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GLOBAL HIRING GUIDE 2026: ETHICS & COMPLIANCE

Salary data and hiring considerations, country by country



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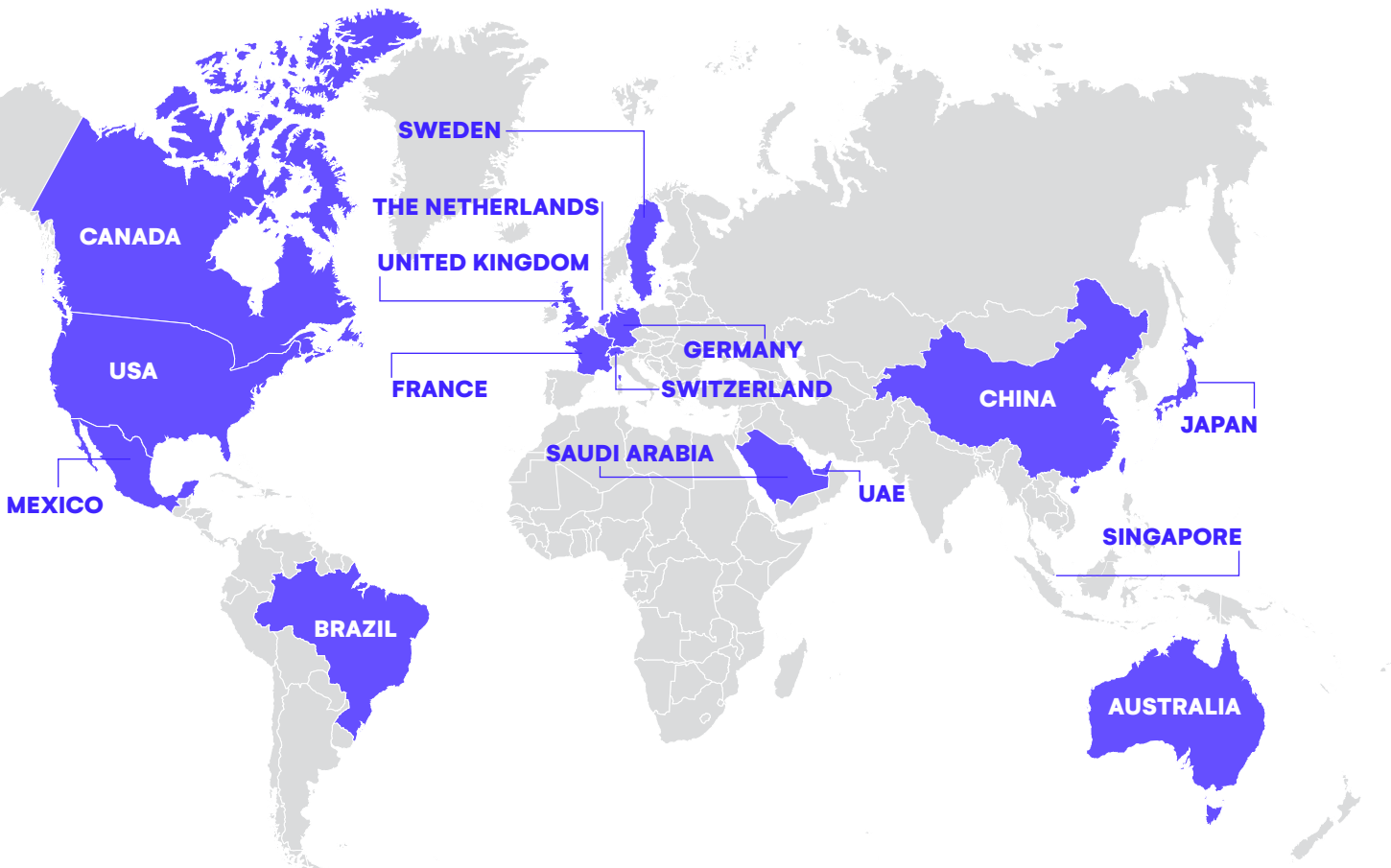
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01.

INTRODUCTION

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

The ethics and compliance landscape has been continually shifting in recent years: constant regulatory change, rapid technological disruption, heightened enforcement activity and increased scrutiny from employees, consumers and investors. We expect 'more of the same' in 2026. Organisations are navigating a world where geopolitical tensions, supply chain pressures, accelerating AI adoption and evolving societal expectations all converge to shape compliance priorities.

Despite this volatility, one trend in hiring has remained consistent: employers are prioritising resilience, adaptability and sound judgement above purely technical expertise. While technical skills can be trained, the capacity to navigate ambiguity, manage complex stakeholder expectations and respond effectively to emerging risks has become essential.

In this guide, we take a closer look at the issues shaping the ethics and compliance profession in 2026: from AI governance and

ESG scrutiny, to global privacy changes and culture risk. We then explore hiring conditions across key regions and the salary trends influencing today's recruitment market.

Current challenges and talking points

Environmental, Social, and Governance (ESG) and Compliance

In 2026, ESG continues to evolve under intense regulatory and political scrutiny. Rather than retreating, ESG obligations have become more complex and more closely integrated with compliance programmes.

- **Greenwashing and Compliance:** Regulators across the EU, UK and US are issuing clearer rules and stiffer penalties for misleading sustainability claims. Ethics and compliance teams must now implement robust controls over ESG disclosures and ensure marketing statements align with verifiable data.
- **Diversity, Equity, and Inclusion (DEI) in ESG:** DEI remains a core component of the "S" in ESG, but companies are having to navigate



increasingly polarised political environments while still meeting stakeholder expectations for inclusive workplaces. Compliance teams must balance local legal constraints with global values and ethics commitments.

- **Regulatory and Reporting Obligations:** The EU's Corporate Sustainability Reporting Directive (CSRD) is now fully underway, with many companies facing their first reporting cycles. This is setting a new global benchmark, prompting non EU multinationals to upgrade controls, assurance processes and data governance around ESG metrics.

Data Privacy and Protection

Data privacy has entered a new era of global complexity. 2026 is marked by expanding legislation, stricter enforcement and new requirements linked to AI regulation.

- **Fragmentation accelerates:** With updated state-level privacy laws across the US, strengthened APAC regulations, and the EU moving forward with the Digital Services Act (DSA), companies must manage increasingly divergent compliance frameworks.

- **Privacy by Design becomes mandatory:** Regulators expect organisations to build privacy considerations directly into product development and internal systems. Ethics and compliance teams play a more active role in enforcing these principles across business units.

- **AI training data scrutiny increases:** The rise of generative AI has brought new risks related to how data is sourced, stored and processed. Compliance teams must ensure transparency and fairness in AI systems, manage consent obligations, and mitigate algorithmic risk.

AI, Automation, and Ethical Risk

The global rollout of AI systems – from automated decision making to enterprise wide productivity tools – has shifted AI governance from an emerging topic to a board-level priority.

- **Compliance meets AI regulation:** With the EU AI Act entering phased implementation and other jurisdictions drafting parallel legislation, organisations must demonstrate control over high risk and generative AI systems.
- **Algorithmic accountability:** Bias, fairness and explainability remain central concerns.



Compliance teams are increasingly collaborating with technology, risk and legal teams to create frameworks for ethical AI deployment.

- **Workforce impact & ethical automation:** Automation continues to reshape workforce structures, raising ethical questions around redeployment, transparency and employee trust: all areas where compliance plays a stewardship role.

Whistleblowing and Internal Reporting Mechanisms

Speak up culture is now a regulatory expectation and a competitive differentiator.

- **Global whistleblowing regimes expand:** With enforcement of the EU Whistleblower Protection Directive strengthening and the US bolstering incentives and protections, companies must ensure consistent, confidential and well governed reporting systems.
- **Quality of investigations matters:** Regulators are increasingly assessing not just whether companies have reporting channels, but how effectively they investigate, escalate and remediate concerns.
- **Culture as a compliance risk:** Toxic culture

remains one of the strongest predictors of attrition and misconduct. Compliance teams are expected to collaborate closely with HR, Legal and Audit to manage culture risk as a measurable metric.

Human Rights and Supply Chain Due Diligence

2026 marks a watershed moment in global supply chain accountability.

- **Forced labour legislation tightens globally:** With the EU Forced Labour Ban (2025 implementation), UFLPA enforcement strengthening in the U.S., and similar rules advancing in Canada and APAC, companies must now actively prove clean supply chains.
- **CSDDD reshapes expectations:** The EU Corporate Sustainability Due Diligence Directive requires deeper human rights and environmental oversight. Ethics and compliance teams are integral to building traceability, due diligence and monitoring frameworks.
- **Third party risk grows more complex:** Geopolitical disruption, supply concentration and regulatory pressure mean companies must perform deeper audits and ongoing



risk monitoring across vendor and partner networks.

Corporate Governance and Ethical Leadership

Boards and executives are under closer scrutiny than ever.

- Governance expectations now require real oversight, not symbolic engagement.
- Ethical leadership is increasingly tied to culture outcomes, talent attraction and brand reputation.
- Compliance functions are being elevated, with more direct reporting lines to the board or audit committees.

Anti-Bribery and Anti-Corruption (ABAC)

ABAC enforcement has intensified, with global regulators signalling sharper oversight, coordinated investigations and heightened expectations around data analytics.

- Organisations must demonstrate robust controls, credible third party due diligence, and transparent books and records.

- The rise of ESG and supply chain regulation has expanded ABAC risk exposure into new areas, including sustainability claims, procurement integrity, and upstream supplier behaviour.

Geopolitical Risk: U.S.—China Dynamics & Beyond

With the recent change of U.S. administration, companies face renewed uncertainty around trade restrictions, export controls and supply chain strategy.

2026 developments include:

- Potential re escalation of U.S.—China trade tensions
 - Increased scrutiny of semiconductors, AI, quantum technologies and biotech
 - Acceleration of “friend shoring” and production diversification
 - More assertive use of sanctions and export control tools

Ethics and compliance teams must now treat geopolitical risk as a core part of the compliance agenda.



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

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.

“The US remains our largest and most active compliance market, both due to the sheer scale of corporate operations and because so many global regulatory decisions are influenced by US agencies. Hiring remains fast paced, candidate driven and highly competitive. In 2026, we’re seeing two defining trends: a widening gap between domestic versus global capability and a recalibration of enforcement expectations under the current administration.”

Jamie Browne
Leonid Group

SALARY GUIDE USA

TITLE	SALARY RANGE (USD)
Chief Ethics & Compliance Officer	\$235,000– \$420,000
Ethics & Compliance Director	\$190,000 – \$310,000
Ethics & Compliance Counsel	\$130,000– \$210,000
Ethics & Compliance Manager	\$115,000– \$185,000
Ethics & Compliance Analyst/Specialist	\$78,000– \$115,000

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

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.

“Canada remains a relationship driven compliance market, with Toronto continuing to lead activity, followed by Montreal and Vancouver. We have seen a clear return to office trend, particularly for senior compliance talent, as collaboration and stakeholder influence remain crucial in governance roles. Hiring is steady, but the challenge is geography: many compliance roles sit in regions with smaller talent pools. Our tailored search methodology is essential to reach passive candidates in harder to access markets.”

Jamie Browne
Leonid Group

SALARY GUIDE CANADA

TITLE	SALARY RANGE (CAD)
Chief Ethics & Compliance Officer	\$150,000 - \$275,000
Ethics & Compliance Director	\$120,000 - \$200,000
Ethics & Compliance Counsel	\$95,000 - \$175,000
Ethics & Compliance Manager	\$105,000 - \$175,000
Ethics & Compliance Analyst/Specialist	\$65,000 - \$115,000

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 remains the operational centre of LATAM compliance for many multinationals, but it’s one of the toughest markets for senior ethics & compliance hiring. There’s a clear shortage of seasoned compliance leaders with both multinational exposure and the softer skills needed to succeed in complex stakeholder environments. While Brazil is the primary market, we are increasingly running regional searches in Bogotá, Santiago and Buenos Aires to secure the right talent for LATAM-wide roles.”

Jamie Browne
Leonid Group

SALARY GUIDE BRAZIL

TITLE	SALARY RANGE (R\$)
Chief Ethics & Compliance Officer	R\$340,000 – R\$630,000
Ethics & Compliance Director	R\$210,000 – R\$390,000
Ethics & Compliance Counsel	R\$170,100 – R\$230,000
Ethics & Compliance Manager	R\$130,000 – R\$175,000
Ethics & Compliance Analyst/Specialist	R\$95,000 – R\$160,000

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

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 continues to grow as a strategic compliance hub for US multinationals, especially in manufacturing, pharma, consumer goods and logistics. Companies want on the ground ownership of compliance, not remote US oversight. The increased demand for locally based, bilingual compliance professionals is pushing salaries upward and intensifying competition for strong mid senior talent.”

Jamie Browne
Leonid Group

SALARY GUIDE MEXICO

TITLE	SALARY RANGE (MXN)
Chief Ethics & Compliance Officer	1,050,000 MXN – 1,770,000 MXN
Ethics & Compliance Director	750,000 MXN – 1,305,000 MXN
Ethics & Compliance Counsel	800,000 MXN – 1,050,000 MXN
Ethics & Compliance Manager	450,000 MXN – 875,000 MXN
Ethics & Compliance Analyst/Specialist	250,000 MXN – 480,000 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

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.

“The UK continues to serve as a major European governance hub despite ongoing divergence from EU regulatory frameworks. Talent with dual UK—EU regulatory expertise is in high demand, particularly as companies attempt to harmonise global governance standards across multiple jurisdictions.

Hiring remains strong across financial services and regulated corporates, with growing demand for AI governance, conduct risk, complaints, investigations and ESG integrity roles.”

Jamie Browne
Leonid Group

SALARY GUIDE UNITED KINGDOM

TITLE	SALARY RANGE (GBP)
Chief Ethics & Compliance Officer	£160,000 – £225,000
Ethics & Compliance Director	£110,000 – £170,000
Ethics & Compliance Counsel	£80,000 – £140,000
Ethics & Compliance Manager	£65,000 – £105,000
Ethics & Compliance Analyst/Specialist	£45,000 – £65,000

FRANCE

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

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

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

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

Ease of doing business ranking = 32

CAPITAL	Paris
LANGUAGES SPOKEN	French
POPULATION	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 historically been a difficult market for international recruiters, but our presence in-country and native French-speaking consultants have significantly improved search effectiveness. Paris remains a core hub for multinational corporate HQs, and we’re now seeing much stronger hiring demand for senior ethics & compliance leaders, particularly in anticorruption, investigations, competition, ESG governance and digital compliance. Competition for top-tier candidates is heating up, and we expect this to continue through 2026..”

Jamie Browne
Leonid Group

SALARY GUIDE FRANCE

TITLE	SALARY RANGE (EUR)
Chief Ethics & Compliance Officer	€140,000 - €220,000
Ethics & Compliance Director	€110,000 - €180,000
Ethics & Compliance Counsel	€65,000 - €125,000
Ethics & Compliance Manager	€60,000 - €105,000
Ethics & Compliance Analyst/Specialist	€40,000 - €60,000

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.

“Germany has continued to be our second-largest EMEA market. The country’s increasingly stringent regulatory expectations (BaFin, supply chain acts, ESG rules, data governance) are driving sustained hiring. The hardest profiles to fill are still those blending compliance + data analytics + risk experience, but demand has expanded across manufacturing, industrials, pharma, financial services and tech. Candidate engagement relies heavily on proactive search, as passive candidates rarely respond to job postings.”

Jamie Browne
Leonid Group

SALARY GUIDE GERMANY

TITLE	SALARY RANGE (EUR)
Chief Ethics & Compliance Officer	€160,000 - €285,000
Ethics & Compliance Director	€110,000 - €195,000
Ethics & Compliance Counsel	€90,000 - €160,000
Ethics & Compliance Manager	€90,000 - €145,000
Ethics & Compliance Analyst/Specialist	€55,000 - €95,000

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.

“Recruiting in Switzerland is enjoyable due to our strong network and the well-connected ethics & compliance community. Switzerland remains a highly attractive and well networked compliance market. Its concentration of heavily regulated industries – pharma, medical devices, FMCG and financial services – drives continuous demand for senior ethics & compliance talent. Searches here require precision: companies often want either local Swiss talent or highly mobile professionals from neighbouring countries. Hiring remains consistent and competitive.”

Jamie Browne
Leonid Group

SALARY GUIDE SWITZERLAND

TITLE	SALARY RANGE (CHF)
Chief Ethics & Compliance Officer	CHF 180,000 – CHF 400,000
Ethics & Compliance Director	CHF 150,000 – CHF 240,000
Ethics & Compliance Counsel	CHF 135,000 – CHF 200,000
Ethics & Compliance Manager	CHF 110,000 – CHF 180,000
Ethics & Compliance Analyst/Specialist	CHF 95,000 – CHF 150,000

THE NETHERLANDS

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

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

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

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

Ease of doing business ranking = 42

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



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.

“The Netherlands continues to be one of Europe’s most internationally connected compliance markets and one of the most progressive. Amsterdam’s growth as a tech and innovation hub is driving new hiring demand for professionals with expertise in AI ethics, digital governance, emerging tech risks and data privacy & security. Cross border compliance capability remains essential, and competition for mid senior talent is rising sharply..”

Jamie Browne
Leonid Group

SALARY GUIDE NETHERLANDS

TITLE	SALARY RANGE (EUR)
Chief Ethics & Compliance Officer	€ 125,000 - € 225,000
Ethics & Compliance Director	€ 110,000 - € 180,000
Ethics & Compliance Counsel	€ 75,000 - € 140,000
Ethics & Compliance Manager	€ 70,000 - € 120,000
Ethics & Compliance Analyst/Specialist	€ 40,000 - € 75,000

SWEDEN

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

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

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

The key industries here are manufacturing, forestry and technology.

Ease of doing business ranking = 10

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



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.

"In 2026, Swedish organisations are strengthening their ethics & compliance functions in response to the EU's expanding regulatory agenda (CSRD, CSDDD, the EU AI Act), and global scrutiny on supply chains and privacy. There is also a clear shift toward multi disciplinary skill sets: candidates who bring compliance knowledge plus experience in ESG reporting, AI governance, investigations, or data/privacy are commanding premium salaries. Sweden has a relatively small senior compliance talent pool, so companies must be proactive in attracting passive candidates. Many of our most successful searches here involve mapping Scandinavian talent across Sweden, Denmark, Norway and Finland, as well as engaging internationally mobile candidates willing to relocate for the right opportunity."

Jamie Browne
Leonid Group

SALARY GUIDE SWEDEN

TITLE	SALARY RANGE (SEK)
Chief Ethics & Compliance Officer	SEK 1,450,000 – SEK 2,150,000
Ethics & Compliance Director	SEK 1,050,000 – SEK 1,800,000
Ethics & Compliance Counsel	SEK 750,000 – SEK 1,200,000
Ethics & Compliance Manager	SEK 700,000 – SEK 950,000
Ethics & Compliance Analyst/Specialist	SEK 450,000 – SEK 850,000

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.

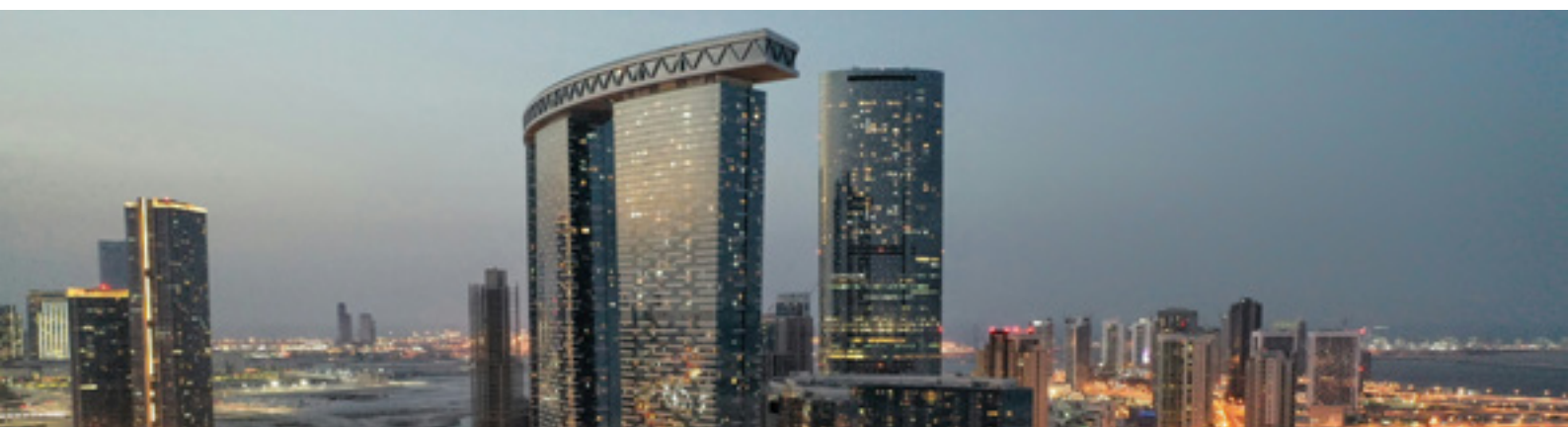
Ease of doing business ranking = 16

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

“Hiring in the UAE requires persistence, cultural understanding, and careful assessment. Despite the country’s rapid regulatory evolution and its ambition to be a global governance hub, there remains a shortage of candidates with strong, hands on compliance experience. Organisations increasingly rely on specialist international search partners who understand the nuances of the market.

Saudi Arabia’s push to attract regional headquarters has created an interesting dynamic. Rather than losing talent, the UAE has doubled down on strengthening its professional ecosystem and remains highly attractive to senior global talent, especially those seeking stability, international exposure, and sector diversity. I’ve always enjoyed recruiting here – it remains one of the most relationship driven and rewarding markets we support.”

Jamie Browne
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	SALARY RANGE (AED)
Chief Ethics & Compliance Officer	715,000 AED – 1,200,000 AED
Ethics & Compliance Director	470,000 AED – 800,000 AED
Ethics & Compliance Counsel	350,000 AED – 700,000 AED
Ethics & Compliance Manager	220,000 AED – 440,000 AED
Ethics & Compliance Analyst/Specialist	145,000 AED – 260,000 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

“Vision 2030 continues to reshape the regulatory landscape as the Kingdom builds international standard governance frameworks. As such, competition for talent is rising sharply. Organisations here want senior leaders who can establish new functions, strengthen controls, and build a modern compliance culture from the ground up. As the market matures, hiring processes need to be much more decisive; companies that delay decisions often lose candidates to more agile competitors in the region. Overall, Saudi Arabia has moved from being an ‘emerging’ compliance market to a strategic destination for experienced governance professionals”

Jamie Browne
Leonid Group

CAPITAL	Riyadh
LANGUAGES SPOKEN	Arabic
POPULATION	35.34 million
PAYROLL	Monthly/Weekly
CURRENCY	Saudi Riyal
VAT	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 615,000 – 1,025,000
Ethics & Compliance Director	SAR 425,000 – 735,000
Ethics & Compliance Counsel	SAR 315,000 – 500,000
Ethics & Compliance Manager	SAR 185,000 – 395,000
Ethics & Compliance Analyst/Specialist	SAR 120,000 – 215,000

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

CAPITAL	Beijing
LANGUAGES SPOKEN	Standard Mandarin, Cantonese, Portuguese, English, Mongolian, Korean, Tibetan, Uyghur, Zhuang, Kazakh, Yi
POPULATION	1.453 billion
PAYROLL	Monthly
CURRENCY	Chinese Yuan (¥)
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.

“China remains one of the most dynamic and complex compliance environments in the world. The government’s long running anti corruption campaign shows no signs of slowing, and companies are now expected to demonstrate real transparency and accountability, not just written policies.

Hiring continues to favour candidates with strong cultural fluency, Mandarin language capability, and practical experience working with local regulators. Multinationals want compliance leaders who understand the nuances of regional enforcement, can manage investigations in a low trust environment, and can operate confidently at the intersection of global and local rules.”

Jamie Browne
Leonid Group

SALARY GUIDE CHINA

TITLE	SALARY RANGE (¥)
Chief Ethics & Compliance Officer	¥850,000 – ¥1,350,000
Ethics & Compliance Director	¥500,000 – ¥875,000
Ethics & Compliance Counsel	¥400,000 – ¥650,000
Ethics & Compliance Manager	¥250,000 – ¥475,000
Ethics & Compliance Analyst/Specialist	¥150,000 – ¥320,000

SINGAPORE

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

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

Ease of doing business ranking = 2

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



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 remains the undisputed compliance hub for APAC, with most regional Ethics & Compliance Officer roles based here. Demand stays consistently high, especially for professionals covering multi jurisdictional regulatory environments. Given the complexity of APAC’s regulatory patchwork, companies prioritise candidates with both global exposure and deep regional understanding.”

Jamie Browne
Leonid Group

SALARY GUIDE SINGAPORE

TITLE	SALARY RANGE (SGD)
Chief Ethics & Compliance Officer	S\$230,000 – S\$360,000
Ethics & Compliance Director	S\$165,000 – S\$290,000
Ethics & Compliance Counsel	S\$125,000 – S\$185,000
Ethics & Compliance Manager	S\$110,000 – S\$185,000
Ethics & Compliance Analyst/Specialist	S\$75,000 – S\$135,000

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

“Japan remains one of the most candidate driven and relationship driven markets in APAC. Momentum always takes longer to build here, as most senior compliance professionals do not respond to cold outreach and rely heavily on recommendations within trusted networks. This is precisely why partnering with a specialist search firm is essential – credibility, cultural understanding and longstanding relationships are key. Demand is particularly high for talent experienced in investigations, regulatory liaison, ABC programmes, data privacy and global compliance integration.”

Jamie Browne
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 (AUD)
Chief Ethics & Compliance Officer	¥24,500,000 - ¥32,500,000
Ethics & Compliance Director	¥16,000,000 - ¥25,000,000
Ethics & Compliance Counsel	¥12,500,000 - ¥17,000,000
Ethics & Compliance Manager	¥8,500,000 - ¥12,500,000
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

CAPITAL	Canberra
LANGUAGES SPOKEN	English
POPULATION	27.1 million
PAYROLL	Monthly/bi-monthly
CURRENCY	Australian dollar (AUD)
VAT	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 remains a highly active compliance market, especially in industries facing heavy enforcement such as banking, mining, energy, healthcare and government contracting. The country’s strengthening anti corruption regime and whistleblower protection laws have increased demand for specialists in internal investigations, third party due diligence, ESG reporting, and ABC compliance.

Australia also continues to serve as a regional APAC hub, so companies often seek talent with multi jurisdictional exposure. This creates a premium for candidates with global experience and strong advisory capabilities”

Jamie Browne
Leonid Group

SALARY GUIDE AUSTRALIA

TITLE	SALARY RANGE (AUD)
Chief Ethics & Compliance Officer	\$220,000 – \$380,000
Ethics & Compliance Director	\$135,000 – \$240,000
Ethics & Compliance Counsel	\$145,000 – \$210,000
Ethics & Compliance Manager	\$115,000 – \$170,000
Ethics & Compliance Analyst/Specialist	\$80,000 – \$120,000

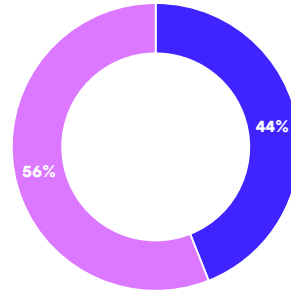
03.

TALENT INTELLIGENCE DATA

In addition to recruitment, Leonid also offers ‘[Talent Intelligence](#)’ — data-driven insights to guide our clients’ decisions around hiring, retention, and workforce planning. Here’s a snapshot of what our data is telling us about the current ethics & compliance global hiring market.



Hiring demand in Ethics & Compliance Globally is High



Gender Diversity Split
56% Female 44% Male

2.3 YEARS

Median Tenure of Candidates globally

11%

% of professionals who moved jobs in the last year

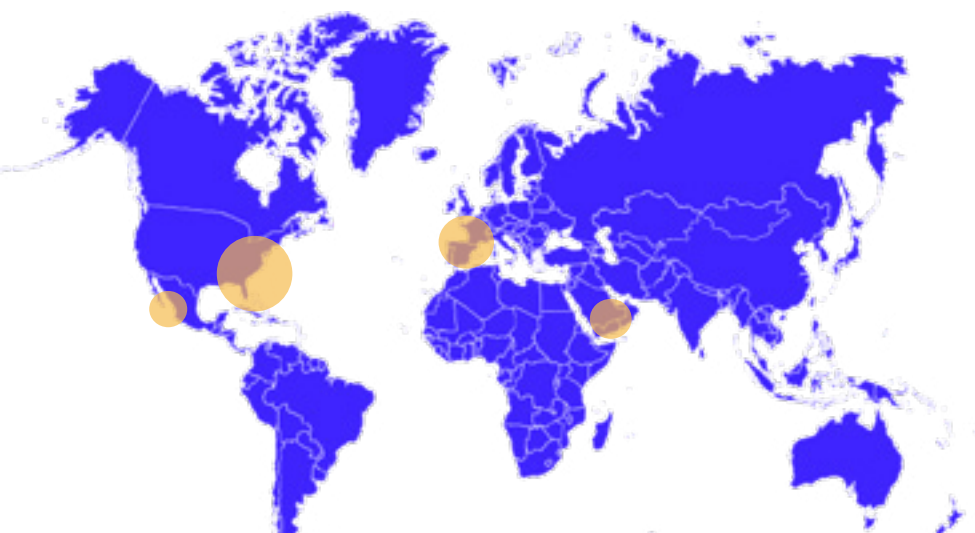
What matters most to ethics & compliance candidates globally

Value proposition	Top Priority
1. Compensation & Benefits	71%
2. Flexible Work Arrangements	56%
3. Work-life balance	48%
4. Job Security	41%
5. Opportunities for growth	40%

Top 3 industries employing this talent

1. Financial Services
2. Software Development
3. Pharmaceutical Manufacturing

Hiring Hotspots



What are the top locations for this talent? (highest number of professionals)

1. New York City Metropolitan
2. London Area, United Kingdom
3. Los Angeles Metropolitan
4. Washington DC-Baltimore
5. Dallas-Fort Worth
6. United Arab Emirates
7. Greater Paris Metropolitan



04.

CONCLUSION

The ethics and compliance environment in 2026 is going to be shaped by accelerating regulation, emerging technologies, geopolitical volatility and rising expectations around integrity and transparency.

To navigate this complexity, organisations must be proactive, agile and people centred. This shift is reflected in hiring trends: while technical expertise remains important, the most sought after candidates bring resilience, adaptability, cross functional influence, and a capacity for ethical decision making under pressure.

The pace of change shows no sign of slowing, making strong, forward thinking compliance talent more critical than ever.

If you would like an independent assessment of your current team's structure and capabilities, to ensure it is prepared for what the next five years will bring, Leonid offers a '[Talent Intelligence](#)' consultancy service. Please contact us to find out more.





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

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

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