



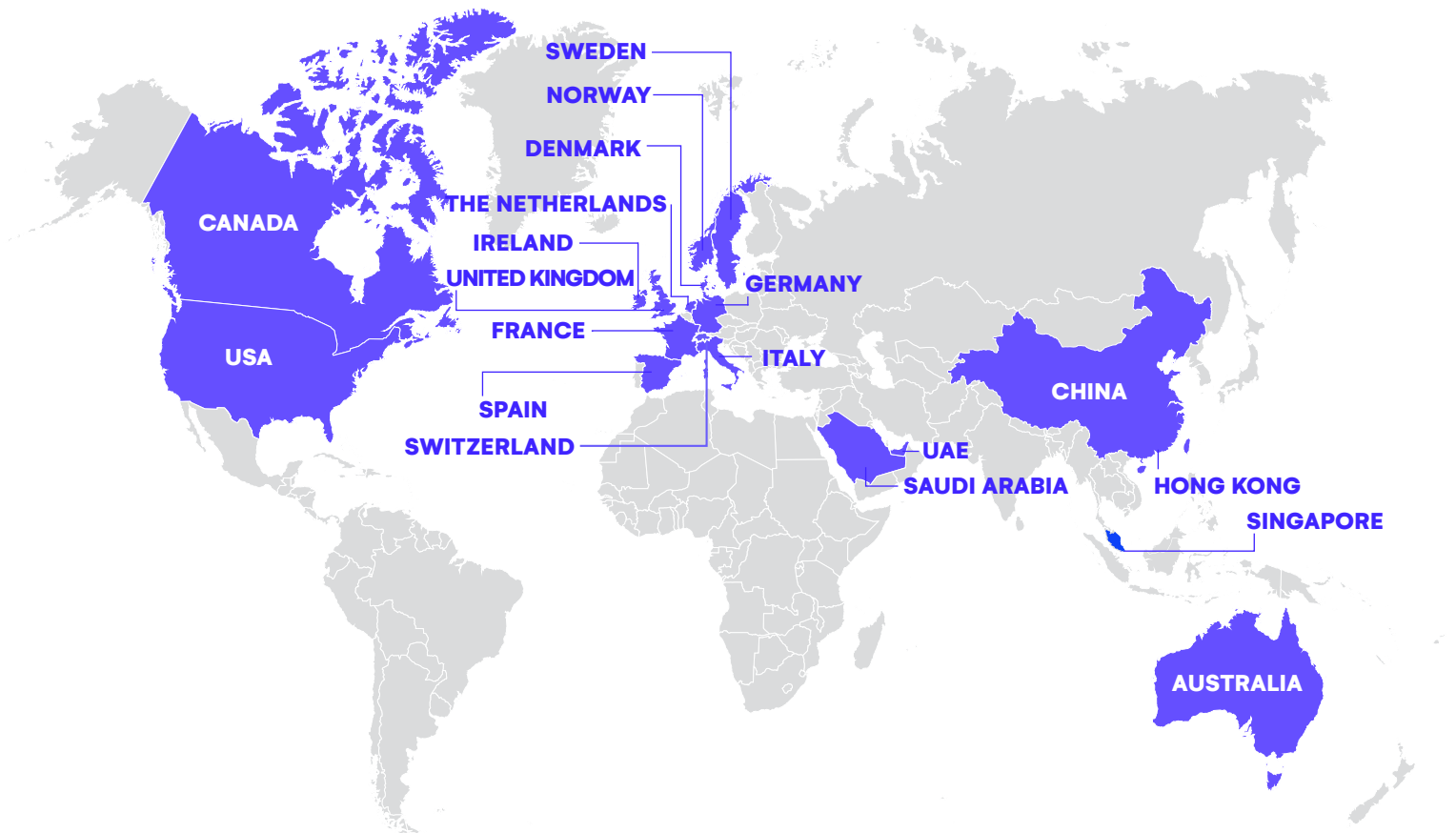
2026 GLOBAL HIRING GUIDE: RISK

Salary data and hiring considerations, country by country



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01.

INTRODUCTION

Welcome to Leonid's Global Hiring Guide for Risk — 2026.

Enterprise Risk Management (ERM) has moved decisively from a control-led function to a strategic one. Now, risk teams are central to how organisations anticipate disruption, allocate capital and protect enterprise value in an environment defined by geopolitical volatility, regulatory expansion, technological acceleration and climate-related uncertainty.

This guide provides a practical, country-by-country view of the global risk hiring market. It combines **average salary ranges** with **market insight, hiring considerations and cultural context**, supporting organisations that are building, scaling or restructuring their risk capability across borders.

While salary ranges provide a helpful benchmark, they should always be viewed in context. Sector exposure, regulatory complexity, scope of role and seniority within the organisation all materially influence where compensation sits within each range.

For bespoke benchmarking or market advice, we recommend speaking directly with **Adam Bond, Head of Risk & Audit Recruitment at Leonid Group**



RISK HIRING THEMES SHAPING 2026

Persistent geopolitical and economic uncertainty

Economic fragmentation, sustained geopolitical tension and continued supply chain recalibration have entrenched risk management as a board-level priority. Today, organisations are seeking ERM leaders who can move beyond theoretical frameworks and support real-world decision-making under uncertainty.

Scenario planning, stress testing and geopolitical risk intelligence have become core competencies, particularly for multinational and highly regulated organisations.

Technology, cyber and digital resilience

Digital risk continues to evolve faster than regulatory and organisational controls. Cybersecurity, AI deployment, data governance and third-party technology dependencies are now inseparable from enterprise risk.

Risk professionals with the ability to challenge technology programmes, assess digital resilience and work alongside cyber, IT and data leaders are in consistently short supply globally.

Climate risk and ESG accountability

ESG is no longer treated as a standalone reporting exercise. Regulatory developments across Europe, North America and Asia-Pacific have elevated climate risk, sustainability assurance and supply-chain transparency into core enterprise risk activities.

Risk teams are increasingly responsible for integrating ESG risks into capital planning, operational resilience and long-term strategy, significantly widening both remit and skill expectations.

Structural talent shortages

Across markets, demand for experienced risk professionals continues to outstrip supply. Skills shortages are most acute in:

- Operational resilience
- Cyber and technology risk
- Climate and ESG risk
- Data-led and quantitative risk

This imbalance is pushing organisations to rethink operating models, invest in internal succession and partner more strategically with specialist search firms.



Skills and capabilities in demand for 2026

Technical expertise

Leading risk functions are prioritising professionals with:

- Deep understanding of ERM frameworks (COSO ERM, ISO 31000 and sector variants)
- Strong regulatory interpretation skills across multiple jurisdictions
- Quantitative, data-led risk assessment capability
- Experience overseeing third-party, supply-chain and technology risk

Strategic and behavioural skills

As risk becomes more embedded within senior decision-making, soft skills are now critical differentiators. Highly sought-after capabilities include:

- Clear, confident communication with boards and executive committees
- Commercial judgement and strategic influence
- Ability to operate across silos and challenge constructively

Specialist risk knowledge

Premium demand exists for professionals with exposure to:

- AI governance, ethics and model risk
- Climate scenario analysis and ESG assurance
- Geopolitical and sanctions-related risk
- Complex, multi-country regulatory environments

Recruitment strategy for a competitive market

Accessing passive talent pools

The majority of senior and specialist risk professionals are not actively job-seeking. Traditional advertising reaches only a fraction of the available talent market.

Successful hiring in 2026 increasingly depends on proactive search, long-term relationship management and access to global passive talent networks, particularly in niche or leadership roles.

Broadening the risk talent lens

Organisations are widening candidate criteria, recognising that many competencies are transferable across internal audit, compliance, technology risk, legal and governance functions.

This shift has proven especially effective where demand for ERM talent significantly exceeds supply.

Employer value proposition matters

Risk professionals are placing increasing importance on organisational purpose, leadership credibility, flexibility and long-term career development.

Clear articulation of the organisation's risk culture, investment in governance and visibility of the function at board level has become a meaningful differentiator in competitive processes.



USA

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

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

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

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

Ease of doing business ranking = 6

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



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 risk market remains one of the most competitive globally. Demand is being driven by regulatory scrutiny, cyber exposure, ESG accountability and the increasing use of advanced analytics in risk modelling. Technology, financial services, healthcare and energy continue to dominate hiring activity, with experienced risk managers and leaders commanding sustained premiums.”

Adam Bond
Leonid Group

SALARY GUIDE USA

TITLE	SALARY RANGE (USD)
Chief Risk Officer (or SVP/EVP Risk) (15 years +)	\$225,000– \$375,000
VP Risk (10–15 years)	\$175,000 – \$275,000
Senior Manager, Risk (6–10 years)	\$130,000– \$200,000
Risk Manager (3–6 years)	\$100,000– \$160,000
Risk Analyst/Specialist (0–4 years)	\$50,000– \$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 \$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	40.1 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’s risk hiring market continues to mature, particularly across financial services, energy and public sector organisations. Strong demand persists for professionals with climate risk, operational resilience and data-led risk capability. Remote and hybrid models have broadened the accessible talent pool, but senior expertise remains limited.”

Adam Bond
Leonid Group

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SALARY GUIDE CANADA

TITLE	SALARY RANGE (CAD)
Chief Risk Officer (or SVP/EVP Risk) (15 years +)	C\$220,000 - C\$400,000
VP Risk (10–15 years)	C\$170,000 - C\$300,000
Senior Manager, Risk (6–10 years)	C\$130,000 - C\$220,000
Risk Manager (3–6 years)	C\$100,000 – C\$173,000
Risk Analyst/Specialist (0–4 years)	C\$75,000 - C\$145,000

UNITED KINGDOM

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

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

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

Ease of doing business ranking = 8

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



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 has seen steady growth in risk hiring, with particularly strong demand across regulated industries. ESG integration, operational resilience and cyber risk are key drivers in 2026, and competition remains most intense at senior manager and leadership level.”

Adam Bond
Leonid Group

SALARY GUIDE UNITED KINGDOM

TITLE	SALARY RANGE (GBP)
Chief Risk Officer (15 years +)	£140,000 - £260,000
Head of Risk / Director of Risk Management (10-15 years)	£120,000 - £170,000
Senior Risk Manager (6-10 years)	£60,000 - £125,000
Risk Manager (3-6 years)	£48,000 - £90,000
Risk Analyst/Specialist (0-4 years)	£34,000 - £65,000

IRELAND

With a population of 4.9 million people, Ireland offers a talented, well educated and diverse workforce, with low unemployment rates. This, combined with its modern and flexible employment law framework, creates an alluring business climate for both local and international companies. The top industries here are technology, financial services and pharmaceuticals. However, these sectors often experience skill shortages, so there is a growing trend towards employing more remote and freelance workers.

Many of the world's leading tech companies have set up a base in Ireland, including Facebook, Google and Apple.

Ease of doing business ranking = 24

CAPITAL	Dublin
LANGUAGES SPOKEN	English, Irish
POPULATION	5.1 million
PAYROLL	Monthly/Weekly
CURRENCY	Euro (N.B — Republic of Ireland only; Northern Ireland is pound sterling)
VAT	23%



Hiring Considerations

- Ireland boasts a comprehensive legal framework governing employment, ensuring fair treatment and protection for both employers and employees. Key legislation includes the Employment Equality Acts, the Unfair Dismissals Acts, and the Minimum Notice and Terms of Employment Acts. These laws collectively address issues such as discrimination, termination procedures, and basic employment terms. It is crucial for employers to familiarize themselves with these statutes to ensure compliance and foster a harmonious work environment.
- Employers are responsible for making several mandatory contributions as part of the payroll process. These include Employer PRSI (Pay-Related Social Insurance) contribution. This contribution is a percentage of the employee's gross earnings and funds the country's social insurance program. The rate varies depending on the employment type and the employer's size.
- The probationary period for employees in Ireland can range from six months to two years, depending on the terms of their employment contract. During this period, the employer can assess the employee's suitability for the role and terminate the employment without providing a reason.
- The legal minimum annual leave is four weeks per year, but the majority of employers offer five.

- Ireland has truly embraced the trend for remote work. Since the Covid pandemic, around 60% of employees now work either fully or partly from home and a significant proportion work remotely. The Irish government has introduced legislation with grants employees the right to request reasonable adjustments to their working hours and place of work, after six months of employment.

Cultural Considerations

- Irish workplaces are typically relaxed, friendly and informal.
- Family, the traffic and weather are common conversation-starters! (Much like the UK, the Irish love to talk about the weather).
- The Irish are known for their good sense of humour.
- Business meetings often take place at social venues, such as bars and golf courses.

“Ireland continues to benefit from its status as a European hub for financial services and multinational operations. Risk professionals with cross-border regulatory exposure, resilience planning and ESG knowledge remain highly sought after.”

Adam Bond
Leonid Group

SALARY GUIDE IRELAND

TITLE	SALARY RANGE (EUR)
Chief Risk Officer (15 years +)	€120,000 – €220,000
Head of Risk / Director of Risk Management (10–15 years)	€105,000 – €166,000
Senior Risk Manager (6–10 years)	€69,000 – €121,000
Risk Manager (3–6 years)	€55,000 – €85,000
Risk Analyst/Specialist (0–4 years)	€30,000 – €59,000

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	68.17 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



“In France, cybersecurity, operational risk and ESG continue to dominate hiring trends through 2026. Strong domestic demand and language requirements keep senior talent scarce, particularly within multinational environments.”

Adam Bond
Leonid Group

SALARY GUIDE FRANCE

TITLE	SALARY RANGE (EUR)
Chief Risk Officer (15 years +)	€140,000 - €275,000
Head of Risk / Director of Risk Management (10-15 years)	€120,000 - €195,000
Senior Risk Manager (6-10 years)	€70,000 - €132,000
Risk Manager (3-6 years)	€57,000 - €103,000
Risk Analyst/Specialist (0-4 years)	€36,000 - €58,000

SPAIN

Spain is one of the largest countries in Europe and home to a highly educated, diverse and international workforce.

Spain's economy is the fifth-largest in the European Union by GDP. The country's major industries include technology, tourism, textiles, automotive manufacturing and construction.

Compared with other EU countries, labour costs in Spain are relatively high, owing in part to high social security contributions and taxes. Nonetheless, the country remains a desirable destination for foreign workers, since the cost of living is generally lower — and there are the additional draws of a vibrant culture, great cuisine and a balmy climate.

Ease of doing business ranking = 30

CAPITAL	Madrid
LANGUAGES SPOKEN	Spanish
POPULATION	48.37 million
PAYROLL	Monthly
CURRENCY	Euro (EUR)
VAT	21%



Hiring Considerations

- The standard working week is 40 hours. Some consumer-facing businesses do stop between 14:00 and 16:00 for ‘siesta’ and continue working until 8pm, but this is no longer usual practice in corporate environments.
- It is mandatory for employees to receive a thirteenth and fourteenth month’s salary payment. The annual salary is usually split into 14 instalments, which includes the double salary payment made by the employer in July and December.
- Internationals who want to work in Spain must meet stringent requirements for work permits. EU citizens are exempt, but do need a certificate of residence if they plan to stay for over three months, while non-EU citizens need both a work and residency permit along with a firm job offer. Highly skilled foreign workers can apply for a Blue Card or a Highly Qualified Visa — options which allow them to work and live locally for up to four years if they meet specific requirements.

Cultural Considerations

- Just like in social settings, Spaniards are relaxed and friendly at work. You’ll be surrounded by approachable, humorous people who love to smile.

- Relationship-building is important here, and business talks or negotiations rarely take place without getting to know the other person first. So don’t be alarmed at the slow pace of business meetings – or the personal questions.
- Overall, as Spaniards get more comfortable, they tend to be quite tactile, with hugs or a pat on the back or arm fairly common practice. You’ll also notice that when they are comfortable, they may become quite animated and even interrupt someone. This is to be taken as a sign that someone is interested in what the other person is saying, rather than being rude.
- Working late into the evening is not uncommon; Spaniards typically eat their dinner late, at around 9pm.

“Spain’s risk market continues to grow, driven by investment in GRC frameworks and technology-enabled risk oversight. Organisations are increasingly integrating risk management into digital transformation initiatives, driving sustained hiring demand.”

Adam Bond
Leonid Group

SALARY GUIDE SPAIN

TITLE	SALARY RANGE (EUR)
Chief Risk Officer (15 years +)	€130,000 - €232,000
Head of Risk / Director of Risk Management (10–15 years)	€110,000 - €180,000
Senior Risk Manager (6–10 years)	€65,000 - €120,000
Risk Manager (3–6 years)	€48,000 - €96,000
Risk Analyst/Specialist (0–4 years)	€30,000 - €50,000

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 remains one of Leonid’s most competitive European markets. While macroeconomic growth has moderated, internal demand for risk capability continues to rise, particularly across technology, AI governance and cyber resilience.”

Adam Bond
Leonid Group

SALARY GUIDE GERMANY

TITLE	SALARY RANGE (EUR)
Chief Risk Officer (15 years +)	€180,000 – €300,000
Head of Risk / Director of Risk Management (10–15 years)	€140,000 – €225,000
Senior Risk Manager (6–10 years)	€80,000 – €140,000
Risk Manager (3–6 years)	€57,000 – €112,000
Risk Analyst/Specialist (0–4 years)	€42,000 – €65,000

ITALY

Italy is the third-largest economy in the European Union and the eighth-largest in the world. Its geographical position is beneficial for trade with Northern Europe, Southern Europe, the Middle East and North Africa, making Italy a great place for businesses to expand internationally. Tourism is the top income generator, followed by manufacturing.

Around 10% of Italy's workforce is made up of international employees and foreign-owned business accounts for approximately 19% of the country's turnover.

Italy's science, technology and engineering sector is growing rapidly and projected demand for employees in these sectors is expected to rise dramatically in the coming years, which presents excellent opportunities for well qualified individuals in this space.

Ease of doing business ranking = 58

CAPITAL	Rome
LANGUAGES SPOKEN	Italian
POPULATION	58.76 million
PAYROLL	Monthly
CURRENCY	Euro (EUR)
VAT	22%



Hiring Considerations

- Individual income taxes in Italy fall into different bands (23%, 35%, 43%) depending on the employee's income.
- Both employers and employees are obliged to make social security contributions. The total rate is around 40% of the employee's gross compensation, of which 30% is paid by the employer.
- Italy has unique parental leave legislation. Pregnant Italian employees don't work from two months before the birth date and for three months afterwards, during which they receive at least 80% of their pay. There are also five days of compulsory paternity leave, after the birth.
- Standard working hours are between 9:30 and 18:30, Monday to Friday. Lunch breaks can be up to two hours long.
- Employees are entitled to a minimum of 22 days' annual leave, along with 12 public holiday days.

Cultural Considerations

- Flexibility is generally more valued than punctuality in Italian business culture. It's not uncommon for people to turn up late for meetings or for these to overrun — especially if it's a lunch meeting! However, it is always expected that candidates will be on time for a job interview.

- Freedom to express opinions is very much the 'modus operandi' of Italian businesses.
- Interpersonal relationships are highly valued in the workplace, so for international workers, learning a few words of Italian can really help when getting to know colleagues.
- First meetings will rarely result in an immediate agreement between the participating parties. They are viewed as the opportunity to develop a sense of mutual trust and respect.

"In Italy, risk hiring in 2026 remains closely tied to sectors undergoing transformation, including infrastructure, healthcare, logistics and energy. Organisations are increasingly professionalising ERM frameworks in response to regulatory and supply-chain pressures."

Adam Bond
Leonid Group

SALARY GUIDE ITALY

TITLE	SALARY RANGE (EUR)
Chief Risk Officer (15 years +)	€135,000 — €190,000
Head of Risk / Director of Risk Management (10–15 years)	€112,000 — €160,000
Senior Risk Manager (6–10 years)	€68,000 — €125,000
Risk Manager (3–6 years)	€51,000 — €95,000
Risk Analyst/Specialist (0–4 years)	€30,000 — €52,000

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	8.88 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.

“At Leonid, Switzerland continues to be a key market for strategic risk hiring, particularly at leadership level. We’re seeing strong demand from organisations looking to manage complex, cross-border risk frameworks, often with global remit. Talent is scarce, particularly where language and regulatory experience are both required, so firms that are flexible on location or structure tend to have the greatest success in securing the right individuals.”

Adam Bond
Leonid Group

SALARY GUIDE SWITZERLAND

TITLE	SALARY RANGE (CHF)
Chief Risk Officer (15 years +)	CHF300,000 — CHF500,000
Head of / EVP / SVP of Risk (10–15 years)	CHF200,000 — CHF320,000
Senior Risk Manager (6–10 years)	CHF150,000 — CHF200,000
Risk Manager (3–6 years)	CHF100,000 — CHF150,000
Risk Analyst/Specialist (0–4 years)	CHF60,000 — CHF100,000

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 2023. 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	17.9 million
PAYROLL	Monthly
CURRENCY	Euro (EUR)
VAT	21%



Hiring Considerations

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

Cultural Considerations

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

“The Netherlands continues to act as a European HQ hub, driving consistent demand for risk professionals with international exposure. Complex regulatory alignment and supply-chain assurance remain core hiring drivers.”

Adam Bond
Leonid Group

SALARY GUIDE NETHERLANDS

TITLE	SALARY RANGE (EUR)
Chief Risk Officer (15 years +)	€160,000 – €250,000
Head of Risk / Director of Risk Management (10–15 years)	€130,000 – €190,000
Senior Risk Manager (6–10 years)	€72,000 – €135,000
Risk Manager (3–6 years)	€55,000 – €100,000
Risk Analyst/Specialist (0–4 years)	€35,000 – €60,000

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.
- 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.

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.

“Sweden’s risk market remains anchored around industrial, engineering and technology-led organisations. Sustainability, supply-chain risk and cyber resilience are central to hiring activity in 2026.”

Adam Bond
Leonid Group

SALARY GUIDE SWEDEN

TITLE	SALARY RANGE (SEK)
Chief Risk Officer (15 years +)	SEK 1,200,000 – SEK 1,800,000
Head of Risk / Director of Risk Management (10–15 years)	SEK 1,000,000 – SEK 1,520,000
Senior Risk Manager (6–10 years)	SEK 800,000 – SEK 1,350,000
Risk Manager (3–6 years)	SEK 655,000 – SEK 1,050,000
Risk Analyst/Specialist (0–4 years)	SEK 500,000 – SEK 880,000

NORWAY

Norway is the best country to live in according to the United Nations, thanks to its impressive healthcare system and work-life balance.

Norway is home to one of the strongest economies in the world, and the country places a high priority on technology, knowledge development and sustainable business.

Norway is a world leader in energy, oil and gas and maritime sectors and is seeing huge developments in other areas, such as fintech, medtech and edtech. It is also rich in natural resources and is a leading European producer of renewable energy: 98% of the country's electricity production is based on renewables.

Ease of doing business ranking = 9

CAPITAL	Oslo
LANGUAGES SPOKEN	Norwegian
POPULATION	5.4 million
PAYROLL	Monthly
CURRENCY	Norwegian Krone (NOK)
VAT	25%



Hiring Considerations

- Working hours in Norway are typically nine hours per day within a 24-hour period, or 40 hours per week within a seven-day work week.
- Employees (even those who are not residents) receiving remuneration for work performed in Norway are eligible for social security and pension contributions.
- Norway offers a generous maternity and paternity leave package. This is either 80% compensation rate of the average salary for 59 weeks or 100% of the average salary for 49 weeks. Parents also have the option to take a leave of absence for an additional year without compensation.
- Probation periods can be up to six months long.

Cultural Considerations

- Continuous development is important – Norway has the second highest participation rate in job-related continued education and training, in all of Europe.
- Norwegians are focused on high quality output and efficiency. They are honest and direct in their communication, but typically warm and friendly, too.
- Workplaces are generally quite informal in terms of business dress.
- Work-life balance and ‘family time’ are highly valued.

“Norwegian demand continues to centre on large corporates, particularly in energy and logistics. ERM and supply-chain risk capabilities remain the primary focus as geopolitical and trade risks persist.”

Adam Bond
Leonid Group

SALARY GUIDE NORWAY

TITLE	SALARY RANGE (NOK)
Chief Risk Officer (15 years +)	NOK 1,400,000 – NOK 2,200,000
Head of Risk / Director of Risk Management (10–15 years)	NOK 1,300,000 – NOK 1,700,000
Senior Risk Manager (6–10 years)	NOK 800,000 – NOK 1,400,000
Risk Manager (3–6 years)	NOK 600,000 – NOK 1,200,000
Risk Analyst/Specialist (0–4 years)	NOK 510,000 – NOK 650,000

DENMARK

This small but perfectly formed Nordic country is renowned for its high standard of living, advanced welfare state and innovative business climate.

The country has a highly educated talent pool, with over 80% of the population having completed some form of post-secondary education. Denmark has strong employment laws which protect workers, such as a minimum wage, a maximum workweek of 37 hours and generous parental leave.

The Danish business culture is also attractive, with a low corporate tax rate, easy access to capital and a high degree of government support for entrepreneurship. The top industries in Denmark include information technology, life sciences, renewable energy, and food and agriculture.

Ease of doing business ranking = 4

CAPITAL	Copenhagen
LANGUAGES SPOKEN	Danish
POPULATION	5.8 million
PAYROLL	Monthly
CURRENCY	Danish Krone (DKK)
VAT	0-25%



Hiring Considerations

- Employers must contribute to social security and other government initiatives on behalf of their employees. These contributions are typically calculated as a percentage of salary and are paid monthly.
- Income tax rates range from 0% to 55.8% depending on the employee's income level.
- Probationary periods can be up to three months long and no notice of termination is required by either party, during this time.
- English is very widely spoken by Danes, and with high levels of proficiency.

Cultural Considerations

- Danish workplaces are typically informal, with a flat hierarchy. People are trusted to manage their own workloads and time, with minimal supervision.

- It's usual for groups of co-workers to take their lunch together, but socialising with colleagues outside of work hours is rare.
- Work-life balance is highly prioritised. Denmark ranks 3rd on OECD's scale of countries with the best balance. This is partly down to flexible working hours and outstanding social and welfare support.

“In Denmark, renewable energy and global trade exposure continue to shape risk hiring priorities. Organisations are investing more heavily in risk planning and scenario modelling to manage long-term uncertainty.”

Adam Bond
Leonid Group

SALARY GUIDE DENMARK

TITLE	SALARY RANGE (DKK)
Chief Risk Officer (15 years +)	DKK 1,200,000 – DKK 1,700,000
Head of Risk / Director of Risk Management (10–15 years)	DKK 1,000,000 – DKK 1,400,000
Senior Risk Manager (6–10 years)	DKK 780,000 – DKK 1,100,000
Risk Manager (3–6 years)	DKK 600,000 – DKK 950,000
Risk Analyst/Specialist (0–4 years)	DKK 371,000 – DKK 627,000

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%

“

“The UAE has firmly established itself as a regional governance hub. In 2026, organisations are increasingly building substantive risk teams on the ground in Dubai and Abu Dhabi, relying heavily on international talent due to limited domestic supply.”

Adam Bond
Leonid Group

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Hiring Considerations

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

Cultural Considerations

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

SALARY GUIDE UAE

TITLE	SALARY RANGE (AED)
Chief Risk Officer (15 years +)	810,000 AED — 1,200,000 AED
Head of Risk / Director of Risk Management (10–15 years)	680,000 AED — 1,000,000 AED
Senior Risk Manager (6–10 years)	350,000 AED — 600,000 AED
Risk Manager (3–6 years)	250,000 AED – 400,000 AED
Risk Analyst/Specialist (0–4 years)	150,000 AED – 250,000 AED

SAUDI ARABIA

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

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

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

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

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

Ease of doing business ranking = 62

“Saudi Arabia’s economic diversification programme continues to drive governance hiring, though ERM roles remain more selective. Risk hiring is increasingly aligned with large-scale transformation programmes and state-linked entities.”

Adam Bond
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 Risk Officer (15 years +)	SAR 650,000 – SAR 1,000,000
Head of Risk / Director of Risk Management (10–15 years)	SAR 420,000 – SAR 600,000
Senior Risk Manager (6–10 years)	SAR 350,000 – SAR 450,000
Risk Manager (3–6 years)	SAR 200,000 – SAR 330,000
Risk Analyst/Specialist (0–4 years)	SAR 75,000 – SAR 200,000

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.

Cultural Considerations

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

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

“China’s risk hiring market remains shaped by geopolitical considerations and regulation. In 2026, successful hiring remains highly localised, with strong demand for risk professionals fluent in local regulatory, labour and compliance frameworks.”

Adam Bond
Leonid Group

SALARY GUIDE CHINA

TITLE	SALARY RANGE (CNY)
Chief Risk Officer (15 years +)	¥1,200,000 – ¥2,500,000
Head of Risk / Director of Risk Management (10–15 years)	¥800,000 – ¥1,800,000
Senior Risk Manager (6–10 years)	¥550,000 – ¥1,200,000
Risk Manager (3–6 years)	¥300,000 – ¥600,000
Risk Analyst/Specialist (0–4 years)	¥150,000 – ¥300,000

HONG KONG

Hong Kong is a special administrative region of China, located just off the Southeastern coast.

For a territory of less than eight million, Hong Kong boasts a vibrant economy with strengths in financial services, tourism and professional services. It acts as an excellent gateway to the Asia-Pacific market.

Combined with its 4th place ranking on the human development index and a GDP that is several times the size of comparative nations, Hong Kong offers an attractive option for companies looking to build a presence in Asia with strong global connections.

Hong Kong is uniquely positioned as a bilingual and multicultural society, with English and Chinese (Cantonese and Mandarin) being widely spoken. This linguistic diversity is a valuable asset for businesses looking to engage with both local and international stakeholders.

LANGUAGES SPOKEN	Chinese, English
POPULATION	7.5 million
PAYROLL	Monthly
CURRENCY	Hong Kong Dollar (HKD)
VAT	n/a

“*Hong Kong continues to see restructuring of risk functions across the region, with some activity shifting to Singapore and other APAC hubs. However, operational resilience and ERM remain core priorities for firms maintaining a presence.*”

Adam Bond
Leonid Group



Hiring Considerations

- Hong Kong operates on a territorial tax system, meaning that only income generated within the city is subject to taxation. Income earned abroad, even if remitted to Hong Kong, is generally exempt from taxation.
- Income tax rates are progressive, and capped at 17%.
- Hong Kong does not have a comprehensive social security system. Instead, social welfare is largely provided through a mix of means-tested assistance programs, non-contributory benefits and voluntary savings schemes.
- The standard working week is 44 hours, across 5 days.
- Employees are entitled to 7 annual leave days; this can rise to 14 days depending on an individual's tenure with their employer.
- Bonus culture is deeply ingrained, particularly within the finance and professional services sectors, where year-end bonuses can significantly boost overall compensation packages.
- Many companies in Hong Kong provide employee stock options as part of their compensation packages, which prove successful in retaining talent.

Cultural Considerations

- Hong Kong's business culture is influenced by a mix of Eastern and Western practices. Hierarchy and respect for authority are very much adhered to.
- It is not uncommon for employees to work long hours, especially in the run up to a project deadline.
- Workplaces are typically quite formal and focused on efficiency and punctuality.
- Formal business attire is expected in most offices, although there is a growing trend towards a slightly more relaxed approach in smaller firms and start-ups.
- Being consistently late or missing deadlines is considered disrespectful.
- English is the main business language, although knowing some Mandarin, Cantonese or Japanese is very helpful.

SALARY GUIDE HONG KONG

TITLE	SALARY RANGE (HKD)
Chief Risk Officer (15 years +)	HK\$ 2,080,000 – HK\$ 3,000,000
Head of Risk / Director of Risk Management (10–15 years)	HK\$ 1,800,000 – HK\$ 2,200,000
Senior Risk Manager (6–10 years)	HK\$ 946,000 – HK\$ 1,260,000
Risk Manager (3–6 years)	HK\$ 504,000 - HK\$ 683,000
Risk Analyst/Specialist (0–4 years)	HK\$ 315,000 - HK\$ 452,000

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	5.91 million
PAYROLL	Monthly
CURRENCY	Singapore Dollar (SGD)
VAT	9%



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 dominant APAC hub for regional risk leadership. In 2026, demand continues to grow for professionals overseeing multi-jurisdictional risk frameworks across complex supply chains.”

Adam Bond
Leonid Group

SALARY GUIDE SINGAPORE

TITLE	SALARY RANGE (SGD)
Chief Risk Officer (15 years +)	S\$200,000 - S\$300,000
Head of Risk / Director of Risk Management (10-15 years)	S\$170,000 - S\$265,000
Senior Risk Manager (6-10 years)	S\$135,000 - S\$180,000
Risk Manager (3-6 years)	S\$70,000 - S\$140,000
Risk Analyst/Specialist (0-4 years)	S\$48,000 - S\$72,000

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 = 16

CAPITAL	Canberra
LANGUAGES SPOKEN	English
POPULATION	27.1 million
PAYROLL	Monthly or Bi-Monthly
CURRENCY	Australian Dollar (AUD)
VAT	10%



Hiring Considerations

- 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.
- Superannuation, also referred to as ‘Super’, is a retirement pension benefits fund which is mandatory for all employees in Australia. As of 2025, employers contribute 12% of an employee’s ordinary time earnings.

Cultural Considerations

- Work-life balance is highly valued and so most workplaces offer flexible working patterns to fit around family and other commitments
- Workplace dress is usually smart casual or fully casual, depending on the industry/size of the business.

- Equality, inclusion and diversity underscore working life in Australia, so workplace hierarchies are typically very flat.
- Australian working life is friendly and sociable.



“Australia’s risk hiring market continues to be driven by mining, resources and infrastructure. Regulatory, ESG and supply-chain pressures remain central to risk investment decisions.”

Adam Bond
Leonid Group



SALARY GUIDE AUSTRALIA

TITLE	SALARY RANGE (AUD)
Chief Risk Officer (15 years +)	\$200,000 - \$350,000
Head of Risk / Director of Risk Management (10–15 years)	\$170,000 - \$250,000
Senior Risk Manager (6–10 years)	\$135,000 - \$190,000
Risk Manager (3–6 years)	\$110,000 - \$170,000
Risk Analyst/Specialist (0–4 years)	\$70,000 - \$130,000

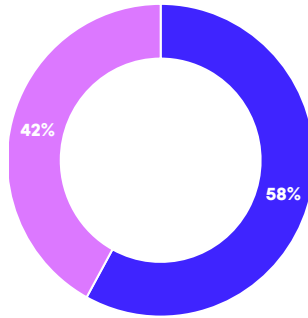
03.

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 risk global hiring market.



Hiring Demand in Risk Globally is High



Gender Diversity Split
42% Female 58% Male

2.6 YEARS

Median Tenure of Candidates globally

10.7%

% of professionals who moved jobs in the last year

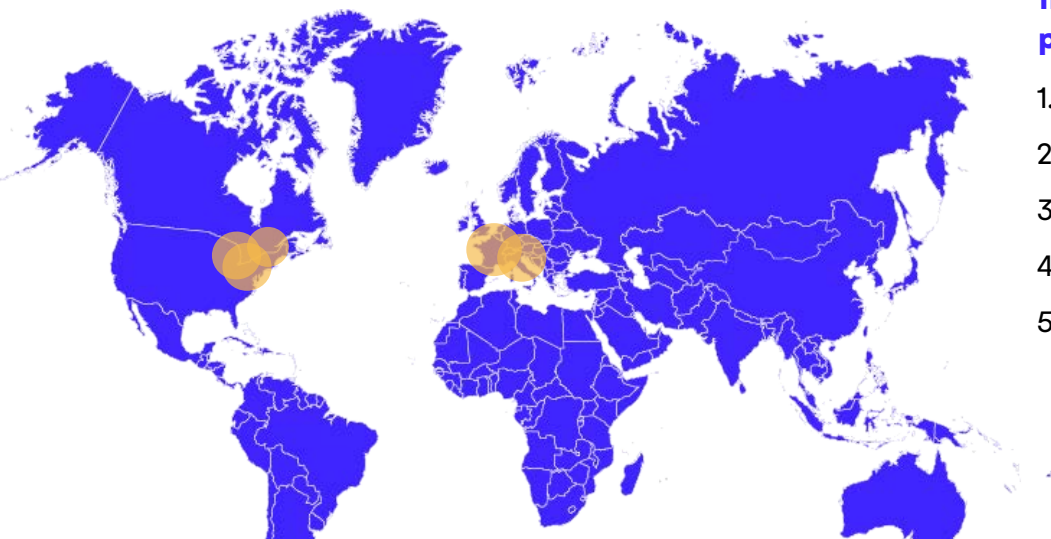
What matters most to risk candidates globally

Value proposition	Top Priority
1. Compensation & Benefits	64%
2. Flexible Work Arrangements	52%
3. Work-life balance	44%
4. Challenging & impactful work	37%
5. Job security	36%

Top 3 industries employing this talent

1. Investment Management
2. Software Development
3. IT Services and IT Consulting

Hiring Hotspots



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

1. London Area, United Kingdom
2. New York City Metropolitan
3. Greater Paris Metropolitan
4. Greater Toronto Area, Canada
5. Washington DC-Baltimore Area



03.

CONCLUSION

As we move through 2026, demand for experienced and adaptable risk professionals continues to grow.

Organisations that succeed in securing high-quality risk capability are those that move early, think strategically about skills transferability, and partner effectively with specialist search firms that understand both local markets and global risk trends.

At **Leonid**, we work exclusively within corporate governance and limit live mandates to ensure depth of engagement. **Using our Magic Month methodology and LeonidLive shortlist platform, we consistently deliver senior risk hires within 30 days of instruction.**

For tailored hiring advice or confidential benchmarking, contact **Adam Bond, Head of Risk Recruitment at Leonid Group.**

How talent intelligence supports risk strategy in 2026

In a market where demand for experienced risk professionals continues to outstrip supply, organisations are increasingly looking beyond individual hires and asking more strategic questions, such as: Where should we build capability? What skills will we need next? And how do we stay ahead of competitors competing for the same talent?

This is where [Leonid's Talent Intelligence offering](#) plays a critical role in shaping long term risk talent strategy.

From hiring decisions to workforce insight

Leonid's Talent Intelligence combines real-time market data with our deep, global network across risk, internal audit, compliance and governance. Rather than relying solely on historical benchmarks or anecdotal market feedback, organisations gain a forward-looking view of the risk talent landscape.

This includes insight into:

- Where risk talent is concentrated geographically
- How skills are shifting across ERM, operational resilience, technology and ESG
- Which sectors and competitors are hiring similar profiles
- How compensation, mobility and seniority trends are evolving

For risk leaders, this enables more informed decisions about where to locate teams, how to structure functions, and which skills genuinely require external hiring versus internal development.

Anticipating skills gaps before they become critical

Risk functions are expanding faster than traditional succession pipelines can support: particularly in areas such as cyber risk, AI governance, climate risk and operational resilience.

Talent Intelligence allows organisations to identify emerging skills gaps early, before they directly impact regulatory compliance or operational effectiveness.

By analysing hiring patterns, role evolution and candidate movement across markets, Leonid helps organisations anticipate where future pressure points will emerge, and plan accordingly.

Informing location, operating model and succession planning

For multinational organisations, Talent Intelligence supports decisions far beyond single hires. Clients use this insight to:

- Determine optimal locations for regional or global risk hubs
- Assess the feasibility of building risk capability in new jurisdictions
- Benchmark internal teams against peer organisations
- Support board-level discussions on risk maturity and resourcing

This is particularly valuable in constrained markets, where assumptions about talent availability often do not reflect reality on the ground.

A strategic complement to executive search

Talent Intelligence and executive search work best together. While Leonid's search capability focuses on securing high-impact individuals, Talent Intelligence ensures those hires sit within a broader, data-led workforce strategy.

The result is more resilient risk functions, built for long-term relevance.

To find out more about Leonid's Talent Intelligence service — or to book a demo with a free Talent Intelligence 'Lite' assessment, please contact [Adam Bond](#).



leonid

CONTACT

Leonid is a leading, international recruiter in Risk – 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 Head of Risk, Adam Bond, please email him directly:

adam@leonid-group.com

You can also reach out via the following methods:

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