

# **CORPORATE GOVERNANCE HIRING IN AEROSPACE & DEFENSE**

**USA & The Americas**

**2025 Guide**



**The aerospace and defense sector has navigated a challenging and complex landscape over the past 12 months, grappling with persistent supply chain constraints, labor market shortages and production bottlenecks. Despite these headwinds, industry analysis points toward a trajectory of robust growth.**

In 2024, air travel demand not only rebounded to pre-pandemic levels, but exceeded them, with data from the International Air Transport Association (IATA) showing an 11.9% rise in passenger traffic and a 10.2% expansion in airline capacity, as of August 2024.

Meanwhile, the defense segment has also experienced significant expansion, fueled by rising geopolitical instability and conflict — with 56 countries currently engaged in war — driving defense budgets to a record high. This heightened demand is widely expected to continue, with the U.S. Department of Defense's \$849.8 billion budget request for fiscal year 2025 signaling continued investment priority.

As we progress through 2025, the industry is — like many others — entering a phase of rapid artificial intelligence adoption. The emergence of Advanced Air Mobility (AAM) also represents a key innovation frontier for the commercial sector.

Underpinning the technological advances will be a renewed focus on building resilient and transparent supply chains. Companies are expected to prioritize supply chain visibility and due diligence, to meet stakeholder expectations and to safeguard the future pipeline of new technologies.

Our guide will explore how these issues and trends are impacting the hiring landscape. Using our own data from job placements and anecdotal evidence from conversations with clients and candidates, we share what employers need, which skills are in highest demand and what the future holds for this dynamic sector. We also provide salary data for all the core areas of corporate governance: compliance, trade compliance, audit, risk, ESG, legal and data privacy.

At Leonid, we offer bespoke salary benchmarking and talent intelligence reports, which will give you a tailored report on the current hiring landscape. If this would be of interest, please don't hesitate to get in touch.



**Jamie Browne**

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# 01.INTRODUCTION:

## THE UNIQUE A&D TALENT LANDSCAPE

**Aerospace & Defense (A&D) companies typically prefer candidates with solid A&D experience. This is due to the unique nature of the industry; a complex ecosystem comprising “prime” contractors (e.g., Lockheed Martin, Boeing, RTX, Northrop Grumman), a vast network of subcontractors, and disruptive New Space entrants (e.g., SpaceX, Blue Origin).**

Some of the core features of this industry that make it quite different from any other – when it comes to talent acquisition – include:

### Heavy Regulation:

Governed by a web of regulations including the Defense Federal Acquisition Regulation Supplement (DFARS), International Traffic in Arms Regulations (ITAR), Export Administration Regulations (EAR) and the Federal Acquisition Regulation (FAR).

### National Security Sensitiveness:

Handling of Classified Information, Foreign Ownership, Control, or Influence (FOCI) mitigation, and adherence to the National Industrial Security Program (NISPOM).

### Complex Supply Chains:

Global, multi-layered supply chains requiring robust third-party risk management.

### Technological Acceleration:

Adoption of AI, advanced manufacturing, and connected platforms (Internet of Battlefield Things – IoBT) introduces new cyber and data privacy vulnerabilities.

### Public Scrutiny:

Significant exposure to environmental, social, and governance (ESG) concerns, from carbon emissions to ethical supply chains and human capital management.



## 02.

# CURRENT ISSUES IMPACTING HIRING

**A&D has been subject to some unique issues this year, which have impacted hiring strategies within firms large and small:**

### The supply–demand imbalance

There is a critical shortage of professionals with specific, hands-on experience in A&D-specific regulations (ITAR/DFARS). Seasoned professionals are often “poached” between primes, driving up compensation and creating retention challenges. Smaller subcontractors struggle to compete with the compensation and resources offered by larger firms.

### The “Clearance” conundrum

For roles involving classified programs, an active security clearance (often a Top Secret) is a non-negotiable prerequisite. The process of obtaining a clearance is lengthy, expensive, and uncertain. This creates an incredibly tight talent pool for cleared legal, compliance and risk professionals, making them among the most sought-after and highly compensated in the market.

### Competition from other sectors

Tech, finance and healthcare industries are also vying for the same talent in areas like data privacy, cybersecurity, risk and ESG. These sectors often promise faster innovation cycles and, sometimes, more flexible work environments, posing a challenge for traditional A&D firms.

### The rise of “New Space”

Agile, private New Space companies are attracting governance professionals with missions of innovation and a different risk appetite. They offer a culture distinct from

the established primes, appealing to those wanting to build governance frameworks from the ground up.

### Remote work limitations

Due to the sensitive nature of work and security requirements, many governance roles – especially those tied to classified programs – require on-site presence, or hybrid models with strict cybersecurity protocols for remote access. This can limit the talent pool to a specific geographic radius around a facility.

### Talent Retention

According to a [joint study by the Aerospace Industries Association \(AIA\) and McKinsey](#), attrition among AIA member companies remained high in 2024 at nearly 15% – more than double the average across all U.S. industries.

The aging workforce is another persistent problem in the industry, with 25% of the workforce having more than 20 years’ experience and being at or beyond the eligible retirement age. While retirement ages across the United States are increasing, this is likely to remain an ongoing issue in the aerospace and defense industry as retirees take with them a wealth of institutional knowledge. It is therefore a priority for firms to install a robust knowledge management system, to help exacerbate the talent gaps left by such departures.





### 03.

## KEY TRENDS IN CORPORATE GOVERNANCE HIRING

**Over the course of 2025, we have noted some changes in hiring patterns and strategies, due to the aforementioned issues and challenges:**

#### Integration and convergence of functions

Silos are breaking down. Companies are creating cross-functional “Governance, Risk, and Compliance” (GRC) teams where legal, compliance, audit, and risk professionals collaborate on projects like third-party due diligence or new product launches. This demands professionals with T-shaped skills: deep expertise in one area (e.g., export controls) and broad familiarity with adjacent fields (e.g. cyber risk, anti-corruption).

#### The Data Privacy and Cybersecurity nexus

Hiring demand is soaring for professionals who understand both data governance and the technical controls required to protect Controlled Unclassified Information (CUI) across the supply chain. This is no longer just a legal function, but a critical operational risk function.

#### ESG moves from nice-to-have to core compliance

ESG is no longer a negotiable element of corporate governance. Investors and the Department of Defense (DoD) are prioritizing sustainable and ethical practices. Hiring trends show:

- **Environmental:** Experts in decarbonization strategies, sustainable aviation fuel (SAF), and lifecycle analysis.
- **Social:** Professionals focused on human rights in supply chains, Diversity, Equity, & Inclusion (DEI) reporting, and labor practices.
- **Governance:** Specialists in board diversity, ethical AI frameworks, and tying executive compensation to ESG metrics.

#### Proactive and predictive Risk Management

The focus is shifting from reactive compliance to predictive risk intelligence. Employers seek data analysts and risk professionals who can use analytics to identify potential supply chain disruptions, geopolitical flashpoints, or emerging regulatory changes before they impact operations.

## Technology adoption in Governance

There is growing demand for professionals adept with GRC technology platforms (e.g., SAP GRC, ServiceNow, dedicated CMMC compliance tools) to automate controls monitoring, export licensing workflows, and third-party risk assessments, as well as those with solid AI experience and knowledge.

## Cybersecurity & AI oversight move to the board agenda

Boards are being pushed to strengthen cyber and AI risk oversight, with directors reporting higher focus on cyber resilience and AI impacts on disclosure and controls. Expect more board-level cyber/AI committees and demand for directors and executives who can translate technical risk into business terms.

## CMMC 2.0 and supplier security

The 2025 rollout is pushing up hiring demand for compliance leaders who can operationalise NIST 800-171, third-party risk and attestations across multi-tier supply chains.

## Supply-chain fragility & sovereignty

OEMs and primes are re-wiring supplier governance (dual-sourcing, data provenance, export-control rigor) and pushing risk management deeper into procurement.

## ESG and climate disclosure expectations

These keep rising (especially in Canada and Brazil's listed markets), increasing demand for governance/ESG reporting leaders who can align TCFD/ISSB with internal controls.

## Sector growth pockets

Recovery and growth in A&D – plus Embraer's investment cycle – are expanding compliance/governance headcount needs in Brazil and across North American supplier ecosystems.







## 04.

# WHAT EMPLOYERS ARE LOOKING FOR IN CANDIDATES

**Beyond specific legal or technical knowledge, employers across the A&D sector prioritize the following technical and soft skills:**

ROLE	CORE TECHNICAL SKILLS	KEY SOFT SKILLS & ATTRIBUTES
<b>Compliance (Export/Import)</b>	Expert knowledge of ITAR, EAR, OFAC, FTR. Experience with DDTC and BIS.	Integrity, meticulous attention to detail, ability to train commercial teams, business acumen.
<b>Risk Management</b>	Enterprise Risk Management (ERM) frameworks, quantitative risk analysis, supply chain risk.	Strategic thinking, influence skills to engage senior leadership, problem-solving under uncertainty.
<b>Internal Audit</b>	CIA/CPA/CISA preferred. Knowledge of SOX, FASB, and government contracting accounting (CAS).	Objectivity, strategic thinking, excellent communication (written and verbal).
<b>In-House Legal</b>	Contract law (FAR/DFARS), litigation management, M&A support, IP law.	Business partnership mentality, ability to translate legal advice into business risk, pragmatism.
<b>ESG</b>	Knowledge of SASB, TCFD, GRI frameworks. GHG protocol accounting. ESG reporting.	Stakeholder engagement, strategic vision, passion for sustainability, data-driven mindset.
<b>Data Privacy</b>	Expertise in CMMC, NIST SP 800-171, GDPR, CCPA. Data mapping and PIA/ DPIA conduction.	Technical fluency to collaborate with IT/cyber teams, project management skills.



## Universal Desirables:

- **Security Clearance:** An active clearance is a tremendous advantage, often shortening the hiring process by months.
- **Industry Experience:** Prior A&D experience is highly valued due to the sector's unique nuances.
- **Business Acumen:** The ability to understand the commercial and operational impact of governance decisions is critical. Professionals must be enablers, not just blockers.
- **Adaptability:** The regulatory and technological landscape is changing rapidly. A growth mindset and curiosity are essential.

## 5 roles and profiles in highest demand (across the Americas region)

According to both our own data and external sources, five roles currently subject to a heated war for talent are:

### 1. Head/Director of Risk

o **Mandate:** board reporting, incident readiness, metrics/thresholds, alignment to disclosure rules.

o **Must-have fluency:** NIST CSF, incident materiality, AI-driven threat modelling.

### 2. CMMC Programme Lead / Director of Defense Compliance

o **Mandate:** readiness assessments, POA&Ms, subcontractor oversight, training, audit interface.

o **Must-have:** NIST 800-171, DFARS, flow-down governance to suppliers.

### 3. Director of Export Controls & Trade Compliance

o **Mandate:** technology transfer controls, screening, licensing strategy tied to growth markets; closer integration with engineering and PLM.

o **Must-have:** end-use/end-user diligence, secure data environments (CUI).

### 4. Third-Party/Supplier Governance Lead

o **Mandate:** vendor assurance, cyber posture of suppliers, AS9100 quality linkage, resilience KPIs.

### 5. Head of ESG Reporting & Governance

o **Mandate:** board-approved ESG governance, climate/transition plans, internal controls over sustainability reporting, alignment to TCFD/ISSB and local proxy expectations (incl. AI governance proposals in Canada).



## 05.

# WHAT CANDIDATES IN A&D REALLY WANT

A competitive salary and benefits package remains a key driver for candidates in this industry. Flexible work is desirable, but candidates generally recognise the importance of on-site work, versus other industry sectors.

We are also seeing a rise in the number of candidates who seek out challenging and impactful work.

VALUE PROPOSITION	TOP PRIORITY
1. Salary and benefits	71%
2. Support for work-life balance	50%
3. Flexible work	50%
4. Opportunities for growth	36%
5. Challenging and impactful work	36%

The percentage of respondents that selected the named employee value proposition as one of their top 5 considerations, divided by the total number of survey respondents.  
(Source: LinkedIn Talent Insights)



## 06.

# FUTURE OUTLOOK

The hiring market for corporate governance professionals in A&D is expected to remain highly active and candidate-favorable for the foreseeable future.

**Sustained Demand:** Geopolitical tensions, increased defense budgets, and the expansion of the space economy will continue to drive growth and, consequently, the need for robust governance.

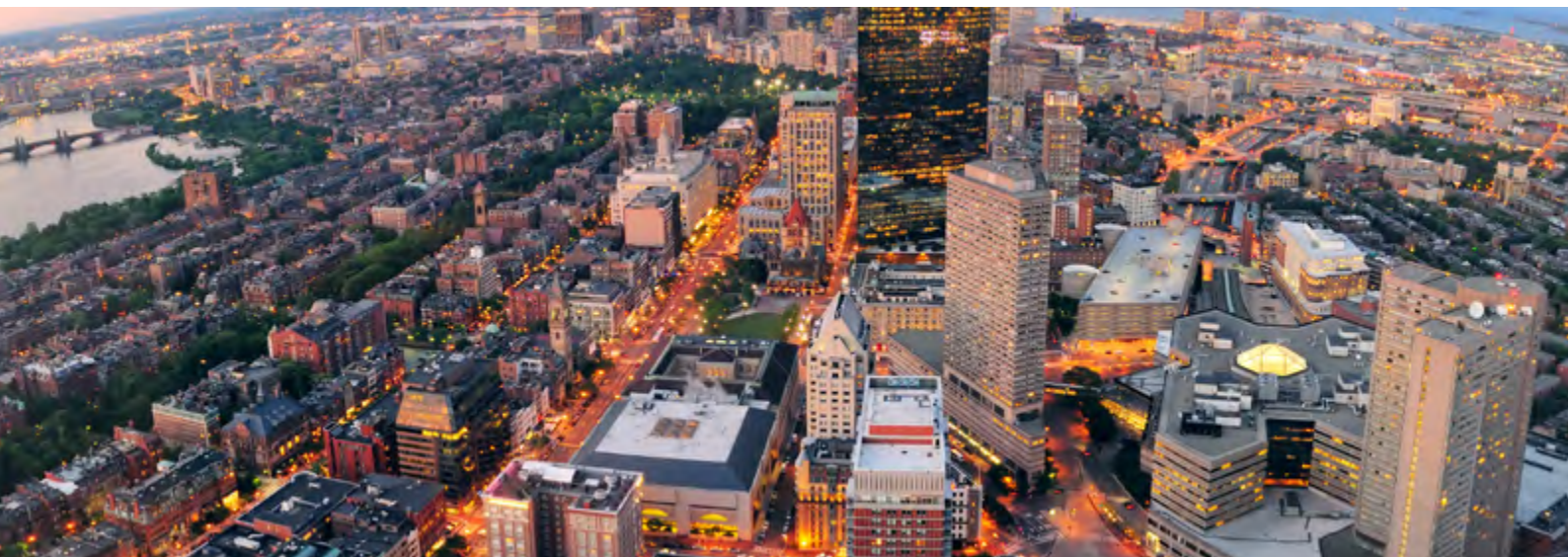
**CMMC as a Major Catalyst:** The full implementation of CMMC has already driven high demand for professionals who can guide companies through certification. This impacts not just primes, but thousands of small and medium-sized suppliers.

**Rising Compensation:** To attract and retain top talent, companies will need to offer competitive compensation packages, including significant bonuses, equity (particularly in New Space), and professional development opportunities.

**Specialization will Deepen:** Expect to see more niche roles emerge, such as:

- o AI Ethics Counsel
- o Supply Chain Human Rights Analyst
- o CMMC Compliance Lead
- o ESG Data Reporting Manager

**Culture as a Differentiator:** Companies that can offer a mission-driven purpose, a culture of integrity, and opportunities for meaningful work will win the war for talent against sectors that may offer higher pay but less purpose.





## 07.

# REGIONAL GUIDES AND SALARY TABLES

## UNITED STATES

*In the US, we are seeing exceptionally high demand for CMMC program leadership, supplier-security governance and board-savvy cyber risk executives; primes are pushing requirements down to Tier-2/3 suppliers, prompting net-new governance roles in mid-market manufacturers.*

*Cyber and AI risk are also huge growth areas, with more boards adding directors with cyber and/or AI literacy.*

*Candidates who can operationalise frameworks (NIST 800-171, incident disclosure thresholds, third-party risk) and educate boards are clearing fastest.*

**Jamie Browne**

Managing Director  
Corporate Governance  
Leonid Group





## ETHICS AND COMPLIANCE

ROLE	SALARY RANGE (USD)
ETHICS & COMPLIANCE MANAGER	\$110,000 — \$200,000
ETHICS & COMPLIANCE COUNSEL	\$140,000 — \$240,000
ETHICS & COMPLIANCE DIRECTOR	\$180,000 — \$280,000
CHIEF ETHICS & COMPLIANCE OFFICER	\$240,000 — \$450,000

## TRADE COMPLIANCE

ROLE	SALARY RANGE (USD)
TRADE COMPLIANCE ANALYST / SPECIALIST	\$80,000 — \$120,000
TRADE COMPLIANCE MANAGER	\$120,000 — \$190,000
TRADE COMPLIANCE DIRECTOR / REGIONAL HEAD	\$175,000 — \$280,000
HEAD OF TRADE COMPLIANCE	\$240,000 — \$400,000

## AUDIT

ROLE	SALARY RANGE (USD)
SENIOR INTERNAL AUDITOR	\$95,000 — \$130,000
INTERNAL AUDIT MANAGER	\$130,000 — \$160,000
INTERNAL AUDIT DIRECTOR	\$160,000 — \$220,000
CHIEF AUDIT EXECUTIVE (CAE)	\$220,000 — \$300,000+

## LEGAL

ROLE	SALARY RANGE (USD)
LEGAL COUNSEL (0–3 PQE)	\$95,000 – \$170,000
SENIOR LEGAL COUNSEL (4—10 PQE)	\$175,000 — \$250,000
HEAD OF LEGAL (10+ PQE)	\$225,000 — \$285,000
DEPUTY GENERAL COUNSEL (10+ PQE)	\$250,000 — \$330,000
GENERAL COUNSEL / CHIEF LEGAL OFFICER (12+ PQE)	\$300,000 — \$650,000+

## DATA PRIVACY

ROLE	SALARY RANGE (USD)
SENIOR DATA PROTECTION MANAGER	\$120,000 — \$170,000
PRIVACY COUNSEL	\$150,000 — \$230,000
DATA PROTECTION OFFICER	\$140,000 — \$240,000
CHIEF PRIVACY OFFICER	\$210,000 — \$295,000+

## SUSTAINABILITY

ROLE	SALARY RANGE (USD)
SUSTAINABILITY / ESG MANAGER	\$100,000 — \$140,000
SENIOR SUSTAINABILITY / ESG MANAGER	\$130,000 — \$170,000
HEAD OF SUSTAINABILITY / ESG (VP)	\$180,000 — \$250,000
CHIEF SUSTAINABILITY OFFICER (EVP/SVP)	\$220,000 — \$300,000

## HUMAN RIGHTS

ROLE	SALARY RANGE (USD)
HUMAN RIGHTS SPECIALIST / OFFICER / MANAGER	\$80,000 — \$120,000
HEAD OF HUMAN RIGHTS (VP)	\$160,000 — \$220,000

## ESG

ROLE	SALARY RANGE (USD)
ESG REPORTING OFFICER	\$90,000 — \$120,000
ESG REPORTING MANAGER	\$120,000 — \$160,000
HEAD OF ESG REPORTING (VP)	\$180,000 — \$250,000

## RISK

ROLE	SALARY RANGE (USD)
RISK MANAGER	\$110,000 — \$153,000
AVP, RISK	\$138,000 — \$165,000
DIRECTOR, RISK	\$150,000 — \$220,000
VP, RISK	\$200,000 — \$275,000
CRO / SVP/EVP, RISK	\$260,000 — \$325,000

# CANADA

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*Canada is seeing high growth in ESG governance and disclosure leadership; something often embedded in Legal/Finance/Internal Audit. There is also rising interest in AI governance after a spike in 2025 proxy proposals.*

*Firms are seeking candidates adept at TCFD/ISSB alignment, assurance over non-financial data, and cross-functional risk integration with audit committees.*

**Jamie Browne**

Managing Director  
Corporate Governance  
Leonid Group



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## ETHICS AND COMPLIANCE

ROLE	SALARY RANGE (CAD)
ETHICS & COMPLIANCE MANAGER	\$85,000 — \$165,000
ETHICS & COMPLIANCE COUNSEL	\$120,000 — \$170,000
ETHICS & COMPLIANCE DIRECTOR	\$140,000 — \$200,000
CHIEF ETHICS & COMPLIANCE OFFICER	\$180,000 — \$280,000

## TRADE COMPLIANCE

ROLE	SALARY RANGE (CAD)
TRADE COMPLIANCE ANALYST / SPECIALIST	\$60,000 — \$90,000
TRADE COMPLIANCE MANAGER	\$100,000 — \$160,000
TRADE COMPLIANCE DIRECTOR / REGIONAL HEAD	\$130,000 — \$170,000
HEAD OF TRADE COMPLIANCE	\$150,000 — \$300,000

## AUDIT

ROLE	SALARY RANGE (CAD)
SENIOR INTERNAL AUDITOR	\$85,000 — \$110,000
INTERNAL AUDIT MANAGER	\$120,000 — \$150,000
INTERNAL AUDIT DIRECTOR	\$150,000 — \$190,000
CHIEF AUDIT EXECUTIVE (CAE)	\$180,000 — \$230,000

## LEGAL

ROLE	SALARY RANGE (CAD)
LEGAL COUNSEL (0–3 PQE)	\$90,000 – \$150,000
SENIOR LEGAL COUNSEL (4—10 PQE)	\$135,000 — \$210,000
HEAD OF LEGAL (10+ PQE)	\$155,000 — \$240,000
DEPUTY GENERAL COUNSEL (10+ PQE)	\$205,000 — \$315,000
GENERAL COUNSEL / CHIEF LEGAL OFFICER (12+ PQE)	\$220,000 — \$360,000+

## DATA PRIVACY

ROLE	SALARY RANGE (CAD)
SENIOR DATA PROTECTION MANAGER	\$110,000 — \$150,000
PRIVACY COUNSEL	\$130,000 — \$180,000
DATA PROTECTION OFFICER	\$120,000 — \$190,000
CHIEF PRIVACY OFFICER	\$170,000 — \$250,000+

## SUSTAINABILITY

ROLE	SALARY RANGE (CAD)
SUSTAINABILITY / ESG MANAGER	\$90,000 — \$130,000
SENIOR SUSTAINABILITY / ESG MANAGER	\$110,000 — \$152,000
HEAD OF SUSTAINABILITY / ESG (VP)	\$150,000 — \$220,000
CHIEF SUSTAINABILITY OFFICER (EVP/SVP)	\$180,000 — \$260,000

## HUMAN RIGHTS

ROLE	SALARY RANGE (CAD)
HUMAN RIGHTS SPECIALIST / OFFICER / MANAGER	\$70,000 — \$110,000
HEAD OF HUMAN RIGHTS (VP)	\$140,000 — \$200,000

## ESG

ROLE	SALARY RANGE (USD)
ESG REPORTING OFFICER	\$80,000 — \$110,000
ESG REPORTING MANAGER	\$100,000 — \$140,000
HEAD OF ESG REPORTING (VP)	\$150,000 — \$200,000

## RISK

ROLE	SALARY RANGE (USD)
RISK MANAGER	\$100,000 — \$180,000
AVP, RISK	\$153,000 — \$198,000
VP, RISK	\$153,000 — \$220,000
CRO / SVP/EVP, RISK	\$115,000 — \$259,000

# MEXICO

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*As aerospace clusters (especially Querétaro, Baja California, Chihuahua) scale, suppliers are building first-generation governance around export controls, supplier quality, and security certifications to serve US primes; thereby driving demand for compliance managers with bilingual stakeholder skills and US regulatory familiarity.*

*Hybrid profiles (Quality/AS9100 + Trade Compliance + supplier cyber basics) are highly placeable; many roles are “player-coach” builds.*

**Jamie Browne**  
Managing Director  
Corporate Governance  
Leonid Group



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## ETHICS AND COMPLIANCE

ROLE	SALARY RANGE (MXN)
ETHICS & COMPLIANCE MANAGER	MXN \$480,000 — \$1,000,000
ETHICS & COMPLIANCE COUNSEL	MXN \$600,000 — \$1,200,000
ETHICS & COMPLIANCE DIRECTOR	MXN \$720,000 — \$1,500,000
CHIEF ETHICS & COMPLIANCE OFFICER	MXN \$1,200,000 — \$2,000,000

## TRADE COMPLIANCE

ROLE	SALARY RANGE (MXN)
TRADE COMPLIANCE ANALYST / SPECIALIST	MXN \$240,000 — \$480,000
TRADE COMPLIANCE MANAGER	MXN \$480,000 — \$840,000
TRADE COMPLIANCE DIRECTOR / REGIONAL HEAD	MXN \$720,000 — \$1,200,000
HEAD OF TRADE COMPLIANCE	MXN \$960,000 — \$1,440,000

## AUDIT

ROLE	SALARY RANGE (MXN)
SENIOR INTERNAL AUDITOR	MXN \$300,000 — \$540,000
INTERNAL AUDIT MANAGER	MXN \$480,000 — \$720,000
INTERNAL AUDIT DIRECTOR	MXN \$720,000 — \$1,080,000
CHIEF AUDIT EXECUTIVE (CAE)	MXN \$960,000 — \$1,640,000

## LEGAL

ROLE	SALARY RANGE (MXN)
LEGAL COUNSEL (0–3 PQE)	MXN \$425,000 – \$700,000
SENIOR LEGAL COUNSEL (4—10 PQE)	MXN \$600,000 — \$1,000,000
HEAD OF LEGAL (10+ PQE)	MXN \$960,000 — \$1,440,000
DEPUTY GENERAL COUNSEL (10+ PQE)	MXN \$1,200,000 — \$1,800,000
GENERAL COUNSEL / CHIEF LEGAL OFFICER (12+ PQE)	MXN \$1,500,000 — \$2,400,000

## DATA PRIVACY

ROLE	SALARY RANGE (MXN)
SENIOR DATA PROTECTION MANAGER	MXN \$480,000 — \$720,000
PRIVACY COUNSEL	MXN \$720,000 — \$1,080,000
DATA PROTECTION OFFICER	MXN \$600,000 — \$960,000
CHIEF PRIVACY OFFICER	MXN \$1,080,000 — \$1,500,000

## SUSTAINABILITY

ROLE	SALARY RANGE (MXN)
SUSTAINABILITY / ESG MANAGER	MXN \$480,000 — \$720,000
SENIOR SUSTAINABILITY / ESG MANAGER	MXN \$600,000 — \$900,000
HEAD OF SUSTAINABILITY / ESG (VP)	MXN \$1,080,000 — \$1,500,000
CHIEF SUSTAINABILITY OFFICER (EVP/SVP)	MXN \$1,400,000 — \$2,000,000

## HUMAN RIGHTS

ROLE	SALARY RANGE (MXN)
HUMAN RIGHTS SPECIALIST / OFFICER / MANAGER	MXN \$360,000 — \$600,000
HEAD OF HUMAN RIGHTS (VP)	MXN \$900,000 — \$1,400,000

## ESG

ROLE	SALARY RANGE (MXN)
ESG REPORTING OFFICER	MXN \$420,000 — \$660,000
ESG REPORTING MANAGER	MXN \$600,000 — \$900,000
HEAD OF ESG REPORTING (VP)	MXN \$1,000,000 — \$1,400,000

## RISK

ROLE	SALARY RANGE (MXN)
RISK MANAGER	MXN \$618,000 — \$1,102,000
AVP, RISK	MXN \$706,000 — \$1,279,000
VP, RISK	MXN \$900,000 — \$1,635,000
CRO / SVP/EVP, RISK	MXN \$1,000,000 — \$2,000,000

# BRAZIL

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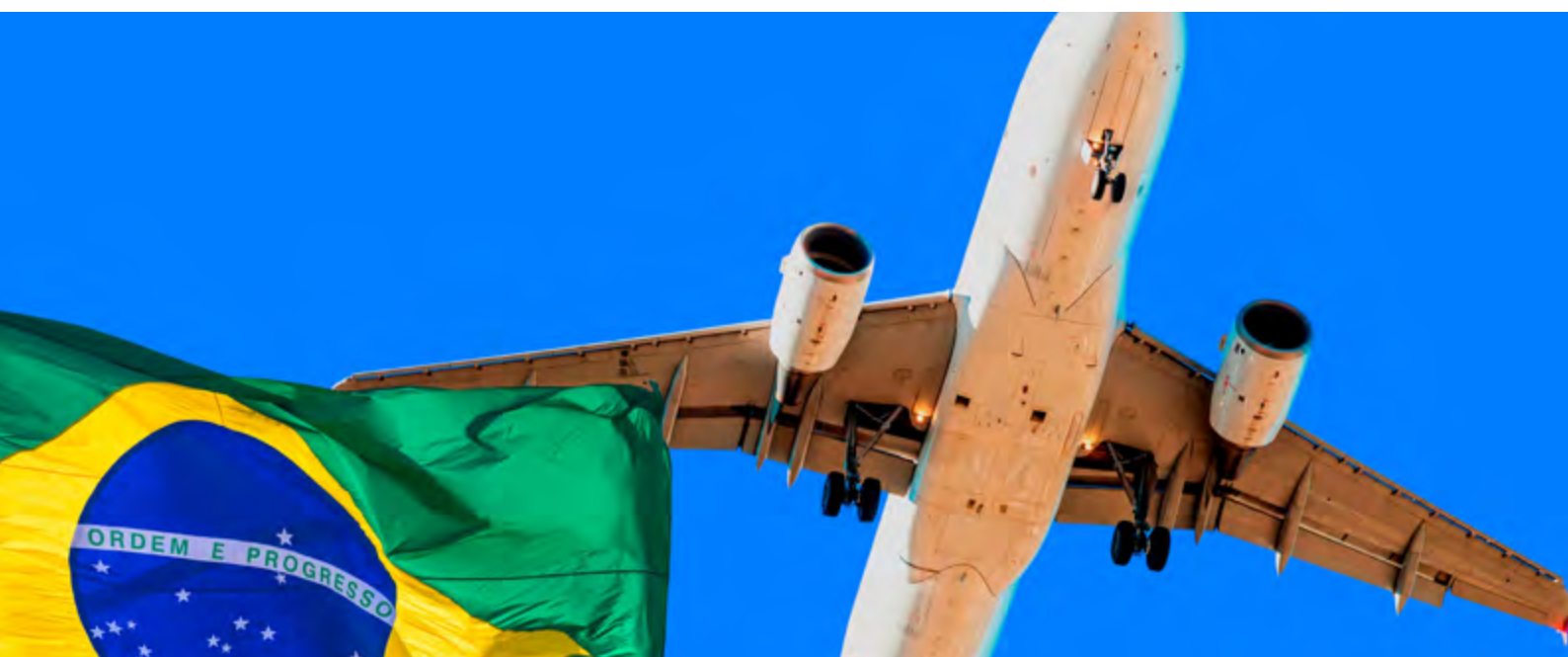
*Embraer’s investment path and Brazil’s maturing governance standards (Novo Mercado, IBGC code) sustain demand for corporate governance, ethics & compliance, and ESG reporting leaders – often with capital–markets experience.*

*With CVM 193 aligning to ISSB, boards are building out ESG controllership, legal oversight of ESG claims and internal audit coverage of sustainability metrics.*

**Jamie Browne**  
Managing Director  
Corporate Governance  
Leonid Group



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## ETHICS AND COMPLIANCE

ROLE	SALARY RANGE (BRL)
ETHICS & COMPLIANCE MANAGER	R\$240,000 — R\$450,000
ETHICS & COMPLIANCE COUNSEL	R\$180,000 — R\$300,000
ETHICS & COMPLIANCE DIRECTOR	R\$360,000 — R\$800,000
CHIEF ETHICS & COMPLIANCE OFFICER	R\$400,000 — R\$900,000

## TRADE COMPLIANCE

ROLE	SALARY RANGE (BRL)
TRADE COMPLIANCE ANALYST / SPECIALIST	R\$72,000 — R\$120,000
TRADE COMPLIANCE MANAGER	R\$120,000 — R\$180,000
TRADE COMPLIANCE DIRECTOR / REGIONAL HEAD	R\$180,000 — R\$240,000
HEAD OF TRADE COMPLIANCE	R\$240,000 — R\$300,000

## AUDIT

ROLE	SALARY RANGE (BRL)
SENIOR INTERNAL AUDITOR	R\$96,000 — R\$144,000
INTERNAL AUDIT MANAGER	R\$144,000 — R\$216,000
INTERNAL AUDIT DIRECTOR	R\$216,000 — R\$300,000
CHIEF AUDIT EXECUTIVE (CAE)	R\$300,000 — R\$420,000

## LEGAL

ROLE	SALARY RANGE (BRL)
LEGAL COUNSEL (0–3 PQE)	R\$130,000 — R\$225,000
SENIOR LEGAL COUNSEL (4—10 PQE)	R\$180,000 — R\$300,000
HEAD OF LEGAL (10+ PQE)	R\$240,000 — R\$360,000
DEPUTY GENERAL COUNSEL (10+ PQE)	R\$300,000 — R\$420,000
GENERAL COUNSEL / CHIEF LEGAL OFFICER (12+ PQE)	R\$400,000 — R\$600,000

## DATA PRIVACY

ROLE	SALARY RANGE (BRL)
SENIOR DATA PROTECTION MANAGER	R\$150,000 — R\$220,000
PRIVACY COUNSEL	R\$180,000 — R\$260,000
DATA PROTECTION OFFICER	R\$160,000 — R\$240,000
CHIEF PRIVACY OFFICER	R\$240,000 — R\$360,000

## SUSTAINABILITY

ROLE	SALARY RANGE (BRL)
SUSTAINABILITY / ESG MANAGER	R\$120,000 — R\$180,000
SENIOR SUSTAINABILITY / ESG MANAGER	R\$150,000 — R\$220,000
HEAD OF SUSTAINABILITY / ESG (VP)	R\$220,000 — R\$300,000
CHIEF SUSTAINABILITY OFFICER (EVP/SVP)	R\$310,000 — R\$420,000

## HUMAN RIGHTS

ROLE	SALARY RANGE (BRL)
HUMAN RIGHTS SPECIALIST / OFFICER / MANAGER	R\$90,000 — R\$150,000
HEAD OF HUMAN RIGHTS (VP)	R\$200,000 — R\$300,000

## ESG

ROLE	SALARY RANGE (BRL)
ESG REPORTING OFFICER	R\$100,000 — R\$150,000
ESG REPORTING MANAGER	R\$140,000 — R\$200,000
HEAD OF ESG REPORTING (VP)	R\$200,000 — R\$285,000

## RISK

ROLE	SALARY RANGE (BRL)
RISK MANAGER	R\$129,000 — R\$192,000
AVP, RISK	R\$192,000 — R\$234,000
VP, RISK	R\$234,000 — R\$258,000
CRO / SVP/EVP, RISK	R\$258,000 — R\$276,000



## 08.

# CONCLUSION

Corporate governance is no longer a function operating “behind the scenes” in the Aerospace and Defense industry. It is a strategic and proactive driving force, directly linked to contract wins, operational resilience and corporate reputation. The hiring landscape reflects this shift; characterized by intense competition for a limited pool of highly specialized talent.

Against this backdrop, candidates who have significant, prior experience in the sector can command a premium. Employers must therefore present a compelling value proposition, invest in training and technology and integrate governance experts as true business partners.

For those seeking their next role, meanwhile, there are exceptional opportunities on offer to play a critical role in shaping the future of one of the world’s most vital and dynamic industries.

If you would like more information on our services or would like to request bespoke salary benchmarking for your team, please get in touch with **Jamie Browne**, Managing Director at Leonid Group.



# leonid

## 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](http://www.leonid-group.com)

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

[jamie@leonid-group.com](mailto:jamie@leonid-group.com)

**You can also reach out via the following methods:**

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