

THE
TREASURY
RECRUITMENT
CO

GLOBAL TREASURY SALARY SURVEY

European Results
July 2025



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BACKGROUND TO THE SALARY SURVEY

Our Salary and Market Survey was originally created in 2002. The principal aim of which was to be able to capture a true picture of the salary ranges and market opinions of those corporate treasury. What sets this survey apart from the other more generalist surveys out there, is the scope of the data gathered, the breadth of participants involved, and the accuracy of the data provided.

SCOPE OF DATA

This survey asks participants to answer a series of questions focusing on their experience, backgrounds, and current positions, as well their personal feelings regarding job satisfaction, overall fulfilment, and financial reward. The survey delves into the views and opinions of each participant at a far deeper level than any other survey of its kind, the result of which, is a truly unique insight into the behaviours and beliefs of the treasury community.

BREADTH OF PARTICIPANTS

The strength of this survey is driven in part by the range of respondents involved, both in terms of level and geographic location. From a level perspective, every single position has been accounted for from Treasury Analyst up to Global Treasurer / Treasury Director, as well as the more niche functions of Treasury Accountant, Treasury Consultant and Regional / International Treasurer. In terms of geography, all key continents have been covered, from Europe, North America, and Canada, through to Asia, Australia, and Africa. This has provided a detailed cross-section of the treasury population and an unrivalled understanding of the industry globally.

ACCURACY OF DATA

The accuracy of the data in our survey is of the utmost importance to ensure that the results are reliable and trustworthy. To ensure the authenticity of the data, every participant has been thoroughly vetted and any anomalies or discrepancies have been addressed.

Furthermore, the data is based solely on information provided by actual treasury professionals, rather than assumptions or speculation from external sources.

This results in a survey that accurately reflects the true market conditions and provides valuable insights to the treasury community.

CONVERSION FACTORS

	STERLING	US	EUROS
AUS	0.484	0.650	0.559
CAD	0.540	0.725	0.624
CHF	0.918	1.233	1.061
DKK	0.115	0.155	0.133
EURO	0.866	1.161	1
GBP	1	1.342	1.155
SEK	0.077	0.010	0.089
SGD	0.579	0.777	0.669
USD	0.745	1	0.861

THANK YOU



“ THANKS TO OVER
1,600+ TREASURY PROFESSIONALS
WHO CONTRIBUTE TO OUR
SURVEY - YOU MAKE IT THE
TRUE GLOBAL BENCHMARK. WE
COULDN'T DO IT WITHOUT YOU!



Mike Richards
CEO & Founder

Mike Richards is the CEO and founder of The Treasury Recruitment Company, we recruit corporate treasury professionals, from Treasury Analyst to Global Treasurer, for permanent, temporary and interim roles.

He is a well-known figure in the treasury industry and a regular speaker at treasury conferences worldwide, sharing his expertise on managing treasury talent and treasury recruitment.

Additionally, he hosts the highly acclaimed podcast, www.TreasuryCareerCorner.com where he interviews treasury professionals from around the globe about their careers in the field.

I want to thank everyone who participated in our latest Global Treasury Salary and Market Survey, Quarterly update.

The aim of the survey remains to capture a true picture of salary ranges and market opinions within the industry. What sets our survey apart is its scope of data gathered, breadth of participants involved, and accuracy of the data provided in this demanding and ever-changing industry.

The survey continues to ask participants to answer a series of questions focusing on their experience, backgrounds, current positions, as well as their personal feelings regarding job satisfaction, overall fulfilment, and financial reward.

The survey delves deeper into the views and opinions of each participant than any other survey of its kind, resulting in a unique insight into the behaviours and beliefs of the treasury community.

The survey's strength continues to be driven in part by the range of respondents involved, both in terms of level and geographic location.

Every single position is accounted for, from Treasury Analyst to Global Treasurer, including positions such as Treasury Manager, Consultant, through to Regional / International Treasurer.

All continents are covered, including the UK, Europe, North America and Canada, Asia, Australia, and Africa, providing a detailed cross-section of the treasury population and an unrivalled understanding of the industry globally.

Thank you again for your participation.

COMPENSATION BY POSITION

THE TREASURY RECRUITMENT COMPANY

Compensation by Position

Europe

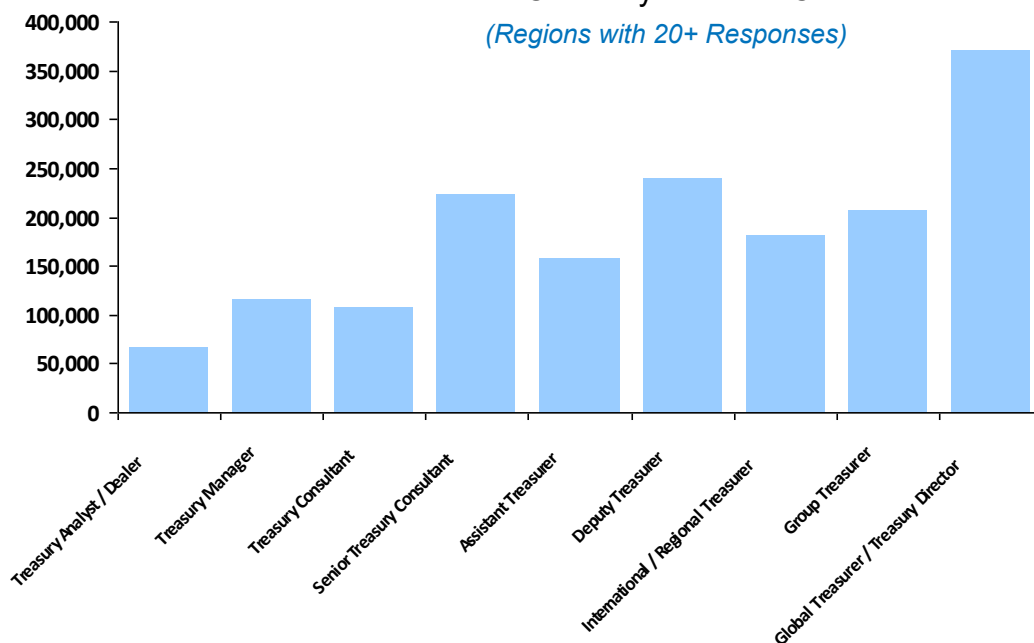
Currency in Euros €

Position	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
Treasury Analyst / Dealer	82	€60,372	€7,302	21%	€6,649	68%	€66,427
Treasury Manager	145	€102,316	€9,098	25%	€15,001	74%	€115,645
Treasury Consultant	10	€97,437	€9,540	-	€11,783	-	€107,369
Senior Treasury Consultant	19	€216,699	€0	-	€42,928	-	€223,477
Assistant Treasurer	31	€131,962	€21,841	35%	€19,346	94%	€157,810
Deputy Treasurer	22	€192,086	€14,864	36%	€46,456	91%	€239,724
International / Regional Treasurer	82	€148,848	€11,645	44%	€29,527	91%	€180,966
Group Treasurer	89	€165,052	€11,285	62%	€40,787	87%	€207,314
Global Treasurer / Treasury Director	45	€266,205	€14,351	64%	€106,814	89%	€370,399
Global:	525	€137,275					€166,970

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



COMPENSATION BY JOB ROLE

**Including Average for Base Salaries,
Car Allowances, Bonuses, Total
Compensations.**

**Also Minimum & Maximum Compensation
Packages**

THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Treasury Analyst / Dealer

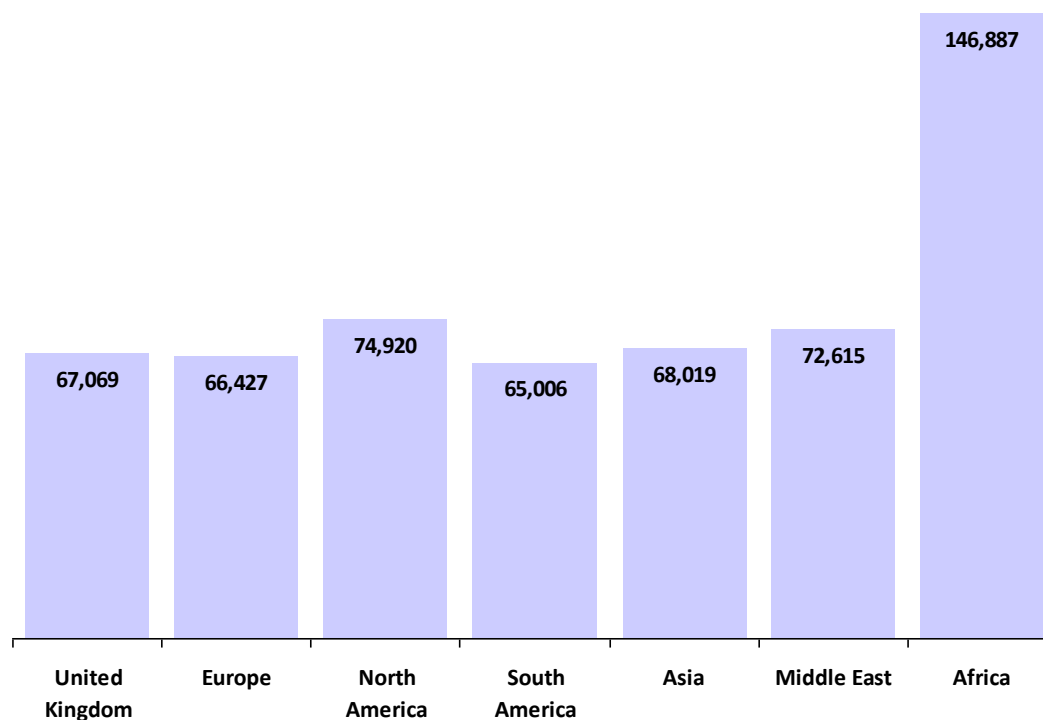
Currency in Euros €

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	87	€62,940	€6,488	8%	€7,134	51%	€67,069
Europe	82	€60,372	€7,302	21%	€6,649	68%	€66,427
North America	64	€70,982	€2,066	2%	€6,248	63%	€74,920
South America	3	€50,656	€6,458	-	€15,068	-	€65,006
Asia	1	€53,813	€3,444	-	€10,763	-	€68,019
Middle East	2	€60,992	€0	-	€23,247	-	€72,615
Africa	2	€59,495	€7,319	-	€80,073	-	€146,887
Global:	241	€63,966					€69,622

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Treasury Analyst / Dealer

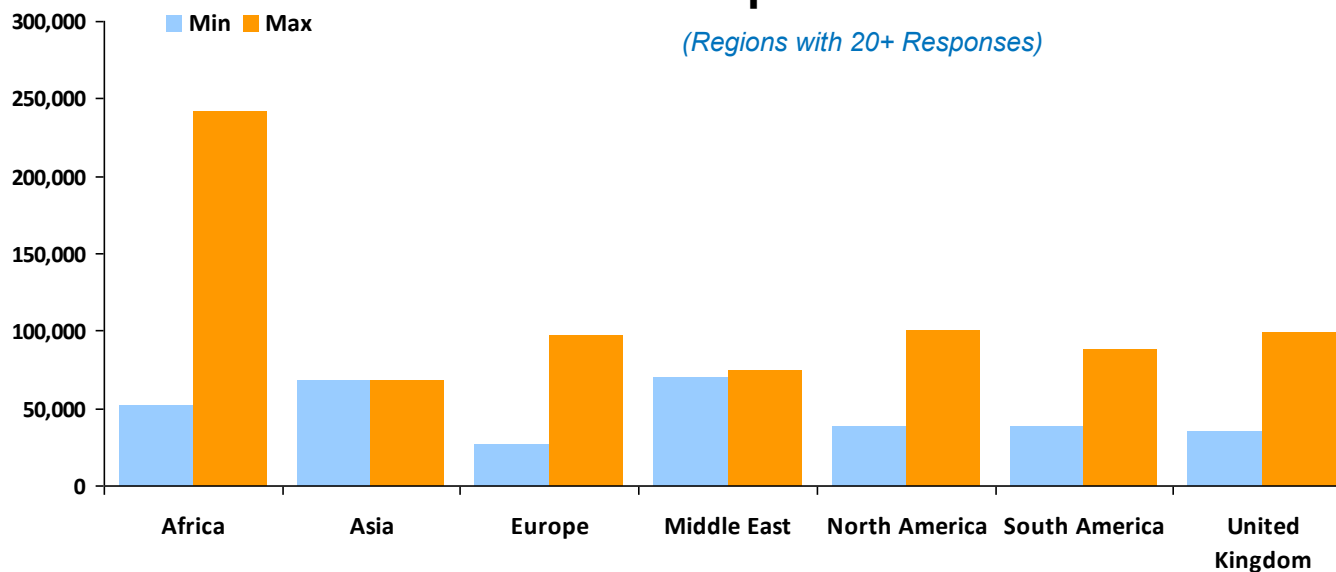
Currency in Euros €

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	87	€35,596	€80,850	€0	€8,489	€0	€23,100	€35,596	€99,552
Europe	82	€24,000	€95,760	€0	€12,000	€0	€30,000	€27,000	€97,240
North America	64	€38,745	€86,100	€0	€2,066	€0	€19,373	€38,745	€100,048
South America	3	€38,745	€58,118	€0	€8,610	€0	€25,830	€38,745	€88,253
Asia	1	€53,813	€53,813	€3,444	€3,444	€10,763	€10,763	€68,019	€68,019
Middle East	2	€51,660	€70,324	€0	€0	€0	€23,247	€70,324	€74,907
Africa	2	€43,050	€75,940	€3,444	€11,193	€5,166	€154,980	€51,660	€242,113

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Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Treasury Manager

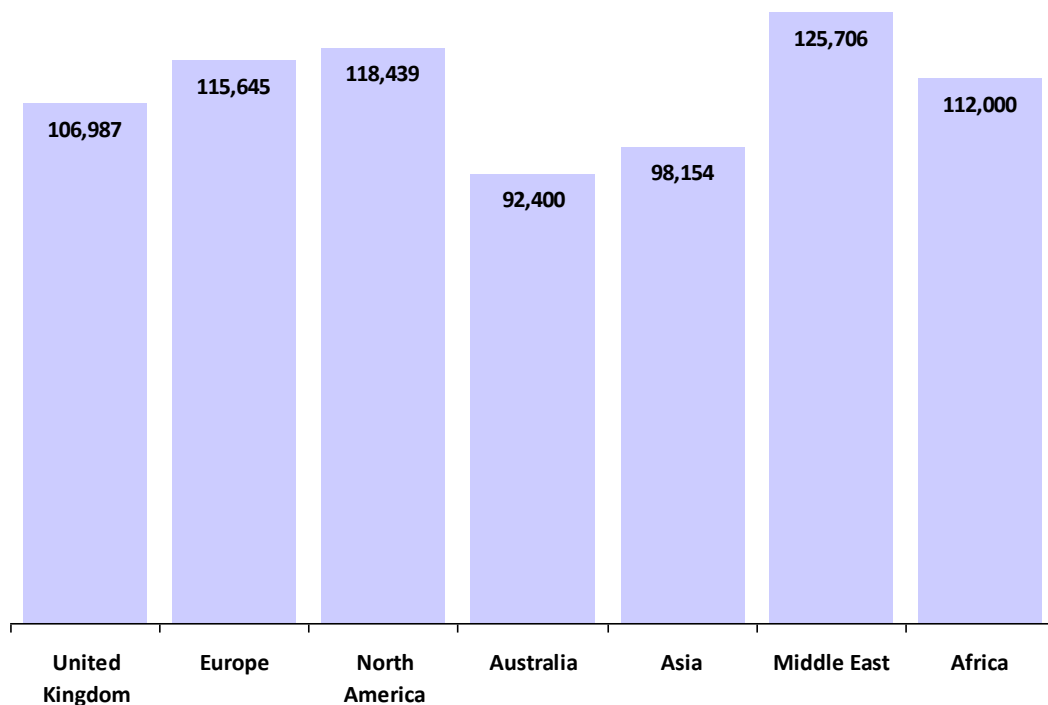
Currency in Euros €

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	136	€96,377	€7,293	24%	€14,145	63%	€106,987
Europe	145	€102,316	€9,098	25%	€15,001	74%	€115,645
North America	144	€108,768	€6,739	1%	€14,142	68%	€118,439
Australia	1	€92,400	€0	-	€0	-	€92,400
Asia	1	€87,822	€0	-	€10,332	-	€98,154
Middle East	2	€114,083	€0	-	€23,247	-	€125,706
Africa	1	€97,000	€0	-	€15,000	-	€112,000
Global:	430	€102,584					€113,786

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

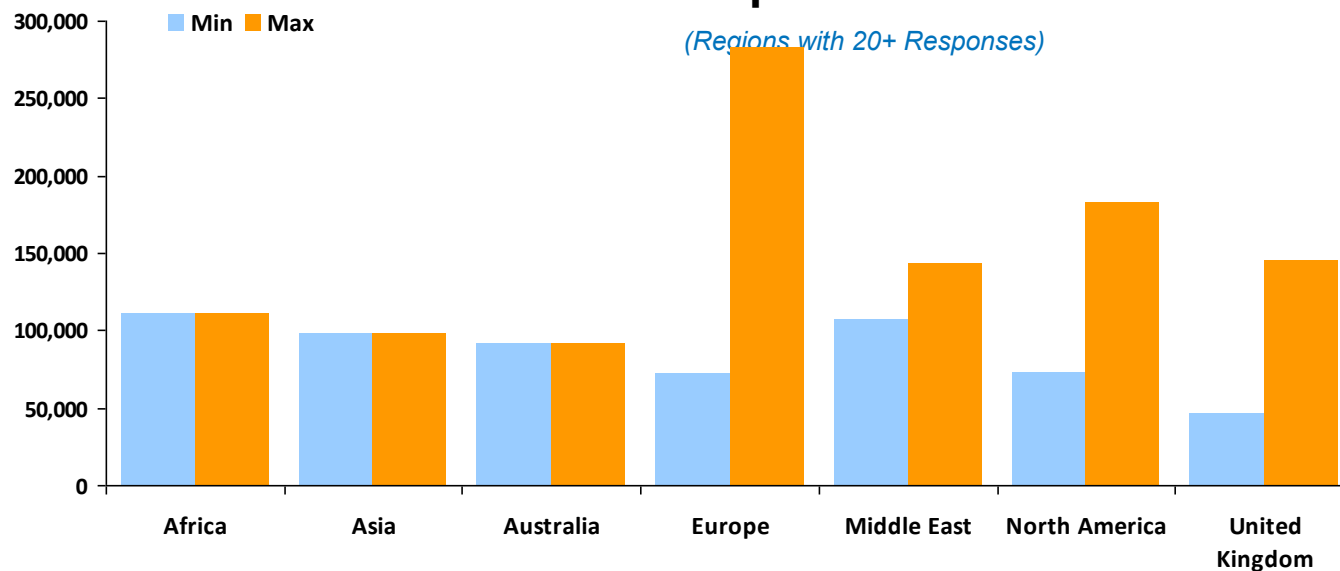
Treasury Manager

Currency in Euros €

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	136	€46,200	€118,560	€0	€12,128	€0	€34,650	€46,200	€145,530
Europe	145	€70,000	€159,150	€0	€15,960	€0	€148,540	€72,000	€283,128
North America	144	€67,392	€142,771	€0	€6,739	€0	€53,382	€73,632	€183,393
Australia	1	€92,400	€92,400	€0	€0	€0	€0	€92,400	€92,400
Asia	1	€87,822	€87,822	€0	€0	€10,332	€10,332	€98,154	€98,154
Middle East	2	€107,625	€120,540	€0	€0	€0	€23,247	€107,625	€143,787
Africa	1	€97,000	€97,000	€0	€0	€15,000	€15,000	€112,000	€112,000

430

Total Compensation Min/Max



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Treasury Consultant

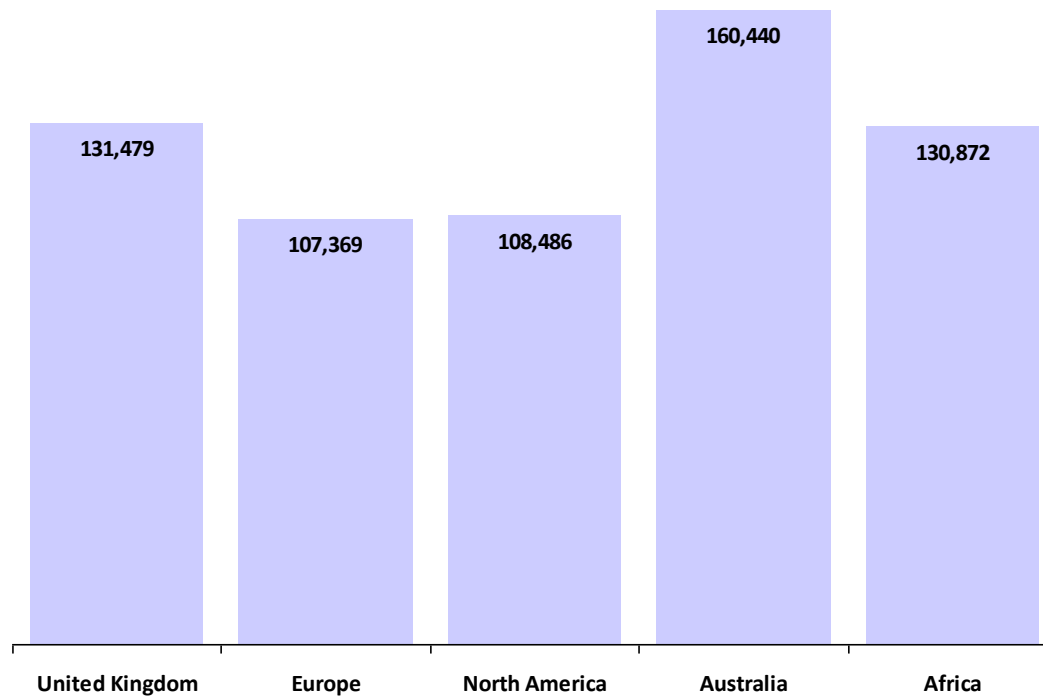
Currency in Euros €

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	20	€125,785	€11,820	15%	€11,204	35%	€131,479
Europe	10	€97,437	€9,540	-	€11,783	-	€107,369
North America	4	€98,047	€0	-	€10,440	-	€108,486
Australia	1	€135,240	€0	-	€25,200	-	€160,440
Africa	1	€111,930	€0	-	€18,942	-	€130,872
Global:	36	€114,706					€123,015

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Treasury Consultant

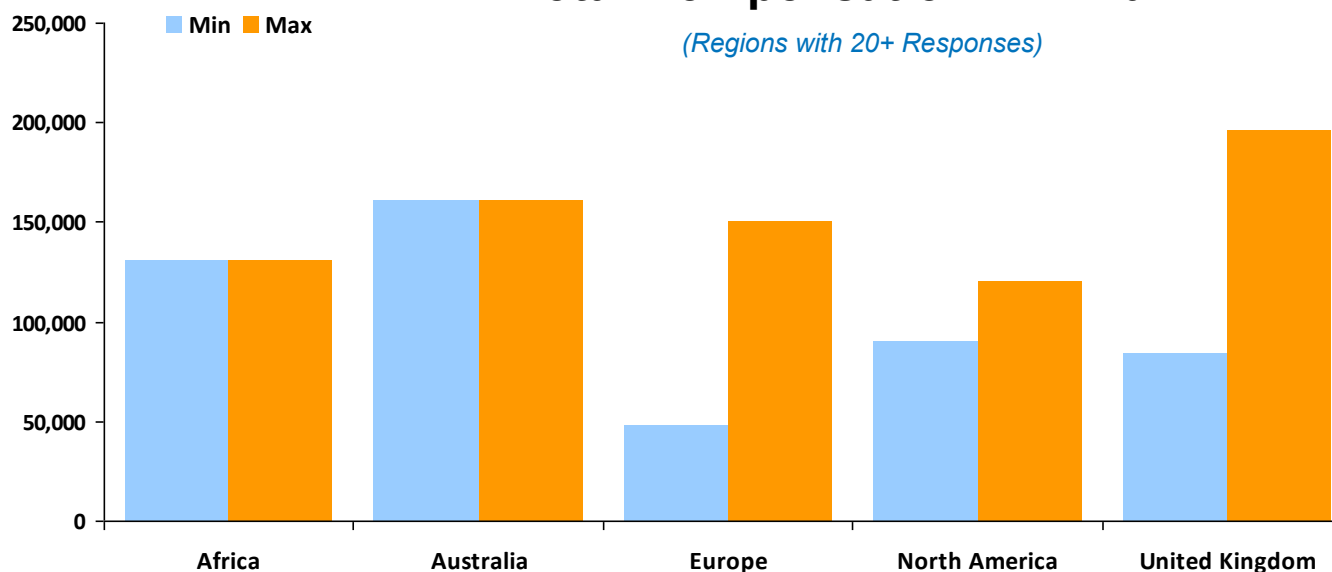
Currency in Euros €

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	20	€84,315	€165,743	€0	€17,325	€0	€19,635	€84,315	€196,350
Europe	10	€46,771	€131,200	€0	€15,000	€0	€30,000	€48,391	€150,000
North America	4	€77,490	€110,639	€0	€0	€2,153	€13,776	€90,405	€120,540
Australia	1	€135,240	€135,240	€0	€0	€25,200	€25,200	€160,440	€160,440
Africa	1	€111,930	€111,930	€0	€0	€18,942	€18,942	€130,872	€130,872

36

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Senior Treasury Consultant

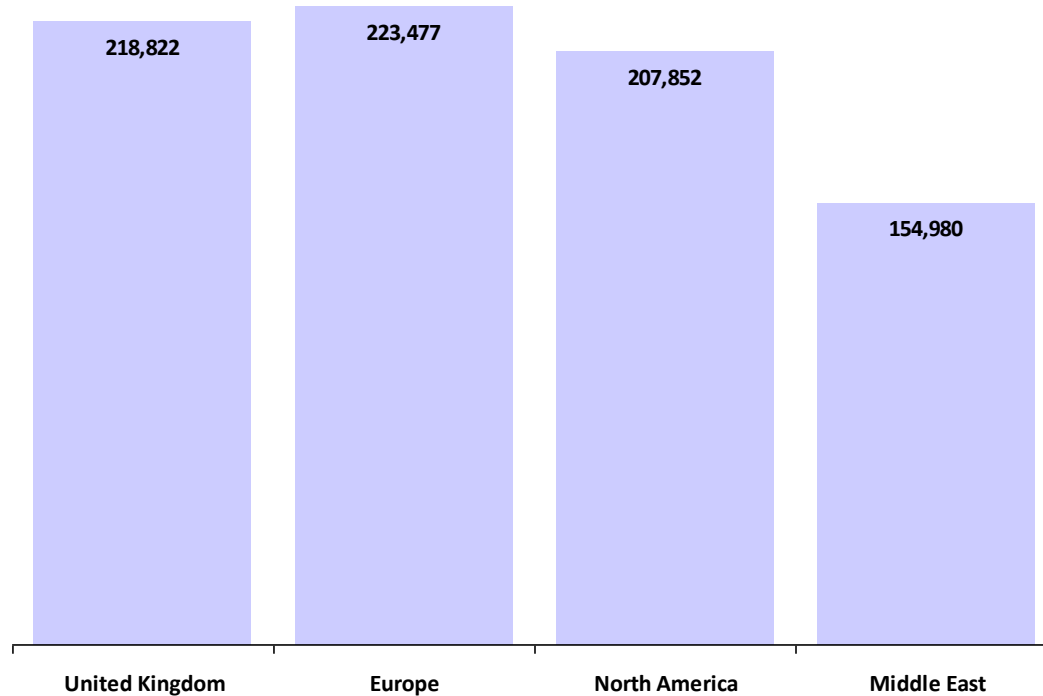
Currency in Euros €

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	13	€214,513	€6,930	-	€24,544	-	€218,822
Europe	19	€216,699	€0	-	€42,928	-	€223,477
North America	11	€183,041	€0	-	€34,115	-	€207,852
Middle East	1	€154,980	€0	-	€0	-	€154,980
Global:	44	€206,236					€216,639

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Senior Treasury Consultant

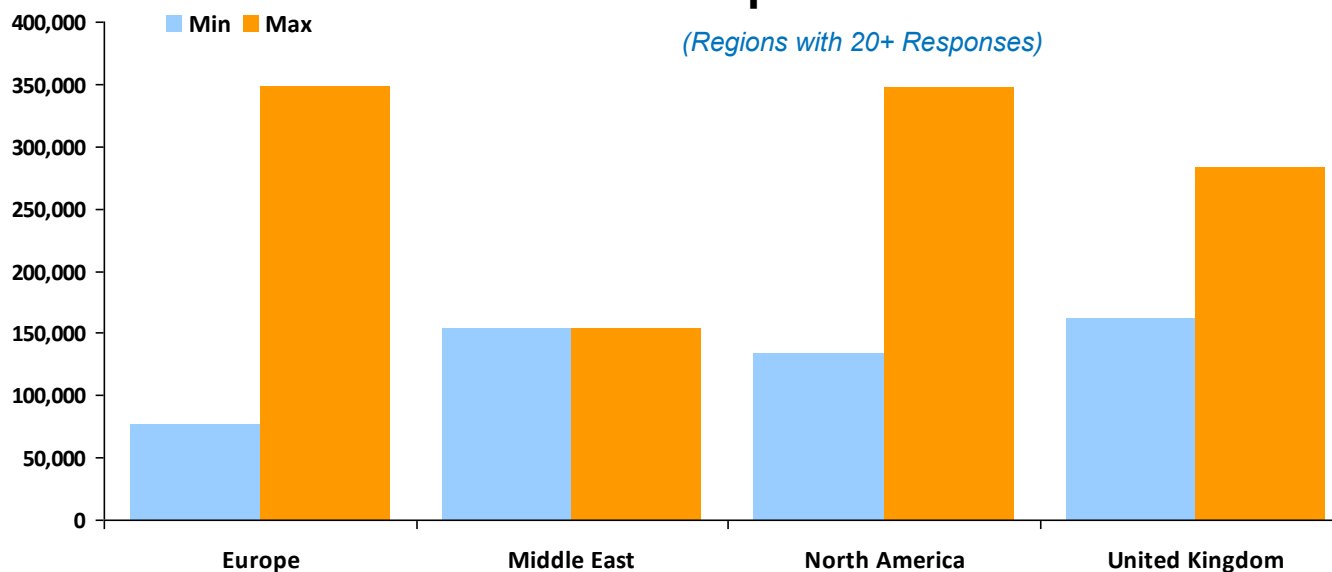
Currency in Euros €

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	13	€161,700	€283,160	€0	€6,930	€0	€28,875	€161,700	€283,160
Europe	19	€71,200	€348,008	€0	€0	€0	€100,000	€76,985	€348,008
North America	11	€124,845	€279,825	€0	€0	€0	€98,567	€133,455	€347,396
Middle East	1	€154,980	€154,980	€0	€0	€0	€0	€154,980	€154,980

44

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Assistant Treasurer

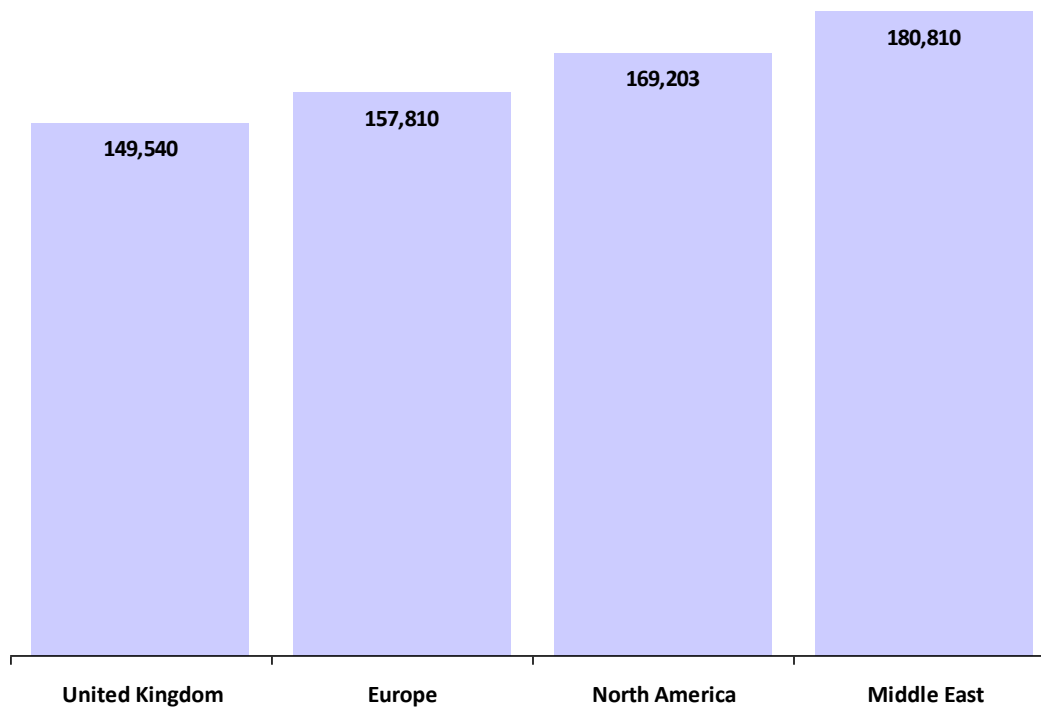
Currency in Euros €

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	48	€127,617	€7,655	50%	€25,547	71%	€149,540
Europe	31	€131,962	€21,841	35%	€19,346	94%	€157,810
North America	61	€146,018	€12,915	2%	€25,025	92%	€169,203
Middle East	1	€137,760	€0	-	€43,050	-	€180,810
Global:	141	€136,605					€160,087

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Assistant Treasurer

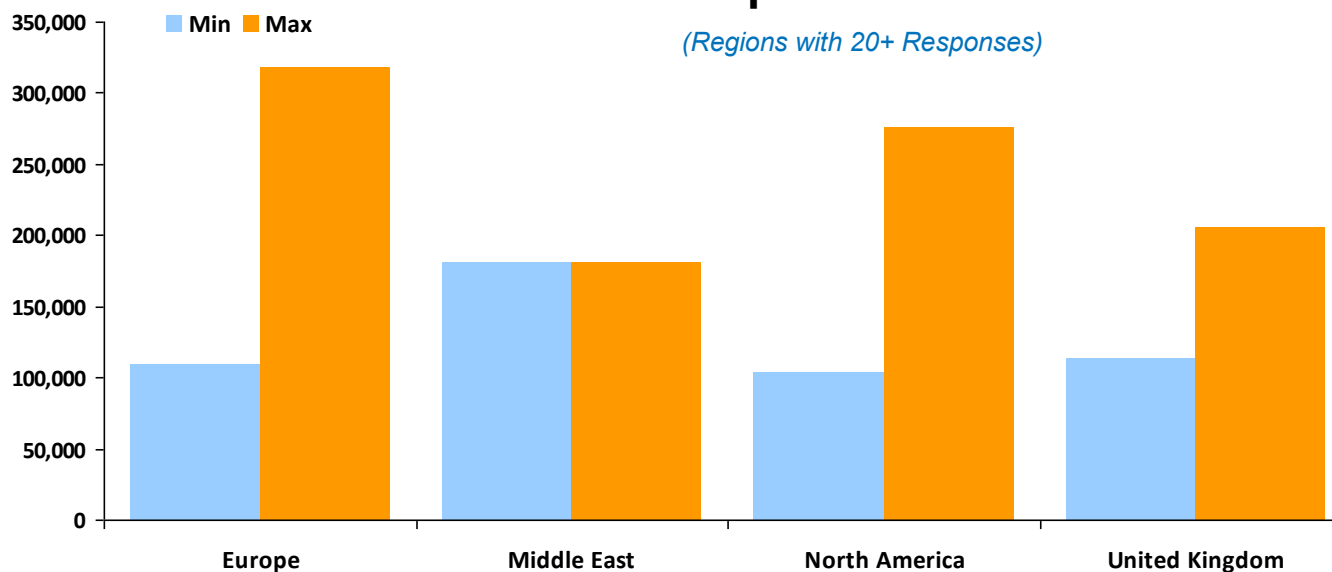
Currency in Euros €

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	48	€111,270	€151,305	€0	€11,550	€0	€57,750	€113,190	€205,590
Europe	31	€100,000	€168,699	€0	€140,000	€0	€65,000	€108,700	€318,000
North America	61	€103,896	€180,810	€0	€12,915	€0	€111,930	€103,896	€275,520
Middle East	1	€137,760	€137,760	€0	€0	€43,050	€43,050	€180,810	€180,810

141

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Deputy Treasurer

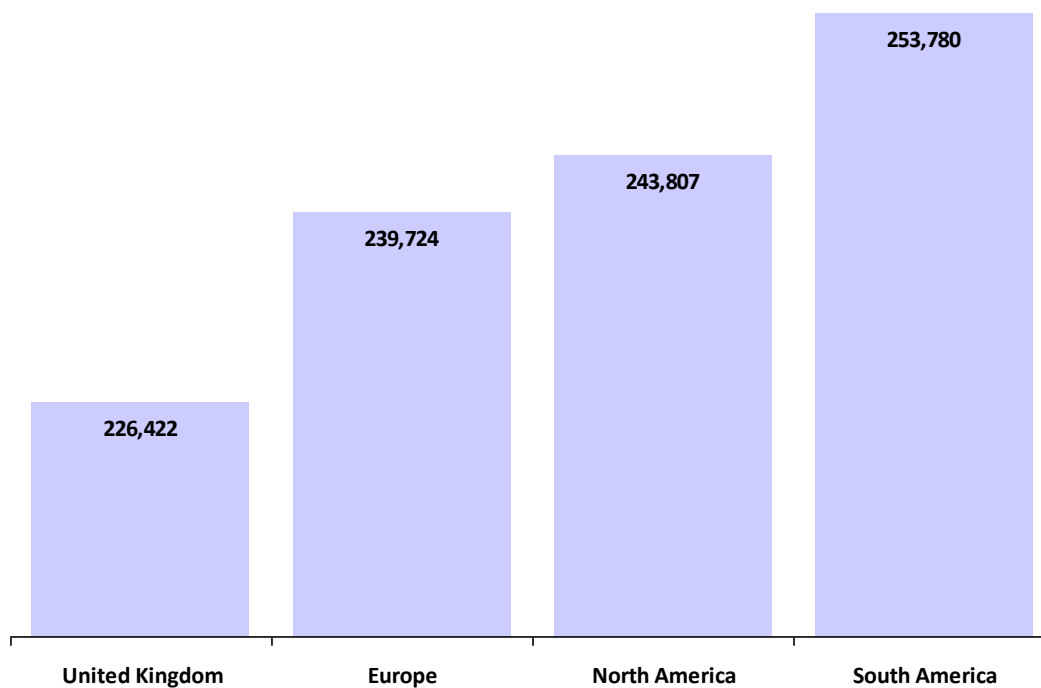
Currency in Euros €

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	28	€171,634	€9,974	46%	€66,876	75%	€226,422
Europe	22	€192,086	€14,864	36%	€46,456	91%	€239,724
North America	31	€201,095	€8,782	3%	€46,975	90%	€243,807
South America	2	€200,183	€0	-	€53,597	-	€253,780
Global:	83	€188,746					€237,100

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Deputy Treasurer

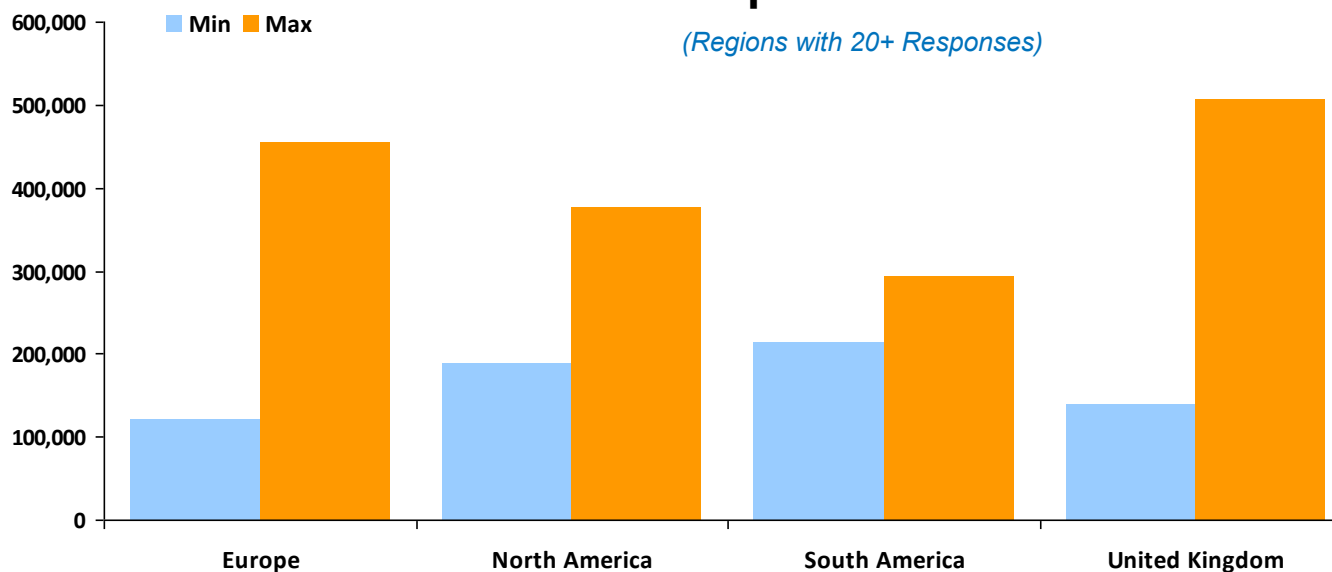
Currency in Euros €

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	28	€138,600	€241,080	€0	€16,170	€0	€277,200	€138,600	€508,200
Europe	22	€110,000	€276,000	€0	€20,000	€0	€212,200	€121,000	€456,230
North America	31	€146,640	€301,324	€0	€8,782	€0	€107,625	€189,420	€376,655
South America	2	€193,725	€206,640	€0	€0	€21,095	€86,100	€214,820	€292,740

83

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

International / Regional Treasurer

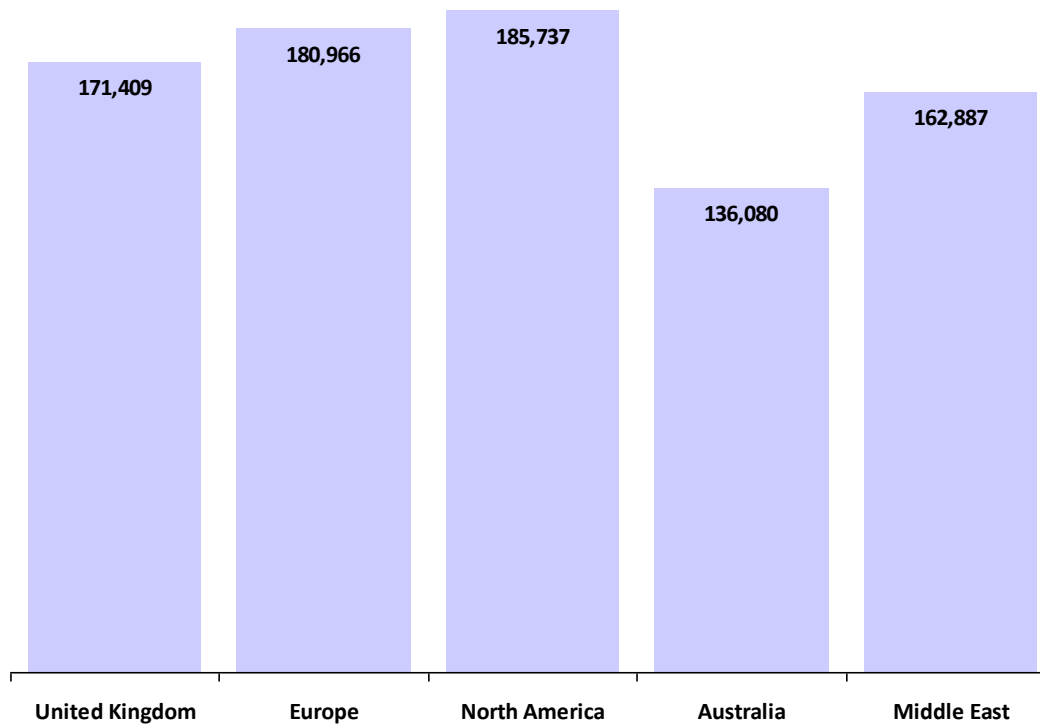
Currency in Euros €

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	41	€143,150	€7,848	44%	€31,793	78%	€171,409
Europe	82	€148,848	€11,645	44%	€29,527	91%	€180,966
North America	79	€157,897	€12,276	5%	€33,081	82%	€185,737
Australia	1	€119,280	€0	-	€16,800	-	€136,080
Middle East	3	€140,118	€15,498	-	€26,405	-	€162,887
Global:	206	€150,913					€180,412

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

International / Regional Treasurer

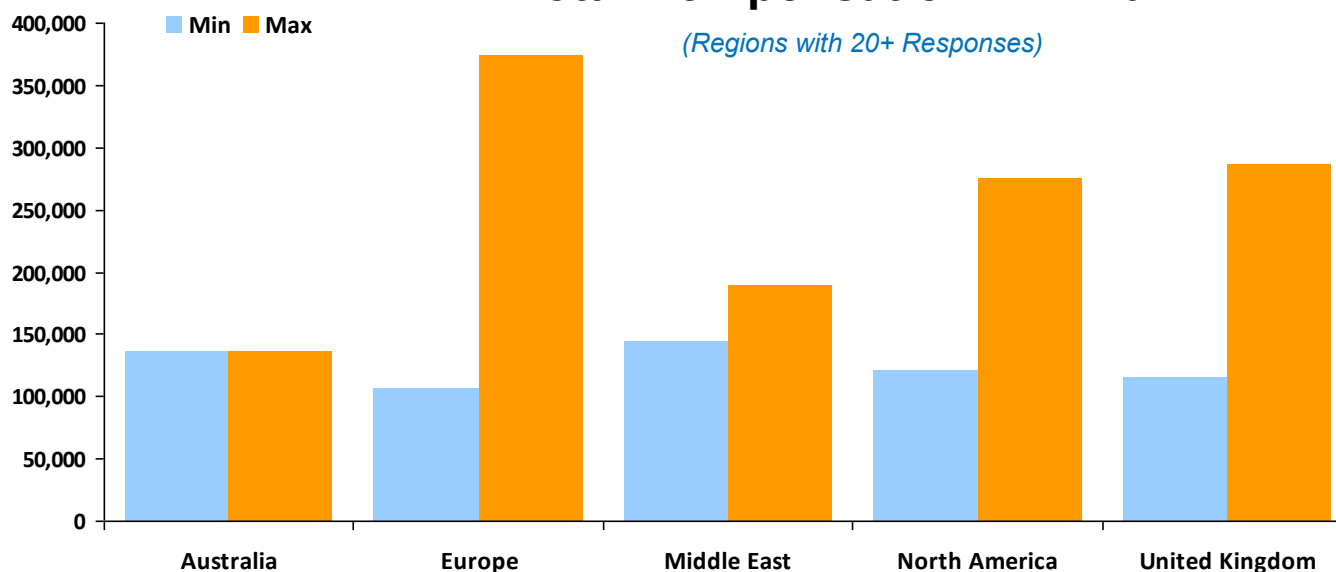
Currency in Euros €

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	41	€115,500	€196,350	€0	€11,550	€0	€98,175	€115,500	€287,081
Europe	82	€99,235	€239,786	€0	€30,000	€0	€199,468	€106,800	€374,533
North America	79	€109,200	€189,420	€0	€23,247	€0	€86,100	€120,540	€275,520
Australia	1	€119,280	€119,280	€0	€0	€16,800	€16,800	€136,080	€136,080
Middle East	3	€129,150	€154,980	€0	€15,498	€0	€44,772	€144,262	€189,420

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Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Group Treasurer

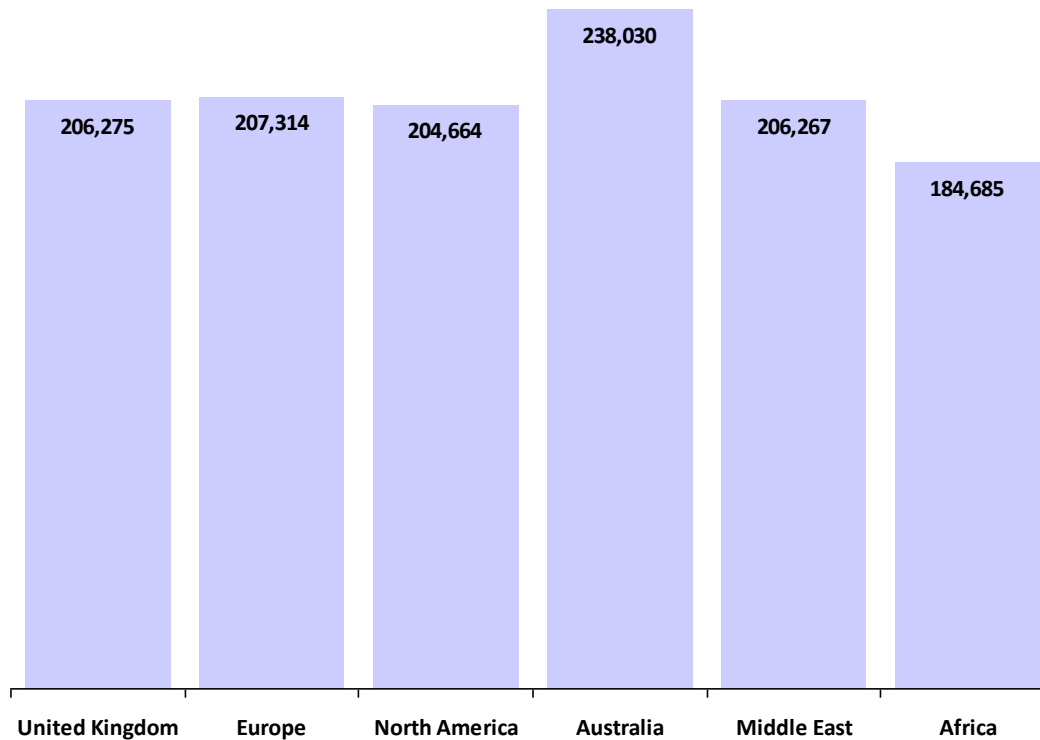
Currency in Euros €

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	72	€167,080	€9,849	38%	€46,474	76%	€206,275
Europe	89	€165,052	€11,285	62%	€40,787	87%	€207,314
North America	59	€171,687	€0	0%	€39,708	83%	€204,664
Australia	4	€191,500	€9,800	-	€44,080	-	€238,030
Middle East	3	€183,067	€12,600	-	€28,500	-	€206,267
Africa	1	€142,065	€0	-	€42,620	-	€184,685
Global:	228	€168,010					€206,726

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

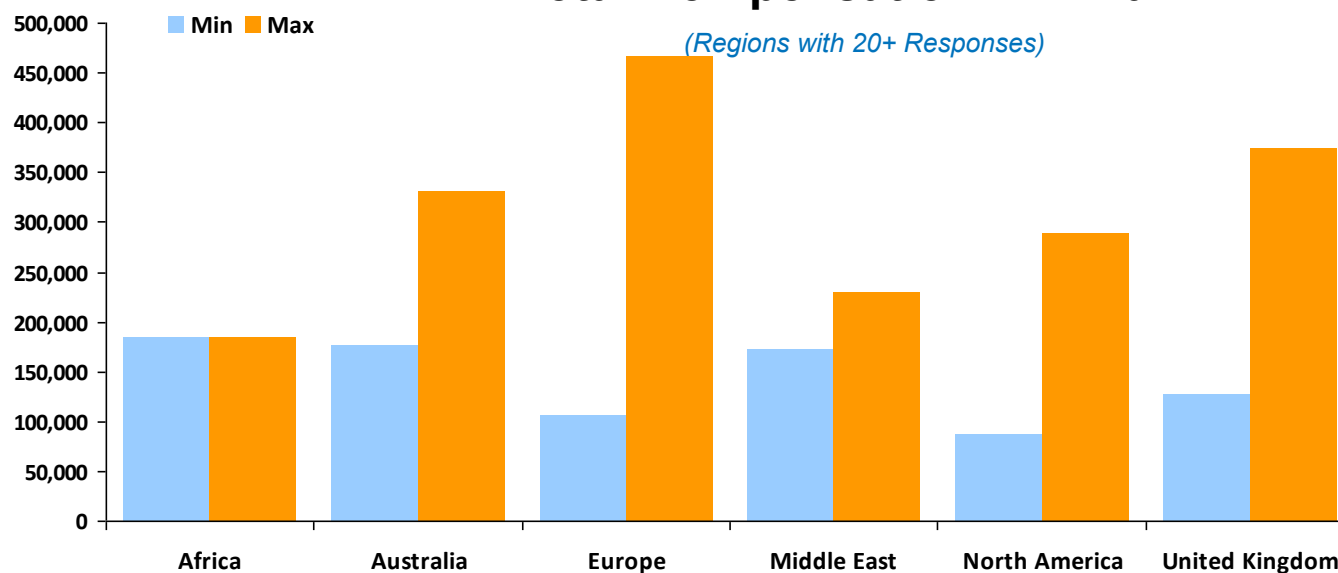
Group Treasurer

Currency in Euros €

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	72	€123,701	€227,535	€0	€15,015	€0	€173,250	€127,050	€375,375
Europe	89	€93,300	€284,221	€0	€21,000	€0	€168,245	€106,650	€466,032
North America	59	€86,100	€194,586	€0	€0	€0	€96,432	€86,100	€290,157
Australia	4	€162,400	€218,400	€0	€9,800	€10,000	€112,000	€177,520	€330,400
Middle East	3	€172,200	€195,000	€0	€12,600	€0	€35,000	€172,200	€229,600
Africa	1	€142,065	€142,065	€0	€0	€42,620	€42,620	€184,685	€184,685

228

Total Compensation Min/Max



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Global Treasurer / Treasury Director

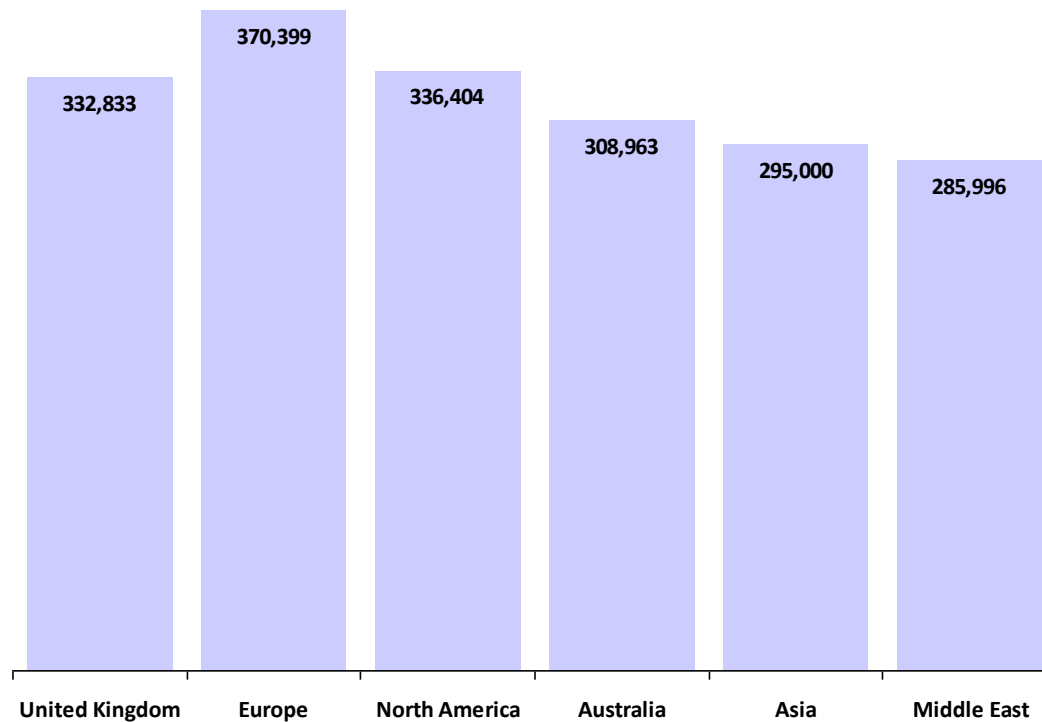
Currency in Euros €

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	60	€247,293	€11,384	42%	€103,145	78%	€332,833
Europe	45	€266,205	€14,351	64%	€106,814	89%	€370,399
North America	108	€249,725	€8,995	6%	€95,952	90%	€336,404
Australia	1	€231,000	€8,663	-	€69,300	-	€308,963
Asia	1	€220,000	€15,000	-	€60,000	-	€295,000
Middle East	5	€237,270	€9,385	-	€56,215	-	€285,996
Global:	220	€251,929					€340,925

Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Global Treasurer / Treasury Director

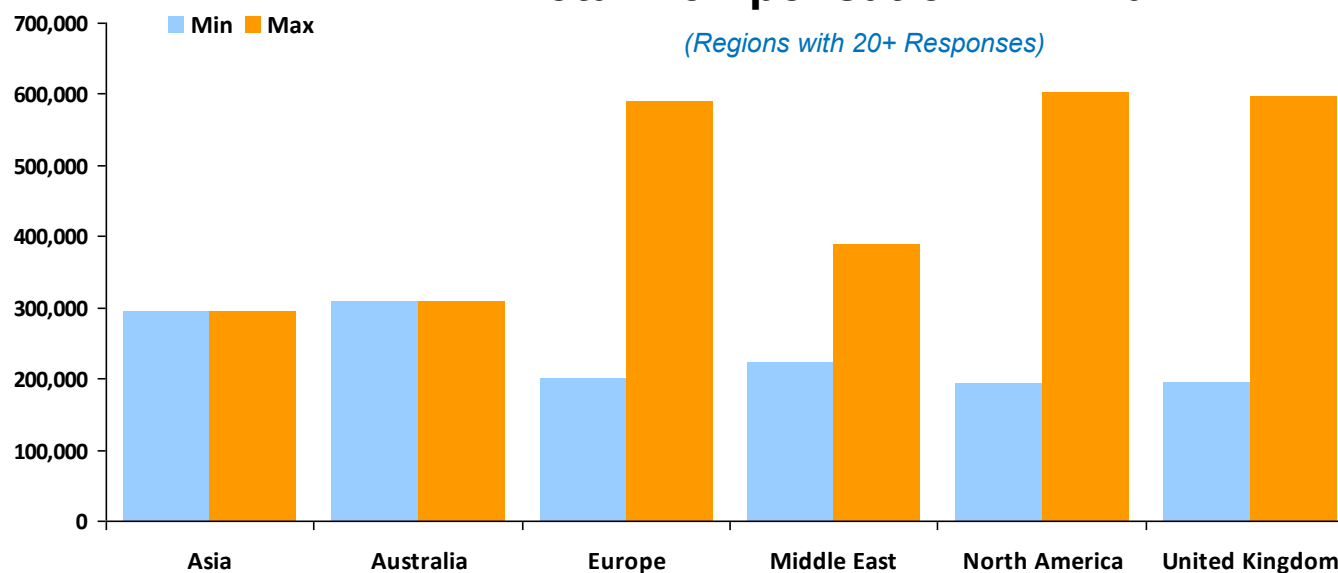
Currency in Euros €

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	60	€150,150	€467,775	€0	€24,498	€0	€309,887	€196,350	€597,135
Europe	45	€199,500	€414,427	€0	€26,525	€0	€250,000	€200,000	€588,855
North America	108	€193,725	€353,945	€0	€19,098	€0	€309,960	€193,725	€602,700
Australia	1	€231,000	€231,000	€8,663	€8,663	€69,300	€69,300	€308,963	€308,963
Asia	1	€220,000	€220,000	€15,000	€15,000	€60,000	€60,000	€295,000	€295,000
Middle East	5	€200,505	€327,180	€0	€10,332	€0	€77,490	€223,860	€389,172

220

Total Compensation Min/Max

(Regions with 20+ Responses)



BENEFITS DATA

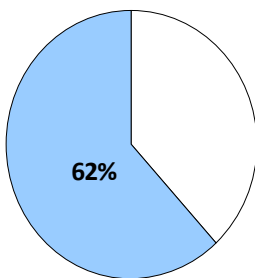
Benefits

All Positions

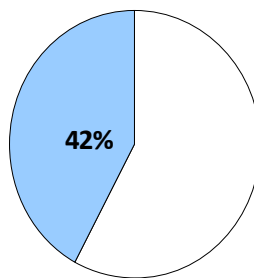
Region	Total Responses	Health Care	Pension Plan	Stock Options	EE Discounts	Flextime	Gym Memb.	Child Care	Cycle to Work
United Kingdom	505	313	308	106	147	270	70	27	122
Europe	525	221	193	111	119	302	77	26	47
North America	561	397	212	154	167	363	80	32	4
South America	5	5	4	0	0	5	2	3	1
Australia	8	3	1	5	1	5	0	1	1
Asia	3	3	2	1	1	3	0	0	0
Middle East	17	12	2	2	3	8	0	1	0
Africa	5	4	3	3	0	3	0	0	0

Healthcare Benefits

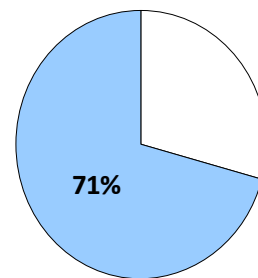
United Kingdom



Europe

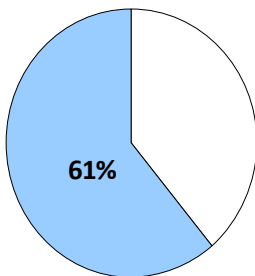


North America

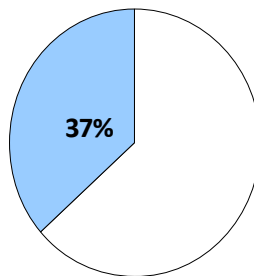


Pension Plan Match

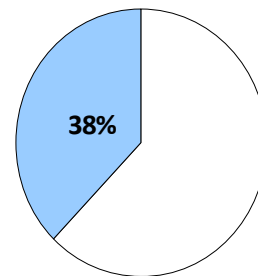
United Kingdom



Europe



North America

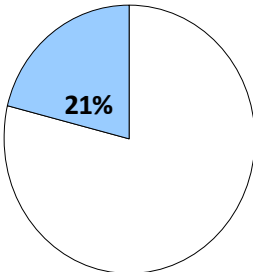


Benefits

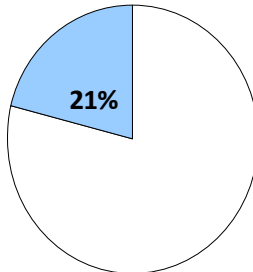
All Positions

Stock Options

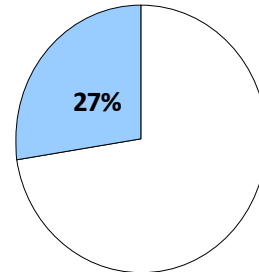
United Kingdom



Europe

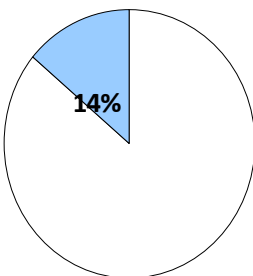


North America

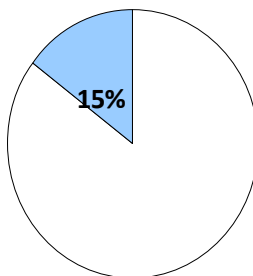


Gym Membership

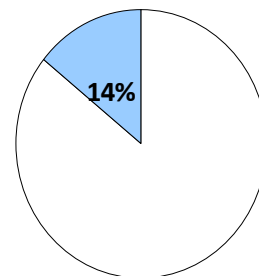
United Kingdom



Europe

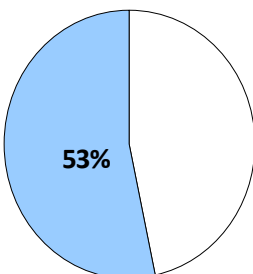


North America

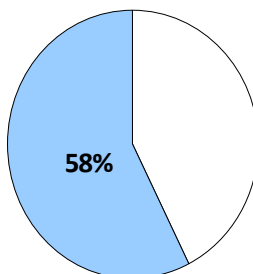


Flextime

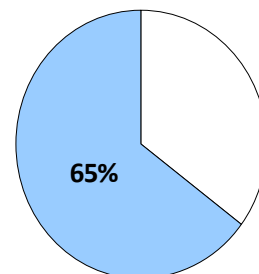
United Kingdom



Europe



North America

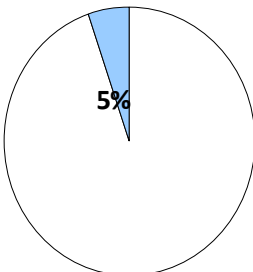


Benefits

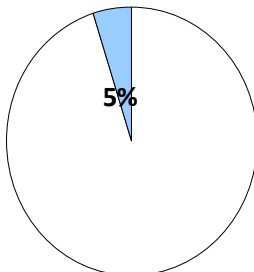
All Positions

Childcare

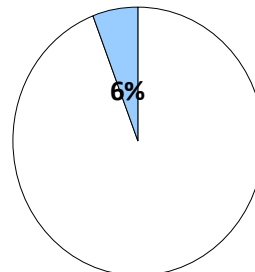
United Kingdom



Europe

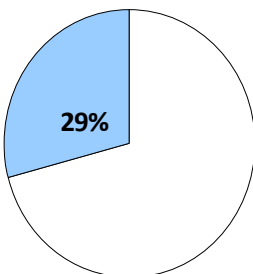


North America

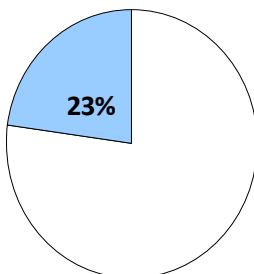


Employee Discounts

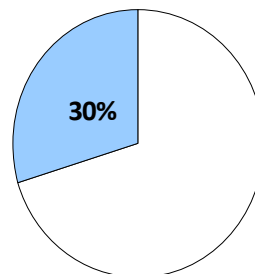
United Kingdom



Europe



North America

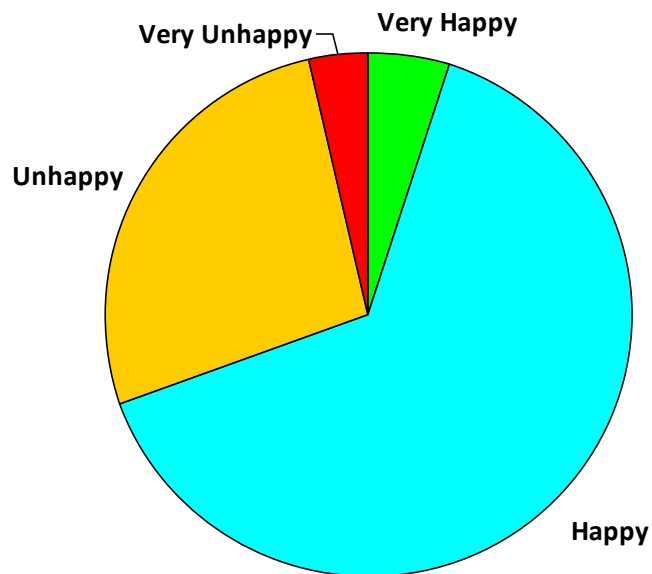


FEELINGS ABOUT SALARY & DIRECT MANAGER

THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: Europe

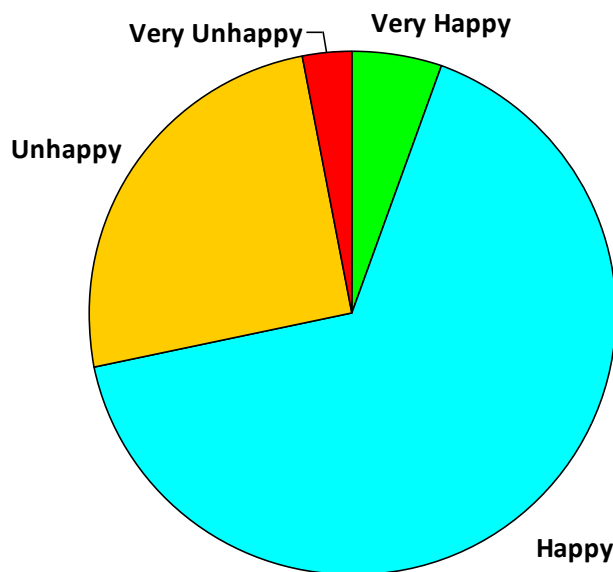


Happy with Salary	Responses	Percent
Very Happy	25	4.9%
Happy	327	64.6%
Unhappy	136	26.9%
Very Unhappy	18	3.6%
Total Responses:	506	100%

THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: United Kingdom

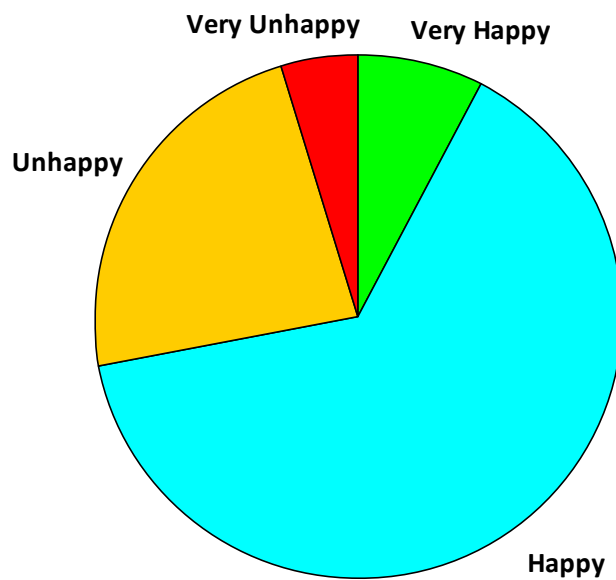


Happy with Salary	Responses	Percent
Very Happy	26	5.4%
Happy	317	66.3%
Unhappy	121	25.3%
Very Unhappy	14	2.9%
Total Responses:	478	100%

THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: North America

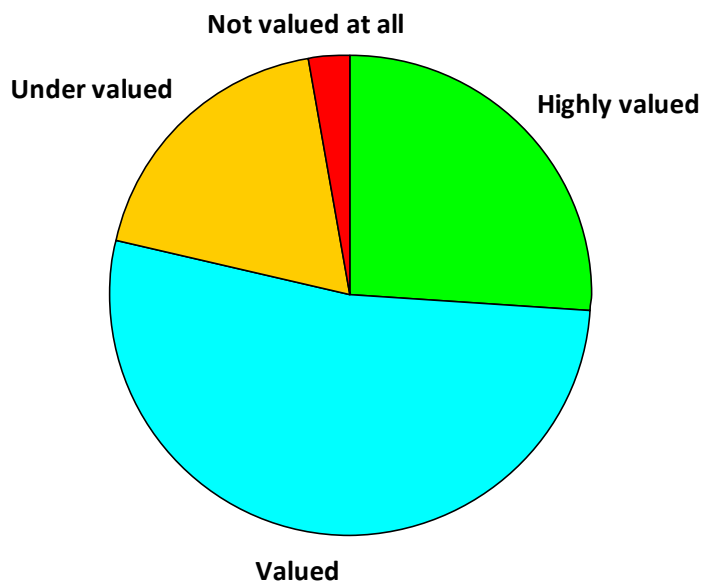


Happy with Salary	Responses	Percent
Very Happy	42	7.8%
Happy	345	64.1%
Unhappy	126	23.4%
Very Unhappy	25	4.6%
Total Responses:	538	100%

THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

REGION: Europe

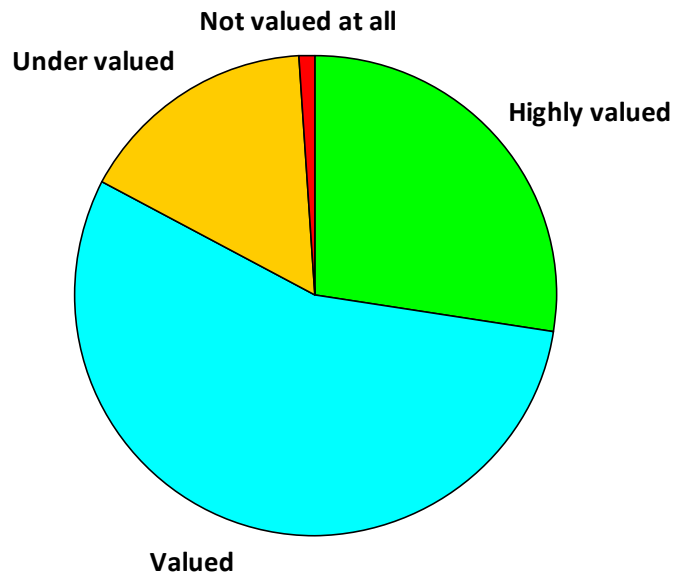


Happy with Salary	Responses	Percent
Highly valued	132	26.1%
Valued	266	52.6%
Under valued	94	18.6%
Not valued at	14	2.8%
Total Responses:	506	100%

THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

REGION: United Kingdom

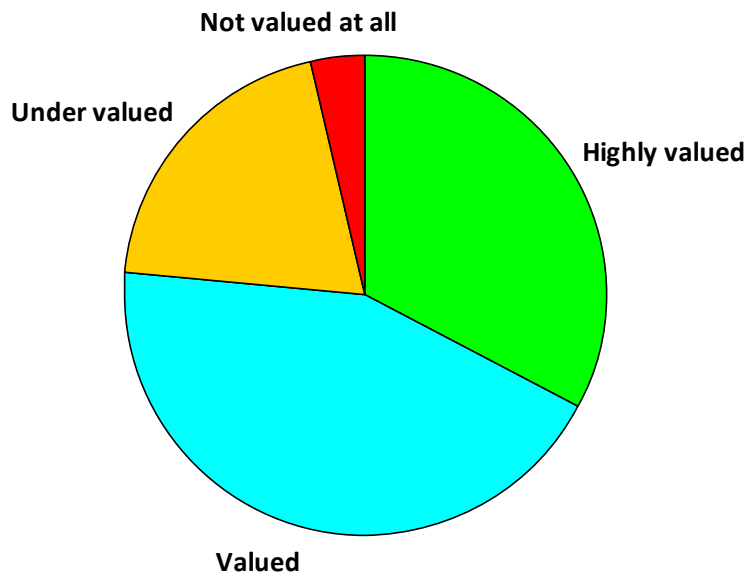


Happy with Salary	Responses	Percent
Highly valued	132	27.6%
Valued	265	55.3%
Under valued	77	16.1%
Not valued at	5	1.0%
Total Responses:	479	100%

THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

REGION: North America



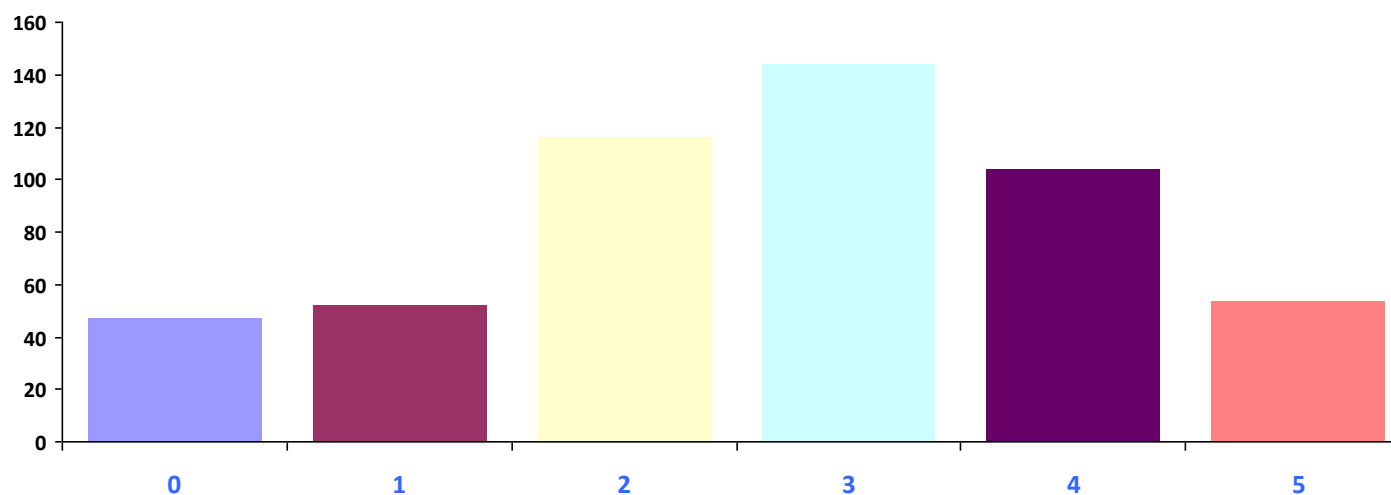
Happy with Salary	Responses	Percent
Highly valued	176	32.8%
Valued	234	43.6%
Under valued	107	19.9%
Not valued at	20	3.7%
Total Responses:	537	100%

WORK FROM HOME POLICIES & TRENDS

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Currently Working in the Office

REGION: Europe



Days in Office

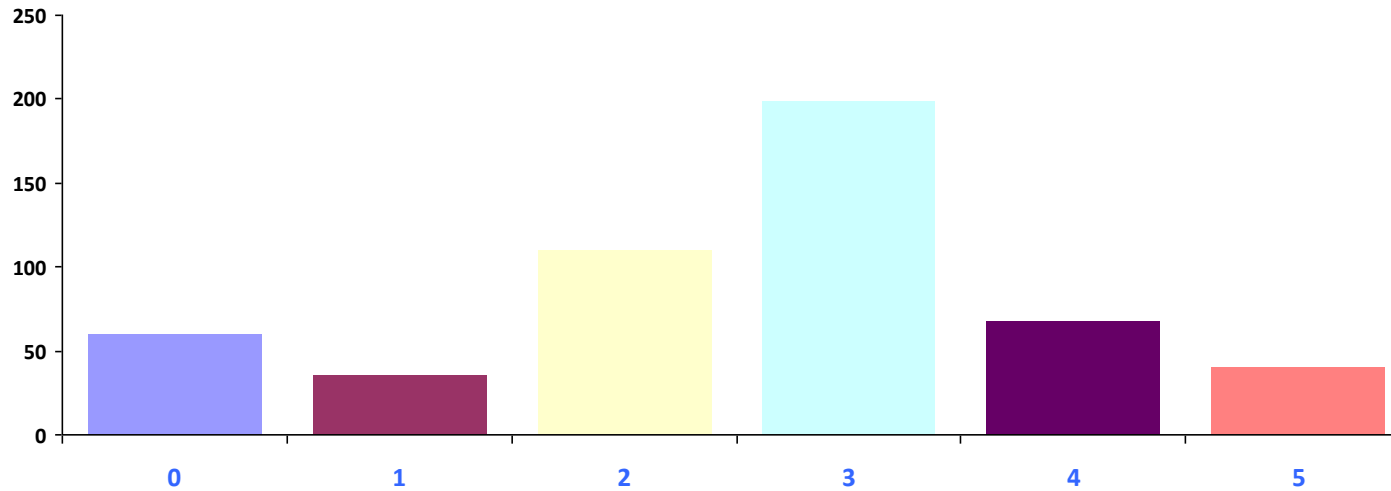
Days in Office	Responses	Percent
0	47	9%
1	52	10%
2	116	22%
3	144	28%
4	104	20%
5	54	10%

TOTAL: 517

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Asked to Work in the Office

REGION: Europe



Days in Office

Days in Office	Responses	Percent
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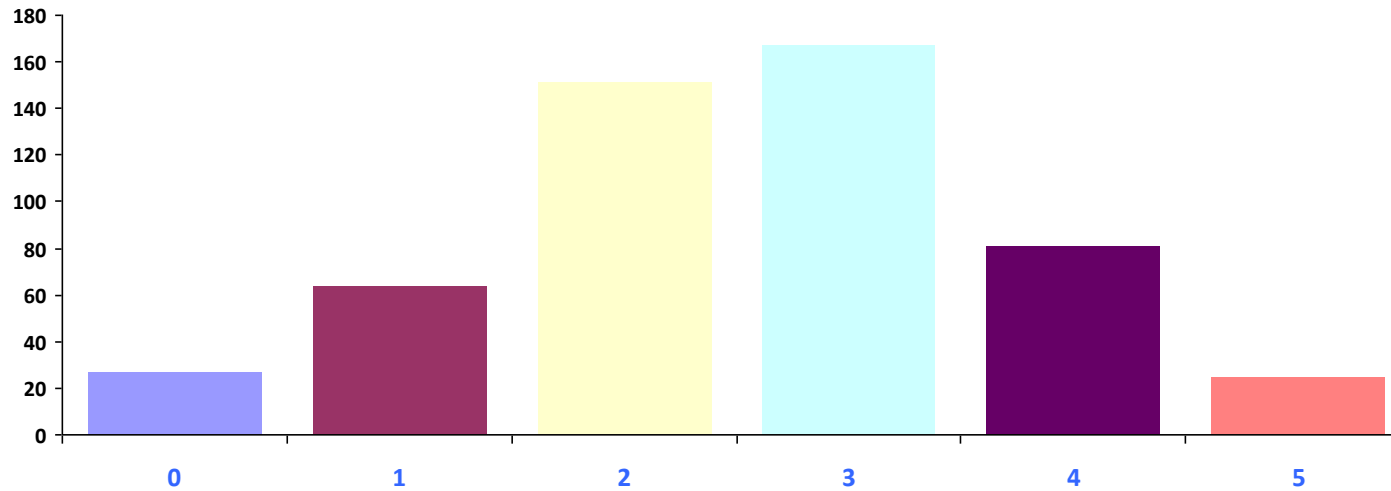
0	60	12%
1	35	7%
2	110	22%
3	198	39%
4	68	13%
5	40	8%

TOTAL: 511

THE TREASURY RECRUITMENT COMPANY

Number of Days You Would Like to Work in the Office

REGION: Europe



Days in Office

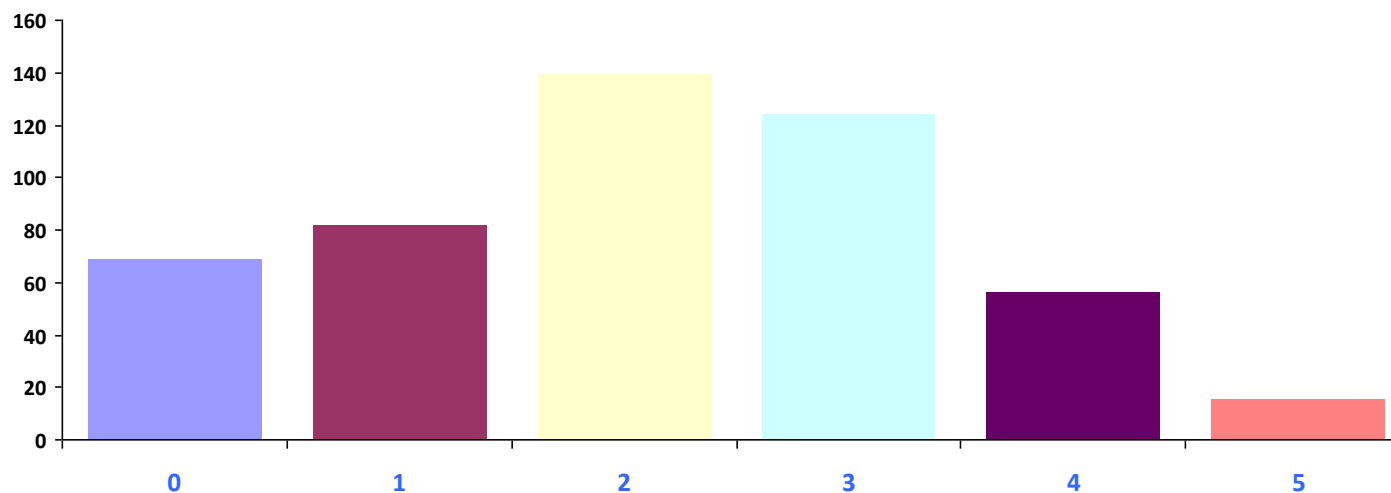
Days in Office	Responses	Percent
0	27	5%
1	64	12%
2	151	29%
3	167	32%
4	81	16%
5	25	5%

TOTAL: 515

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Currently Working in the Office

REGION: United Kingdom



Days in Office

Days in Office	Responses	Percent
----------------	-----------	---------

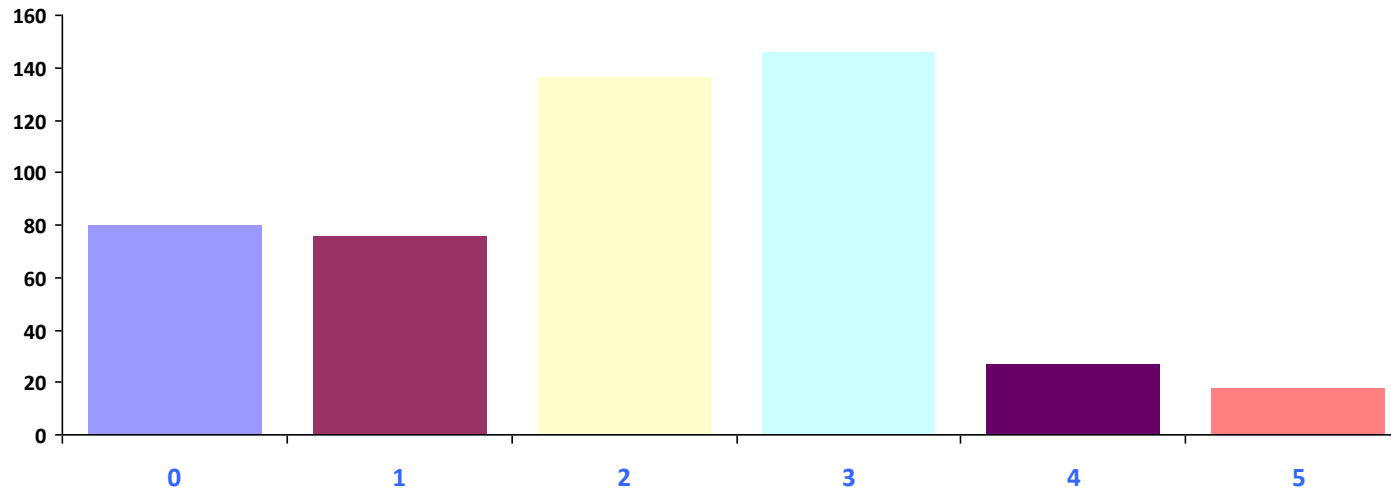
0	69	14%
1	82	17%
2	139	29%
3	124	26%
4	56	12%
5	15	3%

TOTAL: 485

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Asked to Work in the Office

REGION: United Kingdom



Days in Office

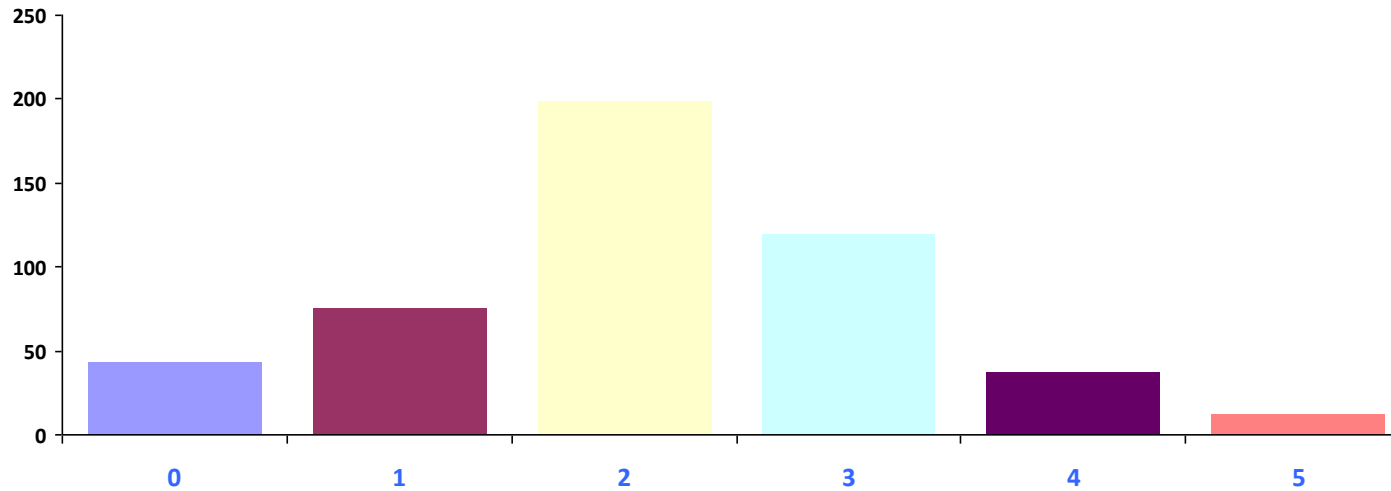
Days in Office	Responses	Percent
0	80	17%
1	76	16%
2	136	28%
3	146	30%
4	27	6%
5	18	4%

TOTAL: 483

THE TREASURY RECRUITMENT COMPANY

Number of Days You Would Like to Work in the Office

REGION: United Kingdom



Days in Office

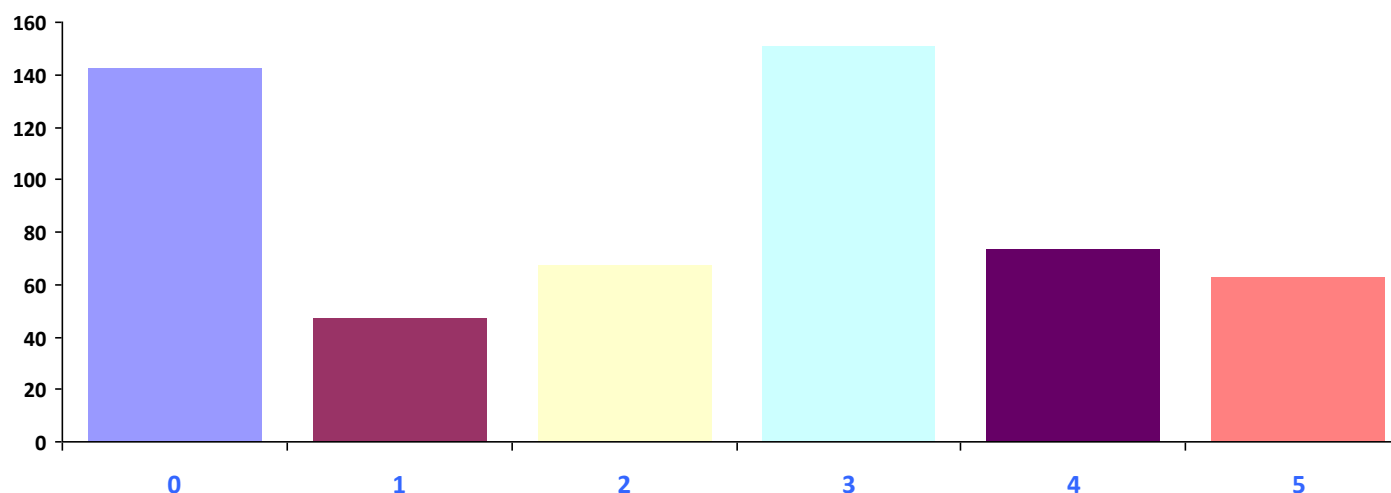
Days in Office	Responses	Percent
0	43	9%
1	75	15%
2	198	41%
3	119	25%
4	37	8%
5	12	2%

TOTAL: 484

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Currently Working in the Office

REGION: North America



Days in Office

Days in Office	Responses	Percent
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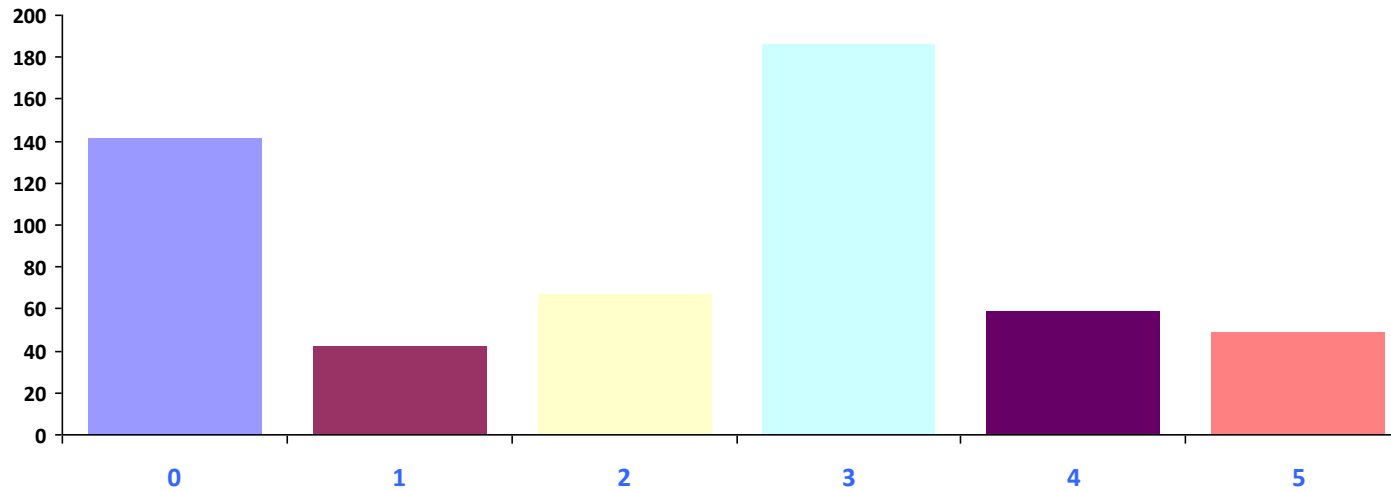
0	142	26%
1	47	9%
2	67	12%
3	151	28%
4	73	13%
5	63	12%

TOTAL: 543

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Asked to Work in the Office

REGION: North America



Days in Office

Days in Office	Responses	Percent
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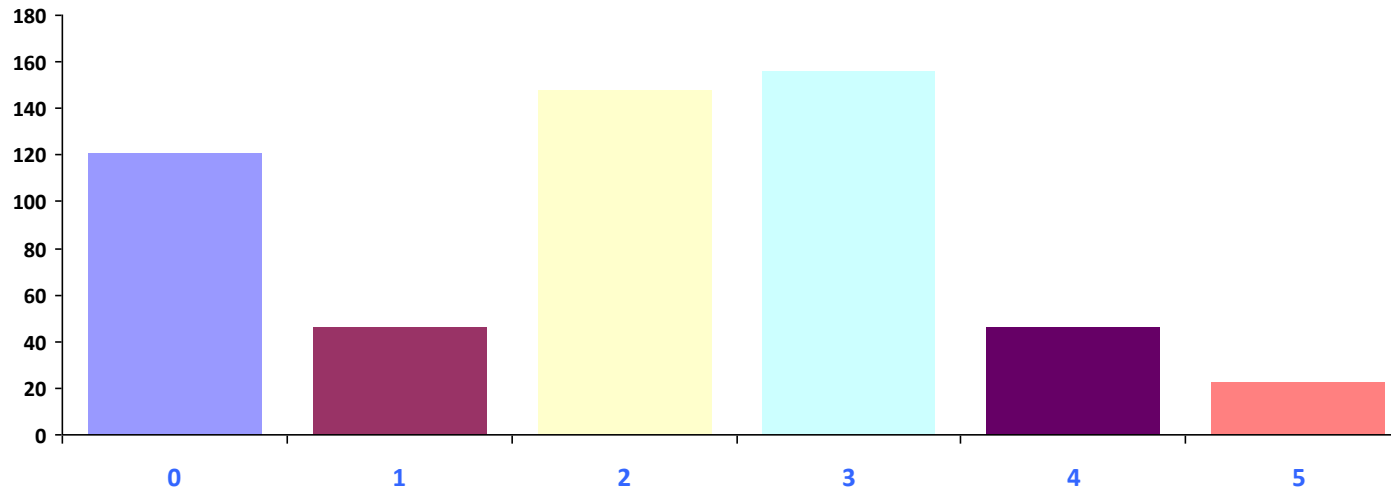
0	141	26%
1	42	8%
2	67	12%
3	186	34%
4	59	11%
5	49	9%

TOTAL: 544

THE TREASURY RECRUITMENT COMPANY

Number of Days You Would Like to Work in the Office

REGION: North America



Days in Office

Days in Office Responses Percent

0	121	22%
1	46	9%
2	148	27%
3	156	29%
4	46	9%
5	23	4%

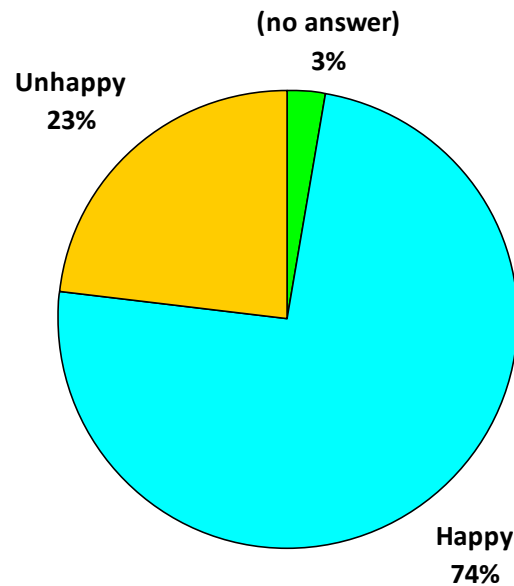
TOTAL: 540

EMPLOYEE SENTIMENTS

THE TREASURY RECRUITMENT COMPANY

Happy with Your Current Role

REGION: Europe



Happy with Role	Responses	Percent
Unhappy	121	23.0%
Happy	390	74.3%
(no answer)	14	2.7%
Total Responses:	525	100%

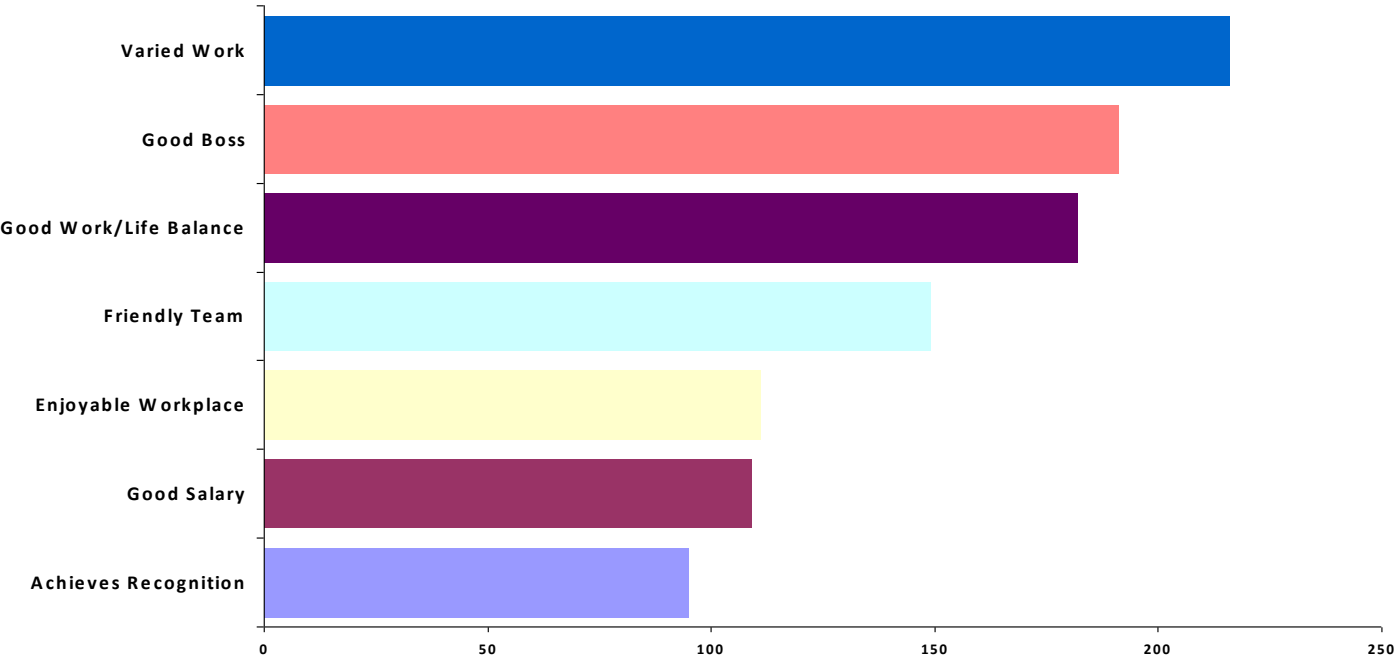
THE TREASURY RECRUITMENT COMPANY

Why are You Happy in Role

Europe

	Good Work/life Balance	Good Boss	Good Salary	Varied Work	Enjoyable Workplace	Friendly Team	Achievments Recognized
Responses:	182	191	109	216	111	149	95

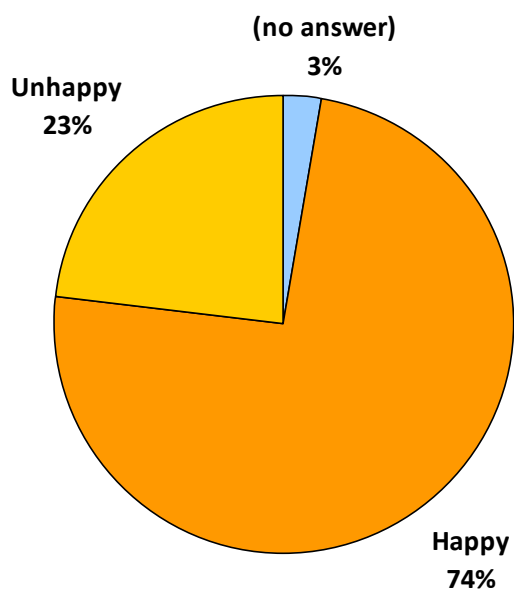
Why Happy



THE TREASURY RECRUITMENT COMPANY

Unhappy with Your Current Role

REGION: Europe



Happy with Role	Responses	Percent
Unhappy	121	23.0%
Happy	390	74.3%
(no answer)	14	2.7%
Total Responses:	525	100%

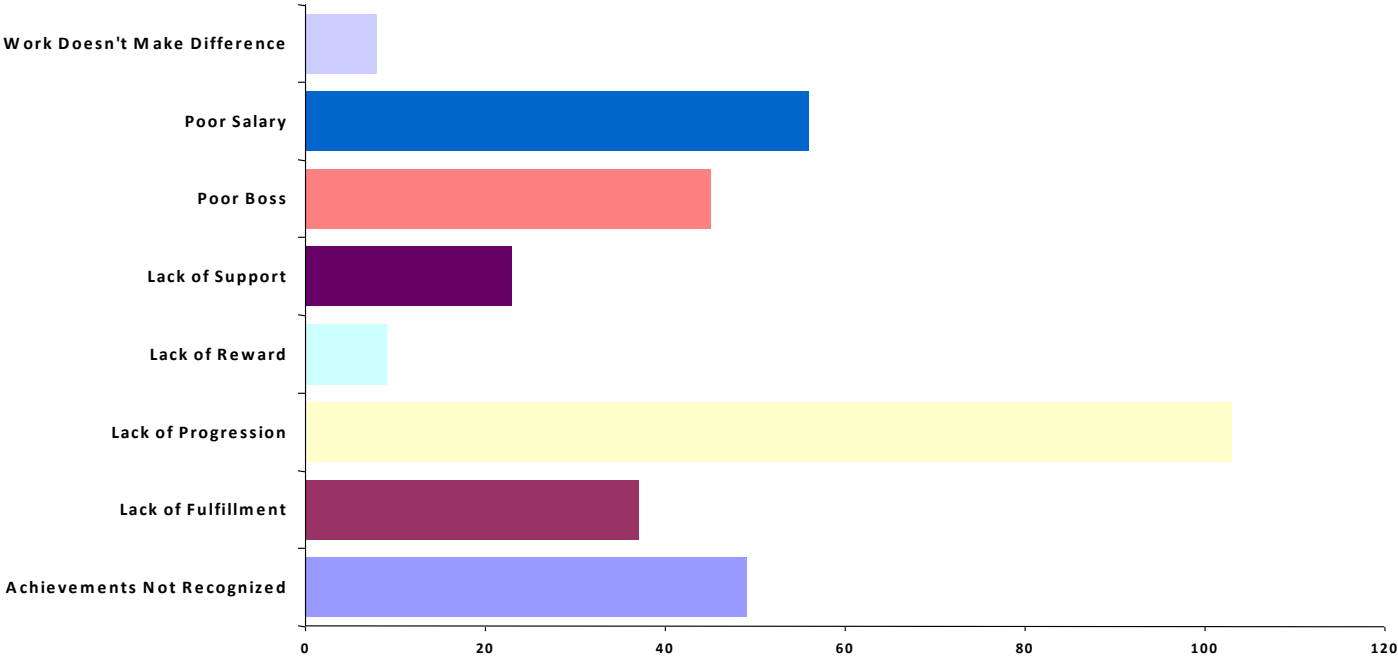
THE TREASURY RECRUITMENT COMPANY

Why are You Unhappy in Role

Europe

	Work Doesn't Make a Difference	Poor Boss	Lack of Support	Lack of Fulfillment	Achievements Not Recognized	Lack of Progression	Lack of Reward	Poor Salary
Responses:	8	45	23	37	49	103	9	56

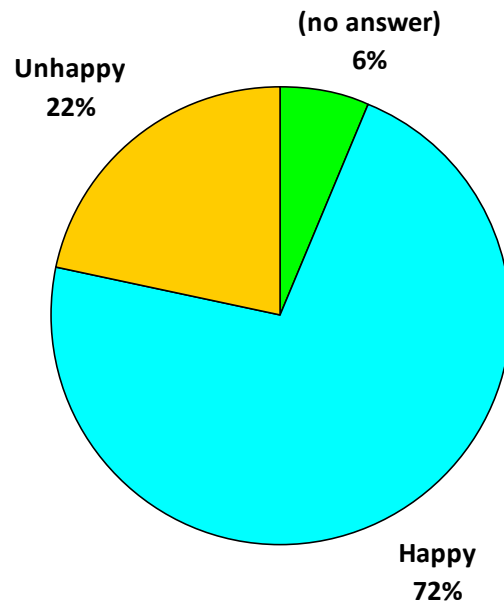
Why Unhappy



THE TREASURY RECRUITMENT COMPANY

Happy with Your Current Role

REGION: United Kingdom



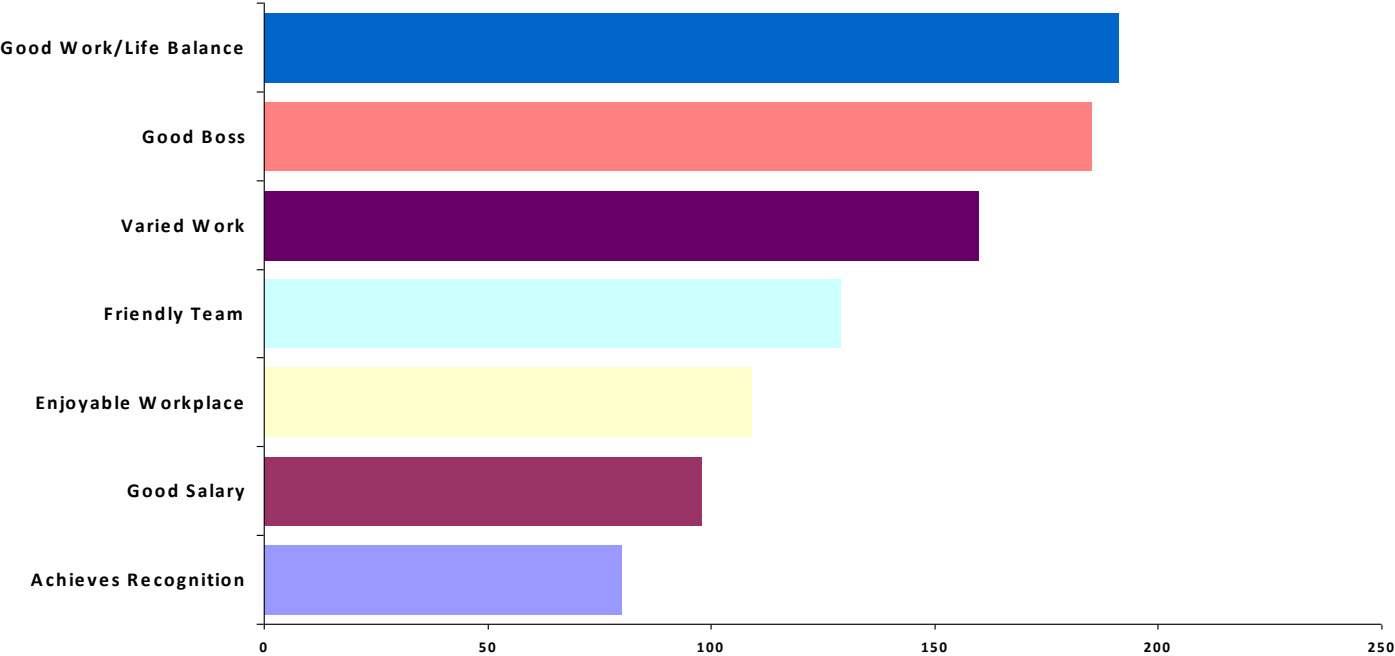
Happy with Role	Responses	Percent
Unhappy	109	21.6%
Happy	364	72.1%
(no answer)	32	6.3%
Total Responses:	505	100%

THE TREASURY RECRUITMENT COMPANY

Why are You Happy in Role
United Kingdom

	Good Work/life Balance	Good Boss	Good Salary	Varied Work	Enjoyable Workplace	Friendly Team	Achievments Recognized
Responses:	191	185	98	160	109	129	80

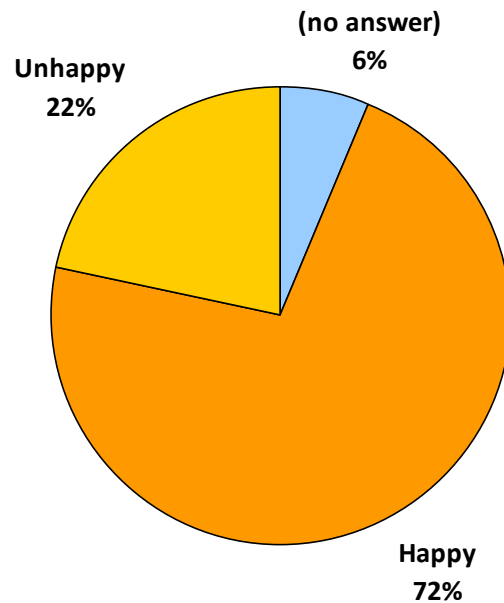
Why Happy



THE TREASURY RECRUITMENT COMPANY

Unhappy with Your Current Role

REGION: United Kingdom



Happy with Role	Responses	Percent
Unhappy	109	21.6%
Happy	364	72.1%
(no answer)	32	6.3%
Total Responses:	505	100%

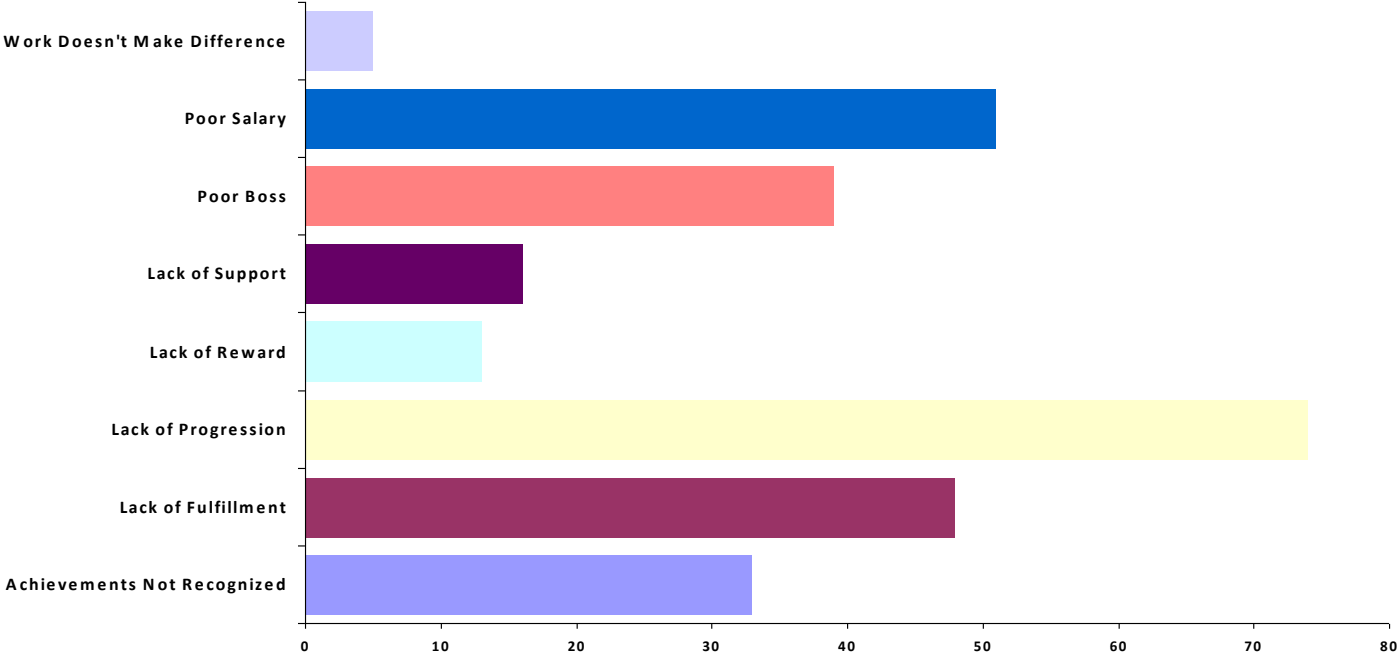
THE TREASURY RECRUITMENT COMPANY

Why are You Unhappy in Role

United Kingdom

	Work Doesn't Make a Difference	Poor Boss	Lack of Support	Lack of Fulfillment	Achievements Not Recognized	Lack of Progression	Lack of Reward	Poor Salary
Responses:	5	39	16	48	33	74	13	51

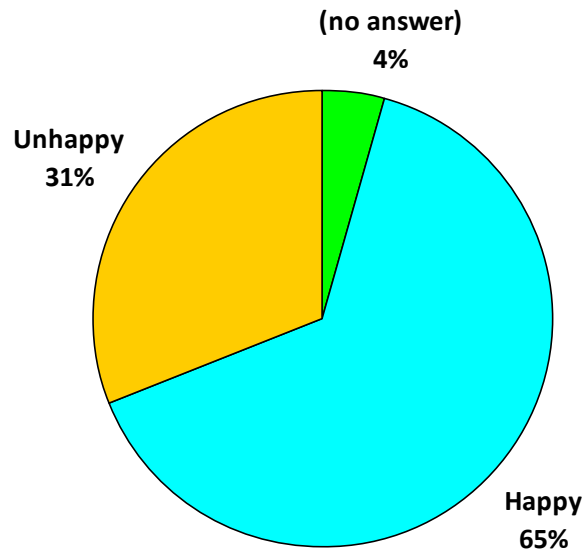
Why Unhappy



THE TREASURY RECRUITMENT COMPANY

Happy with Your Current Role

REGION: North America



Happy with Role	Responses	Percent
Unhappy	175	31.2%
Happy	361	64.3%
(no answer)	25	4.5%
Total Responses:	561	100%

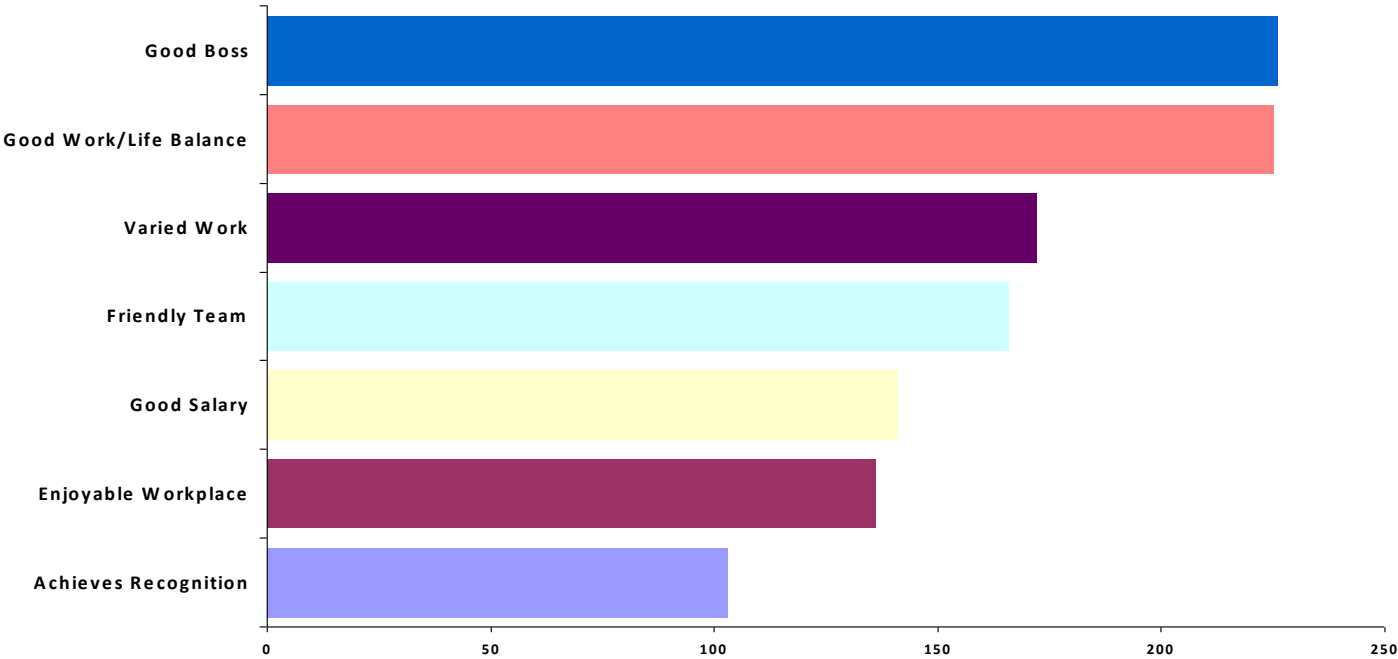
THE TREASURY RECRUITMENT COMPANY

Why are You Happy in Role

North America

	Good Work/life Balance	Good Boss	Good Salary	Varied Work	Enjoyable Workplace	Friendly Team	Achievments Recognized
Responses:	225	226	141	172	136	166	103

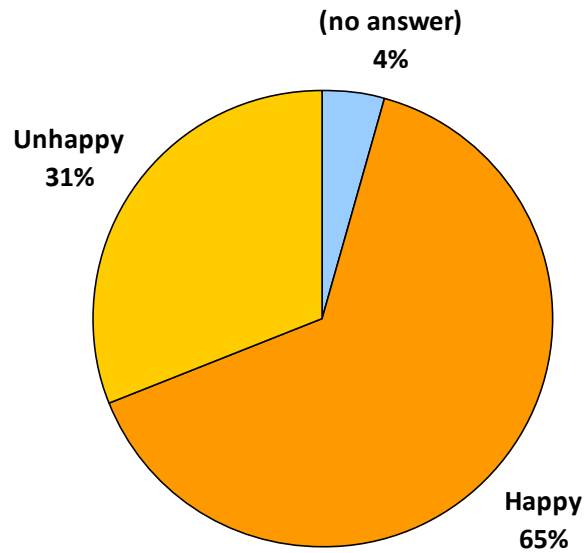
Why Happy



THE TREASURY RECRUITMENT COMPANY

Unhappy with Your Current Role

REGION: North America



Happy with Role	Responses	Percent
Unhappy	175	31.2%
Happy	361	64.3%
(no answer)	25	4.5%
Total Responses:	561	100%

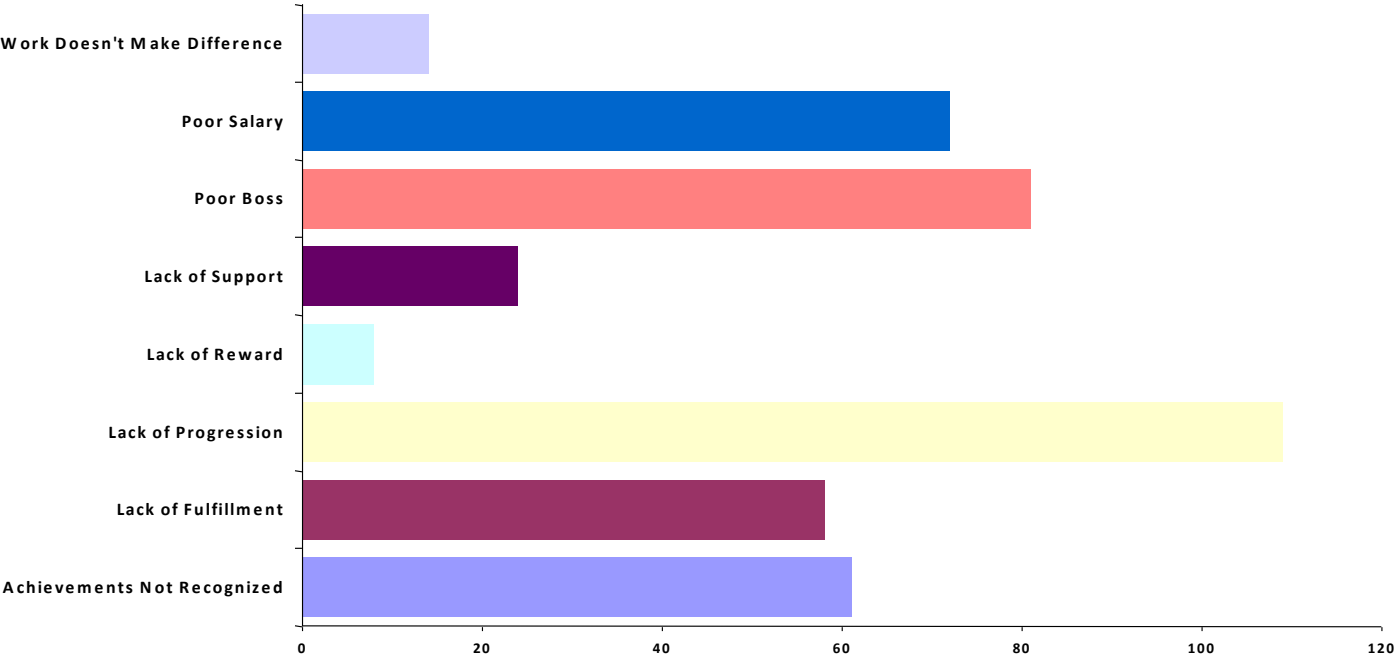
THE TREASURY RECRUITMENT COMPANY

Why are You Unhappy in Role

North America

	Work Doesn't Make a Difference	Poor Boss	Lack of Support	Lack of Fulfillment	Achievements Not Recognized	Lack of Progression	Lack of Reward	Poor Salary
Responses:	14	81	24	58	61	109	8	72

Why Unhappy



KEY INSIGHTS & FINAL WORDS

Key Insights from Our Latest Treasury Salary Survey



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CEO & Founder

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enquiry@treasuryrecruitment.com

KEY INSIGHTS FROM OUR JULY 2025 TREASURY SALARY SURVEY

Six months ago, we released our first 2025 six-monthly Salary Snapshot with just over 1,300 participants. Fast forward to July and we have grown to more than 1,600 treasury professionals worldwide, which is a 25% uplift in responses in half a year.

Not just bigger but better balanced too. North America's participation alone jumped over 30%, giving us richer insight at every level from Treasury Analyst to Global Treasurer.

This scale-up has not shifted the bell curve much. If anything, it has given us more confidence our January numbers were spot on. What it has done is sharpen the regional picture and uncover some important trends.

The Rise of Interim and Consultant Roles

One emerging story is the growing demand for flexible expertise. In uncertain markets, many employers are choosing high impact consultants over permanent hires. This is most visible at Consultant and Senior Consultant level, where we have seen both higher participation and higher pay. For some companies, it is not about avoiding hiring altogether, it is about getting the skills they need without committing to headcount.

Bonuses as Golden Handcuffs

Bonuses remain a major part of the package, but the patterns are inconsistent. In North America, senior roles like Group and Global Treasurer often command bonuses of 30% to 50%, and sometimes more.

In the UK and Europe, the picture is far more mixed. Some professionals are seeing big increases, others facing deep cuts. Increasingly, bonuses are being used as retention tools to lock people in rather than pure performance rewards.

Early Career Salaries Flattening the Curve

On paper, average UK Treasury Analyst salaries dropped by around 4%. The reality is that we simply have more early career professionals in the sample this time, which naturally pulls the average down. The ranges have not really changed, but it is a reminder that hiring at "average" rates will not get you top tier talent.

Hybrid Holds the Line

Over 60% of treasury professionals are still in hybrid arrangements, virtually unchanged since January. Fully remote is down slightly, but the “you must come back” headlines are not being matched by actual movement in our data. Flexibility remains non-negotiable for most professionals.

Career Progression Still the Number One Deal-breaker

Across all regions, lack of career progression remains the top reason people move on. It has been for years, and July’s results prove nothing has changed. Salary is further down the list when it comes to job moves, and for happiness, it is even less important.

What Really Drives Happiness

The July data once again dismantles the myth that salary is the key to job satisfaction. Across the UK, Europe and North America, the top happiness drivers are autonomy, good colleagues, and interesting work. When people are unhappy, it is more often due to poor leadership or blocked career paths than a small pay packet.

FINAL WORDS

A huge thank you to the 1,600+ treasury professionals who took part in our July survey. Your input gives us a true, unfiltered view of the market - no inflated guesses, no agency spin - just real data from the people actually doing the job. We are aiming for 2,000 responses in future surveys, which will let us go even deeper.

Imagine being able to compare East Coast versus West Coast pay in the US, or drill into city-by-city breakdowns in the UK.

For now, the July results give the clearest snapshot yet of how treasury professionals are paid, what keeps them happy, and why they choose to move on.

Please share the survey with your treasury network. The more voices we have, the stronger and more valuable the insights for the profession.

Many thanks from me, Mike Richards, CEO of The Treasury Recruitment Company, I appreciate it!



WANT TO CHAT FURTHER?

Contact us if you would
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