

THE  
**TREASURY  
RECRUITMENT**  
CO

# **GLOBAL TREASURY SALARY SURVEY**

**European Results**  
**April 2026**



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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 |
|-------------|----------|-------|-------|
| <b>AUS</b>  | 0.525    | 0.706 | 0.604 |
| <b>CAD</b>  | 0.537    | 0.722 | 0.618 |
| <b>CHF</b>  | 0.943    | 1.268 | 1.084 |
| <b>DKK</b>  | 0.116    | 0.156 | 0.134 |
| <b>EURO</b> | 0.870    | 1.169 | 1     |
| <b>GBP</b>  | 1        | 1.342 | 1.149 |
| <b>SEK</b>  | 0.080    | 0.108 | 0.092 |
| <b>SGD</b>  | 0.584    | 0.785 | 0.671 |
| <b>USD</b>  | 0.744    | 1     | 0.855 |

# THANK YOU



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“ THANKS TO OVER  
1,700+ TREASURY PROFESSIONALS  
WHO CONTRIBUTE TO OUR  
SURVEY - YOU MAKE IT THE  
TRUE GLOBAL BENCHMARK. WE  
COULDN'T DO IT WITHOUT YOU!

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**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](http://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

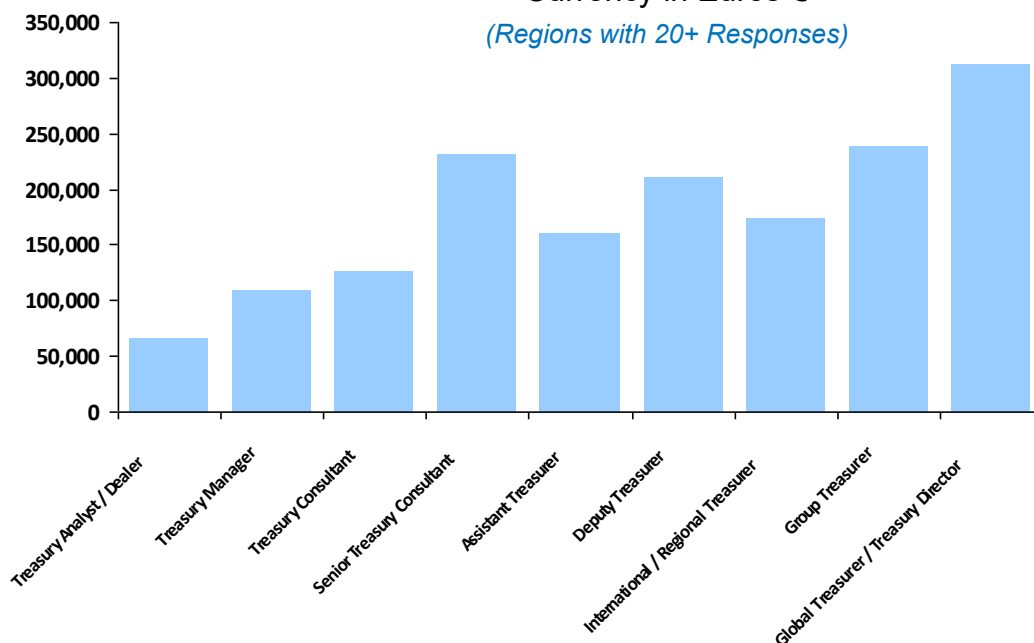
Currency in Euros €

| Position                             | Responses  | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|--------------------------------------|------------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| Treasury Analyst / Dealer            | 68         | €59,674             | €5,619                       | 19%    | €7,683        | 68%    | €65,945                    |
| Treasury Manager                     | 208        | €97,859             | €8,754                       | 24%    | €11,959       | 75%    | €108,933                   |
| Treasury Consultant                  | 8          | €114,020            | €0                           | -      | €20,576       | -      | €126,880                   |
| Senior Treasury Consultant           | 15         | €216,001            | €6,500                       | -      | €55,000       | -      | €231,101                   |
| Assistant Treasurer                  | 24         | €138,350            | €11,299                      | 33%    | €22,611       | 79%    | €160,016                   |
| Deputy Treasurer                     | 6          | €174,296            | €13,200                      | -      | €34,625       | -      | €211,122                   |
| International / Regional Treasurer   | 136        | €145,219            | €11,307                      | 38%    | €26,444       | 89%    | €172,987                   |
| Group Treasurer                      | 49         | €185,087            | €13,220                      | 59%    | €56,668       | 80%    | €238,014                   |
| Global Treasurer / Treasury Director | 109        | €239,061            | €13,412                      | 59%    | €79,443       | 83%    | €312,531                   |
| <b>Global:</b>                       | <b>623</b> | <b>€140,943</b>     |                              |        |               |        | <b>€170,121</b>            |

## 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

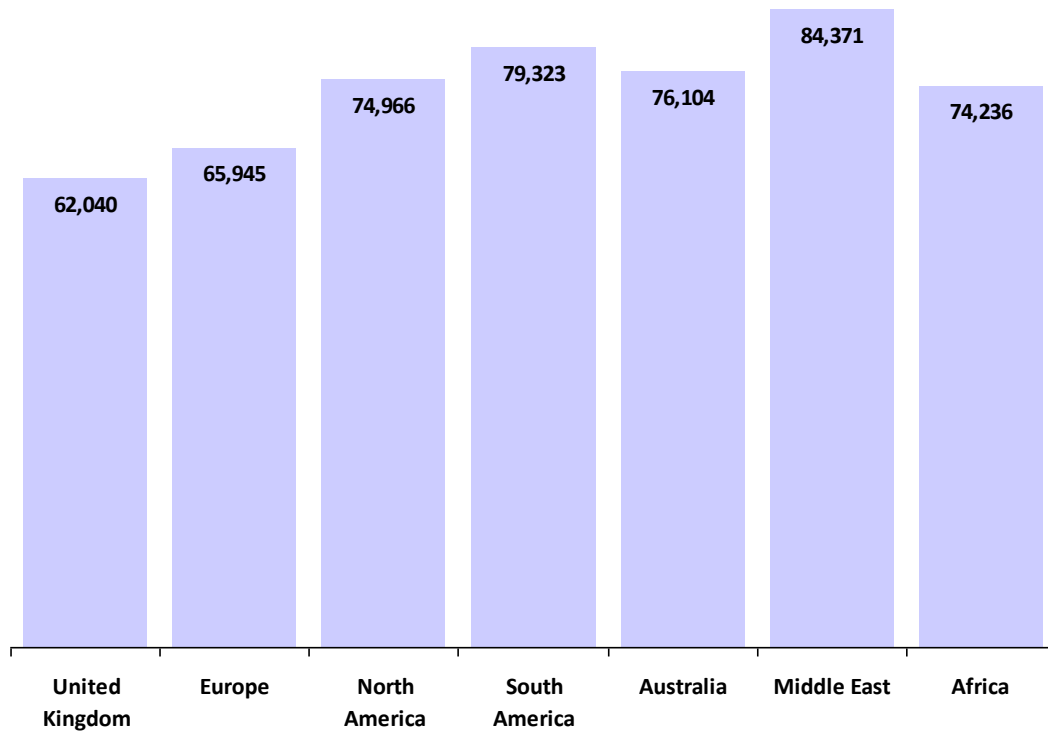
Currency in Euros €

| Region         | Responses  | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|----------------|------------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| United Kingdom | 64         | €59,446             | €5,584                       | 3%     | €5,955        | 41%    | €62,040                    |
| Europe         | 68         | €59,674             | €5,619                       | 19%    | €7,683        | 68%    | €65,945                    |
| North America  | 51         | €71,647             | €2,052                       | 2%     | €6,431        | 51%    | €74,966                    |
| South America  | 2          | €57,948             | €6,413                       | -      | €14,963       | -      | €79,323                    |
| Australia      | 2          | €72,480             | €0                           | -      | €3,624        | -      | €76,104                    |
| Middle East    | 3          | €69,358             | €5,472                       | -      | €19,784       | -      | €84,371                    |
| Africa         | 3          | €66,473             | €4,000                       | -      | €9,644        | -      | €74,236                    |
| <b>Global:</b> | <b>193</b> | <b>€63,133</b>      |                              |        |               |        | <b>€67,693</b>             |

## Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation

### Treasury Analyst / Dealer

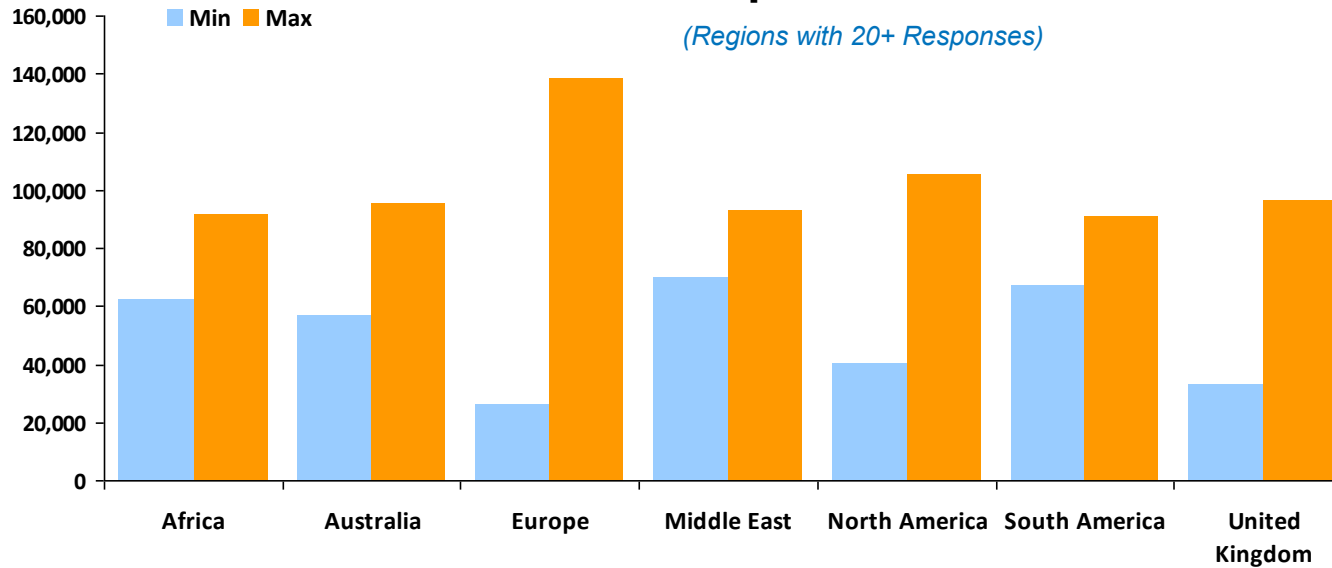
Currency in Euros €

| Region         | Responses | Base    |          | Car    |         | Bonus  |         | Total   |          |
|----------------|-----------|---------|----------|--------|---------|--------|---------|---------|----------|
|                |           | Min.    | Max.     | Min.   | Max.    | Min.   | Max.    | Min.    | Max.     |
| United Kingdom | 64        | €33,321 | €80,660  | €0     | €6,894  | €0     | €20,682 | €33,321 | €96,631  |
| Europe         | 68        | €25,000 | €119,240 | €0     | €12,000 | €0     | €82,000 | €26,550 | €138,288 |
| North America  | 51        | €40,399 | €87,082  | €0     | €2,052  | €0     | €27,068 | €40,399 | €105,300 |
| South America  | 2         | €54,720 | €61,175  | €4,275 | €8,550  | €4,275 | €25,650 | €67,545 | €91,100  |
| Australia      | 2         | €54,360 | €90,600  | €0     | €0      | €2,416 | €4,832  | €56,776 | €95,432  |
| Middle East    | 3         | €63,000 | €75,240  | €0     | €5,472  | €0     | €27,000 | €69,834 | €93,281  |
| Africa         | 3         | €52,500 | €78,520  | €0     | €4,000  | €0     | €13,288 | €62,500 | €91,808  |

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## Total Compensation Min/Max

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation by Region

### Treasury Manager

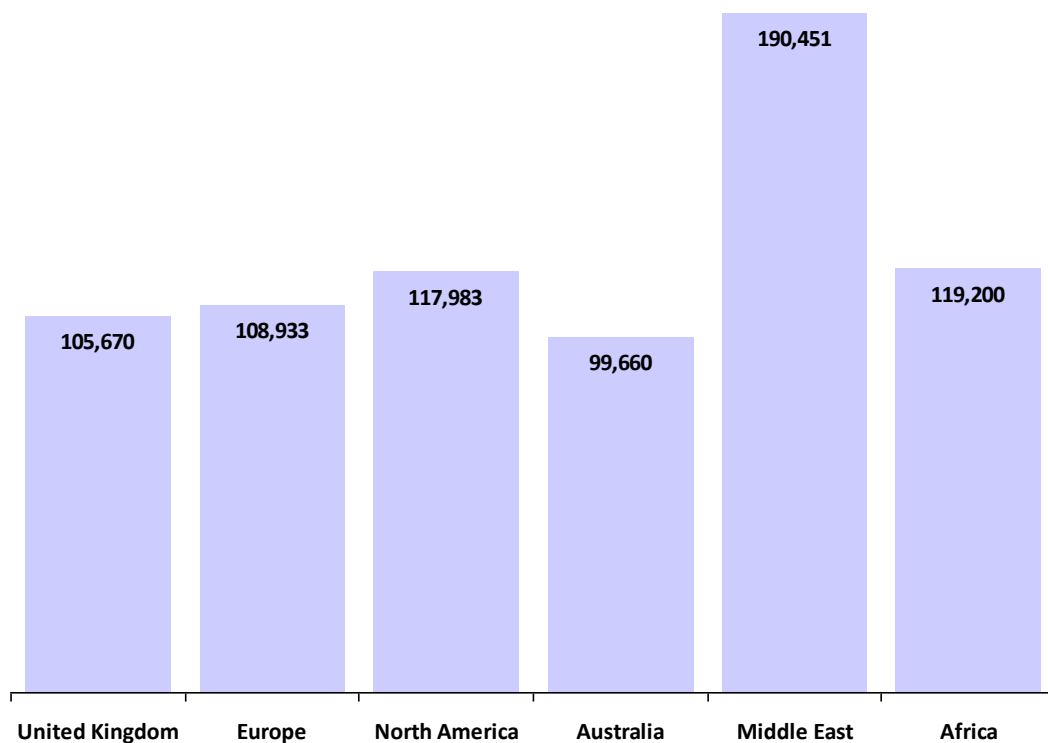
Currency in Euros €

| Region         | Responses | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|----------------|-----------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| United Kingdom | 147       | €94,426             | €7,207                       | 28%    | €13,852       | 67%    | €105,670                   |
| Europe         | 208       | €97,859             | €8,754                       | 24%    | €11,959       | 75%    | €108,933                   |
| North America  | 166       | €108,640            | €0                           | 0%     | €12,924       | 72%    | €117,983                   |
| Australia      | 2         | €98,150             | €0                           | -      | €3,020        | -      | €99,660                    |
| Middle East    | 2         | €139,151            | €15,390                      | -      | €43,605       | -      | €190,451                   |
| Africa         | 1         | €88,200             | €13,000                      | -      | €18,000       | -      | €119,200                   |
| Global:        | 526       | €100,442            |                              |        |               |        | €111,171                   |

## Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation

### Treasury Manager

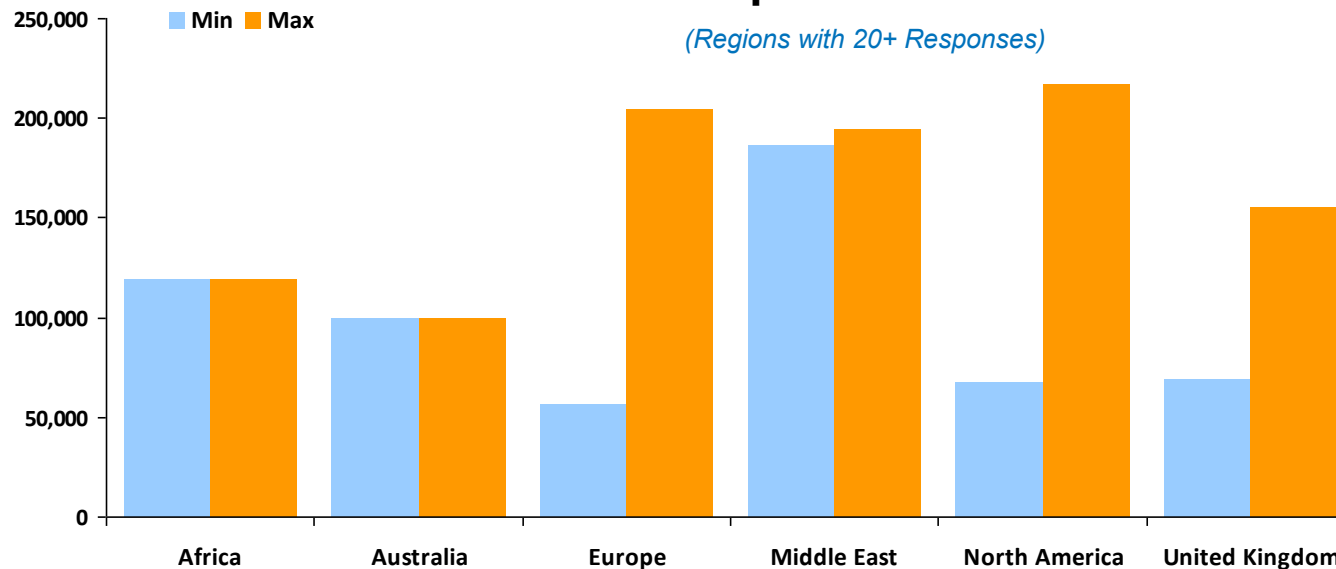
Currency in Euros €

| Region         | Responses | Base     |          | Car     |         | Bonus   |         | Total    |          |
|----------------|-----------|----------|----------|---------|---------|---------|---------|----------|----------|
|                |           | Min.     | Max.     | Min.    | Max.    | Min.    | Max.    | Min.     | Max.     |
| United Kingdom | 147       | €68,940  | €117,887 | €0      | €12,065 | €0      | €34,470 | €68,940  | €155,115 |
| Europe         | 208       | €53,943  | €189,101 | €0      | €23,848 | €0      | €40,000 | €56,124  | €204,109 |
| North America  | 166       | €65,508  | €143,640 | €0      | €0      | €0      | €80,370 | €67,362  | €217,170 |
| Australia      | 2         | €96,640  | €99,660  | €0      | €0      | €0      | €3,020  | €99,660  | €99,660  |
| Middle East    | 2         | €134,663 | €143,640 | €0      | €15,390 | €42,750 | €44,460 | €186,390 | €194,513 |
| Africa         | 1         | €88,200  | €88,200  | €13,000 | €13,000 | €18,000 | €18,000 | €119,200 | €119,200 |

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## Total Compensation Min/Max

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation by Region

### Treasury Consultant

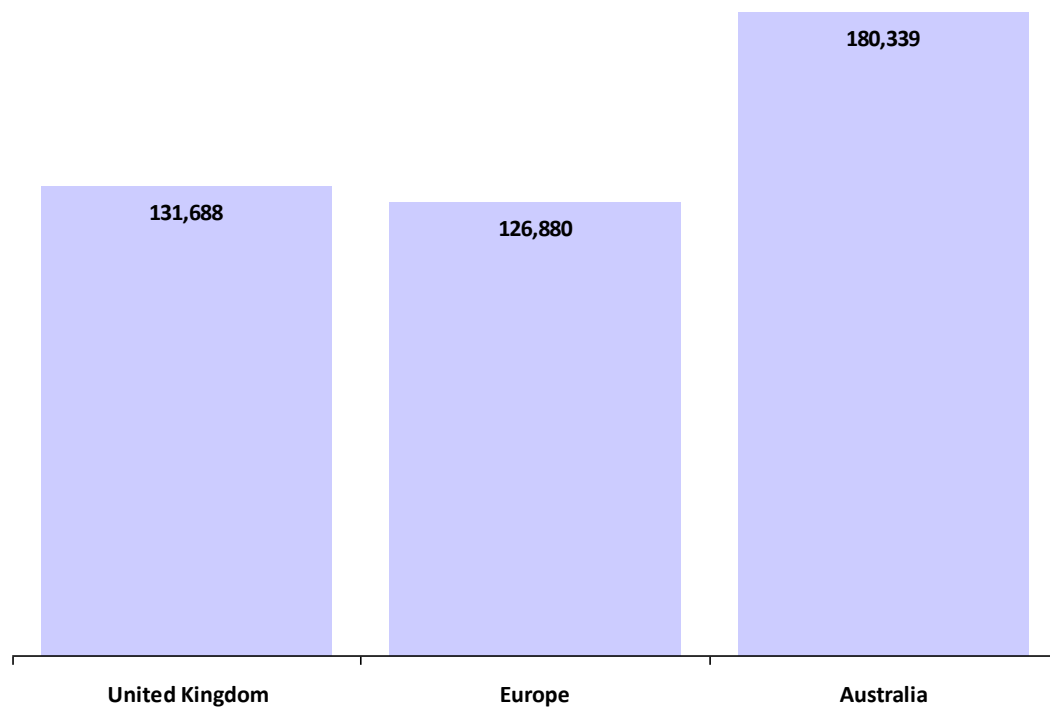
Currency in Euros €

| Region         | Responses | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|----------------|-----------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| United Kingdom | 9         | €127,424            | €9,652                       | -      | €28,725       | -      | €131,688                   |
| Europe         | 8         | €114,020            | €0                           | -      | €20,576       | -      | €126,880                   |
| Australia      | 1         | €153,159            | €0                           | -      | €27,180       | -      | €180,339                   |
| Global:        | 18        | €122,896            |                              |        |               |        | €132,254                   |

## Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation

### Treasury Consultant

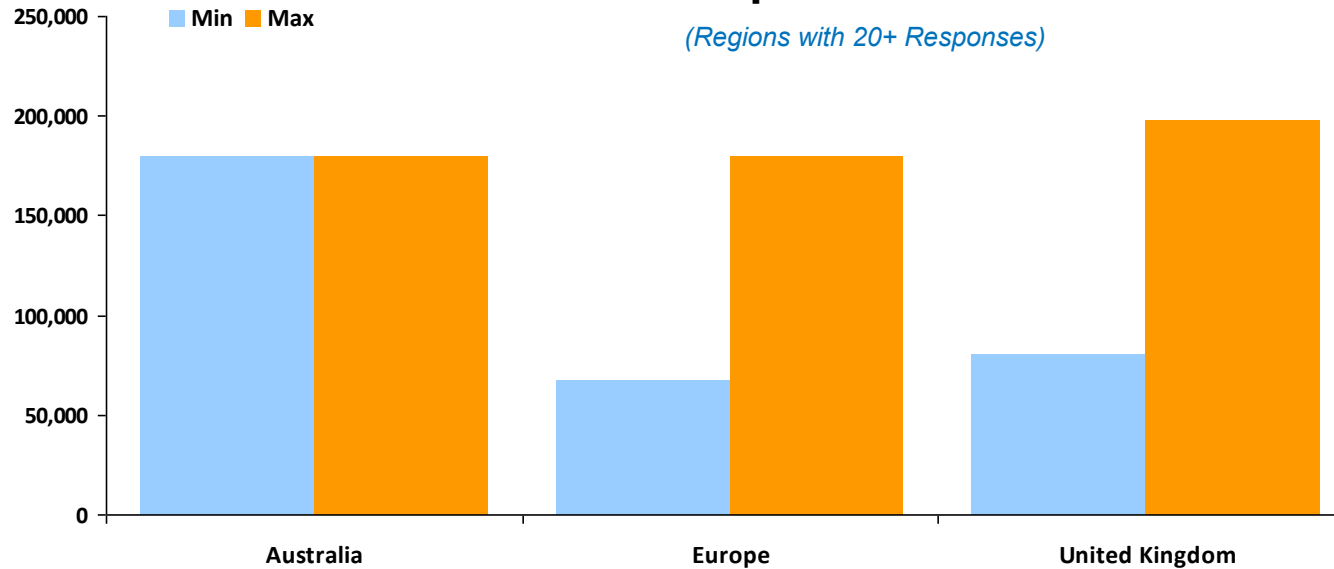
Currency in Euros €

| Region         | Responses | Base     |          | Car  |        | Bonus   |         | Total    |          |
|----------------|-----------|----------|----------|------|--------|---------|---------|----------|----------|
|                |           | Min.     | Max.     | Min. | Max.   | Min.    | Max.    | Min.     | Max.     |
| United Kingdom | 9         | €80,430  | €197,858 | €0   | €9,652 | €0      | €28,725 | €80,430  | €197,858 |
| Europe         | 8         | €62,400  | €151,760 | €0   | €0     | €0      | €60,000 | €67,600  | €180,000 |
| Australia      | 1         | €153,159 | €153,159 | €0   | €0     | €27,180 | €27,180 | €180,339 | €180,339 |

18

## Total Compensation Min/Max

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation by Region

### Senior Treasury Consultant

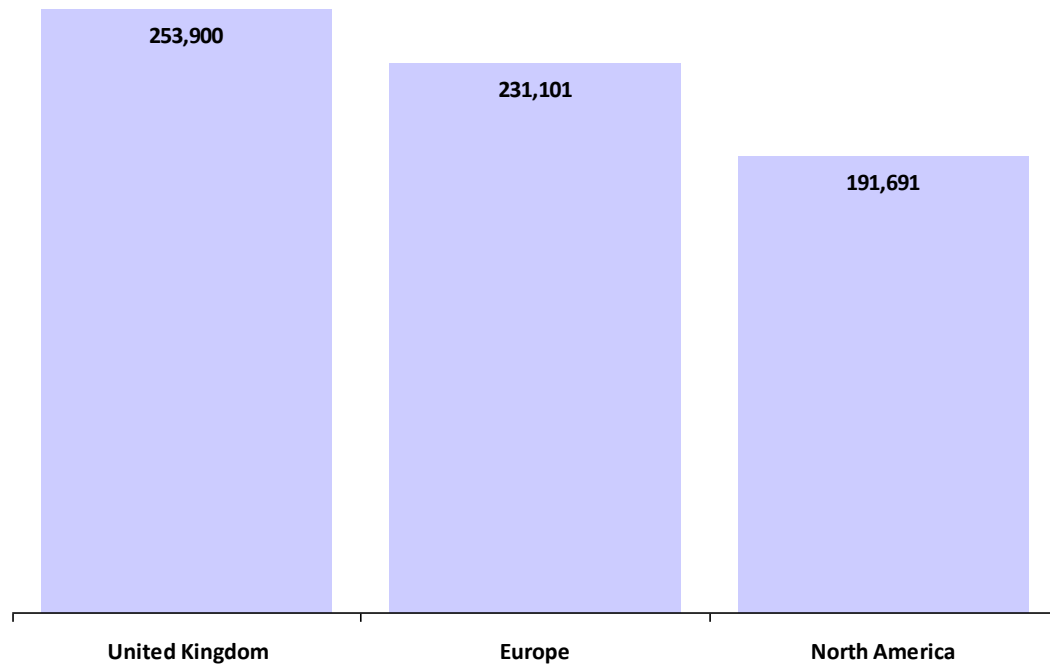
Currency in Euros €

| Region         | Responses | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|----------------|-----------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| United Kingdom | 22        | €248,233            | €6,894                       | 5%     | €23,555       | 23%    | €253,900                   |
| Europe         | 15        | €216,001            | €6,500                       | -      | €55,000       | -      | €231,101                   |
| North America  | 4         | €178,866            | €0                           | -      | €25,650       | -      | €191,691                   |
| Global:        | 41        | €229,673            |                              |        |               |        | €239,489                   |

## Average Total Compensation

Currency in Euros €

*(Regions with 20+ Responses)*



# THE TREASURY RECRUITMENT COMPANY

## Compensation

### Senior Treasury Consultant

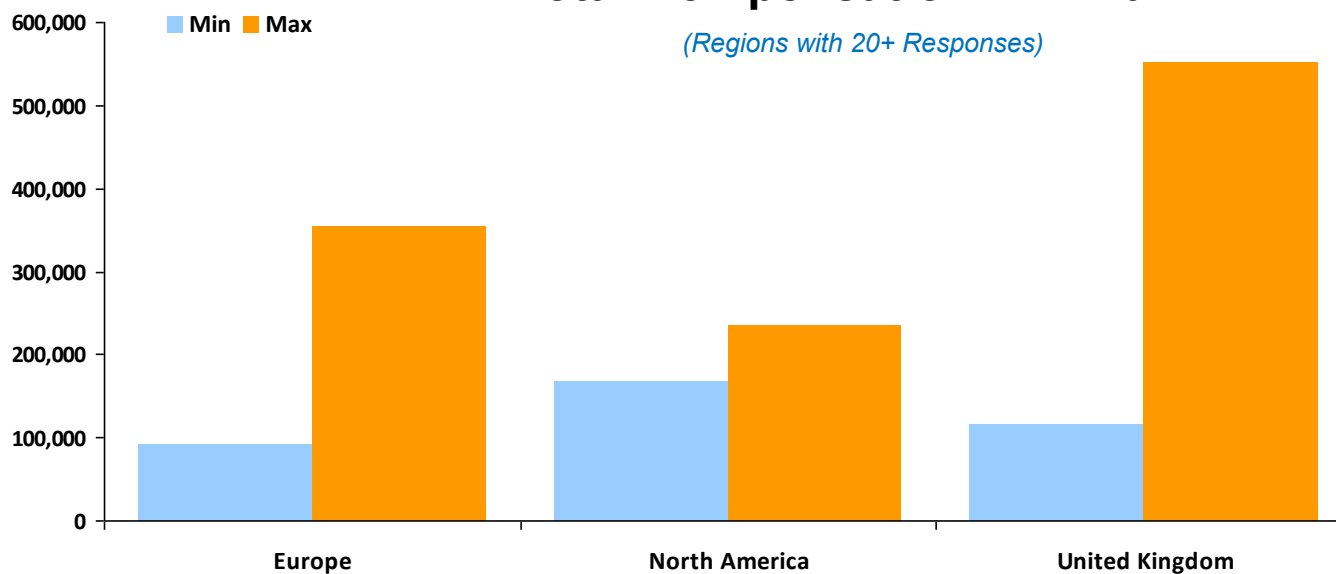
Currency in Euros €

| Region         | Responses | Base     |          | Car  |        | Bonus |          | Total    |          |
|----------------|-----------|----------|----------|------|--------|-------|----------|----------|----------|
|                |           | Min.     | Max.     | Min. | Max.   | Min.  | Max.     | Min.     | Max.     |
| United Kingdom | 22        | €114,900 | €551,520 | €0   | €6,894 | €0    | €74,685  | €114,900 | €551,520 |
| Europe         | 15        | €92,000  | €355,552 | €0   | €6,500 | €0    | €100,000 | €92,000  | €355,552 |
| North America  | 4         | €149,625 | €226,575 | €0   | €0     | €0    | €42,750  | €168,264 | €235,125 |

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## Total Compensation Min/Max

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation by Region

Assistant Treasurer

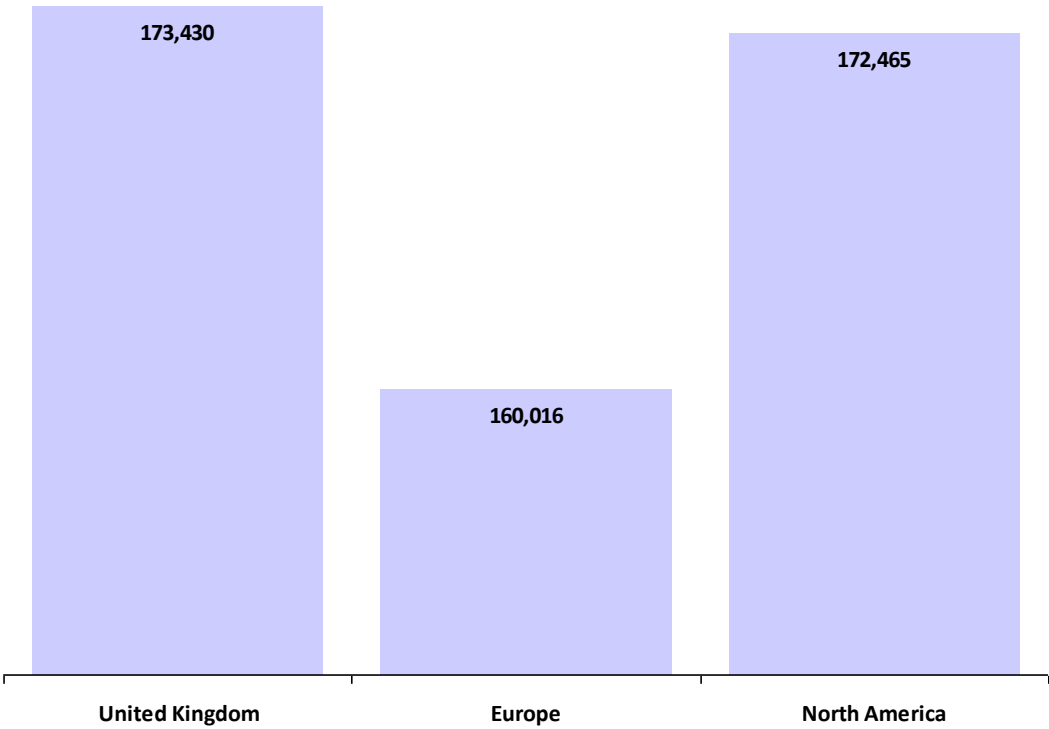
Currency in Euros €

| Region         | Responses | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|----------------|-----------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| United Kingdom | 35        | €142,478            | €8,040                       | 49%    | €37,865       | 71%    | €173,430                   |
| Europe         | 24        | €138,350            | €11,299                      | 33%    | €22,611       | 79%    | €160,016                   |
| North America  | 24        | €150,170            | €6,413                       | 4%     | €25,174       | 88%    | €172,465                   |
| Global:        | 83        | €143,509            |                              |        |               |        | €169,272                   |

## Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation

### Assistant Treasurer

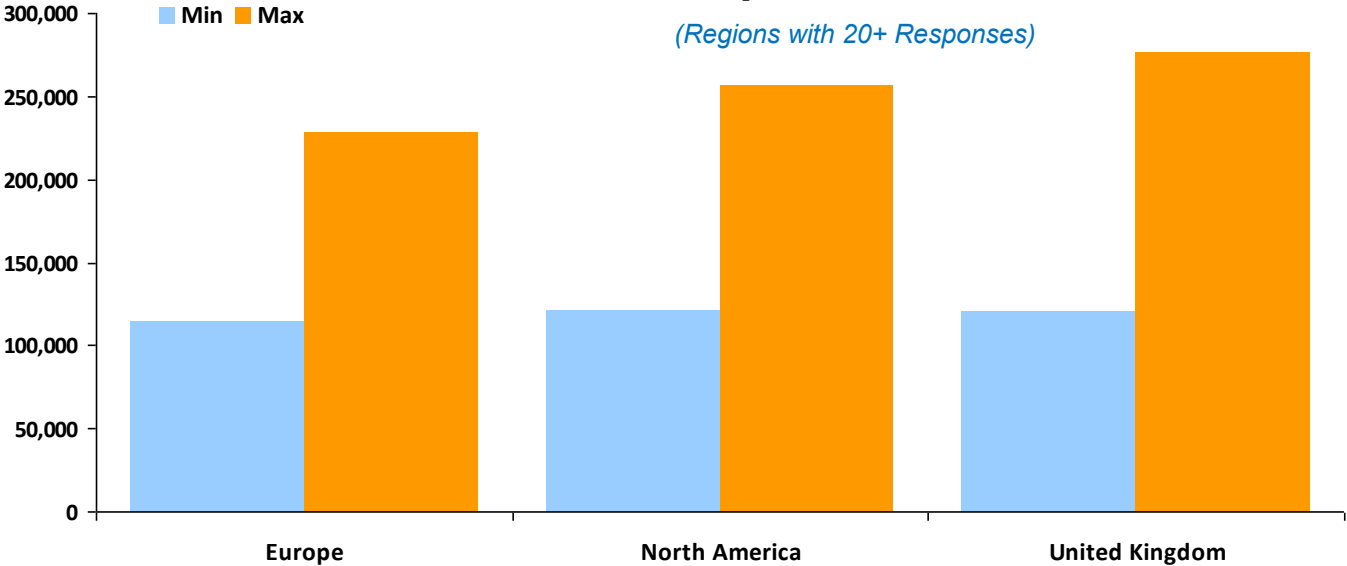
Currency in Euros €

| Region         | Responses | Base     |          | Car  |         | Bonus |          | Total    |          |
|----------------|-----------|----------|----------|------|---------|-------|----------|----------|----------|
|                |           | Min.     | Max.     | Min. | Max.    | Min.  | Max.     | Min.     | Max.     |
| United Kingdom | 35        | €114,900 | €168,903 | €0   | €16,086 | €0    | €119,496 | €120,850 | €276,886 |
| Europe         | 24        | €105,000 | €176,421 | €0   | €16,000 | €0    | €75,000  | €115,000 | €229,000 |
| North America  | 24        | €121,410 | €196,650 | €0   | €6,413  | €0    | €102,600 | €121,410 | €256,500 |

83

## Total Compensation Min/Max

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation by Region

### Deputy Treasurer

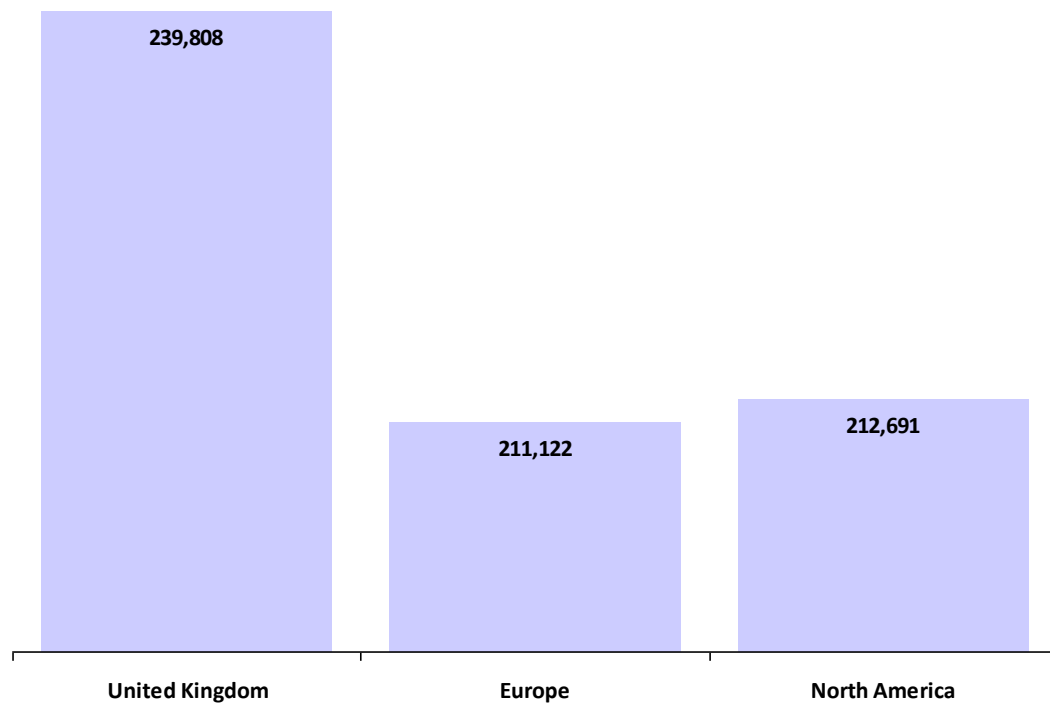
Currency in Euros €

| Region         | Responses | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|----------------|-----------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| United Kingdom | 13        | €172,763            | €11,422                      | -      | €69,889       | -      | €239,808                   |
| Europe         | 6         | €174,296            | €13,200                      | -      | €34,625       | -      | €211,122                   |
| North America  | 5         | €192,452            | €0                           | -      | €25,298       | -      | €212,691                   |
| Global:        | 24        | €177,248            |                              |        |               |        | €226,987                   |

## Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation

### Deputy Treasurer

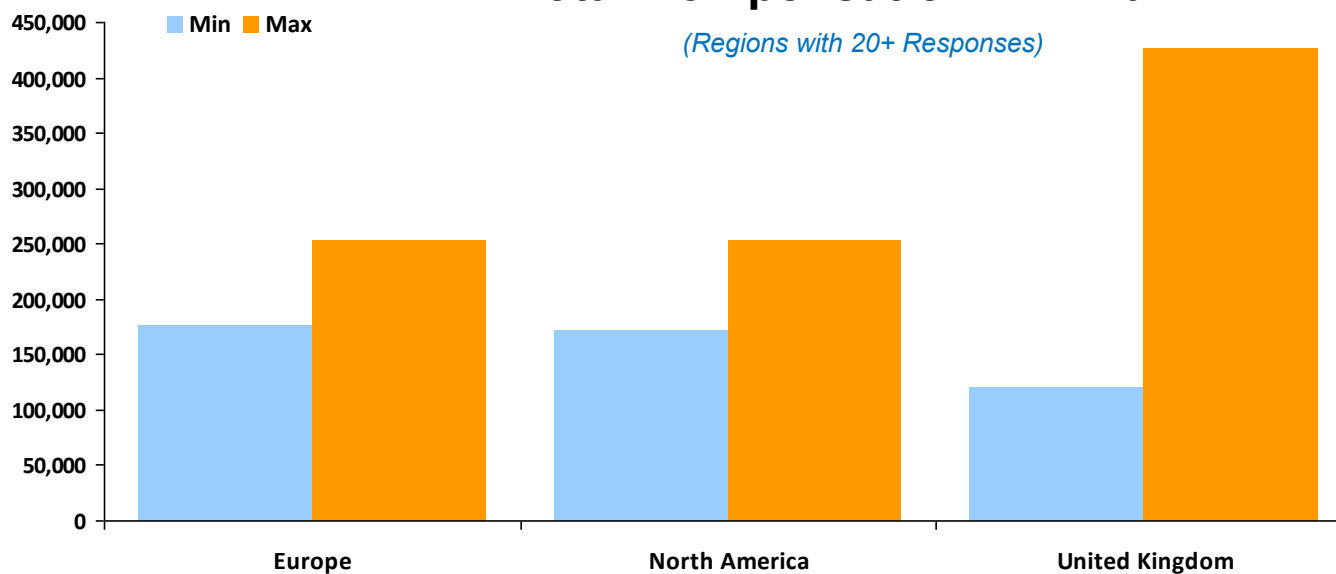
Currency in Euros €

| Region         | Responses | Base     |          | Car  |         | Bonus   |          | Total    |          |
|----------------|-----------|----------|----------|------|---------|---------|----------|----------|----------|
|                |           | Min.     | Max.     | Min. | Max.    | Min.    | Max.     | Min.     | Max.     |
| United Kingdom | 13        | €118,347 | €236,694 | €0   | €19,590 | €0      | €210,074 | €120,645 | €426,139 |
| Europe         | 6         | €148,630 | €199,185 | €0   | €13,200 | €15,000 | €54,200  | €176,830 | €253,385 |
| North America  | 5         | €159,885 | €212,895 | €0   | €0      | €0      | €45,930  | €172,356 | €253,695 |

24

## Total Compensation Min/Max

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation by Region

### International / Regional Treasurer

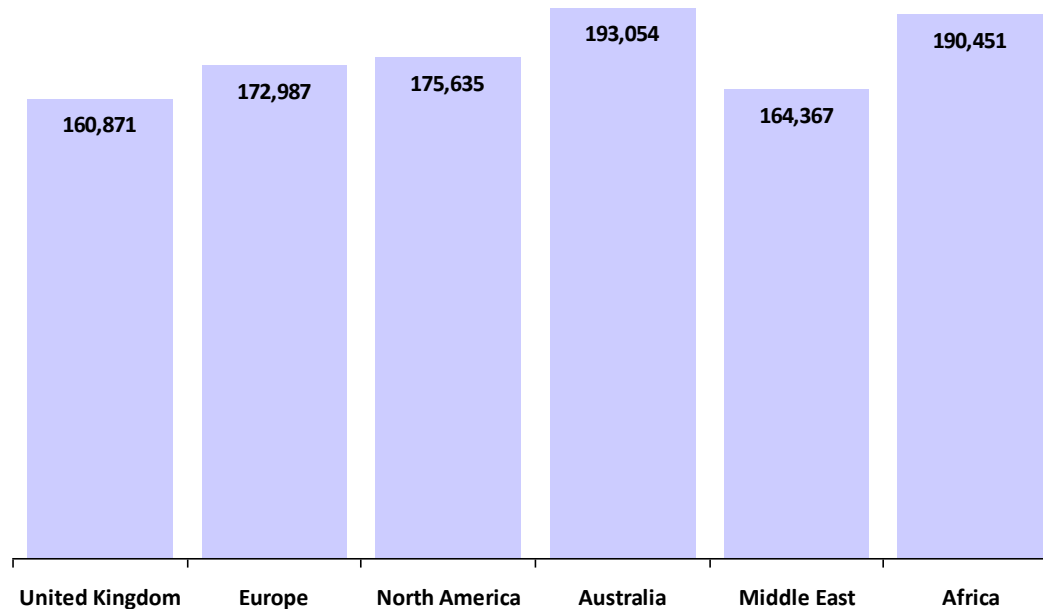
Currency in Euros €

| Region         | Responses | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|----------------|-----------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| United Kingdom | 107       | €138,873            | €8,416                       | 39%    | €25,003       | 75%    | €160,871                   |
| Europe         | 136       | €145,219            | €11,307                      | 38%    | €26,444       | 89%    | €172,987                   |
| North America  | 105       | €152,664            | €10,491                      | 2%     | €29,158       | 78%    | €175,635                   |
| Australia      | 4         | €159,305            | €4,530                       | -      | €32,616       | -      | €193,054                   |
| Middle East    | 3         | €143,448            | €0                           | -      | €31,379       | -      | €164,367                   |
| Africa         | 1         | €148,129            | €0                           | -      | €42,323       | -      | €190,451                   |
| Global:        | 356       | €145,659            |                              |        |               |        | €170,328                   |

## Average Total Compensation

Currency in Euros €

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation

### International / Regional Treasurer

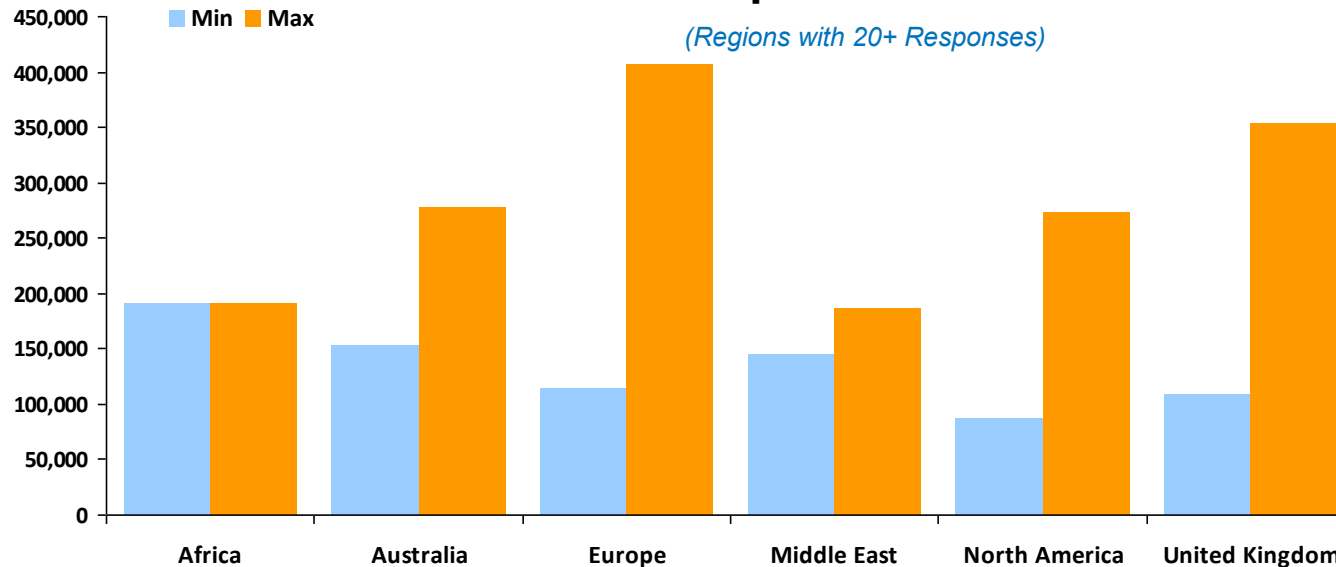
Currency in Euros €

| Region         | Responses | Base     |          | Car  |         | Bonus   |          | Total    |          |
|----------------|-----------|----------|----------|------|---------|---------|----------|----------|----------|
|                |           | Min.     | Max.     | Min. | Max.    | Min.    | Max.     | Min.     | Max.     |
| United Kingdom | 107       | €103,180 | €235,545 | €0   | €17,235 | €0      | €105,708 | €109,155 | €352,628 |
| Europe         | 136       | €102,580 | €238,480 | €0   | €30,000 | €0      | €203,792 | €115,000 | €406,500 |
| North America  | 105       | €86,520  | €196,650 | €0   | €12,825 | €0      | €111,150 | €86,520  | €273,600 |
| Australia      | 4         | €130,464 | €226,500 | €0   | €4,530  | €12,684 | €51,340  | €154,020 | €273,840 |
| Middle East    | 3         | €132,525 | €161,595 | €0   | €0      | €0      | €54,720  | €144,262 | €187,245 |
| Africa         | 1         | €148,129 | €148,129 | €0   | €0      | €42,323 | €42,323  | €190,451 | €190,451 |

356

## Total Compensation Min/Max

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation by Region

### Group Treasurer

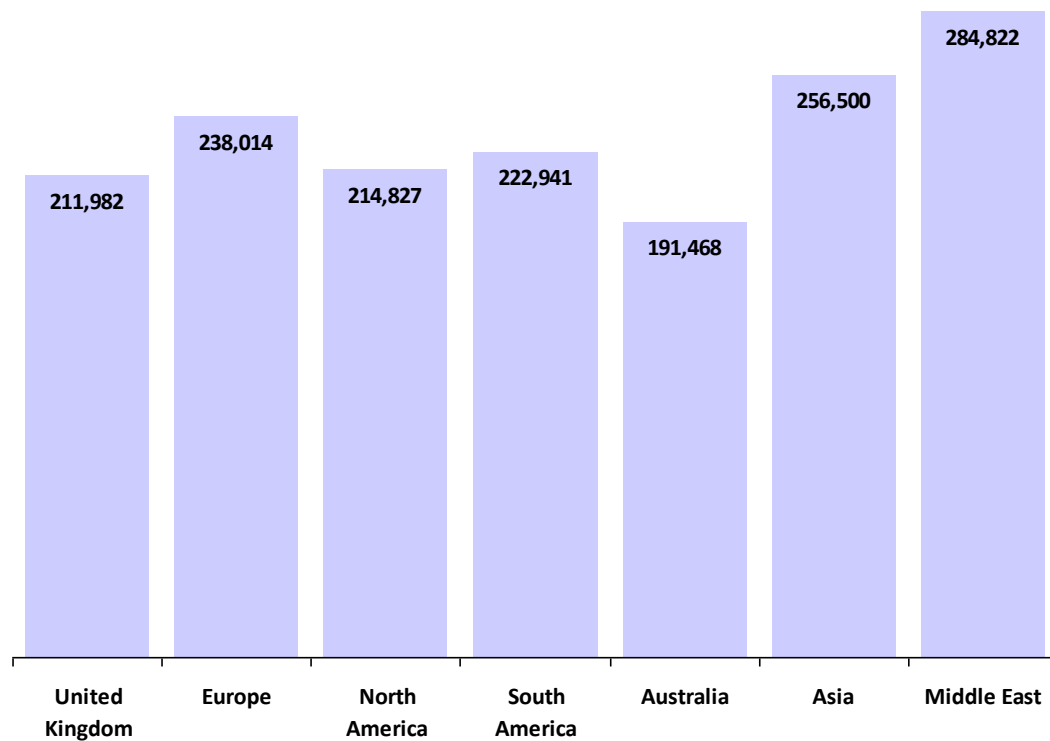
Currency in Euros €

| Region         | Responses  | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|----------------|------------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| United Kingdom | 61         | €171,090            | €8,815                       | 43%    | €49,244       | 75%    | €211,982                   |
| Europe         | 49         | €185,087            | €13,220                      | 59%    | €56,668       | 80%    | €238,014                   |
| North America  | 67         | €182,349            | €6,674                       | 1%     | €40,173       | 81%    | €214,827                   |
| South America  | 1          | €201,994            | €0                           | -      | €20,948       | -      | €222,941                   |
| Australia      | 1          | €175,160            | €0                           | -      | €16,308       | -      | €191,468                   |
| Asia           | 1          | €192,375            | €12,825                      | -      | €51,300       | -      | €256,500                   |
| Middle East    | 1          | €199,108            | €8,379                       | -      | €77,335       | -      | €284,822                   |
| <b>Global:</b> | <b>181</b> | <b>€179,513</b>     |                              |        |               |        | <b>€220,678</b>            |

## Average Total Compensation

Currency in Euros €

*(Regions with 20+ Responses)*



# THE TREASURY RECRUITMENT COMPANY

## Compensation

### Group Treasurer

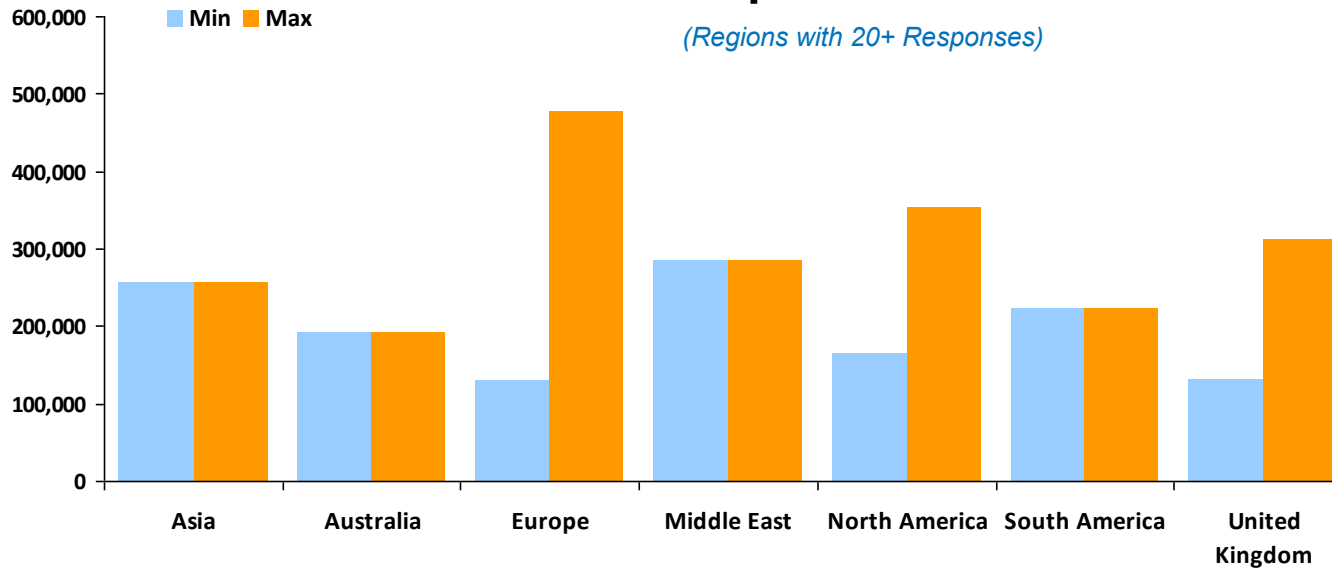
Currency in Euros €

| Region         | Responses | Base     |          | Car     |         | Bonus   |          | Total    |          |
|----------------|-----------|----------|----------|---------|---------|---------|----------|----------|----------|
|                |           | Min.     | Max.     | Min.    | Max.    | Min.    | Max.     | Min.     | Max.     |
| United Kingdom | 61        | €119,496 | €199,064 | €0      | €12,639 | €0      | €114,900 | €131,561 | €313,103 |
| Europe         | 49        | €130,000 | €293,532 | €0      | €27,100 | €0      | €216,800 | €130,000 | €478,586 |
| North America  | 67        | €148,468 | €212,382 | €0      | €6,674  | €0      | €161,595 | €165,015 | €353,970 |
| South America  | 1         | €201,994 | €201,994 | €0      | €0      | €20,948 | €20,948  | €222,941 | €222,941 |
| Australia      | 1         | €175,160 | €175,160 | €0      | €0      | €16,308 | €16,308  | €191,468 | €191,468 |
| Asia           | 1         | €192,375 | €192,375 | €12,825 | €12,825 | €51,300 | €51,300  | €256,500 | €256,500 |
| Middle East    | 1         | €199,108 | €199,108 | €8,379  | €8,379  | €77,335 | €77,335  | €284,822 | €284,822 |

181

## Total Compensation Min/Max

(Regions with 20+ Responses)



# THE TREASURY RECRUITMENT COMPANY

## Compensation by Region

### Global Treasurer / Treasury Director

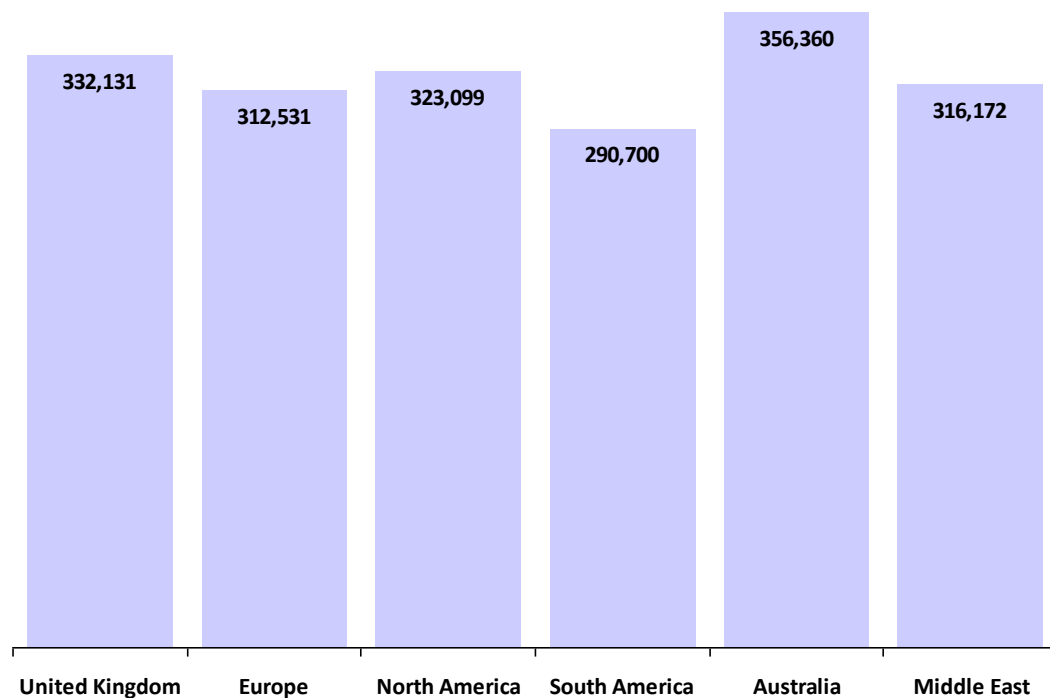
Currency in Euros €

| Region         | Responses | Average Base Salary | Average Yearly Car Allowance | % With | Average Bonus | % With | Average Total Compensation |
|----------------|-----------|---------------------|------------------------------|--------|---------------|--------|----------------------------|
| United Kingdom | 70        | €240,853            | €11,445                      | 44%    | €100,578      | 86%    | €332,131                   |
| Europe         | 109       | €239,061            | €13,412                      | 59%    | €79,443       | 83%    | €312,531                   |
| North America  | 139       | €245,627            | €7,414                       | 5%     | €87,128       | 88%    | €323,099                   |
| South America  | 1         | €205,200            | €0                           | -      | €85,500       | -      | €290,700                   |
| Australia      | 1         | €235,560            | €0                           | -      | €120,800      | -      | €356,360                   |
| Middle East    | 5         | €271,240            | €9,459                       | -      | €41,148       | -      | €316,172                   |
| Global:        | 325       | €242,635            |                              |        |               |        | €321,396                   |

## Average Total Compensation

Currency in Euros €

*(Regions with 20+ Responses)*



# THE TREASURY RECRUITMENT COMPANY

## Compensation

### Global Treasurer / Treasury Director

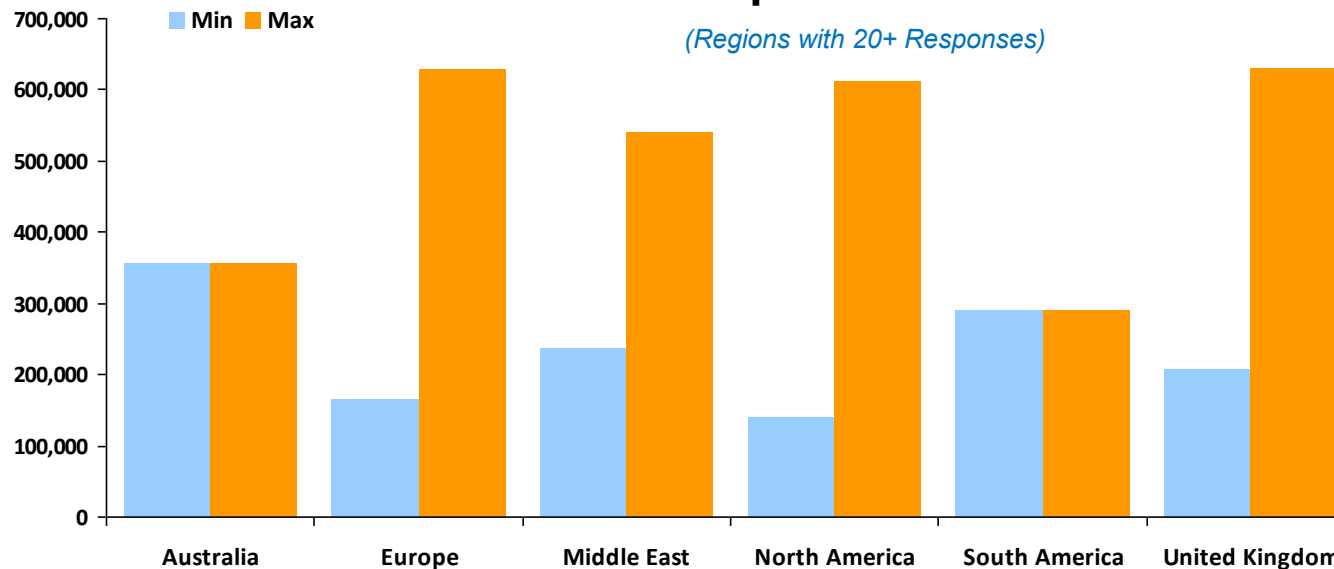
Currency in Euros €

| Region         | Responses | Base     |          | Car  |         | Bonus    |          | Total    |          |
|----------------|-----------|----------|----------|------|---------|----------|----------|----------|----------|
|                |           | Min.     | Max.     | Min. | Max.    | Min.     | Max.     | Min.     | Max.     |
| United Kingdom | 70        | €149,370 | €356,022 | €0   | €24,370 | €0       | €308,277 | €205,993 | €631,323 |
| Europe         | 109       | €150,000 | €498,640 | €0   | €27,100 | €0       | €271,000 | €165,000 | €628,720 |
| North America  | 139       | €139,050 | €351,479 | €0   | €8,721  | €0       | €307,800 | €139,050 | €613,035 |
| South America  | 1         | €205,200 | €205,200 | €0   | €0      | €85,500  | €85,500  | €290,700 | €290,700 |
| Australia      | 1         | €235,560 | €235,560 | €0   | €0      | €120,800 | €120,800 | €356,360 | €356,360 |
| Middle East    | 5         | €205,200 | €458,451 | €0   | €13,788 | €25,650  | €68,940  | €235,980 | €541,179 |

325

## Total Compensation Min/Max

(Regions with 20+ Responses)



**BENEFITS DATA**

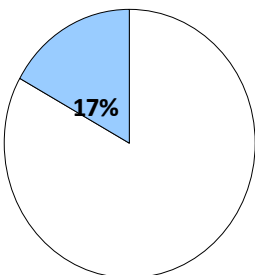
# Benefits

## All Positions

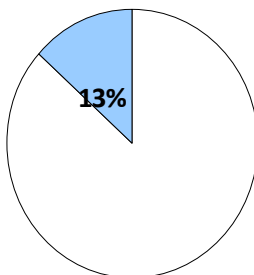
| Region         | Total Responses | Health Care | Pension Plan | Stock Options | EE Discounts | Flextime | Gym Memb. | Child Care | Cycle to Work |
|----------------|-----------------|-------------|--------------|---------------|--------------|----------|-----------|------------|---------------|
| United Kingdom | 528             | 90          | 88           | 34            | 54           | 82       | 19        | 8          | 34            |
| Europe         | 623             | 83          | 70           | 41            | 43           | 93       | 26        | 12         | 28            |
| North America  | 561             | 120         | 52           | 37            | 46           | 88       | 23        | 10         | 0             |

### Healthcare Benefits

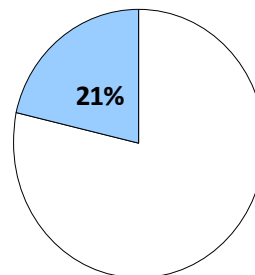
United Kingdom



Europe

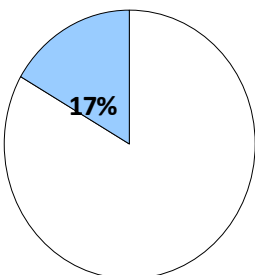


North America

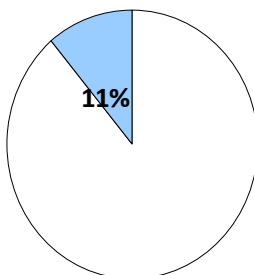


### Pension Plan Match

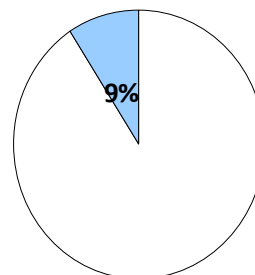
United Kingdom



Europe



North America

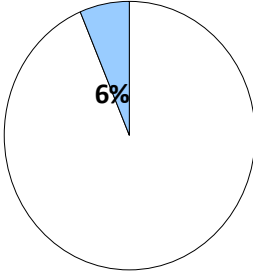


# Benefits

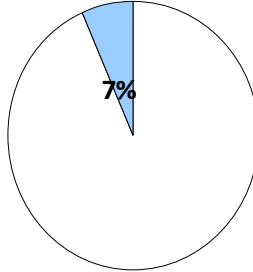
## All Positions

### Stock Options

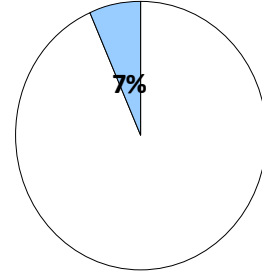
United Kingdom



Europe

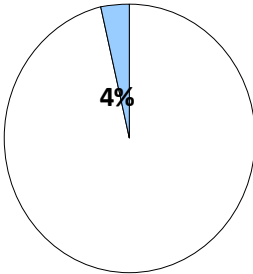


North America

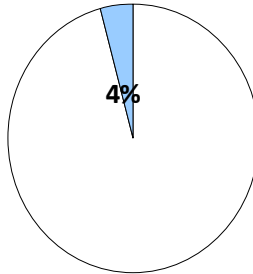


### Gym Membership

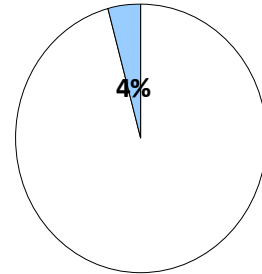
United Kingdom



Europe

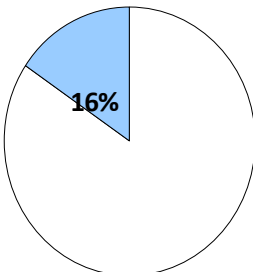


North America

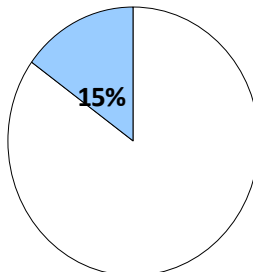


### Flextime

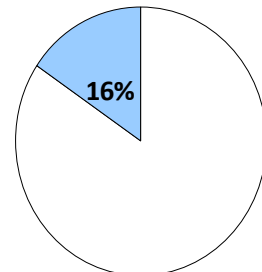
United Kingdom



Europe



North America

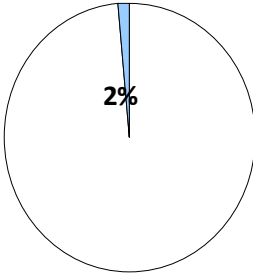


# Benefits

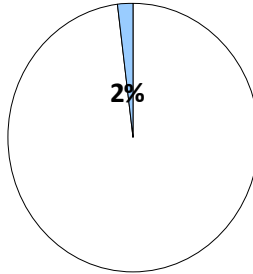
## All Positions

### Childcare

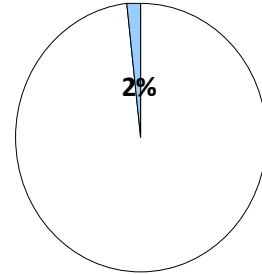
United Kingdom



Europe

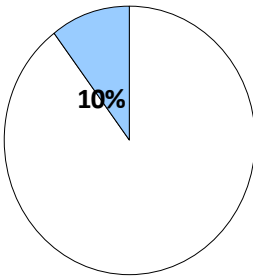


North America

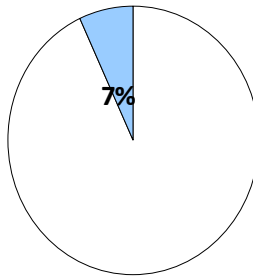


### Employee Discounts

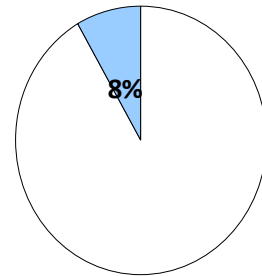
United Kingdom



Europe



North America

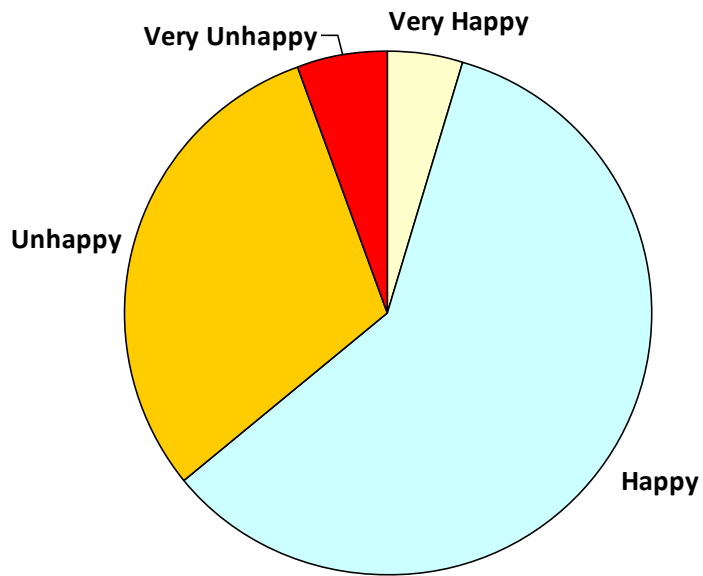


# **FEELINGS ABOUT SALARY & DIRECT MANAGER**

# THE TREASURY RECRUITMENT COMPANY

Happy with Salary

**REGION: Europe**

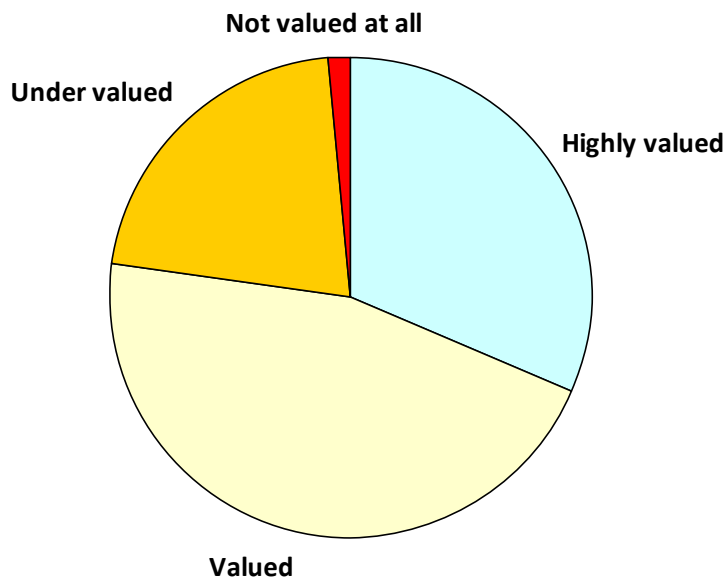


| Happy with Salary | Responses | Percent |
|-------------------|-----------|---------|
| Very Happy        | 10        | 4.7%    |
| Happy             | 126       | 59.2%   |
| Unhappy           | 65        | 30.5%   |
| Very Unhappy      | 12        | 5.6%    |
| Total Responses:  | 213       | 100%    |

# THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

**REGION: Europe**

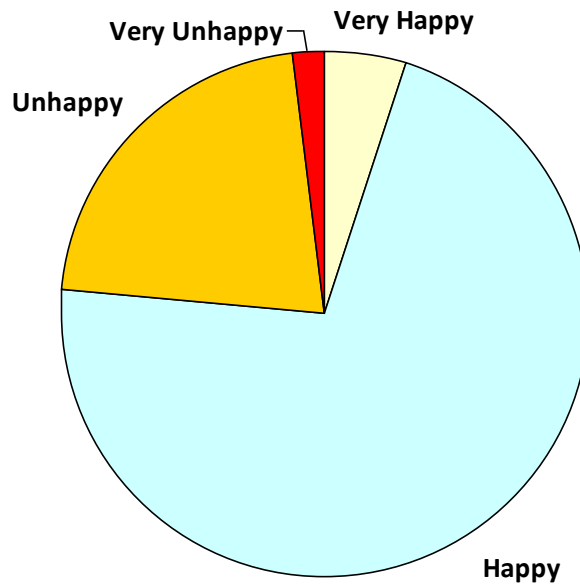


| Happy with Salary | Responses | Percent |
|-------------------|-----------|---------|
| Highly valued     | 67        | 31.3%   |
| Valued            | 98        | 45.8%   |
| Under valued      | 46        | 21.5%   |
| Not valued at     | 3         | 1.4%    |
| Total Responses:  | 214       | 100%    |

# THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: United Kingdom

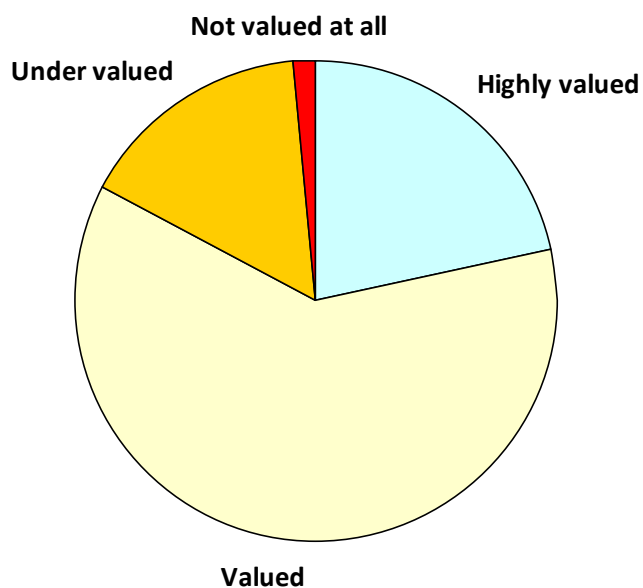


| Happy with Salary | Responses | Percent |
|-------------------|-----------|---------|
| Very Happy        | 8         | 5.1%    |
| Happy             | 112       | 71.3%   |
| Unhappy           | 34        | 21.7%   |
| Very Unhappy      | 3         | 1.9%    |
| Total Responses:  | 157       | 100%    |

# THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

**REGION: United Kingdom**

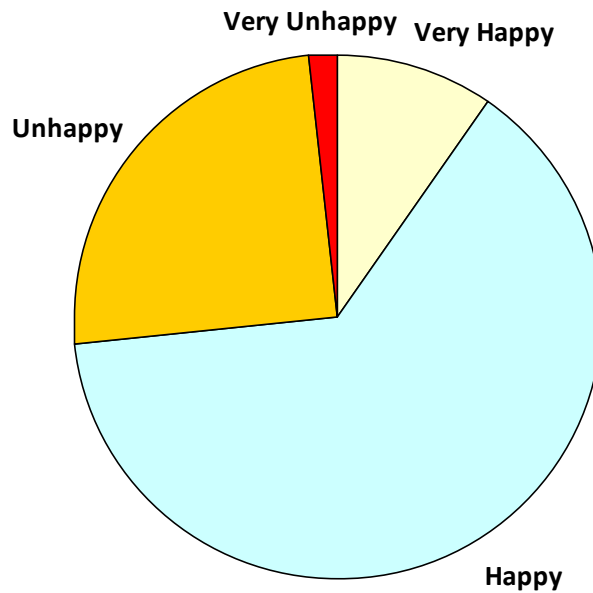


| Happy with Salary | Responses | Percent |
|-------------------|-----------|---------|
| Highly valued     | 34        | 21.7%   |
| Valued            | 96        | 61.1%   |
| Under valued      | 25        | 15.9%   |
| Not valued at     | 2         | 1.3%    |
| Total Responses:  | 157       | 100%    |

# THE TREASURY RECRUITMENT COMPANY

Happy with Salary

**REGION: North America**

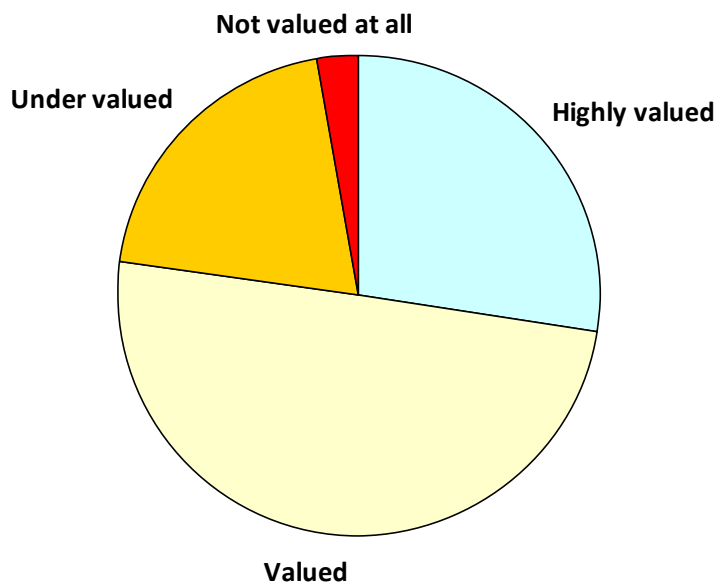


| Happy with Salary | Responses | Percent |
|-------------------|-----------|---------|
| Very Happy        | 17        | 9.6%    |
| Happy             | 113       | 63.8%   |
| Unhappy           | 44        | 24.9%   |
| Very Unhappy      | 3         | 1.7%    |
| Total Responses:  | 177       | 100%    |

# THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

**REGION: North America**



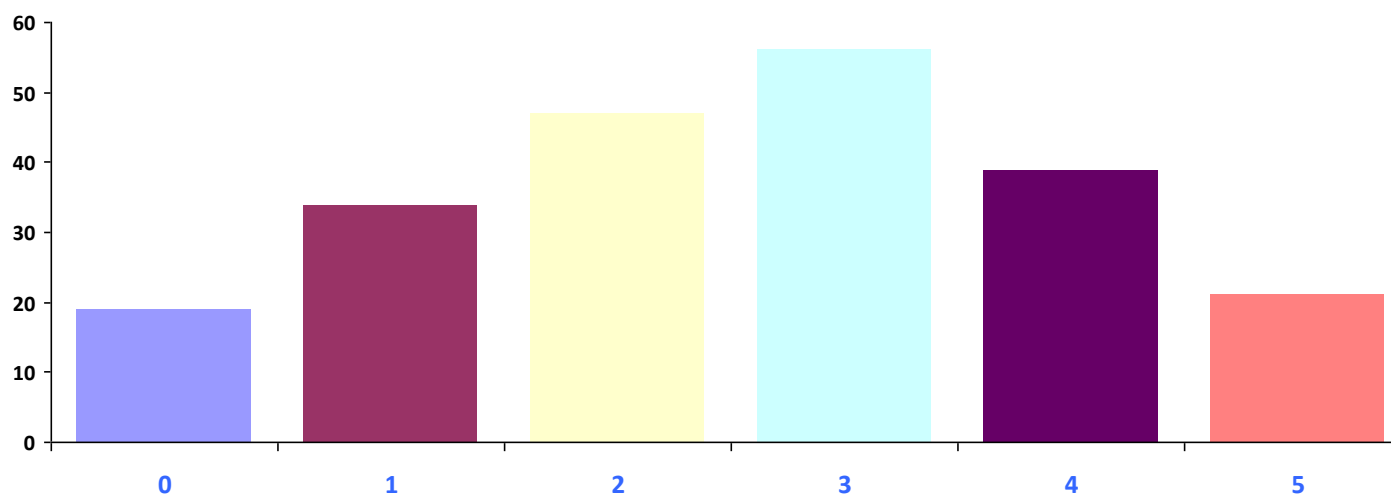
| Happy with Salary | Responses | Percent |
|-------------------|-----------|---------|
| Highly valued     | 50        | 27.6%   |
| Valued            | 90        | 49.7%   |
| Under valued      | 36        | 19.9%   |
| Not valued at     | 5         | 2.8%    |
| Total Responses:  | 181       | 100%    |

# **WORK FROM HOME POLICIES & TRENDS**

THE TREASURY RECRUITMENT COMPANY

# Number of Days Are You Currently Working in the Office

REGION: Europe



Days in Office

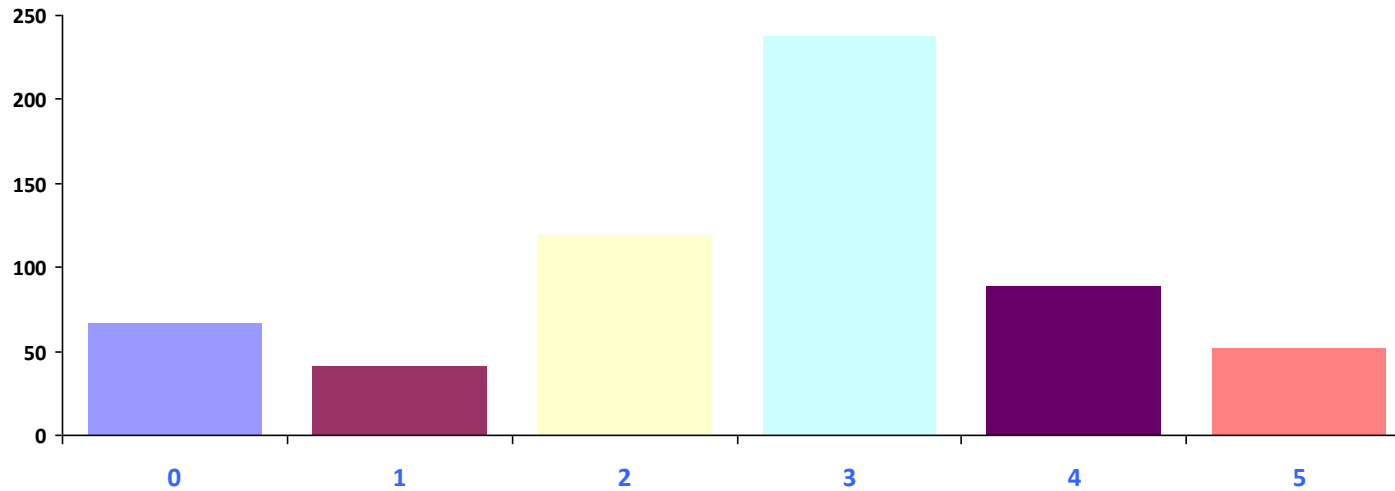
| Days in Office | Responses | Percent |
|----------------|-----------|---------|
| 0              | 19        | 9%      |
| 1              | 34        | 16%     |
| 2              | 47        | 22%     |
| 3              | 56        | 26%     |
| 4              | 39        | 18%     |
| 5              | 21        | 10%     |

**TOTAL: 216**

THE TREASURY RECRUITMENT COMPANY

# Number of Days Are You Asked to Work in the Office

REGION: Europe



Days in Office

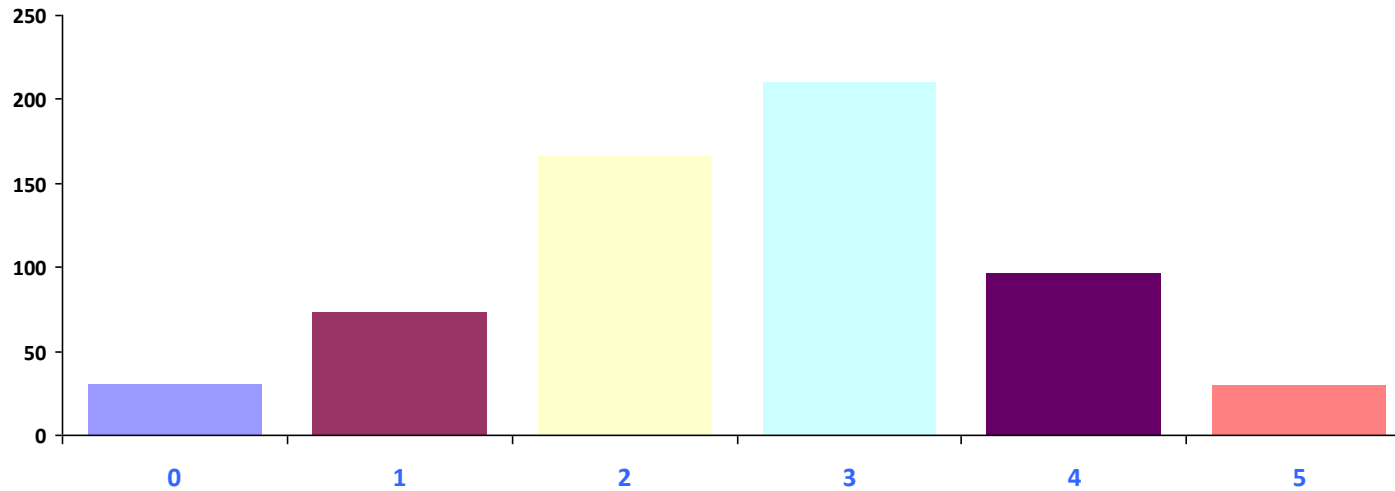
| Days in Office | Responses | Percent |
|----------------|-----------|---------|
| 0              | 67        | 11%     |
| 1              | 41        | 7%      |
| 2              | 119       | 20%     |
| 3              | 238       | 39%     |
| 4              | 89        | 15%     |
| 5              | 52        | 9%      |

**TOTAL: 606**

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 |
|----------------|-----------|---------|
|----------------|-----------|---------|

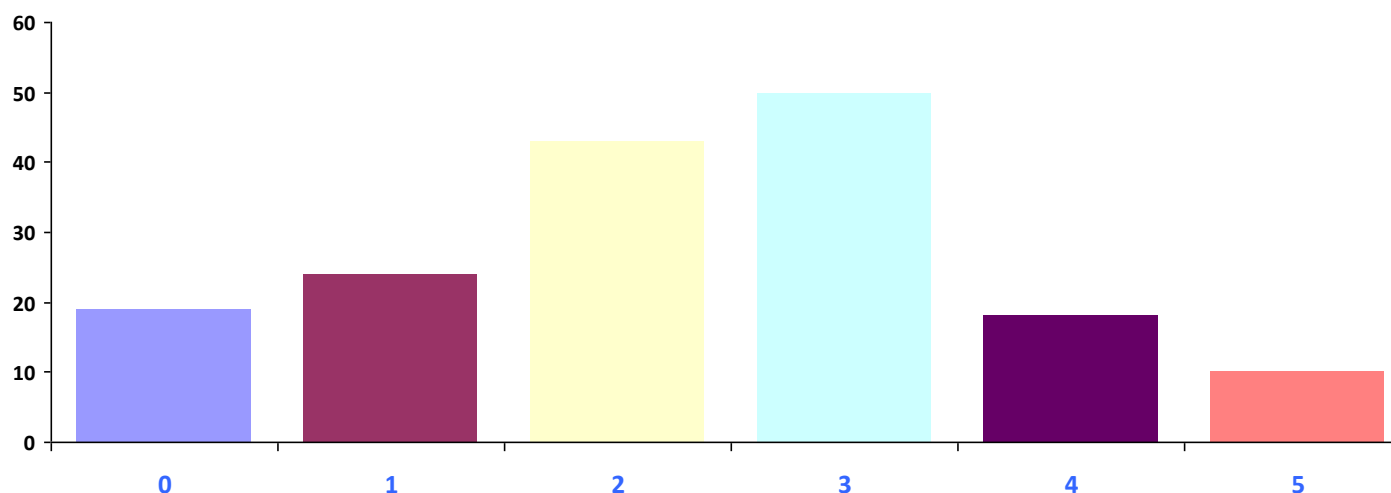
|   |     |     |
|---|-----|-----|
| 0 | 31  | 5%  |
| 1 | 73  | 12% |
| 2 | 166 | 27% |
| 3 | 210 | 35% |
| 4 | 96  | 16% |
| 5 | 30  | 5%  |

**TOTAL: 606**

**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**

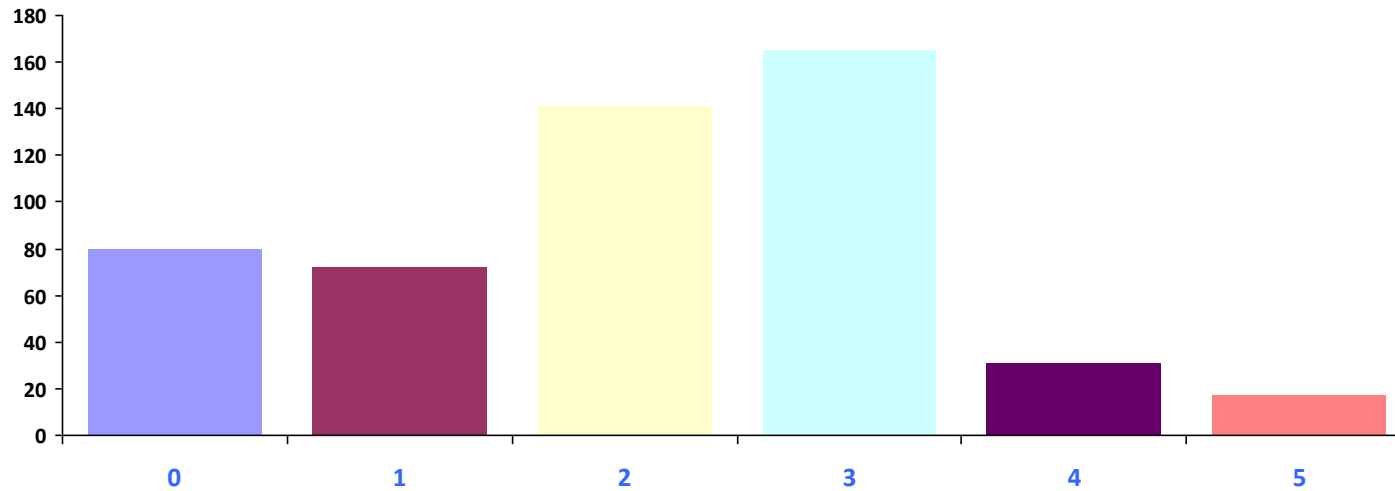
|   |    |     |
|---|----|-----|
| 0 | 19 | 12% |
| 1 | 24 | 15% |
| 2 | 43 | 26% |
| 3 | 50 | 30% |
| 4 | 18 | 11% |
| 5 | 10 | 6%  |

**TOTAL:   164**

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**

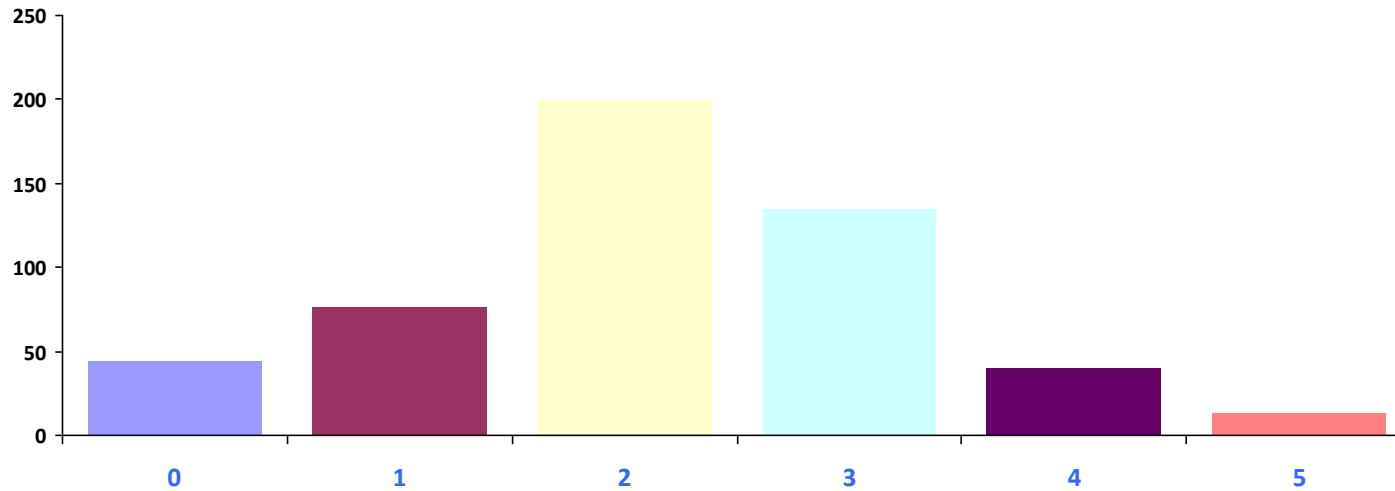
|   |     |     |
|---|-----|-----|
| 0 | 80  | 16% |
| 1 | 72  | 14% |
| 2 | 141 | 28% |
| 3 | 165 | 33% |
| 4 | 31  | 6%  |
| 5 | 17  | 3%  |

**TOTAL: 506**

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 |
|----------------|-----------|---------|
|----------------|-----------|---------|

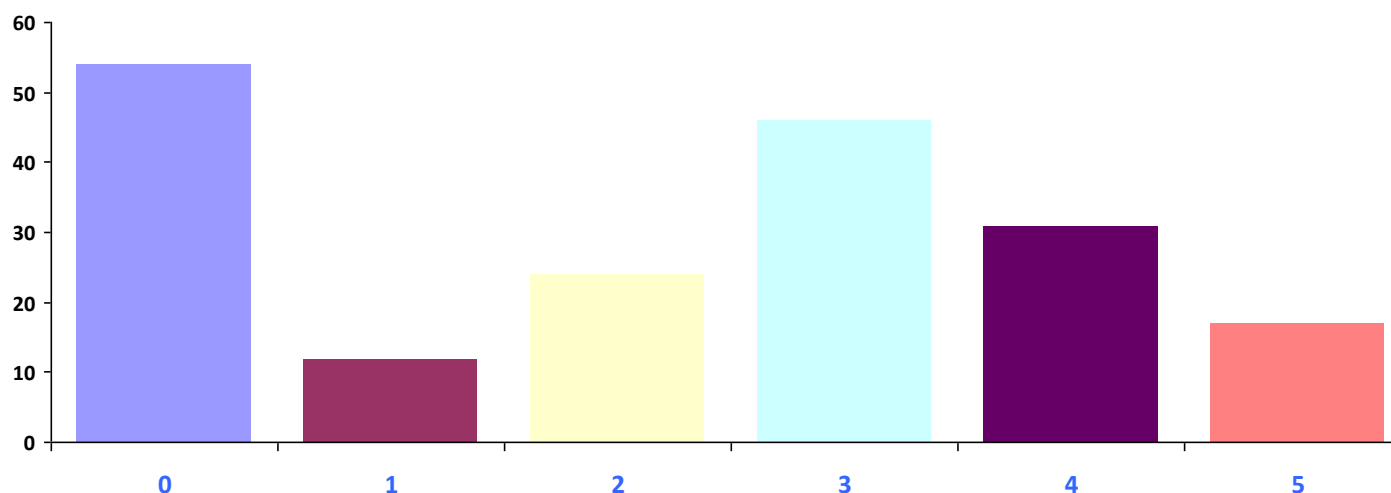
|   |     |     |
|---|-----|-----|
| 0 | 44  | 9%  |
| 1 | 76  | 15% |
| 2 | 199 | 39% |
| 3 | 135 | 27% |
| 4 | 40  | 8%  |
| 5 | 13  | 3%  |

**TOTAL: 507**

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**

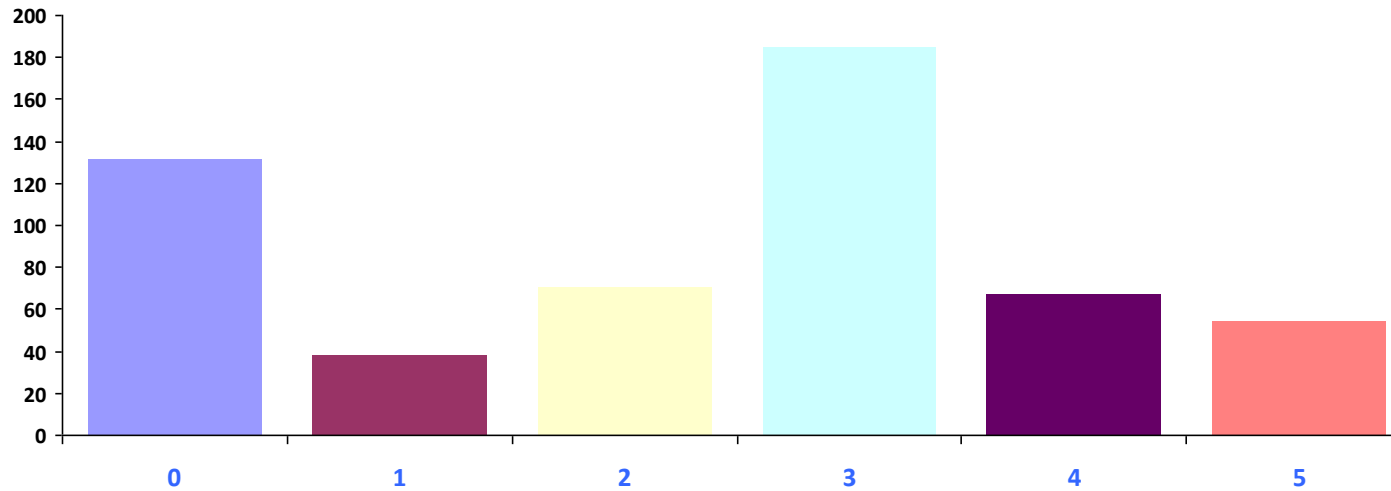
|   |    |     |
|---|----|-----|
| 0 | 54 | 29% |
| 1 | 12 | 7%  |
| 2 | 24 | 13% |
| 3 | 46 | 25% |
| 4 | 31 | 17% |
| 5 | 17 | 9%  |

**TOTAL:   184**

THE TREASURY RECRUITMENT COMPANY

# Number of Days Are You Asked to Work in the Office

REGION: North America



Days in Office

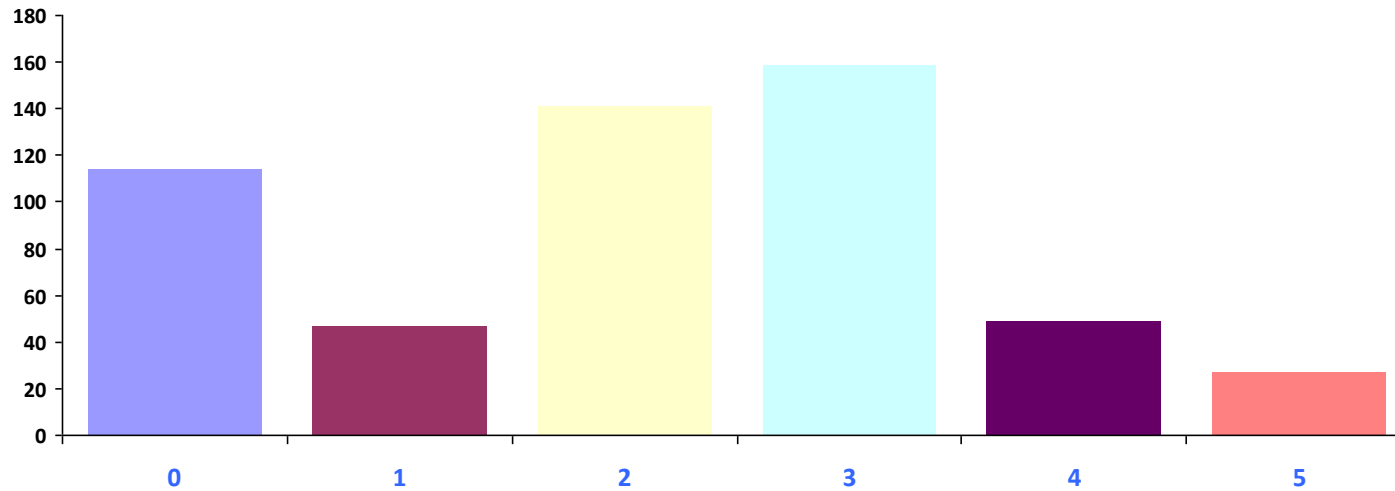
| Days in Office | Responses | Percent |
|----------------|-----------|---------|
| 0              | 131       | 24%     |
| 1              | 38        | 7%      |
| 2              | 70        | 13%     |
| 3              | 185       | 34%     |
| 4              | 67        | 12%     |
| 5              | 54        | 10%     |

**TOTAL: 545**

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 | 114 | 21% |
| 1 | 47  | 9%  |
| 2 | 141 | 26% |
| 3 | 159 | 30% |
| 4 | 49  | 9%  |
| 5 | 27  | 5%  |

**TOTAL:   537**

# EMPLOYEE SENTIMENTS

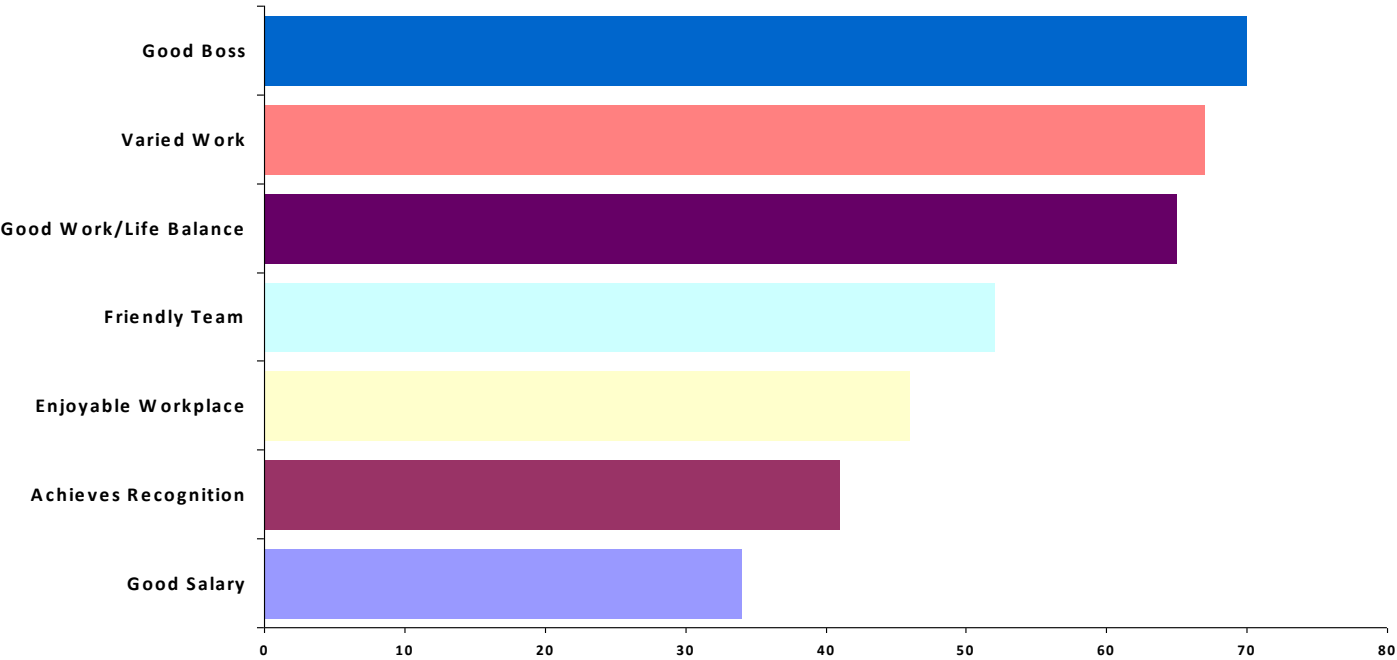
# THE TREASURY RECRUITMENT COMPANY

Why are You Happy in Role

Europe

|            | Good Work/life Balance | Good Boss | Good Salary | Varied Work | Enjoyable Workplace | Friendly Team | Achievements Recognized |
|------------|------------------------|-----------|-------------|-------------|---------------------|---------------|-------------------------|
| Responses: | 65                     | 70        | 34          | 67          | 46                  | 52            | 41                      |

## Why Happy



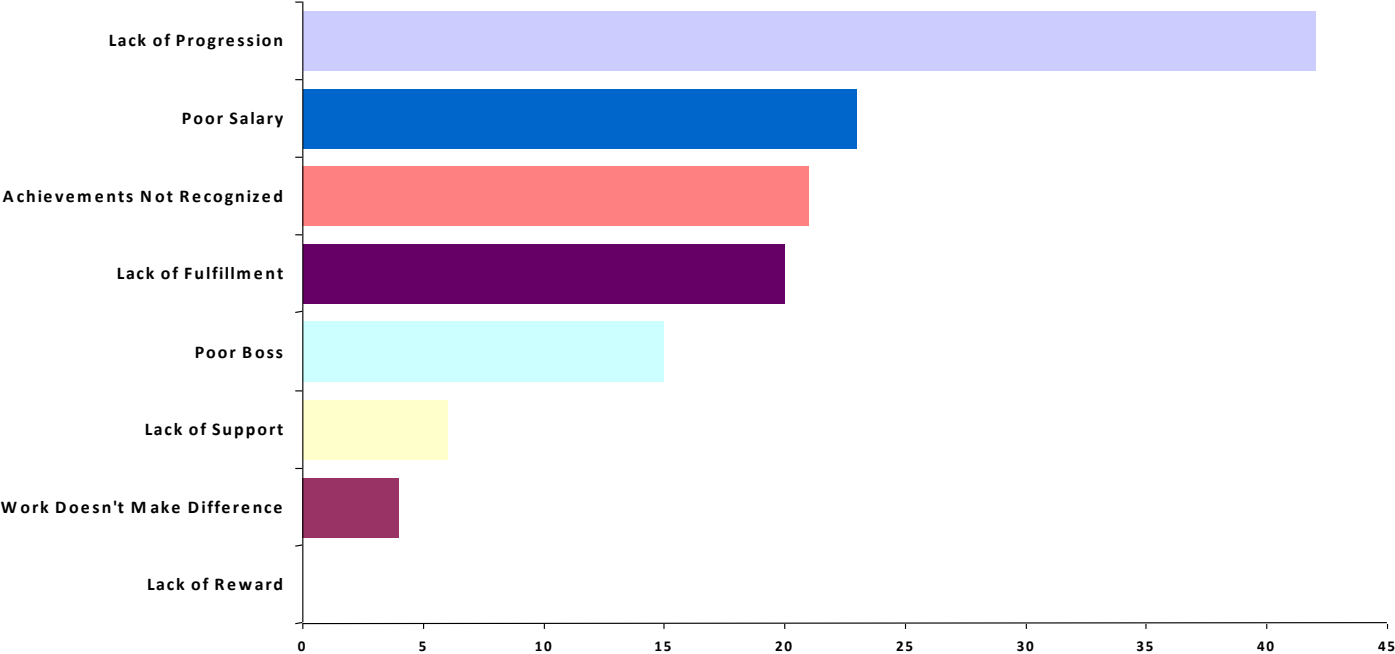
# THE TREASURY RECRUITMENT COMPANY

## Why are You Unhappy in Role

Europe

|            | Work<br>Doesn't<br>Make a<br>Difference | Poor<br>Boss | Lack of<br>Support | Lack of<br>Fulfillment | Achievements<br>Not<br>Recognized | Lack of<br>Progression | Lack of<br>Reward | Poor<br>Salary |
|------------|-----------------------------------------|--------------|--------------------|------------------------|-----------------------------------|------------------------|-------------------|----------------|
| Responses: | 4                                       | 15           | 6                  | 20                     | 21                                | 42                     | 0                 | 23             |

## Why Unhappy



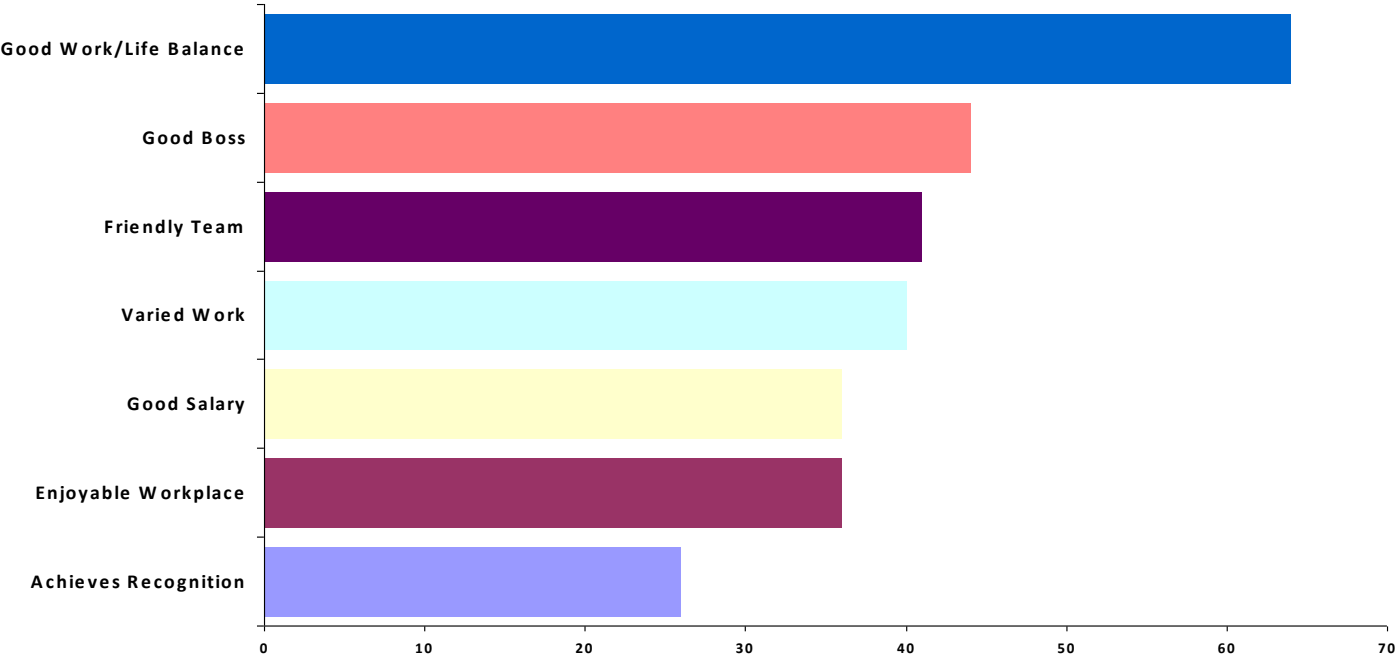
# THE TREASURY RECRUITMENT COMPANY

Why are You Happy in Role

United Kingdom

|            | Good Work/life Balance | Good Boss | Good Salary | Varied Work | Enjoyable Workplace | Friendly Team | Achievements Recognized |
|------------|------------------------|-----------|-------------|-------------|---------------------|---------------|-------------------------|
| Responses: | 64                     | 44        | 36          | 40          | 36                  | 41            | 26                      |

## Why Happy



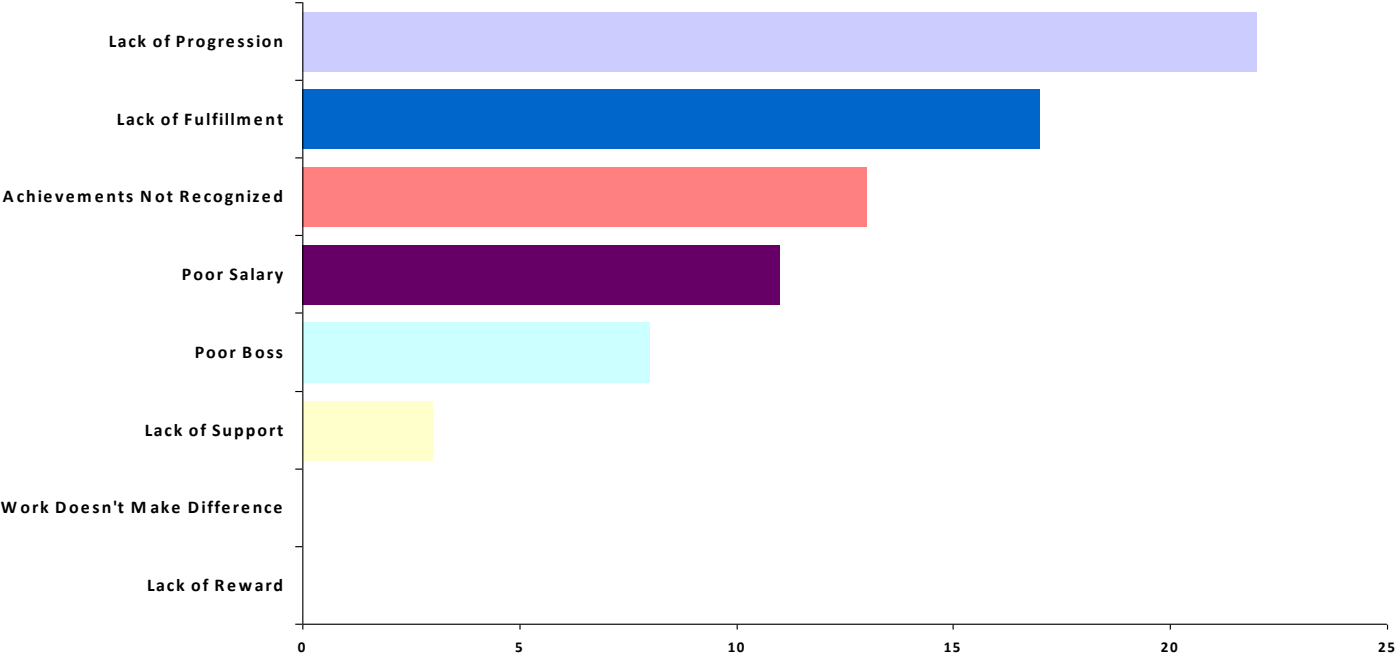
# THE TREASURY RECRUITMENT COMPANY

Why are You Unhappy in Role

United Kingdom

|            | Work<br>Doesn't<br>Make a<br>Difference | Poor<br>Boss | Lack of<br>Support | Lack of<br>Fulfillment | Achievements<br>Not<br>Recognized | Lack of<br>Progression | Lack of<br>Reward | Poor<br>Salary |
|------------|-----------------------------------------|--------------|--------------------|------------------------|-----------------------------------|------------------------|-------------------|----------------|
| Responses: | 0                                       | 8            | 3                  | 17                     | 13                                | 22                     | 0                 | 11             |

## Why Unhappy



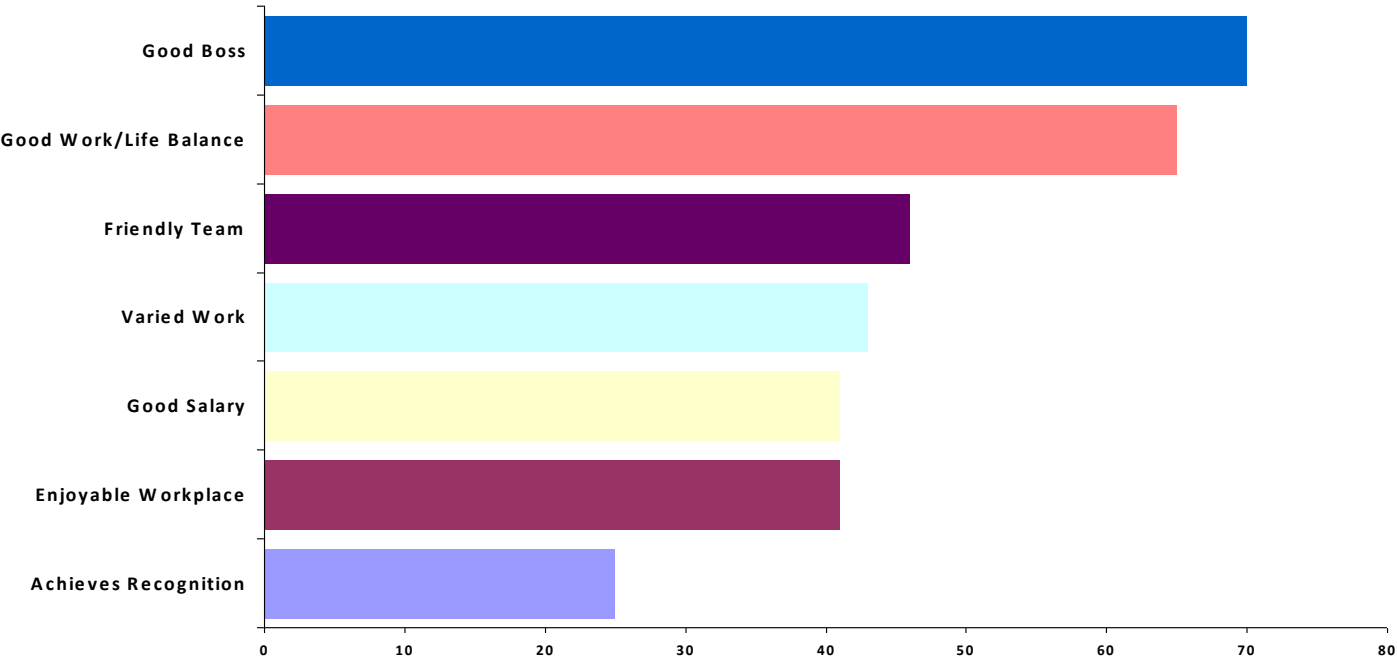
# THE TREASURY RECRUITMENT COMPANY

Why are You Happy in Role

North America

|            | Good<br>Work/life<br>Balance | Good<br>Boss | Good<br>Salary | Varied<br>Work | Enjoyable<br>Workplace | Friendly<br>Team | Achievments<br>Recognized |
|------------|------------------------------|--------------|----------------|----------------|------------------------|------------------|---------------------------|
| Responses: | 65                           | 70           | 41             | 43             | 41                     | 46               | 25                        |

## Why Happy



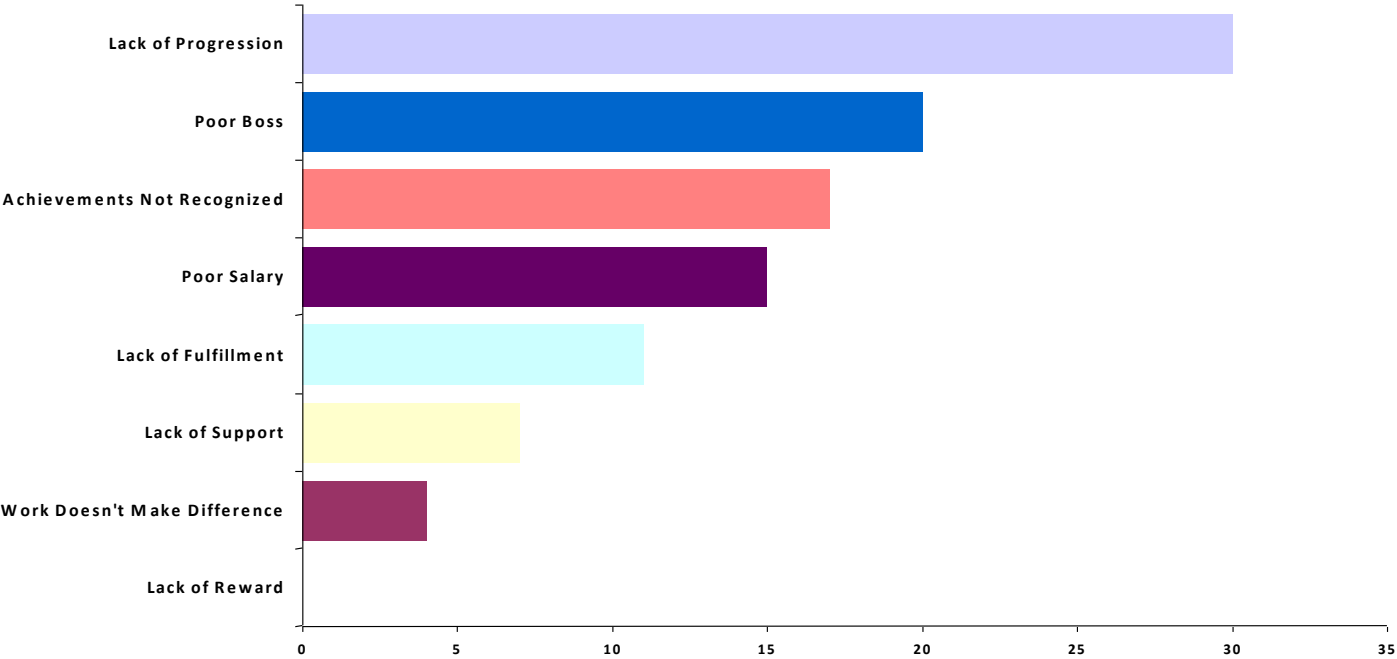
# THE TREASURY RECRUITMENT COMPANY

Why are You Unhappy in Role

North America

|            | Work<br>Doesn't<br>Make a<br>Difference | Poor<br>Boss | Lack of<br>Support | Lack of<br>Fulfillment | Achievements<br>Not<br>Recognized | Lack of<br>Progression | Lack of<br>Reward | Poor<br>Salary |
|------------|-----------------------------------------|--------------|--------------------|------------------------|-----------------------------------|------------------------|-------------------|----------------|
| Responses: | 4                                       | 20           | 7                  | 11                     | 17                                | 30                     | 0                 | 15             |

## Why Unhappy



# KEY INSIGHTS & FINAL WORDS

# Key Insights from Our Latest Treasury Salary Survey

## KEY INSIGHTS FROM OUR JULY 2026 TREASURY SALARY SURVEY

Our salary survey just keeps growing.

We were due to release this 2026 snapshot earlier, but the appetite from treasury professionals to benchmark their salaries meant the numbers kept increasing.

We're now working with over 1,700 treasury professionals globally and approaching the 2,000 mark. I still remember when we had fewer than 1,000!!

You might think that's just a bigger dataset. It's more than that.

It gives us a clearer, more reliable view of the market.

Where we once had a stronger UK and Europe focus, increased participation from North America now gives us a far more balanced picture. We're starting to see clearer regional differences, and over time, even more granular insights will follow.

So yes, the numbers matter. But what matters more is what's happening underneath them.

### **A Stalled Market, not a Weak One**

If you just looked at hiring volumes, you might think the market has slowed. It has, but not because demand has disappeared.

Treasury professionals are being more selective. More cautious. More risk-aware. Many were ready to move but have chosen to wait.

At the same time, treasury teams remain lean. Companies can delay hiring, but only for so long before pressure builds. Because treasury hiring works in a chain.

One move creates another. Right now, that domino effect has slowed.

This isn't a weak market. It's a delayed one.



### **Mike Richards**

CEO & Founder

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## **The Talent You Don't See**

One of the biggest myths in treasury recruitment is that the best candidates are applying for jobs. In reality, the opposite is often true.

The people applying for roles are frequently those looking for an escape route, not a considered next step in their career.

They may be frustrated. They may want change. But they're not always the high-impact talent businesses are trying to attract.

Meanwhile, the strongest treasury professionals are busy. They're delivering value. Leading projects. Influencing decisions. They don't have time to scroll job boards or apply for roles. That creates a disconnect.

More applications. Less relevance. And increasingly, with AI-written CVs and templated applications, more noise.

Which makes it harder than ever to identify the right people.

## **From Execution to Influence**

The fundamentals of treasury haven't changed. Cash, liquidity, FX, funding. They still matter. But what companies expect from treasury has shifted. It's no longer enough to produce the numbers.

You need to explain them. Challenge them. Use them to influence decisions.

We're seeing more roles blending treasury with FP&A, data, and systems.

More expectation to partner across the business.

More visibility at senior levels. The technical bar is rising.

But the real differentiator is the ability to translate that technical work into commercial impact.





### **AI: Real Impact vs Noise**

AI is already reshaping how treasury teams work. It's removing manual tasks. Improving efficiency. Freeing up time for analysis and decision-making.

But it's also creating confusion. We're seeing job descriptions filled with AI requirements that hiring managers can't properly assess.

We're seeing candidates using AI to polish applications to the point where everything starts to sound the same and we're seeing trust drop quickly when something feels overly generated. The reality is simple.

### **AI will enhance treasury roles.**

But it won't replace judgment, relationships, or experience.

Those are still the things that matter most.

### **FINAL WORDS**

A huge thank you to the 1,700+ treasury professionals who took part in our April 2026 Treasury Salary 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. NOW we are aiming for 2,000 responses (!) in future surveys, which will let us go even deeper.

Imagine being able to compare West Coast vs East Coast pay in the US, or drill into country breakdowns across Europe!

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

Please invite your colleagues to join the the survey. 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.

# WANT TO CHAT FURTHER?

Contact us if you would  
like to talk further about your career



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or visit

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**TREASURY  
RECRUITMENT**  
CO

**THANK YOU!**

**OUR SALARY SURVEY RUNS CONTINUOUSLY  
AND IS UPDATED EVERY 6 MONTHS**

**OVER 1,700+ TREASURY PROFESSIONALS  
TAKE PART &  
YOU CAN RECEIVE A COPY OF THE RESULTS**

**TAKE PART TODAY →**