



**leonid**

# **GLOBAL HIRING GUIDE 2025: ETHICS & COMPLIANCE**

**Salary data and hiring considerations, country by country**



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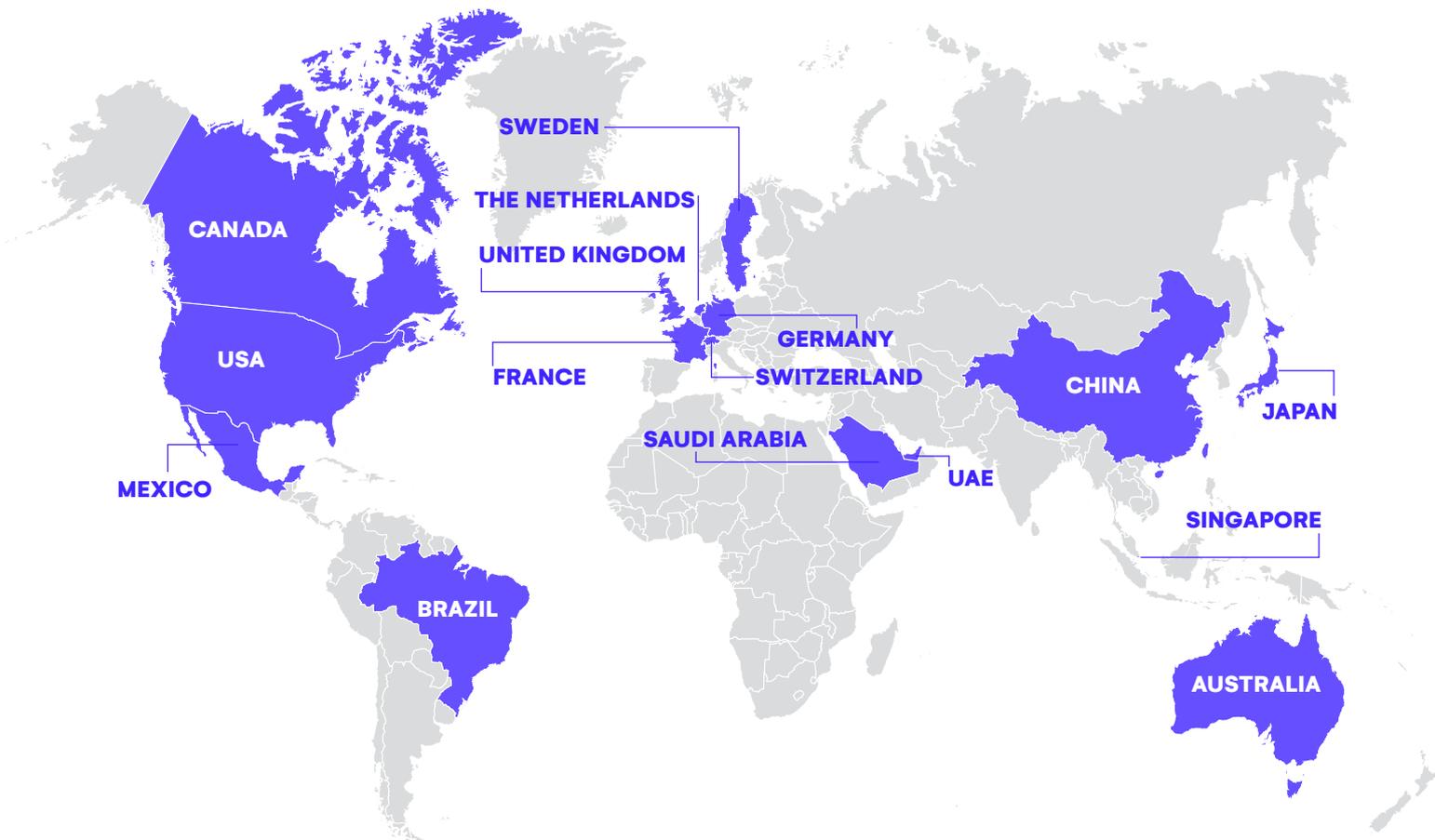
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# 01.

## INTRODUCTION

Welcome to Leonid's Global Hiring Guide for ethics and compliance.

The ethics and compliance world has been in a constant state of flux for the past few years — and 2024 has been no exception. The industry has been forced to constantly pivot and switch strategy in response to shifting regulatory landscapes, technological advancements and changes in political leadership.

From a recruitment perspective, the requirements have been somewhat more stable, as employers consistently look to hire candidates with the right personality and softer skills, with a view that technical skills can always be learned — whereas fundamental qualities such as resilience and adaptability are far less easy to teach.

In this guide, we will start by looking more deeply at the current ethics & compliance environment; exploring what the key issues are

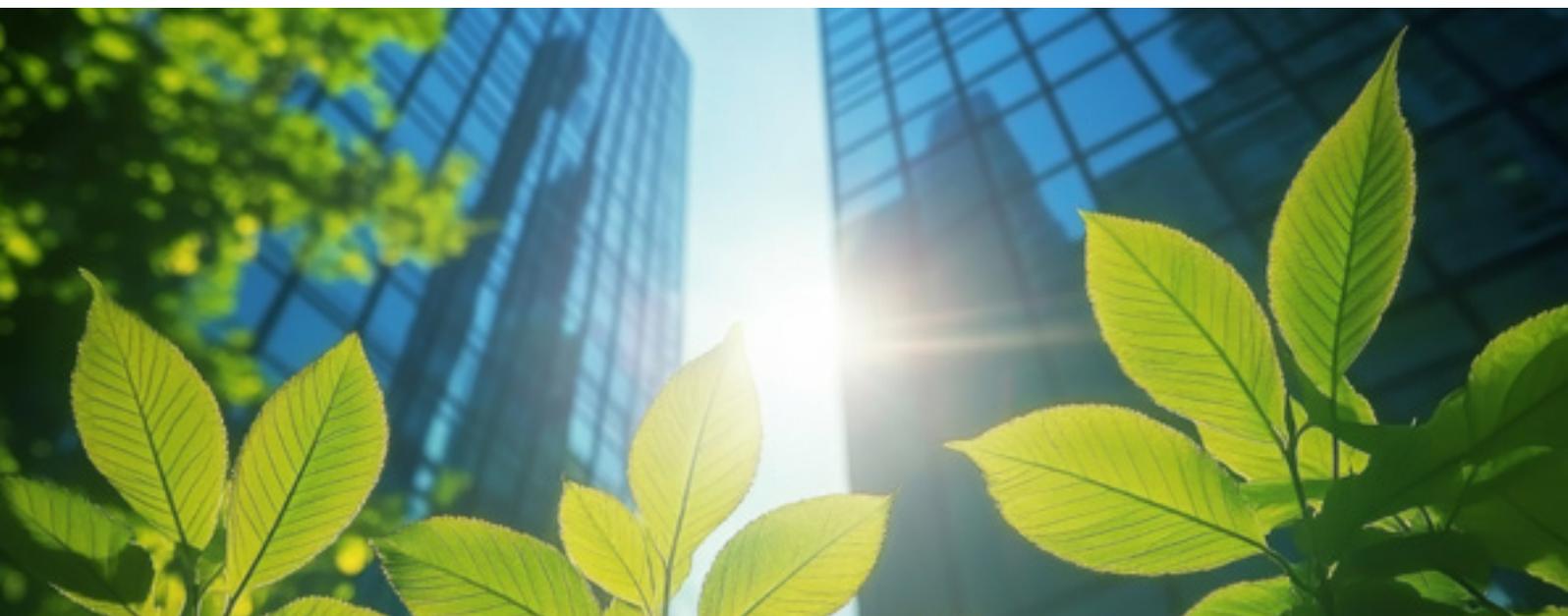
and how they are being addressed.

We then shift focus to individual countries, the current salaries on offer and hiring considerations for anyone looking to expand their team in those geographies.

### **Current challenges and talking points**

#### **Environmental, Social, and Governance (ESG) and Compliance**

ESG issues have gained significant traction as companies are increasingly held accountable not only for financial performance but also for their impact on the environment, social responsibility and governance practices. Regulatory bodies, investors and consumers expect organisations to demonstrate a commitment to sustainability and ethical behaviour, leading to an intersection between ESG initiatives and compliance programs.



- **Greenwashing and Compliance:** As companies make public claims about their sustainability efforts, regulators are cracking down on misleading or exaggerated statements. Ethics and compliance teams are focused on ensuring that environmental marketing claims are accurate and backed by data to avoid greenwashing allegations, which can lead to reputational damage and fines.

- **Diversity, Equity, and Inclusion (DEI) in ESG:** DEI initiatives are an important part of the “social” aspect of ESG, and companies are under growing scrutiny to show they are proactively advancing diversity and inclusion. Compliance programs need to address discrimination, bias and inclusivity while ensuring alignment with DEI goals.

- **Regulatory and Reporting Obligations:** New regulations, such as the EU Corporate Sustainability Reporting Directive (CSRD), require more detailed and standardised reporting on ESG metrics. Compliance teams must ensure that their organisations adhere to these rules and accurately report on ESG-related activities.

## Data Privacy and Protection

Data privacy continues to be a critical issue in compliance. While companies have become used to working with General Data Protection Regulation (GDPR), there are new laws in place or on the horizon, including California Consumer Privacy Act (CCPA), and China’s Personal Information Protection Law (PIPL). Newer regulations like the California Privacy Rights Act (CPRA) and the EU’s Digital Services Act (DSA), both expand privacy requirements and increase penalties for non-compliance.

- **Global Privacy Compliance:** Compliance officers are navigating complex, multi-jurisdictional privacy laws that differ across regions, requiring companies to tailor privacy programs accordingly. This has heightened the demand for cross-border data transfer solutions and comprehensive privacy frameworks that comply with regional regulations.

- **Privacy by Design:** Regulators are increasingly pushing for Privacy by Design principles, which integrate data privacy considerations into every aspect of business processes and systems. Ethics and compliance professionals are tasked with



ensuring that their organisations embed these principles across the lifecycle of products and services, from design through deployment.

- **AI and Data Privacy:** The rise of artificial intelligence (AI) and machine learning has introduced new privacy risks, especially around the use of personal data for AI training. Compliance teams must ensure transparency around data usage and address the ethical concerns of AI-related privacy issues, such as bias and informed consent.

### **AI, Automation, and Ethical Risk**

The increased use of AI, robotic process automation (RPA) and machine learning is revolutionising business operations – but also introducing new ethical and compliance risks. Organisations must address these risks to ensure ethical use of technology and avoid regulatory pitfalls.

- **AI Accountability and Bias:** One of the biggest concerns is the unintentional bias that can arise from AI algorithms, leading to discrimination in hiring, lending or customer service decisions. Ethics and compliance teams must work with data scientists and technologists to ensure that AI models are fair, transparent and accountable.

- **Regulatory Scrutiny:** Governments around the world are introducing new laws to regulate AI usage, such as the EU’s Artificial Intelligence Act. Compliance teams must stay ahead of these regulations, ensuring that AI deployment aligns with both ethical standards and legal requirements.

- **Ethics of Automation:** As automation replaces certain job functions, companies are faced with ethical questions around the impact on employment and worker rights. Ethics programmes must address the human impact of these technologies while ensuring compliance with labour laws and fair treatment of employees.

### **Whistleblowing and Internal Reporting Mechanisms**

Protecting whistleblowers and promoting speak-up cultures have become central tenets of modern compliance programs. Laws such as the EU Whistleblower Protection Directive and expanding protections in the U.S. under the Dodd–Frank Act have placed a renewed focus on how organisations handle whistleblower complaints.



- **Whistleblower Protections:** Compliance programs must ensure robust policies that protect whistleblowers from retaliation and foster a culture where employees feel safe reporting unethical or illegal behaviour.
- **Anonymous Reporting Channels:** The effectiveness of internal reporting mechanisms is critical. Providing secure, anonymous channels for reporting is essential for identifying misconduct early and addressing potential compliance risks before they escalate.
- **Encouraging a Speak-Up Culture:** Beyond implementing channels for reporting, ethics and compliance teams need to actively cultivate a speak-up culture, where employees feel empowered and encouraged to raise concerns without fear of reprisal.

### **Human Rights and Supply Chain Due Diligence**

Global supply chains have become a focal point for regulatory scrutiny, particularly around issues such as human rights violations, modern slavery, forced labor and environmental sustainability. Companies are

being held accountable for the practices of their suppliers, making supply chain due diligence a priority.

- **Human Rights Compliance:** Increasingly, regulators and consumers expect companies to conduct thorough due diligence on their supply chains to ensure compliance with human rights standards. Regulations like the UK Modern Slavery Act, the German Supply Chain Due Diligence Act and the EU's CSDDD are driving stricter oversight on these issues.
- **Ethical Sourcing:** Ethics and compliance teams must also ensure that their organisations' supply chains adhere to standards around ethical sourcing of materials and environmental practices, especially in industries such as manufacturing, fashion, and electronics.
- **Third-Party Risk Management:** Conducting regular audits and monitoring third-party relationships has become essential to managing risks related to corruption, fraud or unethical business practices in global supply chains.



## **Corporate Governance and Ethical Leadership**

Corporate governance plays a crucial role in promoting an ethical culture across an organisation. Compliance teams are increasingly involved in governance structures, ensuring that boards of directors and executive leaders take an active role in fostering corporate integrity.

A company's ethical culture is heavily influenced by its leadership. Ethics and compliance officers are working to ensure that executives and board members demonstrate ethical behaviour, accountability, and transparency in decision-making processes.

Furthermore, Boards of directors are expected to take a more active role in ethics and compliance oversight, ensuring that the organisation's values and legal obligations are aligned with its business strategies. This includes creating independent compliance functions and requiring regular reporting on ethical issues.

As part of promoting an ethical corporate culture, organisations are focusing on ethical

decision-making frameworks that guide employees and leaders in resolving dilemmas, particularly in areas like marketing, data usage, and corporate strategy.

## **Anti-Bribery and Anti-Corruption (ABAC)**

Corruption risks remain a significant concern for global companies, especially those operating in high-risk regions. Compliance programs are increasingly focused on strengthening anti-bribery and anti-corruption efforts.

Regulatory bodies, such as the U.S. Department of Justice (DOJ) and the UK Serious Fraud Office (SFO), continue to enforce anti-corruption laws aggressively. Multinational organisations must ensure compliance with regulations like the Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act – and implement strong internal controls to prevent corrupt practices.

It will certainly be interesting to see the impact the new administration will have on future enforcement.



One other key areas of focus in ABAC compliance is third-party due diligence. Businesses must conduct thorough background checks on agents, suppliers, and partners to ensure they are not engaging in corrupt practices, especially in emerging markets.

Many companies are also revisiting their policies on gifts, hospitality and donations to avoid even the appearance of impropriety. Compliance teams are setting clear guidelines on what is acceptable and ensuring that employees adhere to them.

### **U.S.–China Trade Relations**

At the time of writing this guide, Donald Trump was only recently elected as the new US President. One potential outcome is a reignited trade war with China.

Compliance professionals need to be prepared for the possibilities of increased tariffs and the knock-on effect for supply chains, new tariffs or restrictions targeting critical sectors like technology, pharmaceuticals and green energy and a

more aggressive decoupling strategy in key areas such as semiconductors and AI.

This would likely incite retaliation from China in the form of sanctions, trade restrictions or influence over rare earths and key supply chains. Businesses might accelerate “friend-shoring” or diversifying production bases to reduce dependence on China.

Businesses will need to prepare for these events by doing the following:

- **Strengthening Compliance Frameworks:** Implementing due diligence processes to navigate evolving regulations.
- **Diversifying Supply Chains:** Minimise exposure to high-risk regions.
- **Engaging with Policymakers:** Participate in industry groups to stay ahead of regulatory developments.
- **Monitoring Geopolitical Trends:** Understanding the policy priorities of a Trump administration or and other global political shifts, to ensure full preparedness.



# 2.1 HIRING AND SALARY GUIDES

## AMERICAS



# 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*

<b>CAPITAL</b>	Washington
<b>LANGUAGES SPOKEN</b>	English
<b>POPULATION</b>	332 million
<b>PAYROLL</b>	Varies; usually weekly or bi-weekly
<b>CURRENCY</b>	US Dollars (USD)
<b>VAT</b>	Nil



## Hiring Considerations

- 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 non-discrimination. 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. It is deeply ingrained in the American work ethic, with many professionals adopting a “work hard, play hard” approach to their careers.

**“Our most developed ethics & compliance network due to the key regulators located here, the US has always been our largest market with its rapid hiring process and extensive client base across the country. One risk we can see is that compliance professionals in the US might become too focused on domestic issues, overlooking the global challenges of compliance. With the new administration coming in January 2025, it will be interesting to see the repercussions on the DoJ and FCPA enforcement.”**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE USA

TITLE	SALARY RANGE (USD)
Chief Ethics & Compliance Officer	\$225,000- \$400,000
Ethics & Compliance Director	\$180,000 - \$290,000
Ethics & Compliance Counsel	\$122,000- \$190,000
Ethics & Compliance Manager	\$105,000- \$179,000
Ethics & Compliance Analyst/Specialist	\$75,000- \$113,000

# 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 \$2.21 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*

<b>CAPITAL</b>	Ottawa
<b>LANGUAGES SPOKEN</b>	English, French
<b>POPULATION</b>	38.7 million
<b>PAYROLL</b>	Bi - weekly
<b>CURRENCY</b>	Canadian Dollars (CAD)
<b>VAT</b>	5%



## Hiring Considerations

- 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.

*“Our efforts have been primarily concentrated in Toronto, with some activities in Montreal and Vancouver. I’ve consistently received strong referrals and recommendations from my Canadian network. Thanks to our methodology, we’re able to adapt to searches in complex locations and we are seeing a trend of “back to office” working across Canada, especially within the compliance space as relationship building remains key to success within the role; therefore a robust search methodology to find candidates in hard to reach locations remains important.”*

**Jamie Browne**  
Leonid Group

## SALARY GUIDE CANADA

TITLE	SALARY RANGE (CAD)
Chief Ethics & Compliance Officer	\$146,000 - \$275,000
Ethics & Compliance Director	\$120,000 - \$195,000
Ethics & Compliance Counsel	\$95,000 - \$170,000
Ethics & Compliance Manager	\$98,000 - \$168,000
Ethics & Compliance Analyst/Specialist	\$63,000 - \$109,000

# 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*

<b>CAPITAL</b>	Brasília
<b>LANGUAGES SPOKEN</b>	Portuguese
<b>POPULATION</b>	212 million
<b>PAYROLL</b>	Monthly
<b>CURRENCY</b>	Brazilian Real (R\$)
<b>VAT</b>	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.



## Hiring Considerations

- 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 13th-month 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.

**“A crucial centre for our clients’ LATAM operations, where we’ve conducted numerous searches for Regional Ethics & Compliance Officers. These searches can be challenging and time-consuming to find the candidate with the right experience and soft skills. Brazil is not the only option, as we’ve also conducted similar searches in Bogota, Santiago and Buenos Aires.”**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE BRAZIL

TITLE	SALARY RANGE (R\$)
Chief Ethics & Compliance Officer	R\$330,000 – R\$600,000
Ethics & Compliance Director	R\$200,000 – R\$370,000
Ethics & Compliance Counsel	R\$160,100 – R\$220,000
Ethics & Compliance Manager	R\$120,000 – R\$162,200
Ethics & Compliance Analyst/Specialist	R\$90,000 – R\$150,000

# 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.

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*

<b>CAPITAL</b>	Mexico City
<b>LANGUAGES SPOKEN</b>	Spanish
<b>POPULATION</b>	126.7 million
<b>PAYROLL</b>	Monthly or Bi-Monthly
<b>CURRENCY</b>	Mexican Peso (MXN)
<b>VAT</b>	Standard VAT of 16% / 8% reduced at Southern and Northern borders / 0% exports, medicine, milk, wheat, meat and corn and a few agriculture services



## Hiring Considerations

- 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.

***"A vital market for our US clients with significant operations south of the border. It's essential to have an on-the-ground presence to ensure the compliance programme is fully integrated into the Mexican operations. With increasing demand for compliance professionals in Mexico, salaries are on the rise as more companies prefer local hires over handling it from the US."***

**Jamie Browne**  
Leonid Group

## SALARY GUIDE MEXICO

TITLE	SALARY RANGE (MXN)
Chief Ethics & Compliance Officer	944,000 MXN - 1,770,000 MXN
Ethics & Compliance Director	750,000 MXN - 1,305,000 MXN
Ethics & Compliance Counsel	780,000 MXN - 1,000,000 MXN
Ethics & Compliance Manager	400,000 MXN - 845,000 MXN
Ethics & Compliance Analyst/Specialist	230,000 MXN - 450,000 MXN

## **2.2 HIRING AND SALARY GUIDES**

### **EMEA**



# 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*

<b>CAPITAL</b>	London
<b>LANGUAGES SPOKEN</b>	English
<b>POPULATION</b>	67.22 million
<b>PAYROLL</b>	Monthly
<b>CURRENCY</b>	Pound Sterling (GBP)
<b>VAT</b>	20%



## Hiring Considerations

- 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.

**“Brexit has produced unique compliance demands as UK companies navigate both domestic regulations and the EU’s standards. Professionals with expertise in both UK and EU compliance are in high demand. For the UK to remain a key EMEA hub, it must maintain its wider outlook to Europe and further afield, rather than only looking inward. Even though we recruit globally, the UK remains a significant market due to its proximity.”**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE UNITED KINGDOM

TITLE	SALARY RANGE (GBP)
Chief Ethics & Compliance Officer	£150,000 – £200,000
Ethics & Compliance Director	£100,000 – £160,000
Ethics & Compliance Counsel	£80,000 – £130,000
Ethics & Compliance Manager	£60,000 – £95,000
Ethics & Compliance Analyst/Specialist	£45,000 – £60,000

# 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.

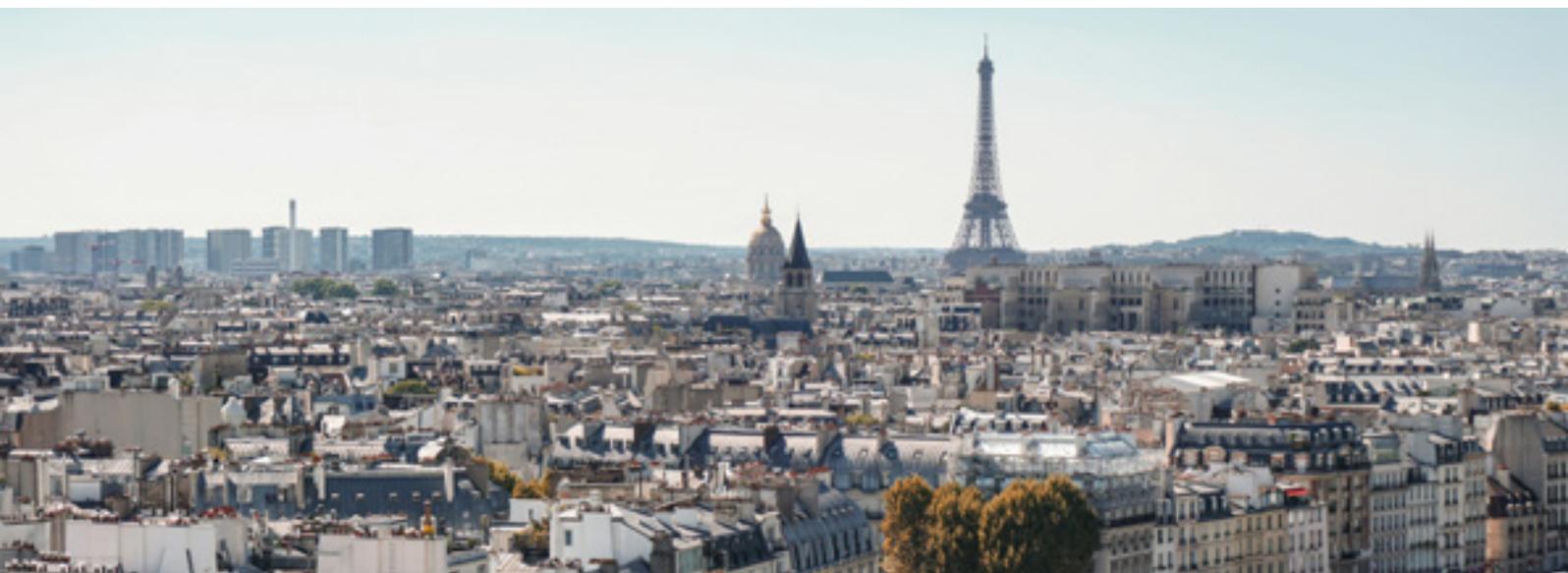
Several industries contribute to the French economy, namely energy, transport, manufacturing, technology, tourism and agriculture.

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*

<b>CAPITAL</b>	Paris
<b>LANGUAGES SPOKEN</b>	French
<b>POPULATION</b>	67.39 million
<b>PAYROLL</b>	Monthly
<b>CURRENCY</b>	Euro
<b>VAT</b>	20%



## Hiring Considerations

- 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 three-month 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

**“Historically, gaining market share in France has been difficult due to local firms’ preference for working with local partners. However, having native French speakers and a French office has significantly boosted our market presence, and I anticipate continued growth this year. This is a market that has often lagged behind some of its immediate neighbours in the breadth of senior compliance hiring but as many multinationals continue to base their corporate operations here, we expect this to grow and the competition for candidates to heat up.”**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE FRANCE

TITLE	SALARY RANGE (EUR)
Chief Ethics & Compliance Officer	€130,000 – €205,000
Ethics & Compliance Director	€110,000 – €170,000
Ethics & Compliance Counsel	€65,000 – €115,000
Ethics & Compliance Manager	€57,000 – €99,000
Ethics & Compliance Analyst/Specialist	€40,000 – €57,000

# 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*

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



## Hiring Considerations

- 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 than 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 has been our second biggest market behind the US, with clients ramping up hiring and relying on us for the challenging ethics & compliance landscape. Candidates are generally less responsive to job ads, requiring proactive outreach to engage their interest. The most difficult searches involve compliance expertise mixed with data analytics and risk knowledge, but we thrive on such challenges. Certain industries have struggled in 2024, such as automotive and chemicals, but we work across industries and others have seen a busy year. My business partner, James Mitchell, and I spent a week in October 2024 driving 1,100km stopping in eight cities to meet as many contacts as we could.”**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE GERMANY

TITLE	SALARY RANGE (EUR)
Chief Ethics & Compliance Officer	€157,000 - €275,000
Ethics & Compliance Director	€103,000 - €185,000
Ethics & Compliance Counsel	€90,000 - €150,000
Ethics & Compliance Manager	€88,000 - €137,000
Ethics & Compliance Analyst/Specialist	€55,000 - €90,000

# 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*

<b>CAPITAL</b>	Bern
<b>LANGUAGES SPOKEN</b>	German, French
<b>POPULATION</b>	8.7 million
<b>PAYROLL</b>	Monthly
<b>CURRENCY</b>	Swiss Franc (CHF)
<b>VAT</b>	8.1%



## Hiring Considerations

- 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.

**“Recruiting in Switzerland is enjoyable due to our strong network and the well-connected ethics & compliance community. We’ve worked across various industries, tailoring our searches to the local Swiss population or those willing to relocate from neighbouring countries like France, Germany, or Italy. We are expecting the Swiss market to remain significant as key regulated industries in the country (notably, Pharmaceuticals, Regulated FMCG and Financial Services) mean a significant pool of Compliance professionals can be found here.”**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE SWITZERLAND

TITLE	SALARY RANGE (CHF)
Chief Ethics & Compliance Officer	CHF 170,000 – CHF 380,000
Ethics & Compliance Director	CHF 140,000 – CHF 220,000
Ethics & Compliance Counsel	CHF 130,000 – CHF 189,000
Ethics & Compliance Manager	CHF 108,000 – CHF 173,000
Ethics & Compliance Analyst/Specialist	CHF 96,000 – CHF 146,000

# 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*

<b>CAPITAL</b>	Amsterdam
<b>LANGUAGES SPOKEN</b>	Dutch, English
<b>POPULATION</b>	17.6 million
<b>PAYROLL</b>	Monthly
<b>CURRENCY</b>	Euro (EUR)
<b>VAT</b>	21%



## Hiring Considerations

- 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. Fixed-term 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.

*“One of the most internationally connected countries in Europe, with a high number of multinational companies and extensive trade networks, creates a strong demand for compliance professionals comfortable working across borders. With Amsterdam as a technology and innovation hub, there is a notable trend towards recruiting compliance professionals with expertise in digital transformation, AI ethics, and emerging tech risks. Roles focused on digital compliance are expanding.”*

**Jamie Browne**  
Leonid Group

## SALARY GUIDE NETHERLANDS

TITLE	SALARY RANGE (EUR)
Chief Ethics & Compliance Officer	€ 125,000 - € 210,000
Ethics & Compliance Director	€ 108,000 - € 178,000
Ethics & Compliance Counsel	€ 75,000 - € 135,000
Ethics & Compliance Manager	€ 68,000 - € 120,000
Ethics & Compliance Analyst/Specialist	€ 40,000 - € 70,000

# 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*

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



## Hiring Considerations

- 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 ethics and compliance hiring market is really driven by the country's strong focus on sustainability, transparency, and doing business responsibly. We're seeing a big demand for people with skills in ESG compliance, data privacy (especially around GDPR), and anti-corruption, as EU regulations continue to tighten. Multinationals in Sweden are looking for compliance professionals who can handle global trade compliance challenges while also aligning with Sweden's sustainability goals. The sweet spot right now is candidates with a mix of legal, compliance, and ESG expertise—it's all about staying ahead of the curve."**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE SWEDEN

TITLE	SALARY RANGE (SEK)
Chief Ethics & Compliance Officer	SEK 1,380,000 – SEK 2,070,000
Ethics & Compliance Director	SEK 1,050,000 – SEK 1,780,000
Ethics & Compliance Counsel	SEK 750,000 – SEK 1,150,000
Ethics & Compliance Manager	SEK 650,000 – SEK 900,000
Ethics & Compliance Analyst/Specialist	SEK 450,000 – SEK 800,000

# 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\$501 billion (AED 1.84 trillion) in 2022.

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 currently \$350 billion worth of active construction in process.

*Ease of doing business ranking = 16*

<b>CAPITAL</b>	Abu Dhabi
<b>LANGUAGES SPOKEN</b>	Arabic, English
<b>POPULATION</b>	9.89 million
<b>PAYROLL</b>	Monthly or Bi-Weekly
<b>CURRENCY</b>	United Arab Emirates Dirham (AED)
<b>VAT</b>	5%

**“Our fourth-largest market in 2023, behind the US, the UK, and Germany, has seen a dip in recruitment in 2024. Recruiting in the UAE requires patience and persistence to find candidates with the best hands-on compliance experience. It will be interesting to see the recruitment activity in 2025 in response to Saudi’s push to get companies to relocate operations to the country. I’ve always enjoyed recruiting here.”**

**Jamie Browne**



## Hiring Considerations

- 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 ex-pats 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	SALARY RANGE (AED)
Chief Ethics & Compliance Officer	650,000 AED – 1,100,000 AED
Ethics & Compliance Director	450,000 AED – 750,000 AED
Ethics & Compliance Counsel	350,000 AED – 650,000 AED
Ethics & Compliance Manager	200,000 AED – 400,000 AED
Ethics & Compliance Analyst/Specialist	140,000 AED – 240,000 AED

# 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

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's Vision 2030 aims to diversify the economy away from oil, attracting foreign investment and building a global economic hub. As part of this, the country has implemented significant regulatory reforms, including new compliance frameworks. Saudi Arabia is looking to attract talent that can foster transparency and improve corporate governance. As the compliance market here continues to develop, we're expecting to see more competition for candidates and businesses will need to run very efficient recruitment processes to attract this talent.”**

**Jamie Browne**  
Leonid Group

<b>CAPITAL</b>	Riyadh
<b>LANGUAGES SPOKEN</b>	Arabic
<b>POPULATION</b>	35.34 million
<b>PAYROLL</b>	Monthly/Weekly
<b>CURRENCY</b>	Saudi Riyal
<b>VAT</b>	15%



## Hiring Considerations

- 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)
Chief Ethics & Compliance Officer	SAR 590,000 – 990,000
Ethics & Compliance Director	SAR 410,000 – 690,000
Ethics & Compliance Counsel	SAR 300,000 – 480,000
Ethics & Compliance Manager	SAR 175,000 – 375,000
Ethics & Compliance Analyst/Specialist	SAR 110,000 – 200,000

## **2.3 HIRING AND SALARY GUIDES**

### **ASIA – PACIFIC**



# 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*

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



## Hiring Considerations

- 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.
- ‘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!

## Cultural Considerations

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

**“In China, the ethics and compliance recruitment landscape is growing quickly, shaped by the country’s evolving regulatory environment, increased focus on corporate governance, and its unique business culture. The government’s anti-corruption campaign remains strong, with a high emphasis on transparency and ethical governance. This has led to a demand for compliance professionals experienced in anti-bribery and corruption (ABC) programmes. Language skills, cultural awareness, and relationships with local regulators are increasingly prioritised in hiring, as companies seek professionals who can navigate China’s regional regulatory variances and manage relationships with local authorities.”**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE CHINA

TITLE	SALARY RANGE (¥)
Chief Ethics & Compliance Officer	¥815,000 – ¥1,260,000
Ethics & Compliance Director	¥500,000 – ¥850,000
Ethics & Compliance Counsel	¥400,000 – ¥650,000
Ethics & Compliance Manager	¥250,000 – ¥450,000
Ethics & Compliance Analyst/Specialist	¥150,000 – ¥300,000

# 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*

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



## Hiring Considerations

- 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. Employees are expected to work well in teams and contribute to collective goals. Communication tends to be polite, indirect and harmonious, with an emphasis on maintaining positive relationships.

**“A consistently busy market over the years, with clients preferring their APAC Ethics & Compliance Officers to be based here. Finding candidates with experience across Asia Pacific countries and understanding regional differences is crucial, along with global market exposure.”**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE SINGAPORE

TITLE	SALARY RANGE (SGD)
Chief Ethics & Compliance Officer	S\$220,000 - S\$350,000
Ethics & Compliance Director	S\$160,000 - S\$280,000
Ethics & Compliance Counsel	S\$120,000 - S\$175,000
Ethics & Compliance Manager	S\$105,000 - S\$175,000
Ethics & Compliance Analyst/Specialist	S\$75,000 - S\$128,000

# 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*

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

**“Recruiting in Japan can be tough as building momentum at the start of a search takes time, relying on recommendations and word-of-mouth, as candidates don’t respond well to cold outreach. Partnering with a specialist search firm is essential due to the low LinkedIn presence in Japan. Our trusted network continues to recommend us.”**

**Jamie Browne**  
Leonid Group



## Hiring Considerations

- 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 system that rewards behaviour demonstrating identification with the team effort for example, by singing the company song, not taking all of one's vacation days, and sharing credit for accomplishments with the team.
- Non-verbal communication, such as facial expressions and body language, is heavily relied upon in Japanese workplaces.

## SALARY GUIDE JAPAN

TITLE	SALARY RANGE (AUD)
Chief Ethics & Compliance Officer	¥24,500,000 - ¥31,500,000
Ethics & Compliance Director	¥16,000,000 - ¥25,000,000
Ethics & Compliance Counsel	¥12,500,000 - ¥17,000,000
Ethics & Compliance Manager	¥8,500,000 - ¥12,000,000
Ethics & Compliance Analyst/Specialist	¥6,500,000 - ¥9,500,000

# AUSTRALIA

**Australia has a highly educated, skilled and English-speaking population and an open economy that ranks 12th in the world by GDP, with strong trade links. It is also strategically placed in its proximity to the Asia Pacific region. It attracts strong foreign investment and many ex-patriate workers.**

Australia experienced an unprecedented job boom in the aftermath of the pandemic, most notably within the healthcare & social assistance sector. This demand is driven by Australia's ageing population, which will continue underpin job creation for the foreseeable future. Other major growth areas are professional services and construction and mining continues to be one of the biggest industries.

Australia offers a high quality of life, but the cost of living is relatively steep and at the time of writing, the country is experiencing one of the toughest 'cost of living crises' in the Western world

Australia has also recently expanded its skilled migration policy as there are skill shortages in a number of areas, particularly within IT disciplines.

*Ease of doing business ranking = 14*

<b>CAPITAL</b>	Canberra
<b>LANGUAGES SPOKEN</b>	English
<b>POPULATION</b>	27.1 million
<b>PAYROLL</b>	Monthly/bi-monthly
<b>CURRENCY</b>	Australian dollar (AUD)
<b>VAT</b>	10%



## Hiring Considerations

- Superannuation, also referred to as ‘Super’, is a retirement pension benefits fund which is mandatory for all employees in Australia. As of 2024, employers contribute 11.5% of an employee’s ordinary time earnings. It will rise by 0.5% again in 2025.
- The amount of income tax paid by employees depends on earnings. The first AUD\$18,200 is exempt from tax.
- Medicare is a national insurance scheme that provides free or subsidised healthcare for Australians. The Medicare levy consists of 2% of an Australian resident’s taxable income and must be paid in addition to their personal income tax.
- There are eight states in Australia and there are some variations in the terms of local employment laws.

## Cultural Considerations

- Work-life balance is highly valued and so most workplaces offer flexible working patterns to fit around family and other commitments
- Workplace dress is usually smart casual or fully casual, depending on the industry/size of the business.
- Equality, inclusion and diversity underscore working life in Australia, so workplace hierarchies are typically very flat.
- Australian working life is friendly and sociable.

**“Australia’s Foreign Bribery and Corruption Act and related regulations place a high emphasis on ethical business practices, particularly for companies with international operations. Compliance professionals with expertise in ABC policies, internal investigations, and whistleblower protections are in high demand. Australia also remains a hub for many Compliance teams covering the wider APAC market and specialist proactive searching is therefore normally required to identify and attract the best multi-jurisdictional talent.”**

**Jamie Browne**  
Leonid Group

## SALARY GUIDE AUSTRALIA

TITLE	SALARY RANGE (AUD)
Chief Ethics & Compliance Officer	\$200,000 – \$360,000
Ethics & Compliance Director	\$125,000 – \$223,000
Ethics & Compliance Counsel	\$145,000 – \$200,000
Ethics & Compliance Manager	\$108,000 – \$160,000
Ethics & Compliance Analyst/Specialist	\$80,000 – \$110,000



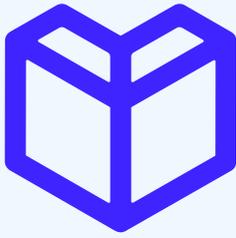
## 03.

# CONCLUSION

The ethics and compliance landscape in 2024 was shaped by regulatory changes, technological advancements and increasing stakeholder expectations around corporate behaviour. We expect 2025 to be broadly similar, with additional new laws on the horizon in a number of specific areas, including AI, data privacy and human rights.

As such, organisations must remain agile and proactive in their approach to compliance. From a recruitment perspective, it's therefore unsurprising that we're seeing more of a shift towards finding the right personality, above technical skills. Resilience and adaptability are particularly sought-after attributes right now in the dynamic and fast-paced world of ethics and compliance.





# leonid

## CONTACT

**Leonid is a leading, international recruiter in ethics and 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:

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