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RIMS NZ & PI
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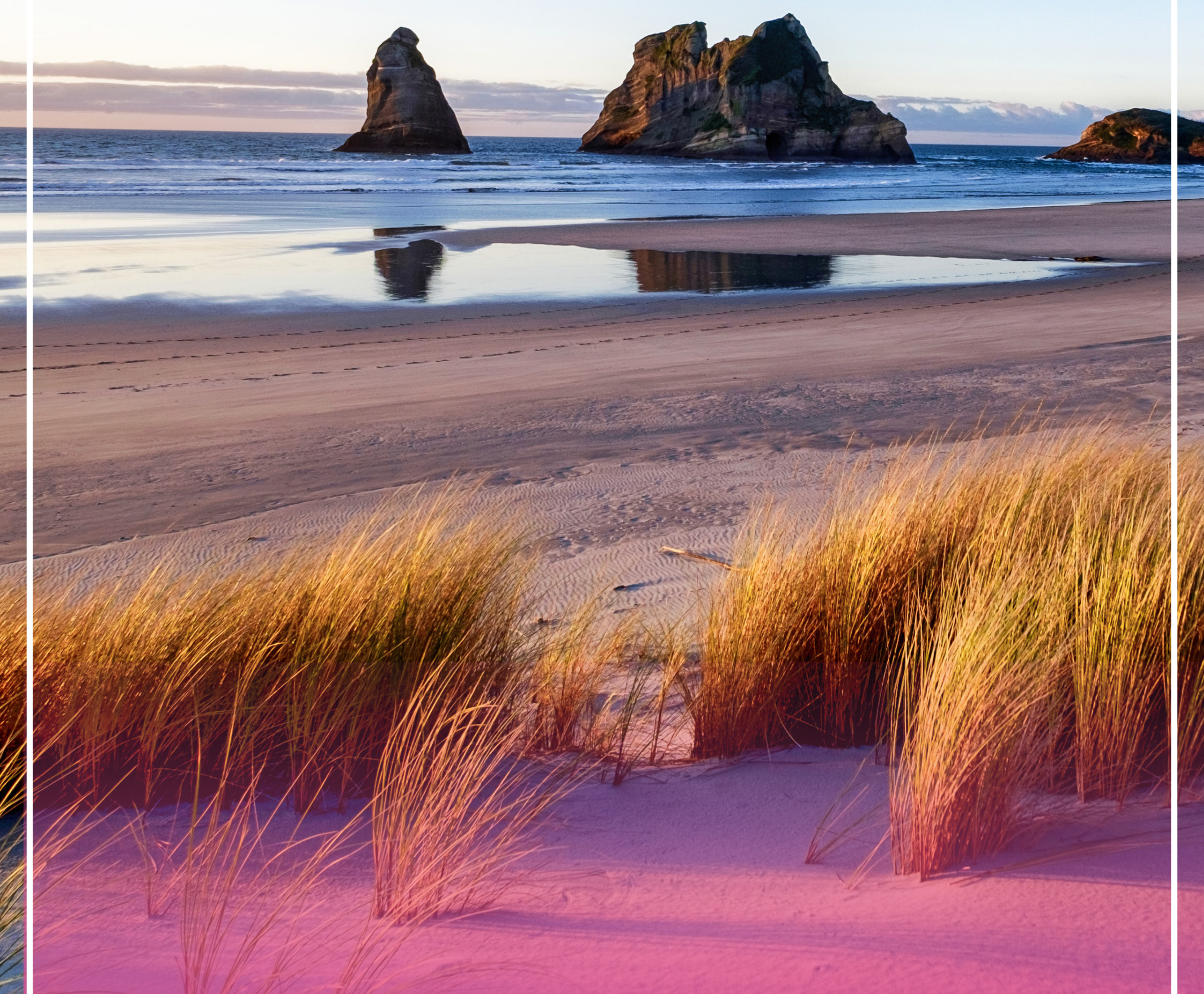
OUR GUIDE TO

# Risk & Compliance

CHRIS MARTIN
with commentary by RIMS



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INDUSTRY GUIDE | RISK & COMPLIANCE

Kia ora & welcome to our

# Risk & Compliance Guide

Our industry guides have been designed to help you get a leg-up in the employment world. Curated by our Recruitment Specialists, and backed by data and insights from industry representatives, we're excited to share more about Risk & Compliance.

Running a business in any industry can be highly risky, and any business that does not follow industry laws and regulations is a compliance risk, that's where risk and Risk and Compliance comes in. Risk and Compliance is the process of identifying, assessing and monitoring the risks to your organisations compliance with regulations and industry standards, typically through internal controls you put in place to ensure your organisation doesn't run into any extra-legal costs or roadblocks, and monitoring those controls to confirm they're effective on an ongoing basis.

In this guide we will explore the specialist areas of Risk & Compliance, as well as the importance of R&C for modern businesses, and how to enter into the industry.

If you would like any further information, or would be eager to hire a Risk & Compliance expert for your business, then get in touch!

Chris Martin

**CHRIS MARTIN**

Principal Consultant - Risk & Compliance Recruitment Specialist

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# Current Development of the Market

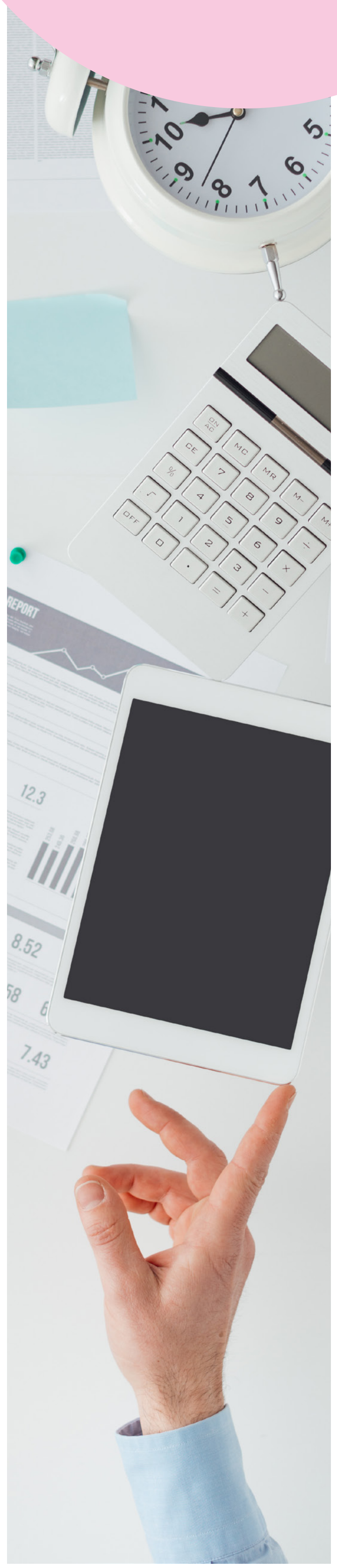
In New Zealand Risk and Compliance is a fast-growing market sector. Over the years we have seen some key trends emerge. The market has emerged from a focus on Health and Safety, (IFRS) International Accounting Standards, the adaption of laws in Financial Crime and Corruption, Financial Market Stability Laws, Consumer Protection and Conduct Law, Business Continuity Planning, and more recently Environmental and Sustainability legislation.

# The Growth of an Industry

It's been a moving feast of change and an industry has emerged along with its members quickly building a set of skills to navigate these fast-running waters.

Initially, candidates were pulled from parallel industries such as Accounting and Law. Now we have seen the emergence of true Subject Matter Experts.

Aligning NZ with some of our closest markets has not been the only key driver of change in this sector. Other catalysts have been breaches in Conduct and Money Laundering in Australia. The resulting Royal Commission saw Senior Directors losing their jobs and significant fines being applied. Although this did not impact New Zealand jurisdictionally, many of New Zealand's institutions are Trans-Tasman in nature or have Australian Parents. New Zealand has conducted some of its own reviews and although not finding serious issues, findings have driven change. A review of the Insurance Industry and reactions to the GFC have all impacted this sector.



# Organisational Structure

For large organisations this subject is split into Risk Management and Compliance Management while smaller companies combine these elements. Small and medium enterprises may have Risk and Compliance reporting into a Head of Finance, medium sized organisations may slot this area under Legal and large corporates often employ a Chief Risk Officer who is part of a Senior Leadership Team. Industry sector also plays a part in how organisations treat this subject with the Finance Industry seeing the most impact from legislation, resulting in the largest and most established teams. Aeronautical is also a highly established and "Risk Mature" market. Construction and Infrastructure have more of a Health and Safety and Project Risk focus.

Here at Find, we have seen the largest volume of jobs being created across the Financial Services sector. This has been driven by a raft of consumer, business conduct and structural legislative changes. Much of this change has been to "catch-up" New Zealand with other jurisdictions particularly in Europe and parts of Asia. The purpose of much of this newer legislation is to ensure Consumers are treated fairly and to balance vulnerable consumers against larger institutions.

# Key Regulators

There are several key regulators who govern organisational conduct. Some examples of these governors are below. Within Financial Services, these include:

FMA FINANCIAL MARKETS AUTHORITY TE MANA TĀTAI HOKOHOKO — Reserve Bank of New Zealand Te Pūtea Matua — NZX NEW ZEALAND'S EXCHANGE TE PAEHOKO O AOTEAROA

Supervisors can also operate as organisations who are appointed to look after the investors interest for some types of financial products. Other market sectors may have a range of other governing bodies which can include organisations such as:

Te Tari Taiwhenua Internal Affairs — WORKSAFE NEW ZEALAND — GAMBLING COMMISSION NEW ZEALAND



# Key Areas of Risk & Compliance

In the modern business landscape, businesses face a myriad of challenges and risks that demand careful management and adherence to various Frameworks and guidelines, this brief overview explains some of the key areas of Risk Management and Legal Compliance.

## The '3 Lines of Defence' Model

Many organisations utilise a 3 Lines of Defence Model. This methodology ensures that each "Line" has a degree of oversight.

- Line One is considered operational and is carried out at a customer facing or service delivery level ('the front line').
- Line Two is focussed on managing the rules, procedures and frameworks which the operational functions carry out.
- Line Three is an audit function of both Lines One and Two.

## AML/CFT

Anti Money Laundering and Countering the Financing or Terrorism are key pieces of legislation that govern Financial Services. Although New Zealand is considered low in corruption, organised crime and terrorism (both nationally and internationally) will search for weak points for Money Laundering.

## Privacy

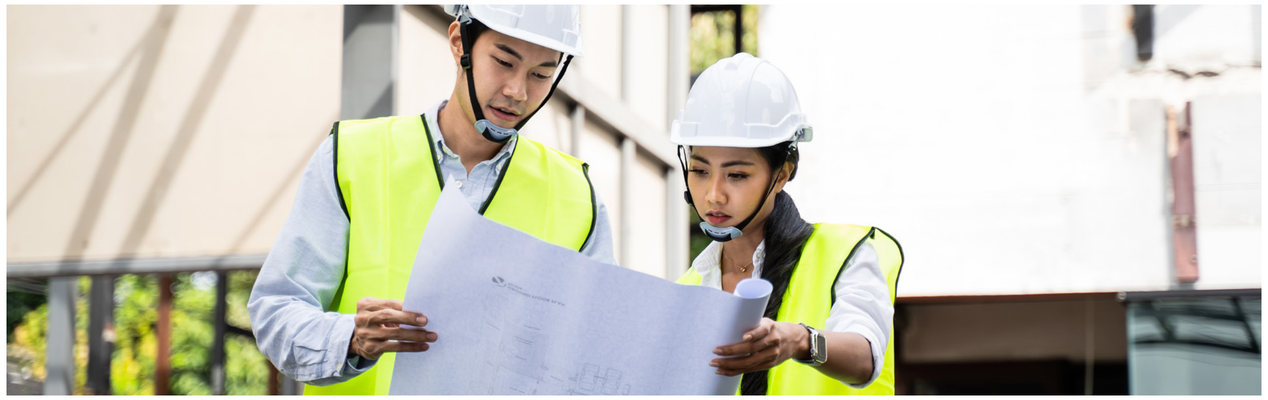
Hacking, viruses, and malware are cyber risks to organisations that handle private or otherwise sensitive information, requiring them to take steps to protect that data and prevent privacy breaches, going above and beyond simply following regulations. Organisations falling under this category must develop solid data security policies and procedures to help prevent serious incidents of privacy breaches involving customers/clients and employees.

## Environmental Concerns & ESG

ESG stands for Environmental, Social and Governance and is a wide and growing discipline. Social Responsibility, giving back and Governance Responsibilities are all sub-sets of this subject scope.

Notable recent legislation in this area includes upcoming climate disclosure reporting. This legislation has started to drive the importance and visibility of this topic within corporate New Zealand.

Environmentally, business is being thrust into dealing with pollution and environmental damage they cause. Many countries have strict laws regarding these environmental risks. It is more important than ever to ensure relevant regulations are followed to avoid consequences.



## Workplace Health & Safety

Many industries require organisations to follow specific health and safety protocols, many of which are enforced by the government. In New Zealand, WorkSafe is the primary regulator for the health and safety work systems, they aim to provide the NZ workforce with regulatory confidence, harm prevention, and system leadership through working collaboratively with businesses to embed and promote good work health and safety practices.



# The Importance of Risk & Compliance for Modern Business

There is an expected duty of care for employees, customers, and the environment. These manifest in areas such as ensuring fit for purpose products, privacy, health and safety and consumer protection. With social media, reputation has never been more easily damaged. We are also seeing regulators drive ethical and social tenets in new law. Managing the risks associated with this change is now critical for any successful modern business.

"In today's dynamic environment, organisations must act decisively to recruit and strengthen their risk and compliance teams. The pace of digital and technological change, especially the rapid evolution of AI, demands a proactive approach, with skilled risk professionals at the centre of identifying, assessing, and responding to emerging threats. Building robust cybersecurity, ensuring regulatory compliance, and establishing effective data governance rely on having the right expertise in place.

Geopolitical and economic uncertainties, including inflation, tariff fluctuations, and interest rate pressures, further heighten the need for dedicated risk resources who can anticipate and navigate these challenges. Businesses must recruit and retain top talent in risk management to successfully manage complex global supply chains, address shifting workforce needs, and support leadership succession and upskilling. Without a focused investment in risk resources, organisations may find themselves unprepared to defend against new cyber threats, adapt to evolving regulations, or deliver the data protection and resilience stakeholders now expect."

Iain Gallie

NZ & PI Chapter President

RIMS NZ & PI

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# The Importance of working with a Risk & Compliance Hiring Specialist

Risk and Compliance is now considered an essential, specialist skill set. Having a technical Subject Matter Expert is irreplaceable. Where the rubber "meets the road" is being able to implement best practice into a business in an actionable and engaging way. These industry specialists will bring you:

- Targeted expertise.
- Assurance that candidates understand industry-specific needs.
- Best practices transformed into actionable strategies.

A Risk and Compliance specialist can help safeguard reputation, promote proactive risk management, and navigate changing landscapes. In essence, they bridge the gap between technical compliance and practical implementation, ensuring an organisation's enduring success. Furthermore, they can provide confidence and assurance to your business decisions, to help you ensure you're heading in the right direction. What this looks like will vary by industry, but it can range from assessing the risk of financial expenditure, through to evaluating safety protocols in your places of business.

Chris can help you build the ideal Risk & Compliance team for your business, from his network of SME's.

**CHRIS MARTIN**
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Chris holds a degree in Commercial Law and a Master's in Marketing. His career has spanned from New Zealand to London, working across Accounting and Analytics, and specialising in Risk & Compliance. His passion for Risk & Compliance, and his involvement in the industry, has led him to developing unparalleled knowledge and insight which he brings to your hiring needs.



# Recruiting with Find

At Find we recognise that our candidates and clients all have individual needs and requirements. We never make assumptions and we always tailor our approach to you. Understanding your business and developing long-term relationships is our secret recipe for exceptional recruitment.

## HERE'S HOW IT ALL WORKS

Find has access to the full array of candidate sourcing techniques. These include:

- Access to our extensive network of industry relationships which we have crafted over years in the market.
- Teams in Auckland, Christchurch and Wellington that work closely together. Regular communication and job sharing ensures we know what candidates are up to, nationwide.
- Talent and Candidate management systems via our in-house Talent Managers who support our consultants in finding, screening and placing amazing talent.
- An industry leading Database of active and passive talent that we continuous engage with.
- Advertising across the main job boards and Online Industry Publications (when suitable/available).
- Find run a referral campaign offering $300 to anyone who refers candidates who we place.
- The ability to use targeted online advertising in conjunction with our marketing team
- UK pipeline – we have agreements with two UK based agencies providing a pipeline of Kiwi's returning or Australian's moving to NZ!

## CANDIDATE INTERVIEWING

We fully interview each of our shortlisted candidates using competency-based questions to provide insights on their strengths, weaknesses, motivations, and drivers. Gaining an understanding of team and organisation "fit" is also a key element of this process and, in our experience, one of the biggest factors in a hire.

## VERIFYING CANDIDATES

As part of our standard process, Find conduct the following candidate checks:

- 2 full references from a Candidate's last 2 Line Managers.
- A Credit and Criminal Check.
- Qualification and a Right to Work Check.
- Specific testing can be arranged at an agreed additional cost.

## OFFER & AFTERCARE MANAGEMENT

We are experts at presenting and managing offers and being a conduit for information, negotiation, and acting as an expert sounding board for our both our candidates and clients. Find also stand by our introductions via a replacement guarantee period and take pride in keeping in contact when your new appointment starts. We're with you for the long-term!

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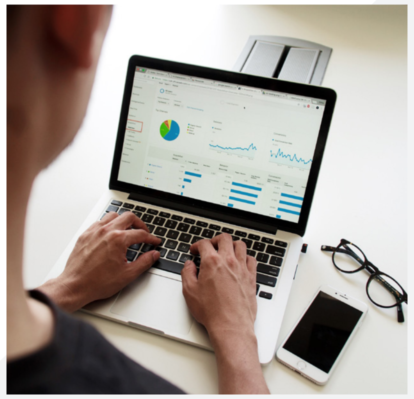
HOW TO ENTER THE

# R&C Industry

As a relatively new industry in New Zealand, Risk & Compliance is growing exponentially, and it may not be immediately clear how to enter the industry. We've outlined some of the key ways to enter the field, what to expect in a day-to-day, and what sort of salary you can expect as you progress through the career field.



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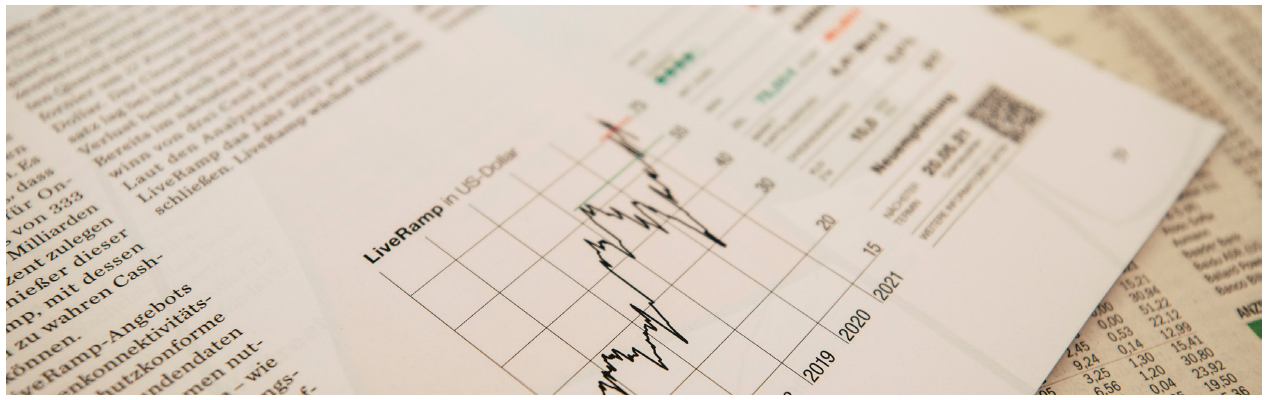
## Risk Management Frameworks

These are templates and guidelines used by companies to minimise risks. This usually involves having a risk profile for each risk that is identified within an organisation, these profiles could have information as simple as how much capital could potentially be lost owing to an unidentified risk, or more complex information such as quantifying the cost of a risk versus the cost of implementing systems to mitigate risk. Once risks have been identified, they then require plans for mitigation, reporting and monitoring, and the governance of these plans.



## What might a day-to-day look like?

Working in this field, you can expect to build and design internal policies to lower the risk of your employees not compiling with relevant regulations. This also involves training staff and informing them of any legal changes or updates to compliance guidelines, whilst also acting as a contact person between heads of departments and the organisational regulatory body. From a strategic level you will be considering what risks are likely to have the biggest impact on a business and what the cost of mitigating this risk will be. You can expect to be involved in creating Frameworks and Procedures for managing Risk and Compliance, implementing new processes and training those in the business is equally key.

# Is Risk & Compliance well paid?

The below data is accurate as of July 2026. For the most up-to-date salary information, visit our website!

| JOB TITLE | SALARY LOWER | SALARY UPPER |
|---|---|---|
| Compliance Associate | $75,000 | $90,000 |
| Risk Analyst | $85,000 | $100,00 |
| Risk & Compliance Specialist | $90,000 | $120,00 |
| Senior Risk Analyst | $120,000 | $140,000 |
| Risk & Compliance Manager | $140,000 | $170,000 |
| Senior Risk Manager | $180,000 | $200,000 |
| Head of Risk | $200,000 | $240,000 |
| GM Risk/Chief Risk Officer | $250,000 | $400,000+ |

# What is the expected career path?

As demonstrated, there is an increasing focus on Compliance and Corporate Governance ,and Risk Management is becoming increasingly significant and increasingly rewarded. The outlook is positive for the R&C sector in terms of opportunities and benefits. This also means competition for top appointments is likely to increase.

Risk and compliance are well paid in comparison to similar vocations such as Accounting and Law. The most common risk management career path involves progressing through the ranks over the years. However, it may take over a decade to reach a senior-level position. Typical progression will be: Analyst/Advisor to Manager to Senior Manager to 'Head of' and General Manager level roles. We are seeing some instances of CRO (Chief Risk Officer) roles appearing in the market, especially post-COVID.

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# Where & how do I look to get a role in Risk & Compliance?

Career vectors into Risk and Compliance often come from Financial Crime Compliance, Accounting or Legal Backgrounds. Health and safety is another core area that is widening its scope into this realm. To enter this field, one should start with an accredited bachelor's degree in finance, business administration, economics, or related fields, and gain work experience in one of these fields. Consideration of graduate school, particularly for master's degrees in relevant areas, can enhance job prospects.

Pursuing some professional certifications like the Chartered Financial Analyst (CFA), Certified Risk Manager, Certified Regulatory Compliance Manager (CRCM), or Certified Professional Compliance Officer (CPCO) can further boost career opportunities. Assuming that hurdle has been jumped a career in risk and compliance offers an opportunity to manage and mitigate financial uncertainties within companies. Risk Managers identify and control exposure to uncertainties, aiming to prevent substantial profit loss. Compliance teams collaborate closely with risk managers to ensure adherence to industry regulations, particularly as tighter business laws have led to increased penalties.

A great way to further gain information on how to break into a role in R&C is to contact groups such as RIMS (The Risk Management Society), and engage with them to learn more about how you can qualify, what you might need to add to your CV, and where to start looking for opportunities.

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## We’re Find Recruitment

We're Aotearoa's premium recruitment agency! We specialise in the recruitment of Risk & Compliance, Accounting, Finance, IT, Technology & Digital roles across the Auckland and Wellington markets with a focus on Permanent, Contract and Fixed-Term placements. We're not your standard recruiter - we are human focused, not sales focused. We are a values led business, and we do what we love, so we love what we do!

## Ready to start hiring?

If you’re ready to experience the best in the recruitment industry, and access a wealth of phenomenal candidates across New Zealand then get in touch today.

**The first hot drink is on us!**

Auckland & Wellington

027 137 8205

findrecruitment.co.nz