues to shape trade compliance in the Americas. The new Trump administration has introduced a level of uncertainty, with potential shifts in trade policies and regulatory frameworks. Companies must stay agile and proactive in their hiring strategies to navigate these changes. The ongoing sanctions in Russia, tariff wars, and the evolving U.S.-China relationship are significant factors influencing trade compliance.

#### **Technological Advancements**

Technological advancements are playing a crucial role in trade compliance. Al and machine learning solutions are revolutionizing cargo screening and regulatory compliance processes, improving efficiency and reducing risk. These innovations are essential for maintaining operational efficiency and avoiding fines.

#### **USMCA Impact**

The United States–Mexico–Canada Agreement (USMCA) continues to deliver positive outcomes for trade and investment across the Americas. Intra–regional investment has grown, with the U.S. being the largest destination for Mexican and Canadian investment. This positive trend is expected to continue, driven by new investments in resilient supply chains, EVs, semiconductors, infrastructure, and other emerging technologies.

#### **Political Uncertainty**

Political uncertainty remains a challenge. The election of Javier Milei as the new Argentine leader was seen by many as a potential threat to democracy, with possible knock-on effects for the entire Americas region. The regulatory patchwork between Republican and Democratic states is expected to sharpen, with companies needing to navigate diverging state and federal regulatory agendas.

#### **Data Privacy and Security**

Data privacy continues to be a critical concern. In 2023, several state-specific data privacy laws were enacted, and this trend is expected to continue in 2025. Businesses must allocate adequate resources to comply with these laws and prioritize data privacy. Additionally, AI policies and regulations are likely to expand further, particularly at the state level.

#### **More Red Tape**

New import processes introduced by the DUIMP, or Single Import Declaration (SDI), continue to impact roughly 40% of Latin American companies. While these measures aim to create a simpler, faster, and more transparent import/export process, new modules such as the Catalog of Products require detailed descriptions and data of all goods shipped, leading to more paperwork and challenges for trade compliance professionals.

#### **Global Trade Compliance Trends**

The logistics landscape is evolving rapidly, driven by unprecedented regulatory changes, technology advancements, and geopolitical shifts. Key compliance challenges for 2025 include navigating complex regulations, managing resilient supply chains, and staying informed and proactive



### **USA**

With a GDP of more than USD\$23 trillion, the United States is a leader in several key industries, including technology, oil and gas and renewable energy. The country has one of the largest tech markets in the world, with four cities ranking in the top 10 for global fintech, including Silicon Valley (#1) and Boston (#7).

The United States workforce serves as the backbone of its economy. Employment rates have been steadily rising, with the notable exception of the COVID-19 pandemic which led to the phenomenon coined as the "Great Resignation," prompting workers to contemplate the trajectory of their lives.

We are now seeing a re-stabilisation of the employment market, and the Corporate Governance world is no exception.

The US is an exciting place to work and to do business with, but in terms of hiring, it does bring a degree of complexity due to a number of stringent labour laws.

Ease of doing business ranking = 6

CAPITAL	Washington
LANGUAGES SPOKEN	English
POPULATION	335 million
PAYROLL	Varies; usually weekly or bi-weekly
CURRENCY	US Dollars (USD)
VAT	Nil



- Most companies in the U.S. operate on an 'at-will' basis. This means that employees can leave their jobs at any time, for any reason. Companies can terminate their employees' service - with a few exceptions - without giving notice or providing redundancy pay.
- Many companies do give notice as a courtesy, but the law does not require it. Some companies also negotiate severance pay, especially for higher-level executives.
- The practice of at-will employment means signing formal employment contracts is not a common practice in the U.S. Some companies use them, especially for key executives or other important members of a firm. However, contracts are not standard.
- The standard workweek in the U.S. consists of 40 hours — eight hours per day, five days per week. However, variations on this schedule are common.
- There is no legal requirement to give paid holidays; however, on average, US workers will take 10 vacation days per year.

#### **Cultural Considerations**

- In the US, business culture places a strong emphasis on equality and nondiscrimination. This is reinforced by numerous laws including the Civil Rights Act of 1964, which prohibits discrimination based on race, colour, religion, sex, or national origin in any aspect of employment.
- The 'hustle mentality' is a prominent aspect of the work culture in the United States. It encompasses a mindset that emphasises relentless effort, ambition, and a constant drive for success. Many professionals adopt a "work hard, play hard" approach to their careers.

"In 2024, the US was our biggest market by quite a wide margin. In 2025, I expect the trade compliance hiring scene in the US to stay pretty lively. With the new Trump administration, we may see some changes in trade policies, which could bring both challenges and opportunities. Tech advancements in AI and machine learning are shaking up compliance processes, making things more efficient and less risky. Data privacy is still a big deal too, with state laws constantly changing.

#### **Jamie Browne**

Managing Director
& Trade Compliance Specialist
Leonid Group

#### **SALARY GUIDE USA**

TITLE	SALARY RANGE (USD)
Trade Compliance Analyst/Specialist	\$70,000 — \$100,000
Trade Compliance Manager	\$120,000 - \$190,000
Trade Compliance Director/Regional Head	\$180,000 - \$300,000
Head of Trade Compliance	\$240,000 - \$400,000

### **CANADA**

Canada has a robust economic base, low taxes, abundant natural resources, and a stable political climate. These factors create an environment for international businesses to flourish. When it comes to ease of payment for small to medium-sized businesses, Canada has one of the lowest tax burdens among the G7 countries.

Canada's economy is also one of the most resilient in the world, with a GDP of \$2.14 trillion in 2024.

Hiring in Canada has become increasingly popular among foreign companies as the country offers a diverse and highly skilled labour force.

Ease of doing business ranking = 23

CAPITAL	Ottawa
LANGUAGES SPOKEN	English, French
POPULATION	40.1 million
PAYROLL	Bi – weekly
CURRENCY	Canadian Dollars (CAD)
VAT	5%



- Canada is officially a bilingual country, home to both English and French speakers. Fluency in English will be enough to navigate around the vast majority of Canadian cities and provinces.
- Each province in Canada has its own employment standards legislation that outlines minimum requirements for employment relationships. These standards cover areas such as hours of work, overtime pay, vacation entitlement, public holidays and termination notice.

#### **Cultural Considerations**

- Canadian workplaces are typically friendly and non-hierarchical compared with other nations, and there is a strong emphasis on harmonious and social environments. Therefore, friendly chatter — or small talk

   is very much the norm when meeting
   Canadian workers.
- Punctuality and good manners are both expected and highly valued.

"Over the years, our focus has been primarily on Toronto, with some exciting projects in Montreal and Vancouver. People are always willing to make introductions and share connections, which has been invaluable. It's been a pleasure to work in such a collaborative and supportive environment, and I look forward to continuing to build strong relationships across Canada."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

#### **SALARY GUIDE CANADA**

TITLE	SALARY RANGE (CAD)
Trade Compliance Analyst/Specialist	\$55,000 - \$75,000
Trade Compliance Manager	\$100,000 - \$160,000
Trade Compliance Director/Regional Head	\$130,000 - \$170,000
Head of Trade Compliance	\$150,000 - \$320,000

### **BRAZIL**

As the largest and most populous country in South America and the eighth-largest economy in the world, Brazil is an attractive place for companies looking to expand globally. Brazil does however present some challenges for international companies, with strong employment laws in place that favour local employees.

Ease of doing business ranking = 124

CAPITAL	Brasília
LANGUAGES SPOKEN	Portuguese
POPULATION	216.4 million
PAYROLL	Monthly
CURRENCY	Brazilian Real (R\$)
VAT	VAT on Sales and Services are PIS/COFINS  — at 9.25%, & Municipal Service Tax (ISS) with rates varying from 2 to 5% depending on the Municipality in which the company is located.



- In addition to regular pay, employees in Brazil are entitled to a 13th-month salary paid in 2 instalments each year; usually split across November and December. The 13thmonth payment is a legal benefit and is not part of the base salary.
- Unions and collective bargaining agreements are common in Brazil.
- The working week is 44 hours, which can be divided across the five weekdays or can be eight hours Monday through Friday with a half-day on Saturdays. When employees work overtime, they should receive 1.5 times their usual hourly wages or double their usual pay if it is a holiday or Sunday.
- Brazil is the only Portuguese-speaking country in South America, and Spanish the prevailing language throughout the rest of the continent — is not a very common second language for Brazilians. It is expected that employees in Brazil will speak a good level of Portuguese.

#### **Cultural Considerations**

- Despite the friendly atmosphere among teams, there are strict hierarchies that are routinely followed when it comes to decision-making. Typically, only the most senior leaders will make the important decisions, and often without consulting more junior colleagues.
- Brazilians often prefer working with either people they know, or, with someone who has been recommended — which means it can take time for an unknown outsider to gain trust.
- Brazilians are notoriously 'time fluid', so it's not unusual for meetings to start late or for deadlines to be extended.

"I believe that recruiting for trade compliance roles in Brazil in 2025 will be both challenging and rewarding. The evolving regulatory landscape and new import processes, like the DUIMP, require professionals who are adaptable and detail—oriented. It is still a common location for multinationals' LATAM headquarters, alongside Mexico City, Bogota, and Santiago. Despite the complexities, the market is vibrant, with a growing demand for skilled trade compliance experts."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

#### **SALARY GUIDE BRAZIL**

TITLE	SALARY RANGE (R\$)
Trade Compliance Analyst/Specialist	R\$90,000 - R\$145,000
Trade Compliance Manager	R\$165,000 - R\$230,000
Trade Compliance Director/Regional Head	R\$210,000 - R\$380,000
Head of Trade Compliance	R\$350,000 - R\$530,000

### **MEXICO**

Mexico is an increasingly attractive prospect for international businesses who want to move their operations closer to the U.S market, while retaining a competitive cost-base; a practice known as 'nearshoring'. This has led to a marked increase in recruitment activity in Mexico.

In 2025, Claudia Sheinbaum became the first female president in the country's 200 year history. She shares similar left-leaning views to her predecessor but her cool-tempered style offers a sharp contrast to Mexico's male-dominated political culture.

Mexico has also recently implemented new legislation which makes employers responsible for higher ethical standards, especially with respect to supply chain due diligence.

Ease of doing business ranking = 60

CAPITAL	Mexico City
LANGUAGES SPOKEN	Spanish
POPULATION	128.5 million
PAYROLL	Monthly or Bi-Monthly
CURRENCY	Mexican Peso (MXN)
VAT	Standard VAT of 16% / 8% reduced at Southern and Northern borders / 0% exports, medicine, milk, wheat, meat and corn and a few agriculture services



- The standard workweek is 48 hours, with an eight-hour workday
- Overtime: Employees receive 200% of their regular wage for the first nine hours of overtime per week and 300% for any additional hours.
- Bonuses: Employees are entitled to an annual Christmas bonus ('aguinaldo') in mid-December worth 15 days of their salary, though many employers pay four weeks' worth.
- Employers must pay all wages and statutory payments in pesos to a government designated in-country bank account. If hiring from overseas, it is important to be aware of this as it can cause delays when setting up payroll in Mexico.
- Under Mexican federal labor law, termination and resignation notices are not mandatory.
   Once your employee has worked for your company for a month, they become an indefinite employee and, except in cases of gross misconduct, are entitled to three months' severance pay.

#### **Cultural Considerations**

- The work culture in Mexico places a significant emphasis on hierarchy and respect for authority; addressing superiors with proper titles and using formal language is expected.
- Mexicans tend to value politeness and diplomacy in their communication styles.
   Direct criticism or disagreement may be perceived as rude or confrontational, leading to strained relationships.
- The concept of "mañana" (tomorrow) is deeply ingrained in Mexican culture and has implications for punctuality. While punctuality is valued in professional settings, it is not uncommon for appointments and meetings to start a little later than scheduled and for deadlines to have a degree of flexibility.

"I always find trade compliance recruitment in Mexico to be dynamic, and I expect a growing demand for skilled professionals due to ongoing regulatory changes. Our clients recognise the need for local expertise to navigate trade regulations, making the market competitive. The relationship between the new Presidents in the US and Mexico, Trump and Sheinbaum, is expected to influence trade compliance dynamics, with both leaders expressing a willingness to collaborate on key issues."

Jamie Browne

Managing Director
& Trade Compliance Specialist
Leonid Group

#### **SALARY GUIDE MEXICO**

TITLE	SALARY RANGE (MXN)
Trade Compliance Analyst/Specialist	620,000 - 950,000
Trade Compliance Manager	820,000 — 1,050,000
Trade Compliance Director/Regional Head	920,000 — 1,250,000
Head of Trade Compliance	1,150,000 — 1,550,000



### **2.2 EMEA**

We expect to see a continue focus on ESG and new legislation across Europe, as we progress through 2025.

# Increased Demand for Compliance Professionals

With the evolving regulatory landscape, there is a heightened demand for trade compliance professionals. Companies are prioritizing roles that ensure adherence to new directives and regulations, particularly in areas like Al regulation, sustainability, and financial crime prevention

#### Focus on Sustainability and ESG

Compliance teams are increasingly focusing on environmental, social, and governance (ESG) factors. This shift is driving the need for professionals who can manage sustainability reporting and integrate ESG considerations into compliance programs

#### **Technological Advancements**

The use of AI and automation in compliance processes is growing. Organizations are looking for candidates with expertise in these technologies to enhance efficiency and ensure ethical oversight

# Potential Tariff War with the New Trump Administration

The incoming Trump administration is expected to implement new tariffs, which could lead to a potential tariff war.

This situation may increase the need for trade compliance professionals who can navigate the complexities of international trade policies and mitigate the risks associated with new tariffs

#### **CBAM and Deforestation Regulations**

The EU's Carbon Border Adjustment Mechanism (CBAM) and the European Deforestation Regulation (EUDR) are set to significantly impact trade compliance. These regulations are driving demand for compliance professionals who can manage these new requirements and ensure adherence to sustainability standards.

#### Instability in Russia/Ukraine

The ongoing conflict between Russia and Ukraine continues to create significant compliance challenges. The EU has imposed multiple sanctions packages, affecting trade restrictions on various goods and services. Compliance professionals are needed to navigate these sanctions and ensure adherence to the evolving regulatory environment

#### **Continuous Monitoring**

Background checks are evolving to include ongoing screening and annual rechecks, especially in high-risk sectors. This trend is driving demand for systems and professionals capable of continuous risk management.

### UNITED KINGDOM

According to The Global City, the United Kingdom is a 'global centre of academic excellence.' 58.5% of the UK's workforce are educated to at least a degree level, making it one of the most skilled workforces in the world.

It's been a turbulent few years for the UK politically and economically, following its departure from the European Union. Many talented workers from neighbouring European countries were forced to move away. However, the employment market remains robust, and wages are relatively competitive versus many of its European counterparts.

The UK workforce has seen a notable shift towards remote and hybrid work arrangements due to the impact of the COVID-19 pandemic, along with a high emphasis on employee wellbeing. Environmental sustainability is also growing in importance for both employers and employees.

Ease of doing business ranking = 8

CAPITAL	London
LANGUAGES SPOKEN	English
POPULATION	68.35 million
PAYROLL	Monthly
CURRENCY	Pound Sterling (GBP)
VAT	20%



- The average working week is between 37 and 40 hours.
- Flexible working arrangements have become increasingly popular in recent years and many employees prefer to split their time between an office and working from home.
- Employers are required to offer British workers at least 5.6 weeks of paid leave. This may include public and bank holidays, of which there are eight in the UK. For someone who works full-time, this will equate to 28 days of paid holiday.
- British workers between the ages of 22 and state pension age who earn £10,000 or more per year and usually work in the UK are legally entitled to a pension scheme, provided by their employer.

#### **Cultural Considerations**

- Handshakes are expected when you meet someone for the first time
- Businesses place high importance on good etiquette when it comes to phone and email communication; blunt messages can be interpreted as rudeness
- Workplaces are friendly and dress codes range from casual to formal, depending on the industry and the company's individual culture.

"In 2025, I expect UK trade compliance pros still to be dealing with Brexit fallout and EU-UK talks, but they're also looking at the bigger picture. The UK's new trade deals are making it a key global player. Political uncertainties and conflicts like Russia/Ukraine add complexity, but the focus on sustainability and ESG compliance keeps the UK as a major EMEA hub. To stay ahead, UK compliance experts need to juggle local and global challenges effectively.."

**Jamie Browne** 

Managing Director & Trade Compliance Specialist Leonid Group

#### **SALARY GUIDE UNITED KINGDOM**

TITLE	SALARY RANGE (GBP)
Trade Compliance Analyst	£50,000 - £75,000
Trade Compliance Manager	£65,000 - £105,000
Trade Compliance Director/Regional Head	£120,000 – £160,000
Head of Trade Compliance	£150,000+

### **FRANCE**

France is the third-largest economy in Europe, and the sixth largest in the world in terms of GDP. It is an advanced and industrialised country and is home to a sophisticated financial market. This, coupled with France's highly educated workforce, makes it an attractive place for business growth.

Several industries contribute to the French economy, namely energy, transport, manufacturing, technology, tourism and agriculture.

In the face of global economic challenges, France has maintained a relatively stable job market — as of December 2024, the national unemployment rate stands at 7.4%, outperforming the average rate in the European Union.

One of the key contributors to France's employment landscape is its thriving tech industry and a steadily growing financial services sector.

Ease of doing business ranking = 32

CAPITAL	Paris
LANGUAGES SPOKEN	French
POPULATION	68.17 million
PAYROLL	Monthly
CURRENCY	Euro
VAT	20%



- Probation periods are not mandatory in French employment contracts, but they typically last between two to four months.
- Notice periods: this depends on how long the employee has worked for the company.
   Employees will usually need to provide one month's notice if they've been employed for six months to two years.
- Employees who have been employed for more than two years usually must provide two months' notice, and those in executive positions may need to provide a threemonth notice.

#### **Cultural Considerations**

- French business etiquette is rather formal, and it's always better to err on the side of formality than to be seen as disrespectful.
- It's customary to address people by their formal title, such as Monsieur or Madame, until invited to use their first name.

- Handshakes are the norm in business situations, and it's considered polite to greet everyone individually when entering a room.
- The French place a high value on work-life balance. You may find that work hours are shorter than in some other countries, with 35 hours per week on average.
- French people tend to be direct in their communication.

"Recruiting trade compliance professionals in France has been quite a challenge in recent years. The market is competitive, and there's a high demand for expertise in both French and EU regulations. With the political landscape currently unpredictable, finding the right fit requires a keen eye. However, the talent pool is strong, and those with the right skills are highly sought after."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

#### SALARY GUIDE FRANCE

TITLE	SALARY RANGE (EUR)
Trade Compliance Analyst	€50,000 — €65,000
Trade Compliance Manager	€57,000 — €98,000
Trade Compliance Director/Regional Head	€120,000 — €170,000
Head of Trade Compliance	€150,000 — €250,000

### **GERMANY**

Germany has a diverse population of over 84 million people, with a highly skilled talent pool. The country places a high emphasis on education, with a literacy rate of 99% and an extensive system of universities and vocational schools.

The business climate is favourable, with a strong focus on innovation and a range of government incentives for business growth.

Germany's top industries include automotive manufacturing, chemical production, engineering, and healthcare. The country is the world's leading exporter of cars, with major companies such as Volkswagen, BMW, and Mercedes-Benz headquartered in Germany.

German employees value a positive work environment that fosters collaboration, creativity, and innovation. Studies have found that they prioritise work-life balance, job security and professional development opportunities.

Ease of doing business ranking = 22

CAPITAL	Berlin	
LANGUAGES SPOKEN	German, plus some regional dialects	
POPULATION	84.5 million	
PAYROLL	Monthly	
CURRENCY	Euro	
VAT	19%	



- The standard working week in Germany is 40 hours, with an average of 8 hours per day.
- Employers are obligated to provide health insurance, pension insurance, accident insurance and unemployment insurance to all employees.
- Bundesurlaubsgesetz the Federal Holiday
   Act dictates that employees get 20
   days of leave or 24 days if they work six
   days a week instead of five. However, most
   employers offer more this statutory minimum.
- Notice periods are typically stipulated in the employment contract and vary based on the length of service. For example, a standard notice period is four weeks but can be longer for employees with several years of service.

#### **Cultural Considerations**

- Germans value punctuality, professionalism, and a thorough approach to business. Be prepared for structured and detail-oriented interactions with German professionals.
- While many Germans are proficient in English, especially in business settings, a basic understanding of the German language can be highly beneficial.

"In 2024, Germany was our second biggest market, behind the US. In 2025, I know that Germany will continue to be a bustling market for trade compliance hiring. Our clients are ramping up their efforts, knowing the complexities of the German market. Candidates remain less responsive to job adverts, so proactive outreach is essential to attract top talent. The most challenging searches are still for customs compliance experts, as opposed to export controls, but we thrive on these challenges. With the upcoming federal election and evolving regulations, the demand for skilled professionals will be higher than ever."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

#### **SALARY GUIDE GERMANY**

TITLE	SALARY RANGE (EUR)
Trade Compliance Analyst/Specialist	€60,000 - €85,000
Trade Compliance Manager	€80,000 - €120,000
Trade Compliance Director/Regional Head	€120,000 - €180,000
Head of Trade Compliance	€150,000 - €240,000

### **SWITZERLAND**

Switzerland is widely recognised as a 'safe haven' within Europe and a land of opportunity for both individuals and businesses to live and work. Given its relatively small size and a highly liberal economic structure, it can quickly adapt to internal and external challenges. Switzerland is renowned for its stable and reliable business environment, which is supported by its well-developed legal system and robust regulations.

Around two thirds of Switzerland's working population originate from EU countries, predominantly Italy, Germany, Portugal, France and Kosovo.

Ease of doing business ranking = 36

CAPITAL	Bern
LANGUAGES SPOKEN	German, French
POPULATION	8.85 million
PAYROLL	Monthly
CURRENCY	Swiss Franc (CHF)
VAT	8.1%



- The working week in Switzerland is 40 to 42 hours. Workers are generally entitled to 4 weeks' holiday.
- Notice periods are variable, typically ranging from one to six months.

#### **Cultural Considerations**

- Swiss work culture is rooted in formality.
   Formal business attire is generally expected and it is usual to address someone by their last name and title (e.g. Mr, Mrs, Dr) until they indicate otherwise.
- There are three main languages spoken in Swiss workplaces: German, French, English

   it is widely expected that job candidates would have fluency in at least two of these three.
- The Swiss value punctuality and direct communication, so when interviewing Swiss candidates, it is important that the interview is well-structured.

"In 2025, I think recruiting in Switzerland for trade compliance roles will remain a challenging, yet exciting, experience. In 2024, we completed some very interesting searches for Global Heads of Trade compliance and we expect to work with them to build out their teams in 2025. Our strong network and the well-connected trade compliance community continue to be invaluable. Tailoring our searches to both local talent and those willing to relocate from neighbouring countries like France, Germany, and Italy has been key."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

#### **SALARY GUIDE SWITZERLAND**

TITLE	SALARY RANGE (CHF)
Trade Compliance Analyst	90,000 — 130,000
Trade Compliance Manager	120,000 — 170,000
Trade Compliance Director/Regional Head	160,000 — 240,000
Head of Trade Compliance	250,000+

### THE NETHERLANDS

The Netherlands is a forward-thinking nation, well connected to the other major economies of Europe and with a favourable fiscal climate, making it a prime country for sourcing multilingual and highly-skilled workers. The Dutch typically have excellent English language skills and many also speak German.

It is a small but mighty country, having the fifth-largest economy in the EU in 2024. The key industries here are aerospace, chemicals, energy, financial services, life sciences, IT and logistics.

The country has a strong focus on work-life balance, and family-friendly benefits are commonplace.

Dutch employment law is extensive, and regulations must be followed by any company that employs workers in the Netherlands, even if the organisation is registered in a different country.

Ease of doing business ranking = 42

CAPITAL	Amsterdam
LANGUAGES SPOKEN	Dutch, English
POPULATION	17.6 million
PAYROLL	Monthly
CURRENCY	Euro (EUR)
VAT	8.1%



- The Netherlands has an extensive social security system which covers employees for health, death, old age, long-term disability, certain medical expenses and childcare and unemployment.
- National insurance is compulsory for anyone permanently working in the Netherlands.
   Social security premiums (also referred to as employee insurance) must be paid entirely by the employer.
- Many people work part-time in the Netherlands and requests for part-time work can only be turned down if there is a strong, objective reason not to permit it.
- Probation periods can last for a maximum of two months for permanent employees. Fixedterm contracts permit a maximum of one month's probation.

#### **Cultural Considerations**

- The Dutch are known for their direct manner and honesty. It's not a case of being harsh; they simply value pragmatism and clear communication.
- Decision-making is very much done by consensus, with multiple stakeholders involved.
- Efficiency and punctuality are highly valued.
- Workplace hierarchies tend to be flat, with everyone encouraged to voice their views and senior management are typically open to challenge, so long as it is done respectfully.

"The Netherlands is such a key hub for trade and international business that the demand for trade compliance and export controls professionals is consistently strong. With so many multinational companies headquartered there, the need for people who can navigate complex cross-border regulations is huge. Amsterdam's reputation as a hub for innovation and global connectivity only adds to this, especially with growing challenges around tech exports and sanctions. It's one of the most exciting markets for trade compliance recruitment right now."

Jamie Browne Leonid Group

#### **SALARY GUIDE NETHERLANDS**

TITLE	SALARY RANGE (EUR)
Trade Compliance Analyst/Specialist	€ 44.000 - € 76.000
Trade Compliance Manager	€ 58.000 - € 107.000
Trade Compliance Director/Regional Head	€100,000 - €160,000
Head of Trade Compliance	€140,000 - €200,000+

### **SWEDEN**

Sweden is renowned for its high quality of life, social welfare system and progressive attitudes.

The country is highly educated, with a literacy rate of 100% and a high percentage of the population holding advanced degrees. Employment laws in Sweden prioritise workers' rights, with significant protections for job security, parental leave and workplace safety. The business world here has a keen focus on innovation, sustainability and equal opportunities.

Sweden is an excellent country to set up or expand a business in, owing to its political stability, strong public finances, well-performing economy and reliable banking system. It also provides some of the EU's lowest corporate tax rates.

The key industries here are manufacturing, forestry and technology.

Ease of doing business ranking = 10

CAPITAL	Stockholm
LANGUAGES SPOKEN	Swedish
POPULATION	10.5 million
PAYROLL	Monthly
CURRENCY	Swedish Krona (SEK)
VAT	25%



- While the Swedish personal income tax is among the highest in the world, their social security benefits greatly offset the amount of taxes paid.
- Employers are required to pay Swedish employment social security contributions on compensation for employees covered by the system. These cover a range of events, including retirement pension, health insurance, labour fees and parental benefits.
- Work-life balance and wellbeing are vitally important in Sweden and many employers are now offering flexible working, additional annual leave and even unlimited annual leave.
- Gender equality is actively supported as well and it is expected that both mothers and fathers will share the 480 days leave which they are entitled to. Parents can take it at the same time or separately, all in one go or spread over time.

#### **Cultural Considerations**

- Swedish people are very straightforward and humble. They value substance over showiness.
- Hierarchies in the workplace are typically flat, with everyone encouraged to contribute to ideas and discussions, regardless of seniority.

- Decision-making is driven by consensus from all stakeholders, so the process can take a little longer than in other cultures.
- Work-life balance is an absolute priority and there's a strong emphasis on putting family first. This attitude has no doubt contributed to the country's very low staff turnover rate.
- "Fika" is a Swedish tradition of taking a break to enjoy a hot drink and sweet treat with colleagues. It is viewed as an opportunity to bond, and discuss non-work topics, helping to cultivate an amiable atmosphere.

"Sweden's trade compliance market is driven by its focus on sustainability, transparency, and ethical business. With tighter EU regulations, there's strong demand for professionals skilled in export controls, sanctions, and cross-border trade. Multinationals want experts who can handle global challenges while aligning with Sweden's sustainability goals. It's an exciting time for trade compliance recruitment in a country that leads by example."

Jamie Browne Leonid Group

#### SALARY GUIDE SWEDEN

TITLE	SALARY RANGE (SEK)
Trade Compliance Analyst/Specialist	SEK 430,000 - SEK 764,000
Trade Compliance Manager	SEK 600,000 - SEK 884,000
Trade Compliance Director/Regional Head	SEK 1,000,000 – SEK1,700,000
Head of Trade Compliance	SEK 1,300,000 - SEK 1,900,000

### **UNITED ARAB EMIRATES**

The United Arab Emirates (or UAE) is an economic powerhouse of the Middle East and is widely known as a business–friendly country in the region that welcomes foreign workers and investments. And since around 89% of the population originates from outside the UAE, it's also a great place to look for remote talent as it's one of a growing number of countries now offering digital nomad visas.

The UAE's economy is the 5th largest in the Middle East, with a gross domestic product of US\$504 billion in 2024.

The economy in the UAE relies on revenue from the natural gas and petroleum industries. One of its bigger non-oil revenue sources is tourism, and the UAE's thriving services sector is contributing to the diversification of the economy. Across the nation, there is an estimated \$715 billion worth of active construction in process (according to MEED Projects, 2024)

Ease of doing business ranking = 16

"I always enjoy recruiting in the UAE.
The region's rapid economic growth and strategic position as a global trade hub mean there's a high demand for skilled compliance experts. With Dubai and Riyadh competing to be the leading Middle Eastern regional hub, companies are keen to attract top talent to navigate complex regulations and ensure compliance."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

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CAPITAL	Abu Dhabi	
LANGUAGES SPOKEN	Arabic, English	
POPULATION	11.2 million	
PAYROLL	Monthly or Bi-Weekly	
CURRENCY	United Aram Emirates Dirham (AED)	
VAT	5%	



- The UAE does not have any enforced federal income tax legislation for general business.
   Each Emirate has enacted an income tax decree, but enforcement is restricted to oil companies and foreign banks.
- According to the terms of the UAE
   Labour Law, introduced in February 2022,
   companies operating in the private sector
   are required to employ individuals on fixed term contracts. However, the fixed-term
   aspect of the agreement is, in practice,
   insignificant. For instance, even if a five-year
   term is agreed upon, it essentially functions
   as a permanent employment contract and
   can be terminated with notice by either party.
- The working week used to be Sunday to Thursday, but it has recently changed to Monday to Friday.
- Usual business hours are from 8am to 1pm, resuming at 4pm (once temperatures have reduced) and continuing until 7pm.
- It is compulsory to register employees with the national government pension programme and contribute to it regularly.
- Compensation packages are structured differently; instead of the usual base salary
   bonus, firms typically offer base salary
  - + housing allowance + transportation allowance (and schooling allowance, if the employee has children).

#### **Cultural Considerations**

- Islam is the cornerstone of UAE culture and profoundly influences its business practices. Most Emiratis are Muslim, so expats would do well to familiarise themselves with the principles of Islam to help cultivate relationships, and avoid inadvertently offending anyone.
- Islamic principles, such as honesty, integrity, and fairness, underscore all aspects of business dealings. Upholding one's word and delivering on promises are highly valued traits that contribute to building trust and lasting partnerships in the UAE.
- Religious holidays have a significant impact on business operations in the UAE. For instance, during Ramadan — a month of fasting from dawn to sunset — working hours are reduced, and the pace of business may slow down. Many companies operate with shorter business hours to allow employees to break their fasts and engage in prayers.
- Traditional hierarchical structures are prevalent in organisations, with clear lines of authority. Decision-making processes often involve higher-level management, and their input carries significant weight in final outcomes.

#### **SALARY GUIDE UAE**

TITLE	PACKAGE RANGE (AED)
Trade Compliance Analyst/Specialist	175,000 - 350,000
Trade Compliance Manager	300,500 – 550,000
Trade Compliance Director/Regional Head	550,000 – 800,000
Head of Trade Compliance	800,000 — 1,200,000

### SAUDI ARABIA

Saudi Arabia's economy is a rapidly–developing major player on the global stage and the world's biggest exporter and producer of oil.

In spite of what may appear to be a low 'ease of doing business' ranking, the country rose 30 places since the previous report and has implemented some significant reforms in recent years, including enforcing contracts by publishing court performance measurement reports, tripling the VAT rate from 5% to 15%, implementing Transfer Pricing guidelines and Real Estate Transaction Tax, abolishing the sponsorship system and introducing E-Invoicing regulations.

In terms of non-oil exports, more than 90% comprises electrical appliances, petrochemicals, construction materials, plastics and metal goods.

Saudi Arabia's unique location – central to Asia, Europe and Africa – makes it a natural

CAPITAL Riyadh

LANGUAGES SPOKEN Arabic

POPULATION 35.34 million

PAYROLL Monthly/Weekly

CURRENCY Saudi Riyal

VAT 15%

channel for worldwide trade routes, as well as a popular location for international business expansion. It's a major member of the Gulf Cooperation Council (GCC) and enables easy access to other Gulf markets.

Ease of doing business ranking = 62

"Saudi Arabia is going through such an exciting transformation with Vision 2030—it's all about moving beyond oil and turning the country into a global business hub. With that comes big changes in regulations, especially around trade compliance and export controls. The market is developing so quickly, and there's a real need for people who can help businesses navigate this new landscape while pushing for better governance and transparency. But here's the thing: the competition for top talent is already fierce. Companies that want the best trade compliance professionals are going to have to move fast and get their recruitment processes right. It's an amazing market to be involved in right now."

> Jamie Browne Leonid Group



- The work week in Saudi Arabia is usually six days, with Friday as a rest day. Working days are typically eight actual hours, but during Ramadan, this is reduced to six hours.
- As per the labour law, at least 75% of the workforce in any organisation must consist of Saudi nationals. However, the Government has the authority to temporarily reduce this percentage in certain cases, such as when there is a lack of technically or academically qualified workers, or when a vacancy cannot be filled by a Saudi national.
- In reality, Saudi nationals only comprise approximately one-fifth of the private sector workforce. To increase this proportion, the Government follows a policy called "Saudization," which includes the Nitaqat scheme. The Nitaqat scheme applies to private sector companies with six or more employees and sets quotas for the employment of Saudi nationals based on the company's size and sector.
- Certain designated jobs can only be filled by Saudi nationals, including various clerical and supervisory roles, as well as positions in hospitality, tourism, retail, private security, healthcare, and HR.
- Foreign nationals working in Saudi Arabia must have sponsorship from an employer, typically a domestic or multinational company in the country.
- Employers of foreign nationals are responsible for all recruitment costs,

including work visas, residence permits, their renewal, and return tickets to the employee's home country upon employment termination. Employers face higher "expat fees" if they employ more foreign nationals than Saudi citizens.

#### **Cultural Considerations**

- It is not uncommon for key employees to be family members.
- Some Saudis may view things as being willed by God. This is reflected in the common saying "Inshallah" (If God wills it).
- Although it remains a conservative business environment, cultural change is happening.
   Saudi Arabia is adapting in line with Saudi Vision 2030; of which one aim is to establish a "vibrant" society. One aspect which is particularly noticeable is the growing prominence of women in senior management and business founder roles.
- A divisive culture can prevail between locals and expats in some companies, and discrimination does, sadly, exist. The government's Saudization policy – where citizens are fast-tracked into jobs, training, and promotion at the expense of expats – can create tension.
- Most Saudi businesspeople speak very good English, but a few words of Arabic are always very well received.
- In terms of clothing, offices and meetings demand formal attire. This means suits for expats, and national dress (white thobe, red/ white checked ghutra) for locals.

#### SALARY GUIDE SAUDI ARABIA

TITLE	SALARY RANGE (SAR)
Trade Compliance Analyst/Specialist	SAR 105,000 - SAR 190,000
Trade Compliance Manager	SAR 175,000 - SAR 345,000
Trade Compliance Director/Regional Head	SAR 350,000 - SAR 600,000
Head of Trade Compliance	SAR 550,000 - SAR 950,000



### 2.3 ASIA-PACIFIC

In 2025, trade compliance hiring trends in the Asia Pacific region are going to be heavily influenced by both political and economic factors. Geopolitical tensions, particularly involving China, Russia, and North Korea, are driving the need for compliance professionals who can navigate complex international regulations. The incoming Trump administration in the US is expected to introduce new tariffs, adding another layer of complexity to trade compliance.

Economically, the region is experiencing robust growth, with the Asia Pacific expected to contribute significantly to global economic expansion. However, inflation and interest rate variations across different countries are creating a challenging environment for businesses. The focus on sustainability and ESG compliance is also growing, driven by regional initiatives and global standards

Overall, the demand for trade compliance professionals in the Asia Pacific is high, with companies seeking experts who can manage the intricate regulatory landscape and ensure compliance with evolving trade policies.

### **CHINA**

China boasts the largest population of any country in the world, with over 1.4 billion people and is home to a highly talented and educated workforce. The job market is thriving and companies operating in China often seek individuals with specialised skills such as Mandarin proficiency, experience in the local market, and adaptability in the rapidly evolving trade environment.

Employment laws in China are designed to protect Chinese workers' rights, but there are also strict regulations on hiring and firing employees. The business climate in China is generally favourable for foreign investment, but there are still some challenges, such as intellectual property rights protection and regulatory compliance.

Ease of doing business ranking = 32

CAPITAL	Beijing
LANGUAGES SPOKEN	Standard Mandarin, Cantonese, Portuguese, English, Mongolian, Korean, Tibetan, Uyghur, Zhuang, Kazakh, Yi
POPULATION	1.453 billion
PAYROLL	Monthly
CURRENCY	Renminbi (RMB)
VAT	Most goods and some services – 13% Real estate, transportation, postal and agriculture – 9% Services – 6% Small–scale taxpayers – 3% Exports – 0%



- China typically has short notice periods one month is standard.
- Annual bonuses are usually paid in March-April time, so April-May is a good time to hire people in China.
- Employees who have been with a company for less than 12 months do not have any entitlement to holiday pay. For tenures of between one and ten years, the standard holiday allowance is five days per year.
- Payroll and taxes in China are regulated by the State Administration of Taxation (SAT) and the Ministry of Human Resources and Social Security (MOHRSS). Employers are responsible for withholding and paying taxes on their employees' behalf and making social security contributions.
- WeChat is the most popular social media network and is used far more widely than LinkedIn.

#### **Cultural Considerations**

 Hierarchy is an important feature of Chinese workplaces and employees will rarely question any direction they are given, out of respect.

- 'Guanxi' is an important concept in Chinese business; it essentially requires a personal bond to form, before any business relationship can develop.
- Co-workers typically socialise together and exchange gifts — anyone who doesn't join in risks being viewed as too self-centred.
- China is renowned for its 'overtime culture' where employees work well beyond their contractual hours, out of a sense of duty
- Napping at work is acceptable and in some cases, encouraged!

"In 2025, more of our clients are recognizing the need for on-the-ground trade compliance professionals in China. However, recruiting remains challenging, especially with LinkedIn being restricted in the market. We now rely heavily on word-of-mouth and recommendations, as well as local platforms. The geopolitical tensions and evolving regulations add to the complexity, but our strong network and local expertise help us navigate these challenges effectively."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

#### **SALARY GUIDE CHINA**

TITLE	SALARY RANGE (RMB)
Trade Compliance Analyst/Specialist	¥150,000 - ¥300,000
Trade Compliance Manager	¥250,000 - ¥600,000
Trade Compliance Director/Regional Head	¥500,000 - ¥900,000
Head of Trade Compliance	¥800,000 - ¥1,400,000

### **SINGAPORE**

Singapore has a successful free-market economy and consistently ranks among the least corrupt nations in the world. Unemployment is low, and its port is one of the busiest in the world.

Singapore's workforce is highly multicultural, comprising Chinese, Malay, and Indian workers, as well as expatriates from around the globe. While the government has taken steps to reduce the country's reliance on foreign labour, particularly in unskilled roles, Singapore remains an open and diverse society.

Ease of doing business ranking = 2

CAPITAL	Singapore	
LANGUAGES SPOKEN	English, Bahasa Malaysia, Mandarin & Tamil	
POPULATION	5.686 million	
PAYROLL	Monthly	
CURRENCY	Singapore Dollar (SGD)	
VAT	7%	



- The Employment Act specifies that all employees are entitled to one rest day out of the week. Typically, this is Sunday, but employers can choose a different rest day as long as they inform their employees.
- Employers typically provide a 13th-month bonus to their employees. 13th-month bonus is also known as Annual Wage Supplement (AWS). It is a single annual payment on top of an employee's total annual wage. AWS is not compulsory. Employers are encouraged to give their employees AWS to reward them for contributing to the company's performance.

#### **Cultural Considerations**

 Singapore places importance on proper business etiquette and protocol. Handshakes are common as a form of greeting, and it is polite to address individuals using their titles and surnames, especially in formal settings.

- It is also customary to exchange business cards during introductions, with proper attention given to receiving and presenting them with both hands.
- Teamwork and collaboration are highly valued in Singapore's work culture.
   Communication tends to be polite, indirect and harmonious, with an emphasis on maintaining positive relationships.

"In 2025, Singapore will remain a bustling market for trade compliance recruitment. Clients still prefer their APAC Trade Compliance Officers to be based there, given its strategic location. Finding candidates with experience across the diverse Asia Pacific region, who understand the legal, regulatory, and cultural differences, is crucial. It's also important for them to have exposure to broader global markets. Despite the challenges, the well-connected compliance community in Singapore makes it an exciting and rewarding place to recruit."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

#### **SALARY GUIDE SINGAPORE**

TITLE	SALARY RANGE (SGD)
Trade Compliance Analyst/Specialist	S\$70,000 - S\$110,000
Trade Compliance Manager	S\$90,000 - S\$160,000
Trade Compliance Director/Regional Head	S\$150,000 - S\$250,000
Head of Trade Compliance	S\$220,000- S\$350,000

### **JAPAN**

Japan is smaller than the U.S. state of California, and yet it boasts the world's third-largest economy, after the United States and China. It is home to 62 of the Fortune 500 companies and excels in the IT, automotive and healthcare sectors.

Japan is a stable place to do business and a sensible stepping stone into other Asian territories.

It is, however, one of the more challenging environments in which to attract job candidates. An aging population and declining birth rates has led to a serious labour shortage in the country. This means employees are used to excellent job security and, when they are looking for a job, receiving job offers from multiple companies.

Ease of doing business ranking = 29



"In 2025, recruiting trade compliance professionals in Japan remains a challenging yet interesting endeavour. Building momentum at the start takes time, as networking relies heavily on recommendations and word-of-mouth—cold outreach isn't well-received. Partnering with a specialist search firm is crucial, as online job adverts and LinkedIn (with its limited presence in Japan) aren't very effective. Fortunately, our trusted network continues to support us with valuable recommendations, making the process smoother."

#### **Jamie Browne**

Managing Director & Trade Compliance Specialist Leonid Group

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CAPITAL	Tokyo	
LANGUAGES SPOKEN	Japanese	
POPULATION	125.7 million	
PAYROLL	Monthly	
CURRENCY	Japanese Yen (JPY)	
VAT	10%	



- Employees in managerial positions are generally expected to work unpaid overtime.
- Termination of employment can be difficult in Japan and employers will generally seek to obtain the employee's resignation before handing out a termination notice. In some cases, financial incentives can be offered to encourage employees to resign.
- The notice period for resigning employees can range from two weeks to a month. In the case of dismissals, the employer must provide 30 days' notice or payment in lieu of the notice period.
- There is no payment for sick leave in Japan. For short-term cases, employees use their paid vacation to take leaves of absence.
- Employers are required to grant annual paid leave of at least 10 days upon completion of 6 months' employment. The entitlement increases by 1 day per year for the following 2 years and by 2 days per year thereafter, up to a maximum of 20 days per year.

#### **Cultural Considerations**

- Japanese employers expect unwavering dedication from their teams. And while there have been notable improvements in Japanese work conditions in recent years, Japan still carries its reputation of being a hard working country.
- Japanese 'nomikai' are company after-work drinking parties, which are often compulsory to attend. It is seen as disrespectful to refuse such an invitation from a senior employee.
- Career progression is rooted in a system that rewards behaviour demonstrating team effort, as well as individual accomplishments.
- Non-verbal communication, such as facial expressions and body language, is heavily relied upon in Japanese workplaces.

#### **SALARY GUIDE JAPAN**

TITLE	SALARY RANGE (JPY)
Trade Compliance Analyst/Specialist	¥6,769,000 - ¥7,811,000
Trade Compliance Manager	¥8,331,000 - ¥11,456,000
Trade Compliance Director/Regional Head	¥11,745,000 - ¥20,994,000
Head of Trade Compliance	¥18,000,000 - ¥35,000,000



03.

### CONCLUSION

In 2025, the geopolitical climate continues to shape the landscape for corporate governance professionals. The ongoing Russian war in Ukraine, trade tensions between the U.S. and China, and retaliatory tariffs remain significant challenges. However, companies have become more adept at managing these issues, implementing alternative sourcing strategies to mitigate impacts on energy, grain, and other commodities.

The new Trump administration is expected to introduce new tariffs, adding another layer of complexity to trade compliance. Europe is preparing for potential adversarial policies, including broad-based tariffs on imports, which the EU is likely to respond to with retaliatory measures, legal challenges at the World Trade Organization, and safeguards to protect its market.

Global inflation, natural disasters, and rising transportation costs continue to frustrate corporate governance efforts. Yet, significant investments in technological solutions are helping manage the complex relationship between companies and governments. The trend towards more extensive ESG reporting and disclosure requirements is also growing, driven by concerns about carbon emissions, materials recycling, and human rights violations.

ESG reporting is closely tied to a company's values, ethics, and reputation, which corporate leaders are keen to preserve.

The talent and skills gap in global trade compliance remains evident, as companies scramble to recruit professionals with the rare combination of global trade expertise and the soft skills necessary to excel in these roles.





# Ready to get in touch with us?

Leonid is a leading, international recruiter in trade compliance and all areas of corporate governance.

If you are looking to bolster your team, we can proactively seek out the best candidates and have them ready to join you within 30 days of instruction.

To find out more about Leonid's service, please visit our website:

www.leonid-group.com

Or, to request a meeting with our Managing Director Jamie Browne, please email him directly:

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