

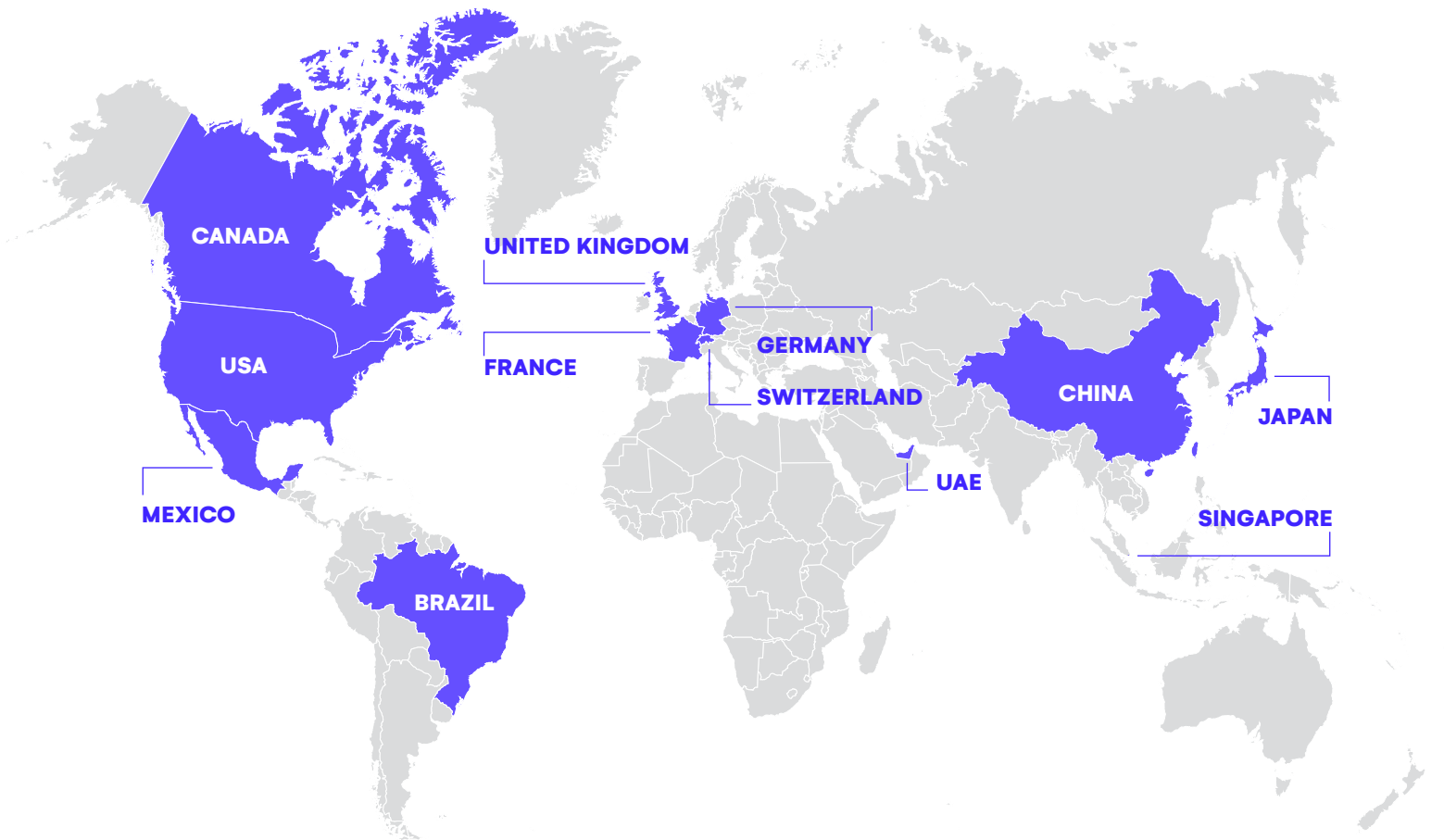
GLOBAL HIRING GUIDE: **TRADE COMPLIANCE**

Salary data and hiring considerations, country by country



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01.

INTRODUCTION:

A GLOBAL TRADE OVERVIEW

Global trade has experienced an almost constant state of instability and uncertainty in recent years, as international conflicts grind on and supply chains continue to be disrupted. As such, global trade compliance professionals have become experts at developing contingency plans and workarounds to keep supply chains running smoothly.

Russia's war in Ukraine has had a devastating impact on the world and supply chains continue to be deeply affected. Wildly fluctuating fuel costs and availability have wreaked havoc on the manufacturing and transportation sectors, particularly in Europe, where once-stable natural gas supplies from Russia are now inconsistent at best. This has even led to shortages of the most staple of items, such as flour and cooking oil.

Meanwhile, most of the developed world is faced with raised inflation, while tighter monetary policies are making it more expensive for companies to borrow, driving up costs.

Sanctions, tariffs & regulations

Retaliatory tariffs between the U.S., China, and Europe are a continual challenge, and sanctions — which include import/export limitations, tax increases, trade-status denials, port closures, financial restrictions and other punitive actions — also continue to hamper global trade compliance.

Keeping up with the latest tariffs, regulatory changes, and new customs systems being implemented – as governments around the world digitalise their import/export processes – is no easy task for global trade compliance professionals.



The contentious trade relationship between the U.S. and China continues to impact trade routes around the world as companies respond to various tariffs and sanctions, sometimes by creating supply chains that circumvent China altogether.

The US has imposed a new set of export controls on advanced computer-chip hardware, with the aim of slowing China's dominance in the domain of artificial intelligence. In March 2023, Japan and the Netherlands also adopted export controls on semiconductor manufacturing equipment to slow China's manufacturing of its own semiconductor chips. In response, China blocked all corporate mergers with U.S. semiconductor companies, banned the use of Micron chips in its infrastructure sector and instituted new export license requirements on several minerals critical to semiconductor manufacturing. The mere fact that China is willing to take such retaliation could well signify further export restrictions in the future. Indeed, even though China is one of the world's largest suppliers of rare-earth minerals, its unpredictability has automobile and electronics manufacturers around the world withdrawing their supply chains from the country.

The Trade Compliance Recruitment Market

Given the current geopolitical climate, Trade Compliance as a function has needed to become more visible in an organisation and, as such, there has been a shift as companies create dedicated Trade Compliance teams that sit more frequently within Legal & Compliance as opposed to Supply Chain/ Logistics or Finance, as was historically the case.

Salaries are on the rise, due to both the increased pressures of the job and the high competition for top talent, but there is still a degree of variation between geographies, regions and industry verticals.

US roles are, on average, being compensated 45% higher than equivalent roles in EMEA & APAC.





02.

REGIONAL & COUNTRY GUIDES

2.1 AMERICAS

USMCA Impact

The United States–Mexico–Canada Agreement (USMCA) has continued to deliver positive outcomes for employees and broader group of society across the Americas. Trade and investment have expanded across the region, and cooperation among officials, industry, and civil society has strengthened and deepened. USMCA has underpinned the economic relationship and is increasingly a key element of broader geostrategic competition with China.

Intra-regional investment has also grown, with the U.S. being the largest destination for Mexican and Canadian investment, and Mexico and Canada receiving 11% of U.S. foreign direct investment (FDI). This positive trend is benefiting all countries in North America, just as capital investment into the region grew 134% since the implementation of USMCA and reached \$219 billion. These encouraging figures are expected to continue growing in the coming years, driven by new investments in resilient supply chains, EVs, semiconductors, infrastructure, and other emerging technologies.

In Mexico, progress is rapid. The combination of geopolitical events and technological advancements has spurred led ongoing growth in nearshoring and foreign direct investment into Mexico. Nearshoring in Mexico is likely to continue to evolve going forward, in part due to the country's geographical and logistical advantages.

Political Uncertainty

There are pockets of political uncertainty for which outcomes are hard to predict. For example, the election of Javier Milei as the new Argentine leader is seen by many as a potential threat to democracy and the consequences could have a knock-on effect for the whole Americas region.

The November 2024 US election race is shaping up to be one of the most curious and consequential in recent US history. Voters may be keen to avoid a Trump–Biden rematch, but with no other candidate garnering enough clear support at this point, it almost feels inevitable.

Under either administration, the regulatory patchwork between Republican and Democratic states will be sharpened. Republican-controlled states would push back on Biden on various regulatory and climate policies, while Democrat-controlled states would aim to retain and strengthen Biden's climate agenda under Trump. This trend has grown in recent years as rising political polarisation drives one-party control over more state governments. Companies will increasingly need to navigate diverging state and federal regulatory agendas.

More red tape

New import processes introduced by the DUIMP, or Single Import Declaration (SDI), still impact roughly 40% of Latin American companies. The measures DUIMP introduced are intended to create a simpler, faster, more transparent import/export process, but new modules such as the Catalog of Products, a universal database of all items shipped in and out of Brazil, require companies to provide detailed descriptions and other data of all goods they ship — which means more paperwork, and more challenges for trade compliance professionals.

Data Privacy

In 2023, a proliferation of comprehensive state-specific data privacy laws were enacted in several jurisdictions. Although many of the laws are similar, businesses must continue to assess them individually — accounting for the nuances in their compliance obligations.

In 2024, we will likely see additional states enact similar laws and as regulating authorities continue to develop, enforcement actions and settlements are highly probable. As such, businesses must continue to allocate adequate resources and make complying with data privacy laws a priority.

In addition, Artificial Intelligence has seen a huge expansion in terms of technology, adoption, proposed regulation and enforcement. In 2024, AI policies and regulation are likely to expand further, particularly at the state level.



USA

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

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

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

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

Ease of doing business ranking = 6

| | |
|-------------------------|-------------------------------------|
| CAPITAL | Washington |
| LANGUAGES SPOKEN | English |
| POPULATION | 332 million |
| PAYROLL | Varies; usually weekly or bi-weekly |
| CURRENCY | US Dollars (USD) |
| VAT | 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.

“I have always enjoyed the quick nature of hiring in the US and working with clients from coast to coast. Cumulatively over the years, it has been our biggest market and I don’t expect that to change. The risk of US-based trade compliance professionals is their focus becomes too US-centric — there is a whole world out there of potential trade compliance issues!”

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE USA

| TITLE | SALARY RANGE (USD) |
|---|-----------------------|
| Trade Compliance Analyst/Specialist | \$70,000 — \$90,000 |
| Trade Compliance Manager | \$120,000 – \$200,000 |
| Trade Compliance Director/Regional Head | \$200,000 – \$320,000 |
| Head of Trade Compliance | \$250,000 – \$400,000 |

CANADA

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

Canada's economy is also one of the most resilient in the world, with a GDP of \$1.98 trillion in 2023.

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

Ease of doing business ranking = 23

| | |
|-------------------------|------------------------|
| CAPITAL | Ottawa |
| LANGUAGES SPOKEN | English, French |
| POPULATION | 38.7 million |
| PAYROLL | Bi - weekly |
| CURRENCY | Canadian Dollars (CAD) |
| VAT | 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.

“We have predominantly focused on Toronto over the years, with some work in Montreal and Vancouver. I’ve always found a willingness with those in my network in Canada to recommend others to me and point people in my direction, which is always appreciated!”

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE CANADA

| TITLE | SALARY RANGE (CAD) |
|---|-----------------------|
| Trade Compliance Analyst/Specialist | \$55,000 – \$70,000 |
| Trade Compliance Manager | \$100,000 – \$150,000 |
| Trade Compliance Director/Regional Head | \$130,000 – \$150,000 |
| Head of Trade Compliance | \$150,000 – \$300,000 |

BRAZIL

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

Ease of doing business ranking = 124

| | |
|-------------------------|---|
| CAPITAL | Brasília |
| LANGUAGES SPOKEN | Portuguese |
| POPULATION | 212 million |
| PAYROLL | Monthly |
| CURRENCY | Brazilian Real (R\$) |
| VAT | VAT on Sales and Services are PIS/COFINS — at 9.25%, & Municipal Service Tax (ISS) with rates varying from 2 to 5% depending on the Municipality in which the company is located. |



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.

“Brazil is a major hub for our clients’ LATAM headquarters and we have completed many searches for Regional Trade Compliance Managers here. The searches can be challenging because our clients typically want specific industry or company experience in a candidate — but we relish the challenge! It’s worth noting that Brazil isn’t the only option for a LATAM HQ; we have run similar searches in Bogota, Santiago, and Buenos Aires.”

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE BRAZIL

| TITLE | SALARY RANGE (R\$) |
|---|--------------------|
| Trade Compliance Analyst/Specialist | 87,800 – 138,600 |
| Trade Compliance Manager | 161,100 – 220,500 |
| Trade Compliance Director/Regional Head | 200,200 – 370,000 |
| Head of Trade Compliance | 345,100 – 520,200 |

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

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



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.

"Mexico is an essential market for our US clients that import materials and parts across the US-Mexico border. Having on-the-ground presence is imperative to make sure the trade compliance programme is truly embedded into the business in Mexico. We are seeing rising trade compliance salaries in Mexico as more companies look to hire in the country, as opposed to handling it from the US."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE MEXICO

| TITLE | SALARY RANGE (MXN) |
|---|-----------------------|
| Trade Compliance Analyst/Specialist | 600,000 – 900,000 |
| Trade Compliance Manager | 800,000 – 1,000,000 |
| Trade Compliance Director/Regional Head | 900,000 – 1,200,000 |
| Head of Trade Compliance | 1,100,000 – 1,500,000 |



2.2 EMEA

We expect to see a big focus on ESG and new legislation across Europe, as we progress through 2024.

A wave of new regulations and directives in international trade and customs are set to take effect, including the EU Emissions Trading System (ETS) directive, which sets an annual absolute limit on emissions of certain greenhouse gases (GHG) and requires the purchase of allowances for emissions. The directive was introduced in the start of a phased approach, on 1 January 2024. EU member states have also entered a transitional period of the Carbon Border Adjustment Mechanism (CBAM), which requires quarterly reporting of emissions, as of 31 January 2024.

United Kingdom

The UK regulators are trying to make their mark in the wake of the UK departing the European Union. Exports and imports are down, but it is widely expected that activity will pick up once again, when the situation has settled.

The first phase of the Border Target Operating Model (BTOM), came into effect on 31 January 2024. Any business involved in the import/export of goods will now need to check the risk levels of their commodities, to ensure they are prepared for upcoming changes in the border process.

In December 2023, the UK government announced the creation of a new Office of Trade Sanctions Implementation (OTSI), which will be responsible for the enforcement of trade sanctions.

OSTI will also help businesses comply with sanctions, investigate potential breaches, issue civil penalties, and refer cases to HM Revenue and Customs (HMRC) for criminal enforcement where necessary.

Just as in the US, a general election is looming in the UK and at this point, the chances of a change in government are high. It is not yet clear what the implications might be for the corporate governance world.

Human Rights Due Diligence is in the spotlight

Human Rights Legislation in the form of LSkG in Germany has initiated a wave of change — and there is more to come across Europe, with the Corporate Sustainability Due Diligence Directive (CS3D) currently making its way through European Parliament. This will result in the mandatory appointment of a Human Rights Officer for all large businesses, as of 2026. As such, the recruitment market for Human Rights professionals is likely to become increasingly competitive, as demand for qualified professionals outstrips supply.

You can download Leonid's comprehensive overview of the human rights recruitment market [here](#).

From Russia to Dubai

With more and more companies exiting Russia, the global risk profile is shifting and the Middle East is rising in importance. Companies are investing in their MEA offices and strengthening their corporate governance teams in the region. With its favourable employment climate, a robust regulatory framework and a geographically strategic location, the likes of Dubai and Abu Dhabi have been focal points in the world of compliance recruitment over the past few months and we expect this to continue for the foreseeable future.



UNITED KINGDOM

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

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

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

Ease of doing business ranking = 8

| | |
|-------------------------|----------------------|
| CAPITAL | London |
| LANGUAGES SPOKEN | English |
| POPULATION | 67.22 million |
| PAYROLL | Monthly |
| CURRENCY | Pound Sterling (GBP) |
| VAT | 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.

“I had my concerns that UK trade compliance professionals were getting so bogged down by the consequences of Brexit and trying to keep up with the impact of the EU–UK negotiations that they risked neglecting the broader EMEA trade compliance challenges. For the UK to remain a major EMEA hub for global companies, maintaining a broader horizon was imperative. The UK will always be a major market for us.”

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE UNITED KINGDOM

| TITLE | SALARY RANGE (GBP_ |
|---|---------------------|
| Trade Compliance Analyst/Specialist | £45,000 – £60,000 |
| Trade Compliance Manager | £60,000 – £90,000 |
| Trade Compliance Director/Regional Head | £100,000 – £140,000 |
| Head of Trade Compliance | £140,000+ |

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 2023, the national unemployment rate stands at 7.2%, outperforming the average rate in the European Union.

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

Ease of doing business ranking = 32

| | |
|-------------------------|---------------|
| CAPITAL | Paris |
| LANGUAGES SPOKEN | French |
| POPULATION | 67.39 million |
| PAYROLL | Monthly |
| CURRENCY | Euro |
| VAT | 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

“France has previously been a challenging market for us to gain market share as French companies often prefer to deal with local firms, but since we established a French base with native French speakers, it has been a big market for us. I expect to see continued growth in France over this year.”

Jamie Browne

Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE FRANCE

| TITLE | SALARY RANGE (EUR) |
|---|---------------------|
| Trade Compliance Analyst/Specialist | €55,000 — €65,000 |
| Trade Compliance Manager | €75,000 — €100,000 |
| Trade Compliance Director/Regional Head | €120,000 — €180,000 |
| Head of Trade Compliance | €160,000 — €300,000 |

GERMANY

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

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

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

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

Ease of doing business ranking = 22

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



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 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 2023, Germany was our busiest market by far. Our clients ramped up hiring in the country and came to us as they know it can be an extremely challenging market for trade compliance. Generally, candidates are less responsive to job adverts and therefore it requires a real investment of time to proactively reach out to candidates and pique their interest. The most difficult searches in Germany are those that require customs compliance expertise, as opposed to export controls, but we always love a challenge!”

Jamie Browne

Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE GERMANY

| TITLE | SALARY RANGE (EUR) |
|---|---------------------|
| Trade Compliance Analyst/Specialist | €55,000 – €70,000 |
| Trade Compliance Manager | €75,000 – €105,000 |
| Trade Compliance Director/Regional Head | €120,000 – €190,000 |
| Head of Trade Compliance | €160,000 – €300,000 |

SWITZERLAND

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

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

Ease of doing business ranking = 36

| | |
|-------------------------|-------------------|
| CAPITAL | Bern |
| LANGUAGES SPOKEN | German, French |
| POPULATION | 8.7 million |
| PAYROLL | Monthly |
| CURRENCY | Swiss Franc (CHF) |
| VAT | 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.

"I've always enjoyed recruiting in Switzerland as we have a strong network of people across the country and the trade compliance community is well-connected and willing to recommend us. From pharma to chemicals, and energy to apparel, we have worked across a range of industries and will tailor our searches either to the local Swiss population or those willing to relocate from other locations, such as France, Germany, or Italy."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE SWITZERLAND

| TITLE | SALARY RANGE (CHF) |
|---|--------------------|
| Trade Compliance Analyst/Specialist | 90,000 — 120,000 |
| Trade Compliance Manager | 130,000 — 150,000 |
| Trade Compliance Director/Regional Head | 150,000 — 230,000 |
| Head of Trade Compliance | 230,000+ |

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.

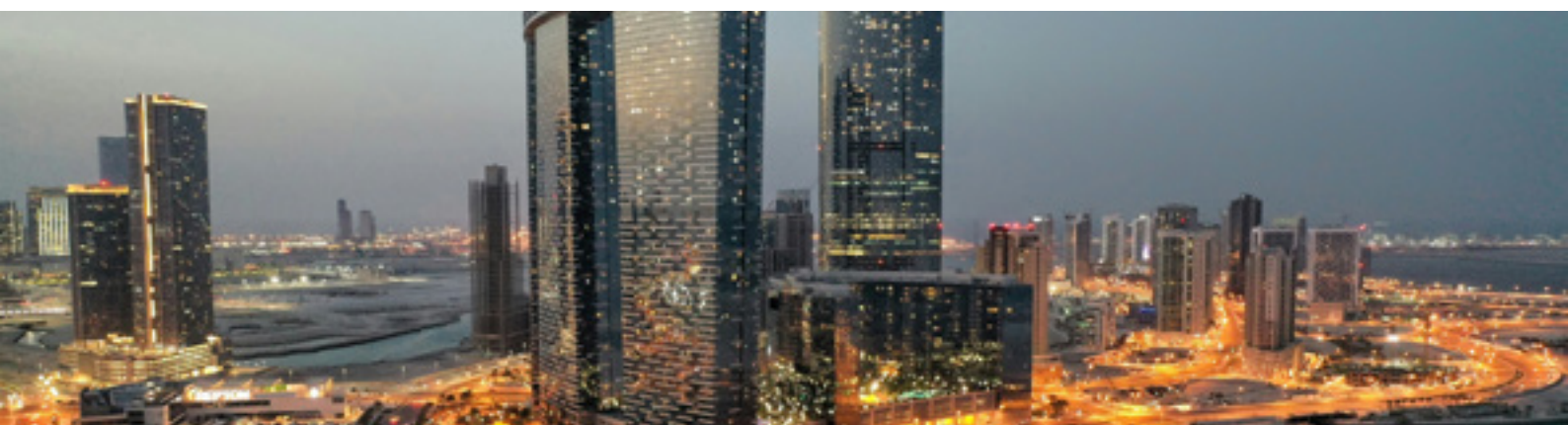
The economy in the UAE relies on revenue from the natural gas and petroleum industries. One of its bigger non-oil revenue sources is tourism, and the UAE's thriving services sector is contributing to the diversification of the economy. Across the nation, there is currently \$350 billion worth of active construction in process.

Ease of doing business ranking = 16

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

"In 2023, UAE was our 4th biggest market behind our big three of the US, the UK, and Germany and it is where we are seeing our fastest growth. A search in the UAE requires patience and persistence to filter through the potential pool of candidates to find those with the best hands-on compliance experience. It is a country I really enjoy recruiting in and want to focus on it even more this year. James Mitchell, Leonid's founder, plans to travel there in March to catch up with some of our clients."

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group



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

SALARY GUIDE UAE

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



2.3 ASIA–PACIFIC

As the regulatory landscape tightens on a global level, companies in Asia Pacific have doubled down on viewing trade compliance as an essential foundation for business success. Countries such as Singapore, Japan, Korea, New Zealand and Malaysia are leading the effort.

International businesses continue to move their supply chains away from China, instead looking to emerging markets such as Vietnam, Thailand, Cambodia, or Malaysia, to mitigate their levels of risk.

This, combined with the withdrawal of foreign financial investment is having a significant impact. International businesses are increasingly concerned about China's deteriorating investment environment, as well as the country's poor record on ethics and workers' rights.

China has insisted on issuing its own export controls and sanctions. Indeed, its rules and regulations are now so complex, that many firms now employ a China-specific compliance specialist, rather than someone with a broader, Asia-Pacific focus.

In spite of the waning interest from foreign investors, several industries show high growth potential in China including aviation, healthcare, renewable energy, and high-end manufacturing. Companies like Airbus, Volkswagen and FUCHS have recently committed innovation resources to China.

Naturally, governments in emerging markets welcome their additional investments from those exiting China with open arms. Maintaining investor confidence, however, is key – and companies need to demonstrate to multinational corporations that they have appropriate internal measures in place to ensure trade compliance. As such, we expect to see demand for trade compliance professionals with expertise in the Asian markets to increase steadily throughout 2024.

CHINA

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

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

Ease of doing business ranking = 32

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



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.

“More of our clients are realising the need to have trade compliance professionals on-the-ground in China. However, it is also becoming more and more challenging to recruit, especially with LinkedIn not operating in the market. We rely heavily on word-of-mouth and recommendations to recruit for our clients in China”

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE CHINA

| TITLE | SALARY RANGE (RMB) |
|---|---------------------|
| Trade Compliance Analyst/Specialist | ¥135,000 – ¥211,500 |
| Trade Compliance Manager | ¥210,200 – ¥290,000 |
| Trade Compliance Director/Regional Head | ¥243,000 – ¥467,100 |
| Head of Trade Compliance | ¥501,869 – ¥941,100 |

SINGAPORE

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

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

Ease of doing business ranking = 2

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



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.

“Singapore has always been a busy market for me over the years, as clients typically want their APAC Trade Compliance Officers to be based from there. It's important to find those candidates that have experience across the range of countries in Asia Pacific, who understand the legal, regulatory, and cultural differences across the region, whilst having exposure to the broader global markets too”.

Jamie Browne
Managing Director
& Trade Compliance Specialist
Leonid Group

SALARY GUIDE SINGAPORE

| TITLE | SALARY RANGE (SGD) |
|---|-------------------------|
| Trade Compliance Analyst/Specialist | S\$51,600 – S\$96,000 |
| Trade Compliance Manager | S\$66,000 – S\$148,000 |
| Trade Compliance Director/Regional Head | S\$135,500 – S\$250,900 |
| Head of Trade Compliance | S\$175,513 – S\$350,189 |

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

“This can be a really challenging place to recruit, but we are proud to hold a 100% success rate in Japan for searches that we have taken on. It takes a bit longer to build momentum at the start of the search, as you can only really build your network through recommendations and word-of-mouth — candidates don’t appreciate a cold outreach from a company that they don’t know. However, I would strongly recommend companies partnering with a specialist search firm in Japan as you cannot expect a significant response to an online job advert; LinkedIn doesn’t have a significant presence in Japan (only around 3% of the adult population is on LinkedIn, whereas they have close to 200m users in the US). Luckily, our network trusts us and is happy to recommend us!”

Jamie Browne

Managing Director
& Trade Compliance Specialist
Leonid Group

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



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



03.

CONCLUSION

Due to the current geo-political climate, many of the issues facing corporate governance professionals in 2024 are likely to be similar to those encountered in 2023. However, companies have had more time to adapt and therefore become more adept at managing their challenges. The Russian war in Ukraine, ongoing trade tensions between the U.S. and China, retaliatory tariffs — all continue to affect supplies of energy, grain, and other commodities. Now, however, companies have had time to plan alternative sourcing strategies to minimise the impact of these challenges. The forces that continue to frustrate corporate governance professionals are mainly ones that cannot be controlled, such as global inflation, natural disasters and rising transportation costs.

Ever-changing rules, regulations, and government trade systems across the world represent additional challenges; however, there has been significant investment in technological solutions that can help manage the increasingly intertwined relationship between companies and governments.

The trend toward more extensive ESG reporting and disclosure requirements is also affecting professionals worldwide, largely because concerns about carbon emissions, materials recycling, and human rights violations are directly connected to the supply chain.

However, ESG reporting itself is intimately connected with a company's values, ethics, and reputation, all of which corporate leaders are keenly interested in preserving.

Finally, the talent and skills gap in global trade compliance is still very much in evidence as companies scramble to recruit people with the rare combination of global trade expertise and technical training necessary to excel in these modern corporate governance roles.



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

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

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