

THE
TREASURY
RECRUITMENT
CO

GLOBAL TREASURY SALARY SURVEY

UK Results
April 2026



CONTENTS

BACKGROUND TO THE SALARY SURVEY

COMPENSATION BY POSITION

COMPENSATION BY JOB ROLE

Treasury Analyst / Dealer

Treasury Manager / Accountant

Treasury Consultant

Senior Treasury Consultant

Assistant Treasurer

Deputy Treasurer

International / Regional Treasurer

Group Treasurer

Global Treasurer / Treasury Director

BENEFITS DATA

FEELINGS ABOUT SALARY & MANAGER

WORK FROM HOME POLICIES & TRENDS

EMPLOYEE SENTIMENTS

KEY INSIGHTS & FINAL WORDS





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

THANK YOU



“ 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!



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

United Kingdom

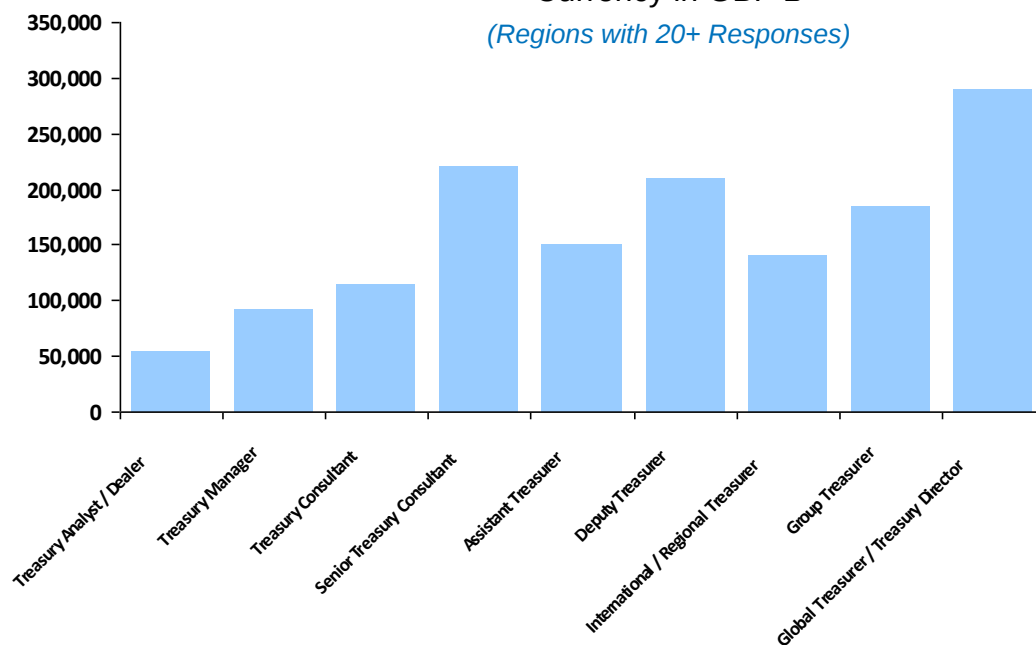
Currency in GBP £

Position	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
Treasury Analyst / Dealer	64	£51,737	£4,860	3%	£5,183	41%	£53,994
Treasury Manager	147	£82,181	£6,272	28%	£12,056	67%	£91,967
Treasury Consultant	9	£110,900	£8,400	-	£25,000	-	£114,611
Senior Treasury Consultant	22	£216,043	£6,000	5%	£20,500	23%	£220,975
Assistant Treasurer	35	£124,002	£6,997	49%	£32,954	71%	£150,940
Deputy Treasurer	13	£150,360	£9,941	-	£60,826	-	£208,710
International / Regional Treasurer	107	£120,865	£7,324	39%	£21,761	75%	£140,009
Group Treasurer	61	£148,903	£7,672	43%	£42,858	75%	£184,492
Global Treasurer / Treasury Director	70	£209,620	£9,961	44%	£87,535	86%	£289,061
Global:	528	£121,452					£146,464

Average Total Compensation

Currency in GBP £

(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

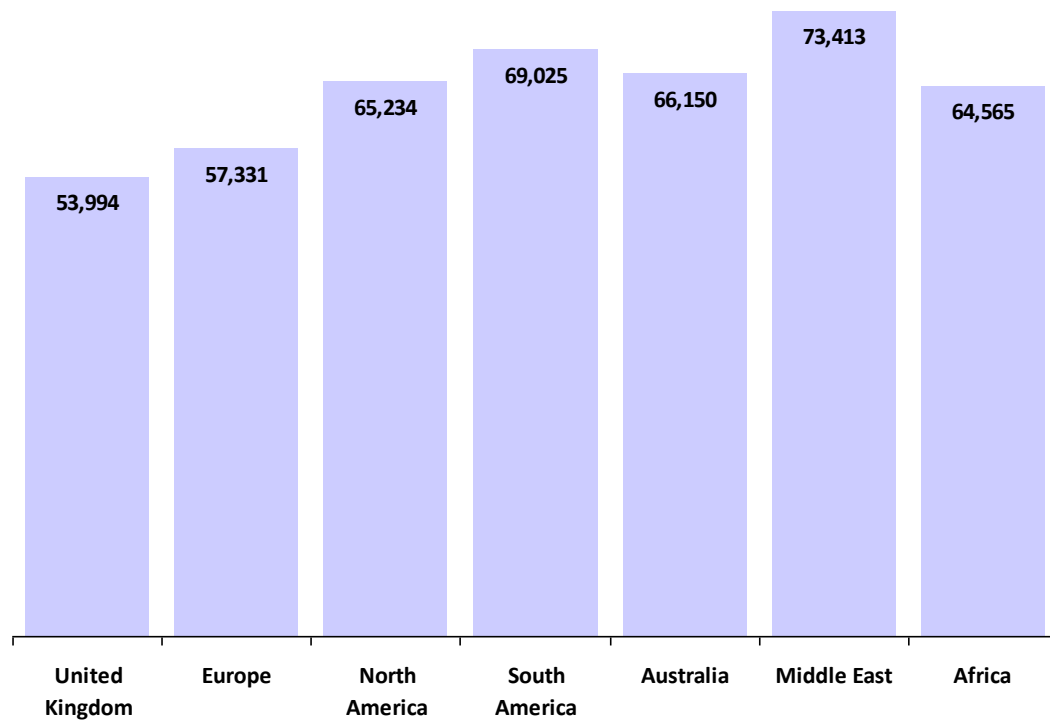
Currency in GBP £

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	64	£51,737	£4,860	3%	£5,183	41%	£53,994
Europe	68	£51,877	£4,889	19%	£6,682	68%	£57,331
North America	51	£62,346	£1,786	2%	£5,596	51%	£65,234
South America	2	£50,425	£5,580	-	£13,020	-	£69,025
Australia	2	£63,000	£0	-	£3,150	-	£66,150
Middle East	3	£60,350	£4,762	-	£17,213	-	£73,413
Africa	3	£57,815	£3,480	-	£8,385	-	£64,565
Global:	193	£54,921					£58,888

Average Total Compensation

Currency in GBP £

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Treasury Analyst / Dealer

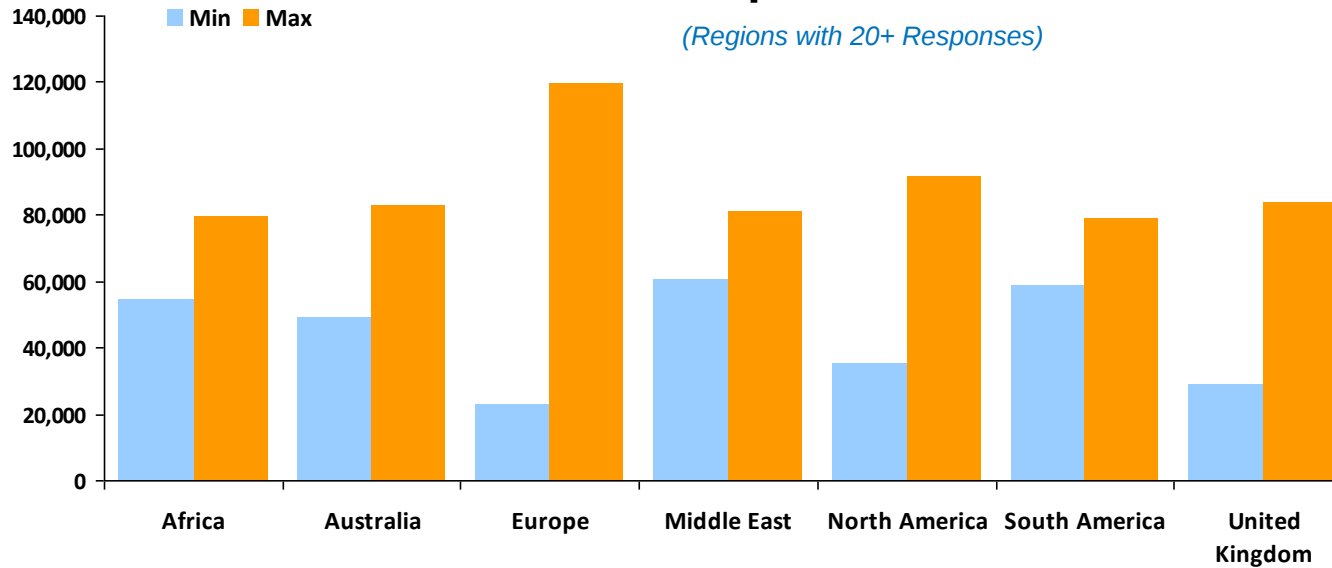
Currency in GBP £

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	64	£29,000	£70,200	£0	£6,000	£0	£18,000	£29,000	£84,100
Europe	68	£21,750	£103,730	£0	£10,440	£0	£71,340	£23,099	£119,712
North America	51	£35,154	£75,776	£0	£1,786	£0	£23,554	£35,154	£91,630
South America	2	£47,616	£53,233	£3,720	£7,440	£3,720	£22,320	£58,776	£79,273
Australia	2	£47,250	£78,750	£0	£0	£2,100	£4,200	£49,350	£82,950
Middle East	3	£54,810	£65,472	£0	£4,762	£0	£23,490	£60,768	£81,170
Africa	3	£45,675	£68,250	£0	£3,480	£0	£11,550	£54,375	£79,800

193

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Treasury Manager

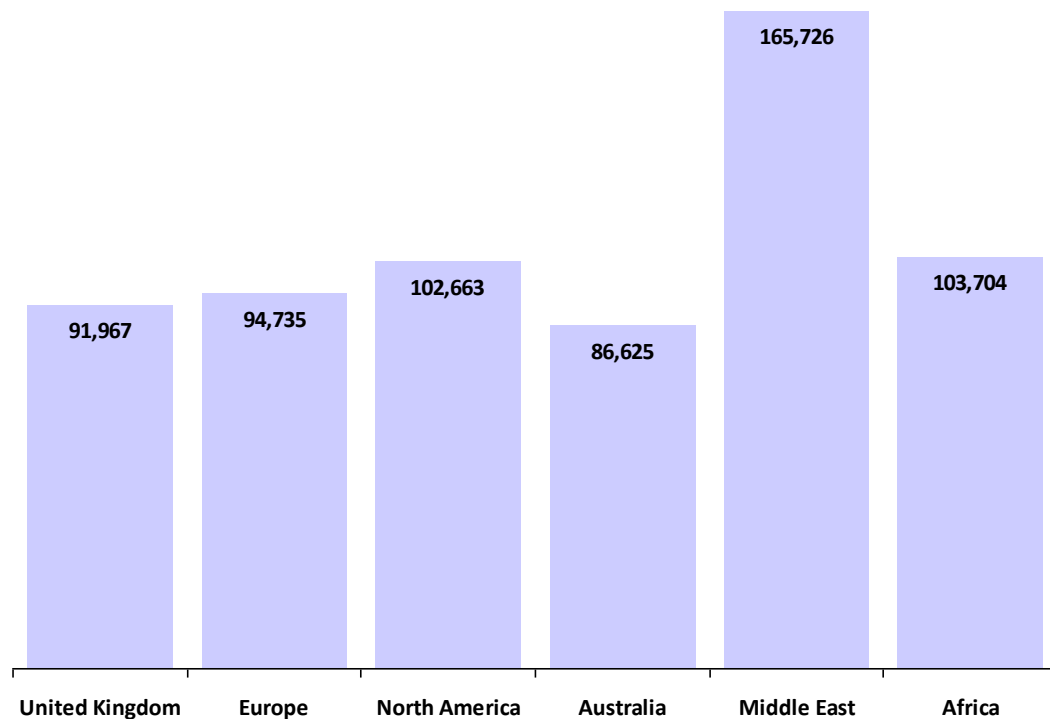
Currency in GBP £

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	147	£82,181	£6,272	28%	£12,056	67%	£91,967
Europe	208	£85,104	£7,613	24%	£10,401	75%	£94,735
North America	166	£94,534	£0	0%	£11,246	72%	£102,663
Australia	2	£85,313	£0	-	£2,625	-	£86,625
Middle East	2	£121,086	£13,392	-	£37,944	-	£165,726
Africa	1	£76,734	£11,310	-	£15,660	-	£103,704
Global:	526	£87,385					£96,720

Average Total Compensation

Currency in GBP £

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

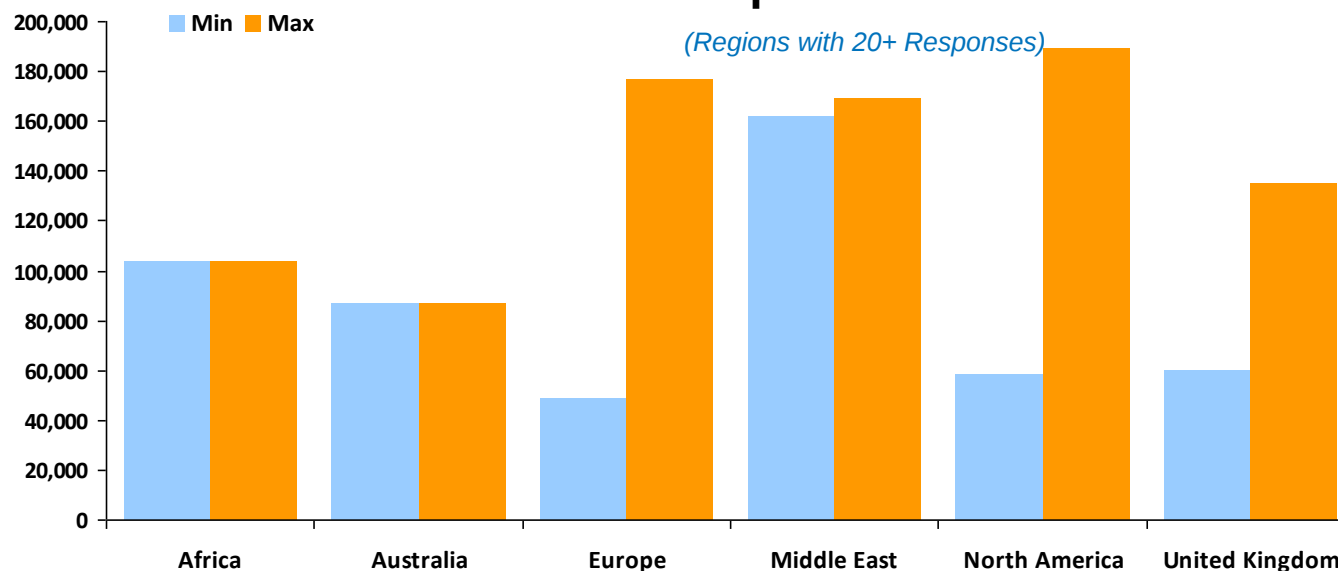
Treasury Manager

Currency in GBP £

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	147	£60,000	£102,600	£0	£10,500	£0	£30,000	£60,000	£135,000
Europe	208	£46,930	£163,699	£0	£20,746	£0	£34,800	£48,828	£176,691
North America	166	£56,922	£124,992	£0	£0	£0	£69,936	£58,533	£188,976
Australia	2	£84,000	£86,625	£0	£0	£0	£2,625	£86,625	£86,625
Middle East	2	£117,180	£124,992	£0	£13,392	£37,200	£38,688	£162,192	£169,260
Africa	1	£76,734	£76,734	£11,310	£11,310	£15,660	£15,660	£103,704	£103,704

526

Total Compensation Min/Max



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Treasury Consultant

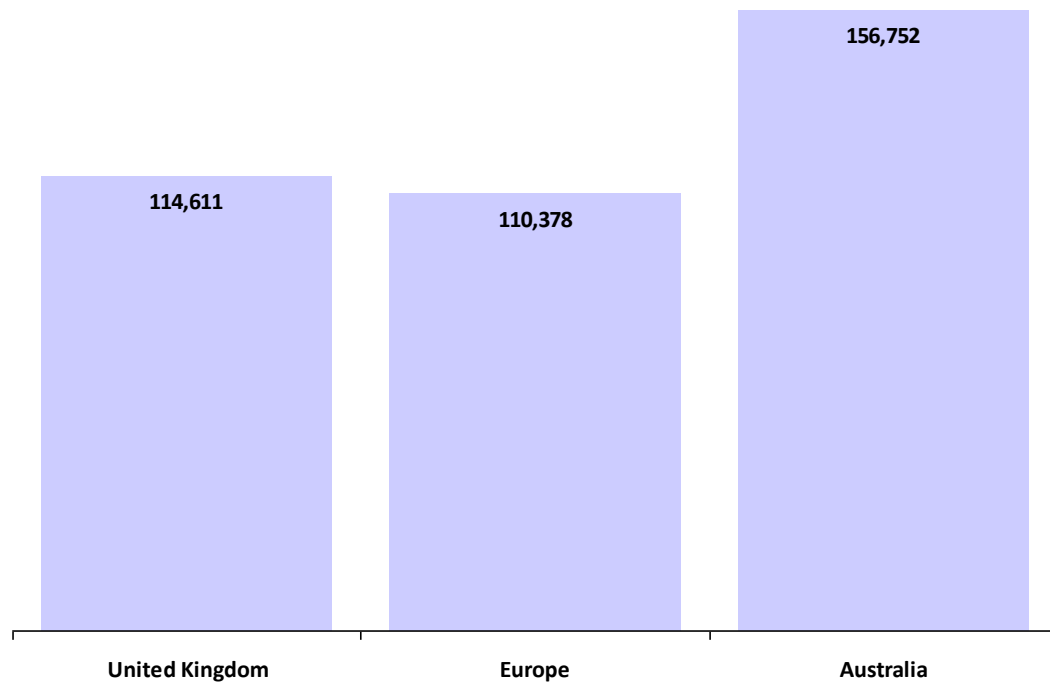
Currency in GBP £

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	9	£110,900	£8,400	-	£25,000	-	£114,611
Europe	8	£99,190	£0	-	£17,901	-	£110,378
Australia	1	£133,127	£0	-	£23,625	-	£156,752
Global:	18	£106,930					£115,071

Average Total Compensation

Currency in GBP £

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Treasury Consultant

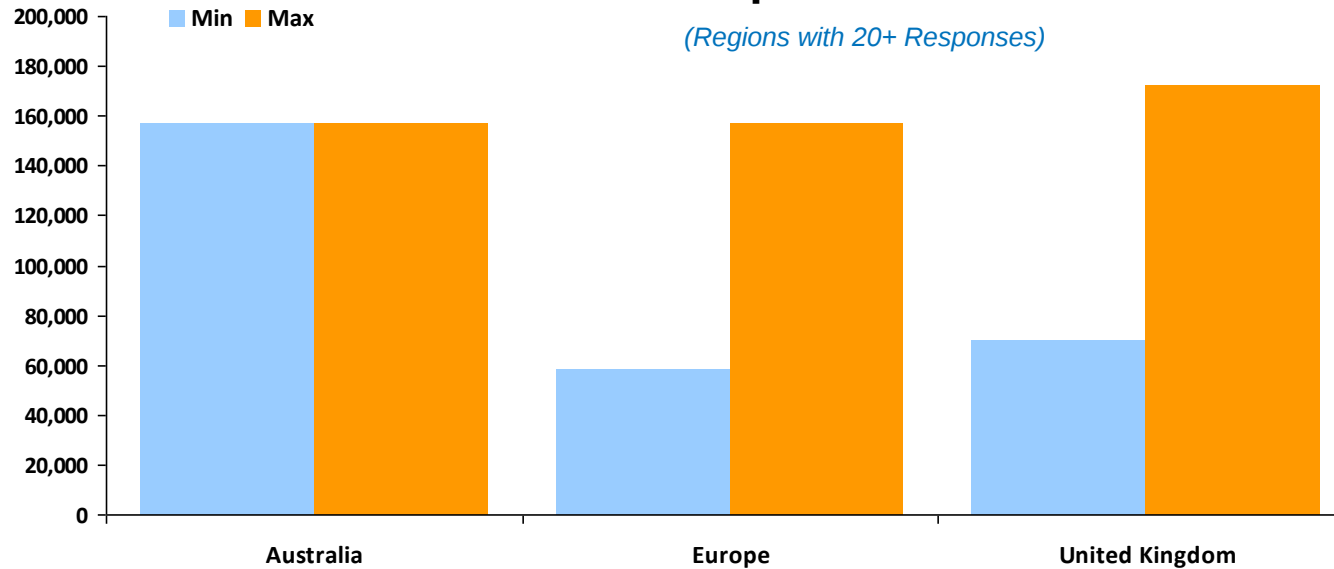
Currency in GBP £

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	9	£70,000	£172,200	£0	£8,400	£0	£25,000	£70,000	£172,200
Europe	8	£54,288	£132,020	£0	£0	£0	£52,200	£58,812	£156,600
Australia	1	£133,127	£133,127	£0	£0	£23,625	£23,625	£156,752	£156,752

18

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Senior Treasury Consultant

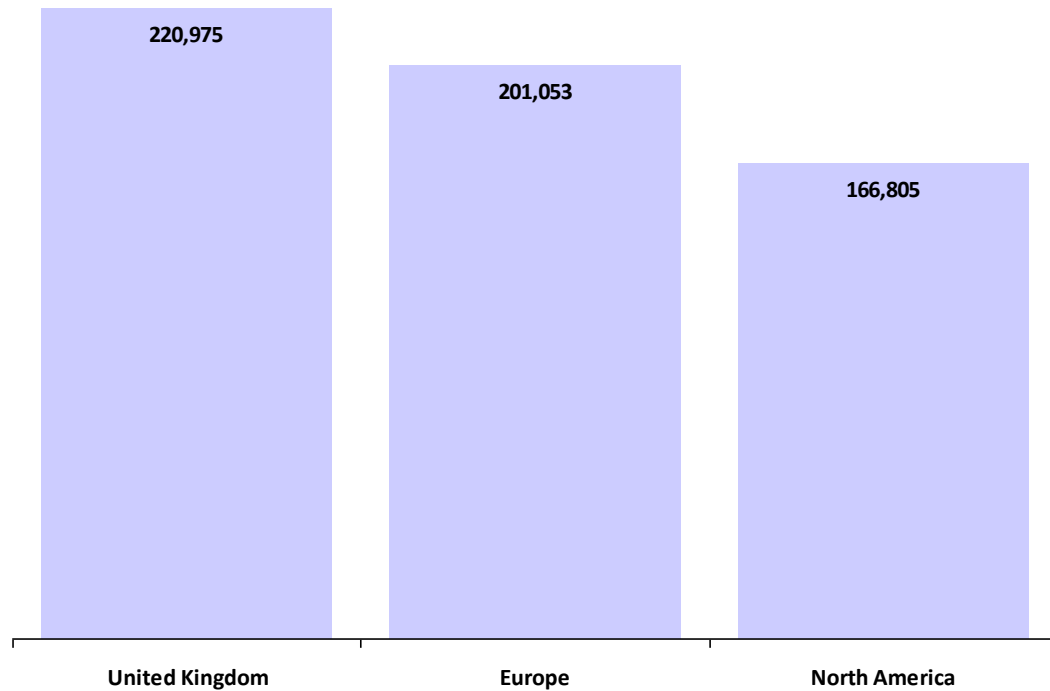
Currency in GBP £

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	22	£216,043	£6,000	5%	£20,500	23%	£220,975
Europe	15	£187,916	£5,655	-	£47,850	-	£201,053
North America	4	£155,645	£0	-	£22,320	-	£166,805
Global:	41	£199,860					£208,401

Average Total Compensation

Currency in GBP £

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Senior Treasury Consultant

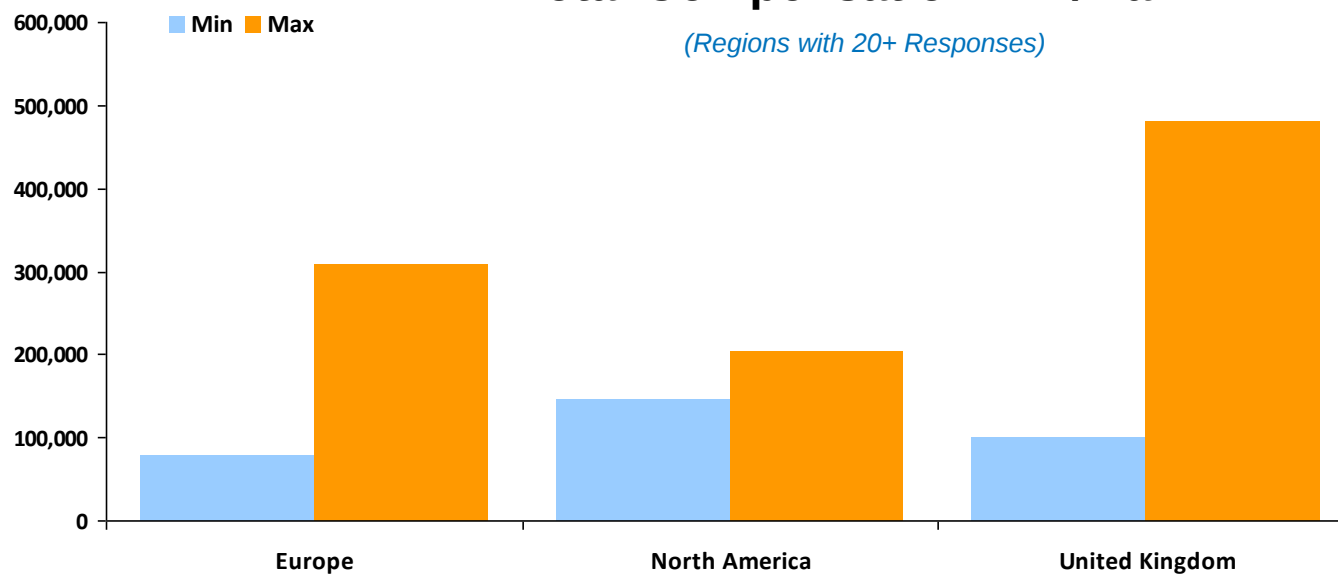
Currency in GBP £

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	22	£100,000	£480,000	£0	£6,000	£0	£65,000	£100,000	£480,000
Europe	15	£80,000	£309,304	£0	£5,655	£0	£87,000	£80,000	£309,304
North America	4	£130,200	£197,160	£0	£0	£0	£37,200	£146,419	£204,600

41

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Assistant Treasurer

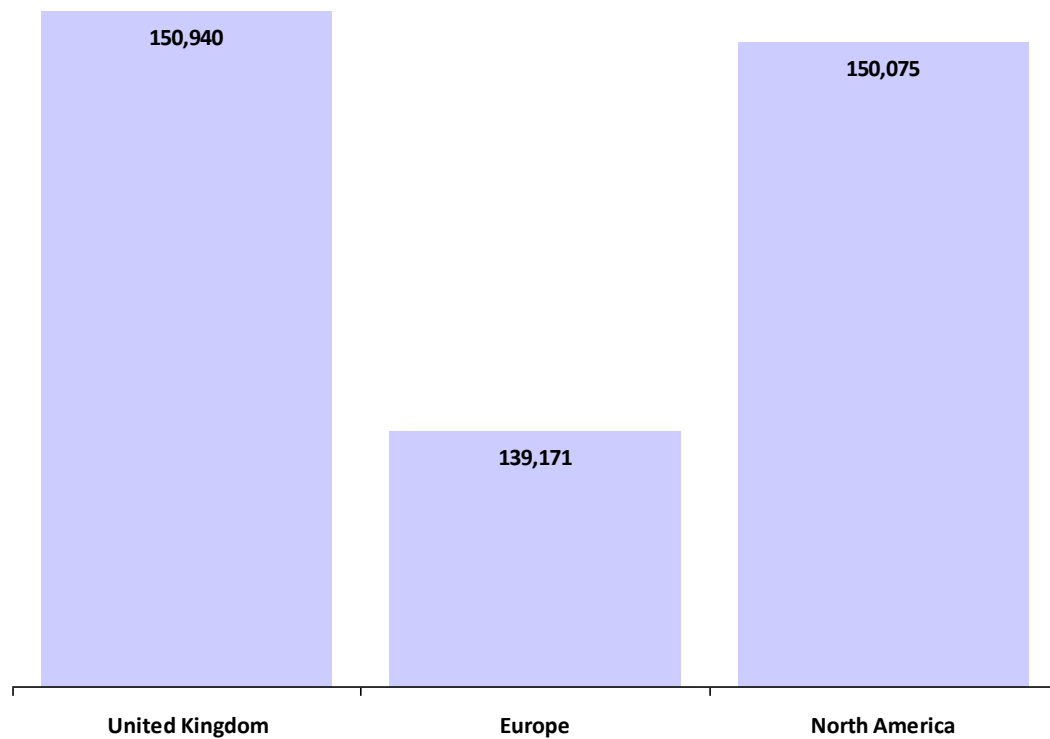
Currency in GBP £

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	35	£124,002	£6,997	49%	£32,954	71%	£150,940
Europe	24	£120,329	£9,822	33%	£19,664	79%	£139,171
North America	24	£130,675	£5,580	4%	£21,906	88%	£150,075
Global:	83	£124,869					£147,287

Average Total Compensation

Currency in GBP £

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Assistant Treasurer

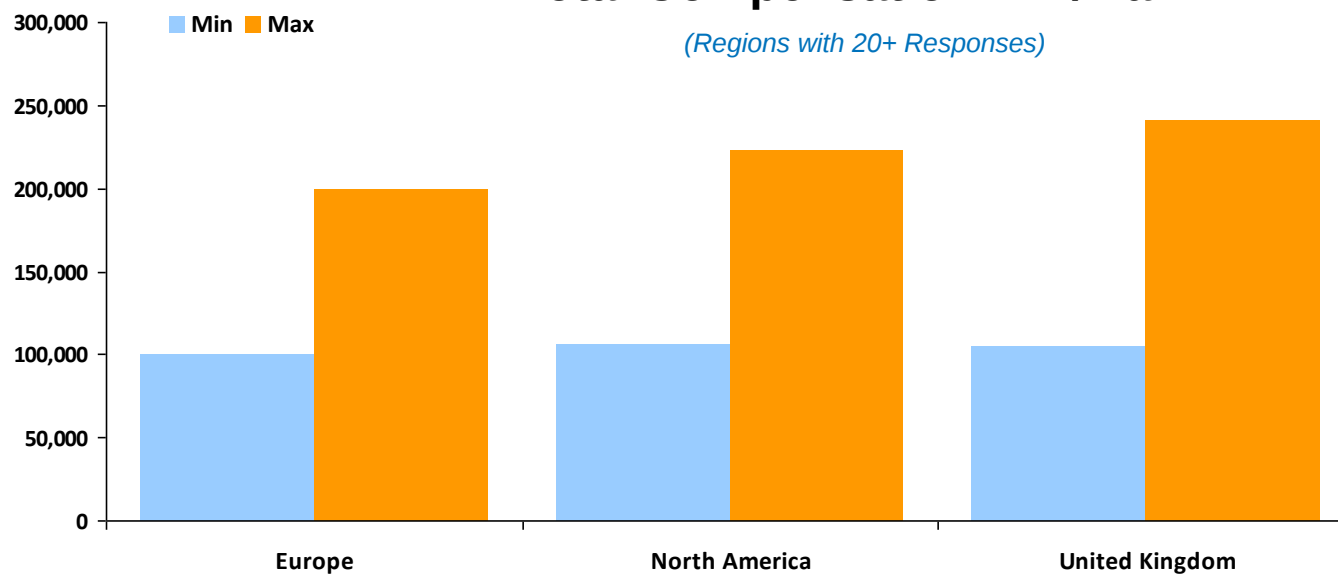
Currency in GBP £

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	35	£100,000	£147,000	£0	£14,000	£0	£104,000	£105,179	£240,980
Europe	24	£91,350	£153,473	£0	£13,920	£0	£65,250	£100,050	£199,230
North America	24	£105,648	£171,120	£0	£5,580	£0	£89,280	£105,648	£223,200

83

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Deputy Treasurer

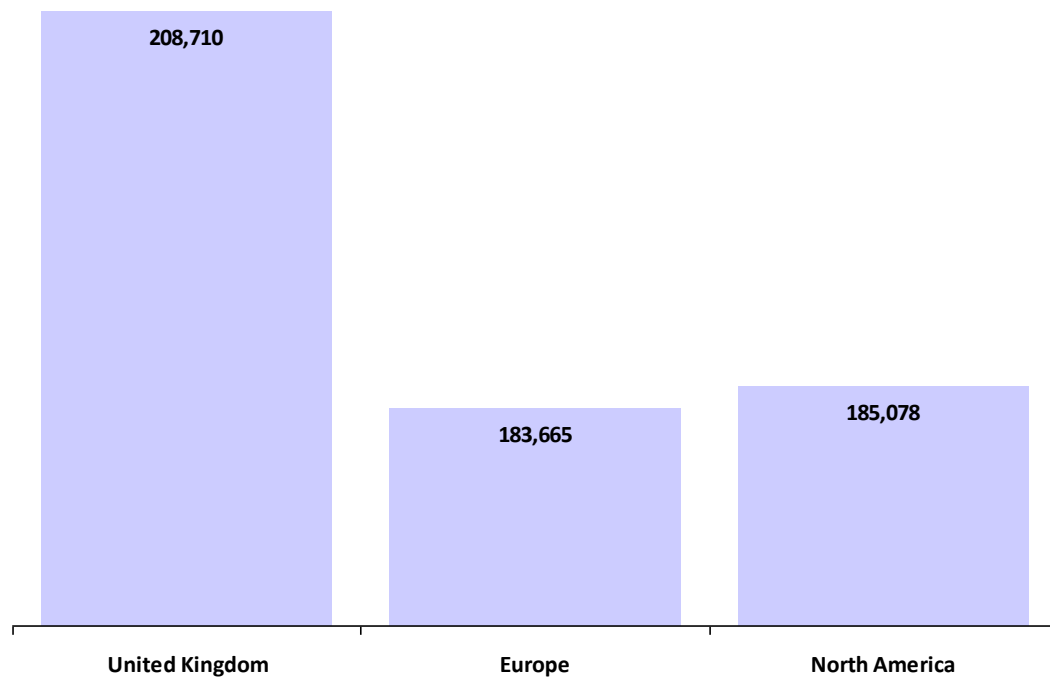
Currency in GBP £

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	13	£150,360	£9,941	-	£60,826	-	£208,710
Europe	6	£151,628	£11,484	-	£30,122	-	£183,665
North America	5	£167,467	£0	-	£22,014	-	£185,078
Global:	24	£154,241					£197,525

Average Total Compensation

Currency in GBP £

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Deputy Treasurer

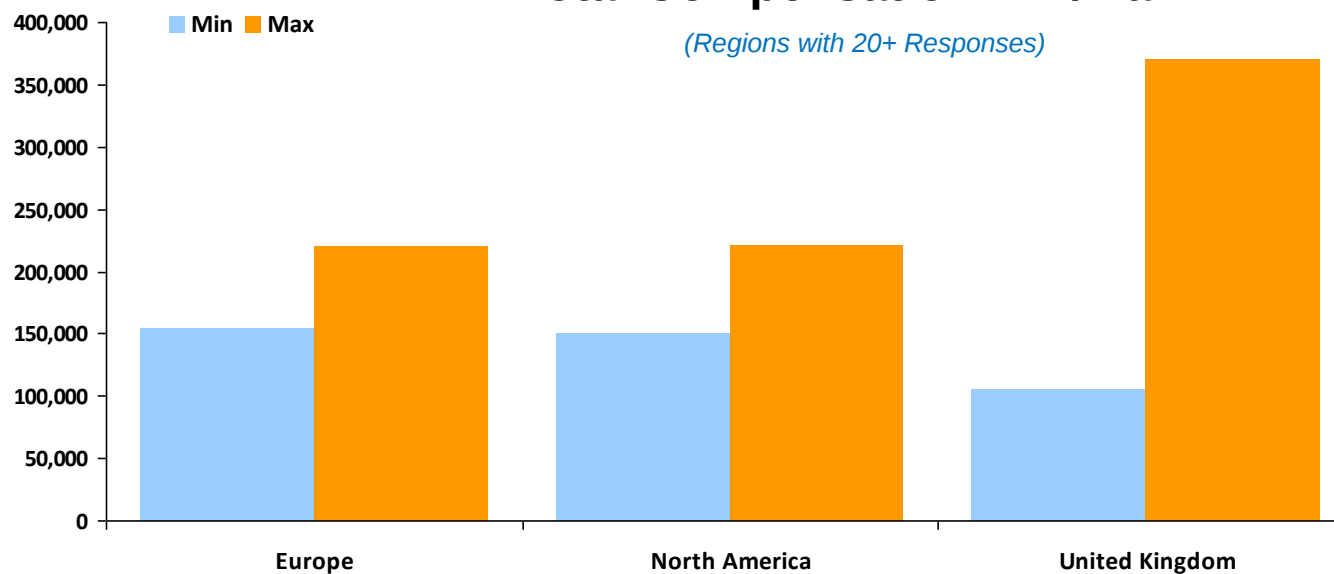
Currency in GBP £

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	13	£103,000	£206,000	£0	£17,050	£0	£182,832	£105,000	£370,878
Europe	6	£129,308	£173,276	£0	£11,484	£13,050	£47,150	£153,842	£220,426
North America	5	£139,128	£185,256	£0	£0	£0	£39,967	£149,980	£220,759

24

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

International / Regional Treasurer

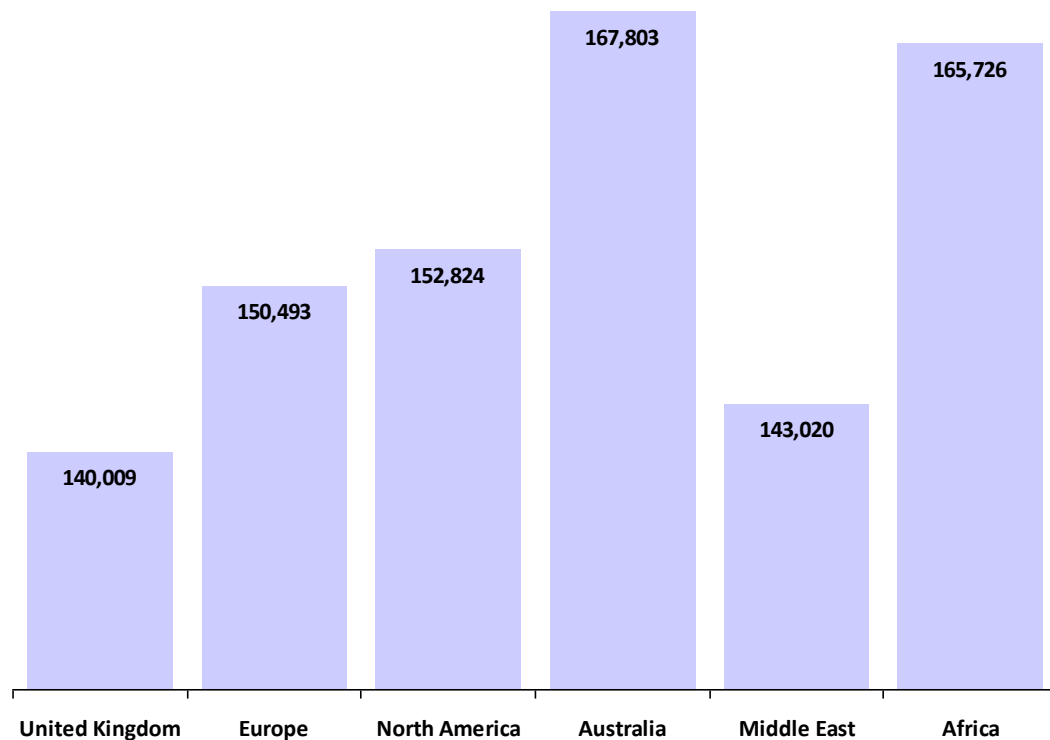
Currency in GBP £

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	107	£120,865	£7,324	39%	£21,761	75%	£140,009
Europe	136	£126,336	£9,837	38%	£23,005	89%	£150,493
North America	105	£132,837	£9,124	2%	£25,371	78%	£152,824
Australia	4	£138,469	£3,938	-	£28,350	-	£167,803
Middle East	3	£124,817	£0	-	£27,305	-	£143,020
Africa	1	£128,898	£0	-	£36,828	-	£165,726
Global:	356	£126,740					£148,204

Average Total Compensation

Currency in GBP £

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

International / Regional Treasurer

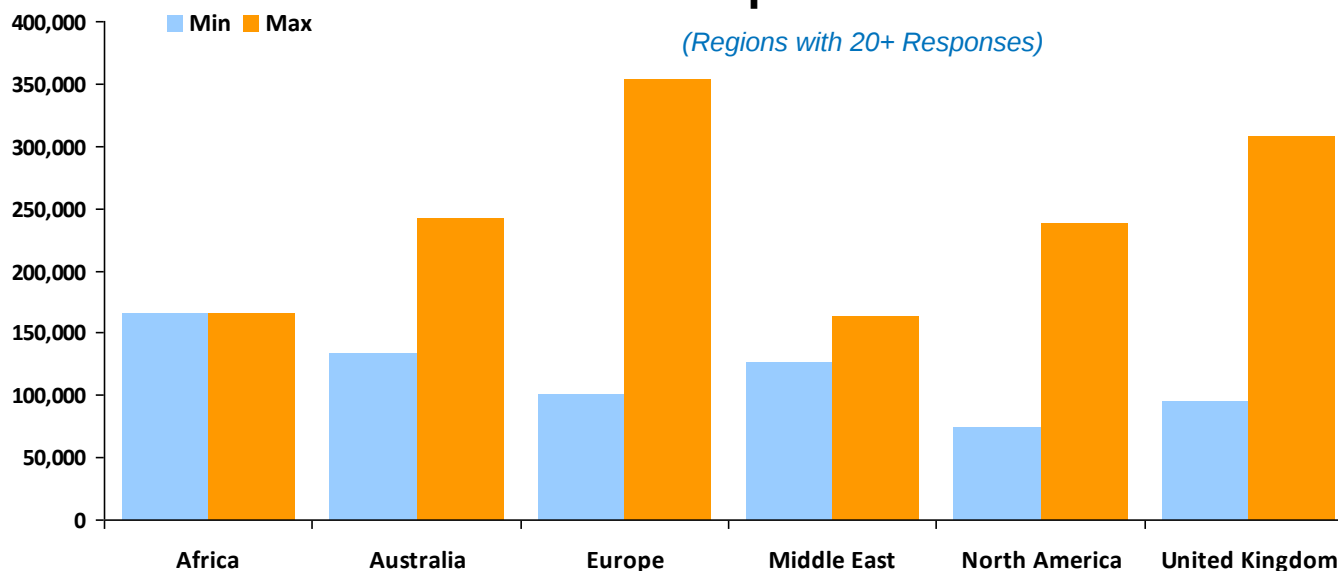
Currency in GBP £

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	107	£89,800	£205,000	£0	£15,000	£0	£92,000	£95,000	£306,900
Europe	136	£89,200	£207,460	£0	£26,100	£0	£177,284	£100,050	£353,625
North America	105	£75,180	£171,120	£0	£11,160	£0	£96,720	£75,180	£238,080
Australia	4	£113,400	£196,875	£0	£3,938	£11,025	£44,625	£133,875	£241,500
Middle East	3	£115,320	£140,616	£0	£0	£0	£47,616	£125,508	£162,936
Africa	1	£128,898	£128,898	£0	£0	£36,828	£36,828	£165,726	£165,726

356

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Group Treasurer

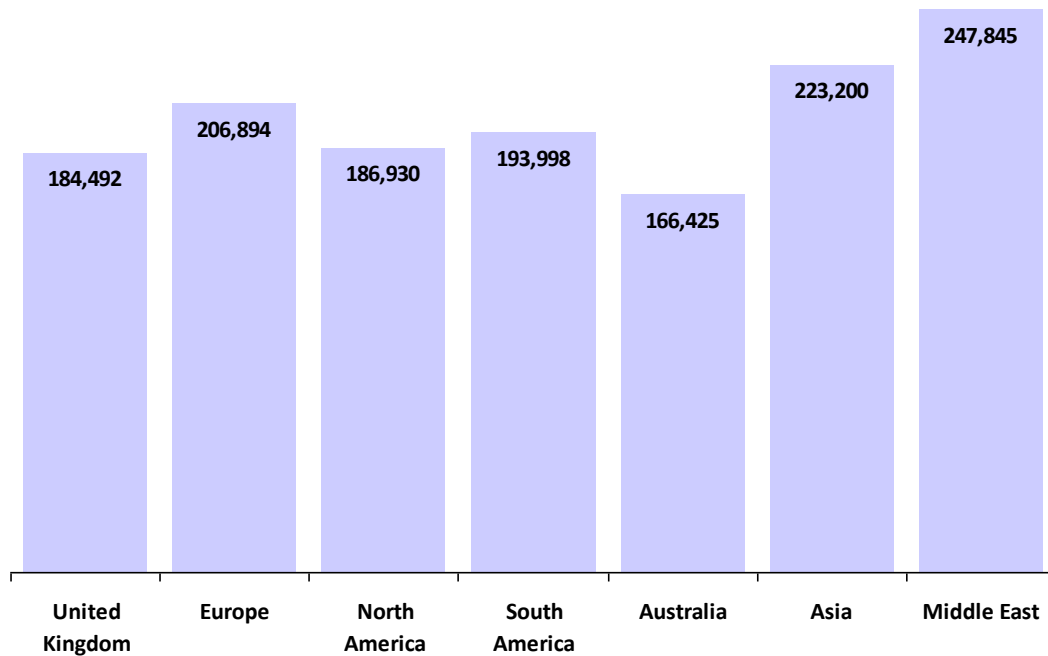
Currency in GBP £

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	61	£148,903	£7,672	43%	£42,858	75%	£184,492
Europe	49	£160,892	£11,492	59%	£49,252	80%	£206,894
North America	67	£158,670	£5,800	1%	£34,955	81%	£186,930
South America	1	£175,770	£0	-	£18,228	-	£193,998
Australia	1	£152,250	£0	-	£14,175	-	£166,425
Asia	1	£167,400	£11,160	-	£44,640	-	£223,200
Middle East	1	£173,259	£7,291	-	£67,295	-	£247,845
Global:	181	£156,168					£191,976

Average Total Compensation

Currency in GBP £

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Group Treasurer

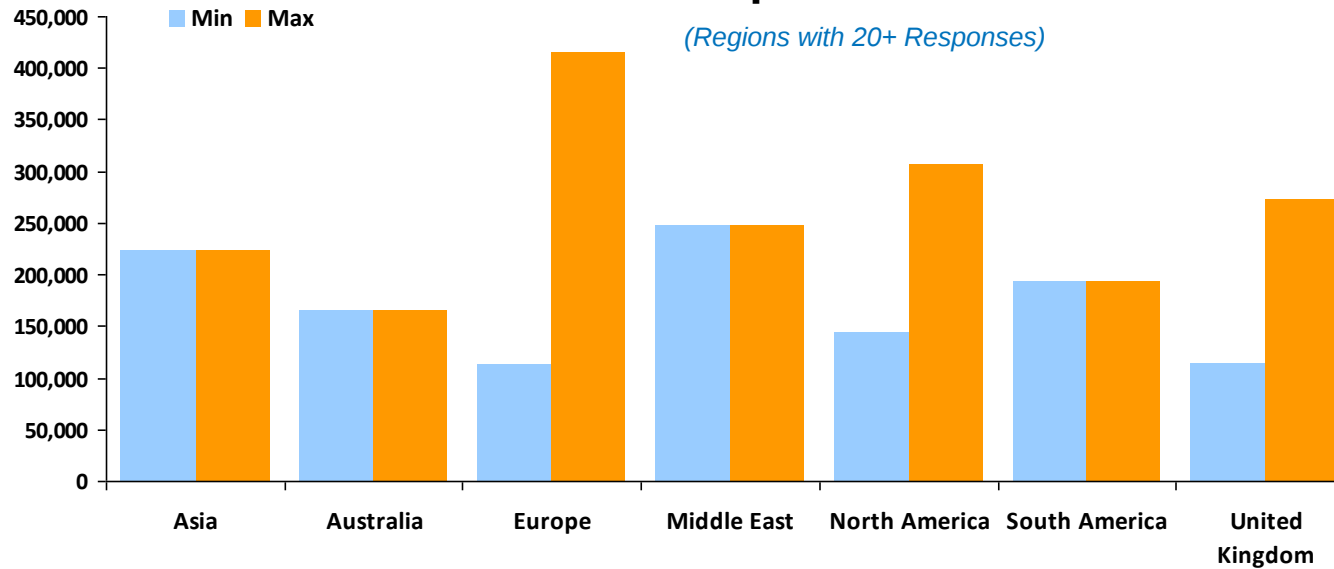
Currency in GBP £

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	61	£104,000	£173,250	£0	£11,000	£0	£100,000	£114,500	£272,500
Europe	49	£113,100	£254,103	£0	£23,575	£0	£188,600	£113,100	£416,335
North America	67	£129,009	£184,810	£0	£5,800	£0	£140,616	£143,592	£308,016
South America	1	£175,770	£175,770	£0	£0	£18,228	£18,228	£193,998	£193,998
Australia	1	£152,250	£152,250	£0	£0	£14,175	£14,175	£166,425	£166,425
Asia	1	£167,400	£167,400	£11,160	£11,160	£44,640	£44,640	£223,200	£223,200
Middle East	1	£173,259	£173,259	£7,291	£7,291	£67,295	£67,295	£247,845	£247,845

181

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Global Treasurer / Treasury Director

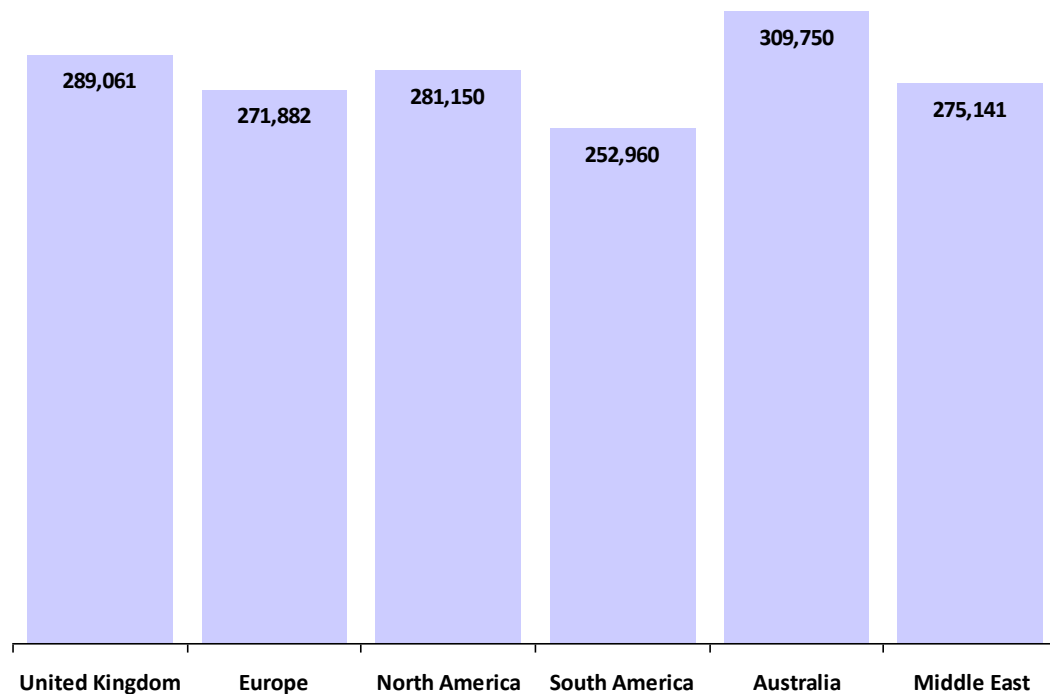
Currency in GBP £

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	70	£209,620	£9,961	44%	£87,535	86%	£289,061
Europe	109	£207,965	£11,667	59%	£69,113	83%	£271,882
North America	139	£213,736	£6,452	5%	£75,817	88%	£281,150
South America	1	£178,560	£0	-	£74,400	-	£252,960
Australia	1	£204,750	£0	-	£105,000	-	£309,750
Middle East	5	£236,040	£8,232	-	£35,808	-	£275,141
Global:	325	£211,121					£279,654

Average Total Compensation

Currency in GBP £

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Global Treasurer / Treasury Director

Currency in GBP £

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	70	£130,000	£309,854	£0	£21,210	£0	£268,300	£179,280	£549,454
Europe	109	£130,500	£433,780	£0	£23,575	£0	£235,750	£143,550	£546,940
North America	139	£120,825	£305,848	£0	£7,589	£0	£267,840	£120,825	£533,448
South America	1	£178,560	£178,560	£0	£0	£74,400	£74,400	£252,960	£252,960
Australia	1	£204,750	£204,750	£0	£0	£105,000	£105,000	£309,750	£309,750
Middle East	5	£178,560	£399,000	£0	£12,000	£22,320	£60,000	£205,344	£471,000

325

Total Compensation Min/Max

(Regions with 20+ Responses)



BENEFITS DATA

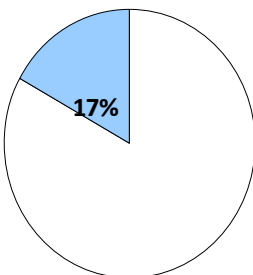
Benefits

All Positions

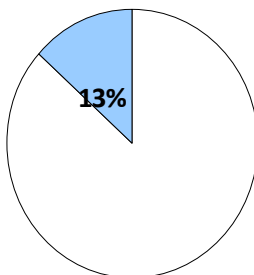
Region	Total Responses	Health Care	Pension Plan	Stock Options	EE Discounts	Flextime	Gym Memb.	Child Care	Cycle to Work
United Kingdom	528	90	88	34	54	82	19	8	34
Europe	623	83	70	41	43	93	26	12	28
North America	561	120	52	37	46	88	23	10	0

Healthcare Benefits

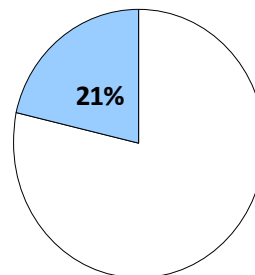
United Kingdom



Europe

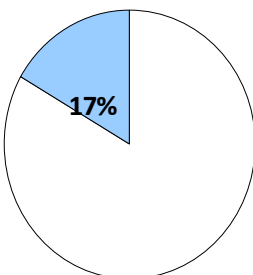


North America

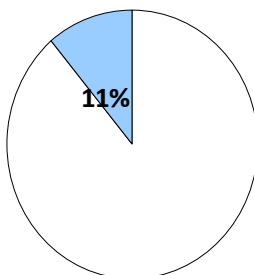


Pension Plan Match

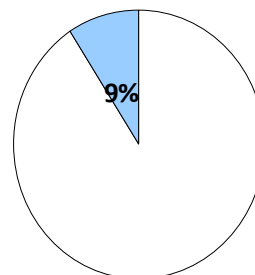
United Kingdom



Europe



North America

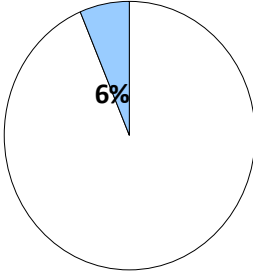


Benefits

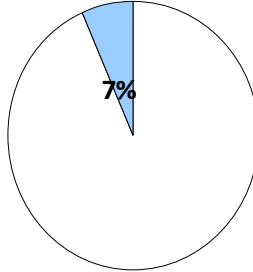
All Positions

Stock Options

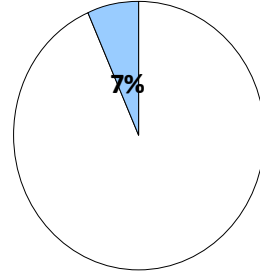
United Kingdom



Europe

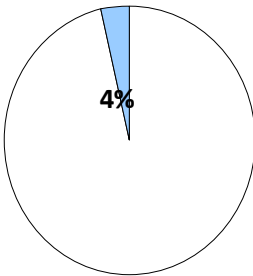


North America

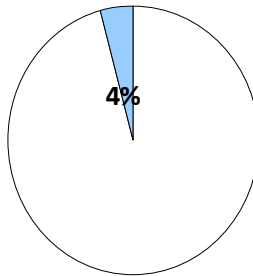


Gym Membership

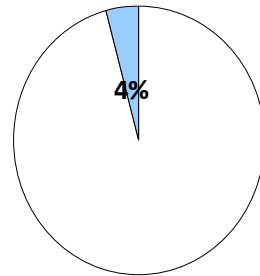
United Kingdom



Europe

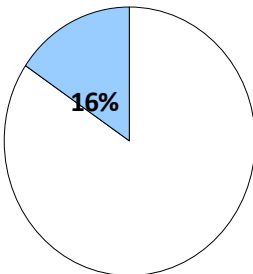


North America

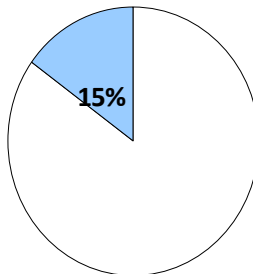


Flextime

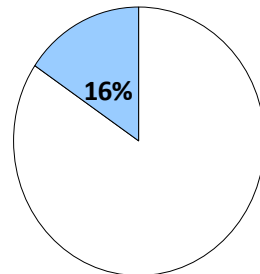
United Kingdom



Europe



North America

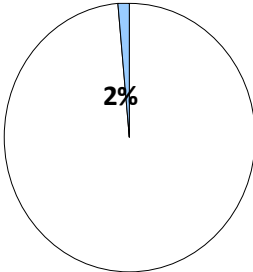


Benefits

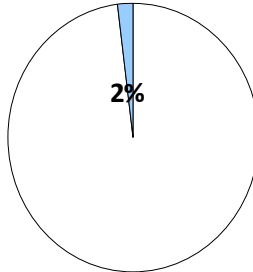
All Positions

Childcare

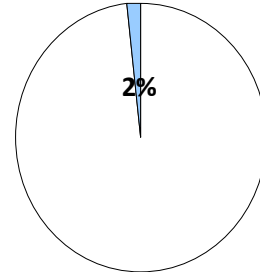
United Kingdom



Europe

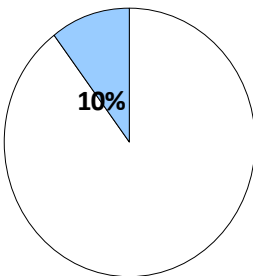


North America

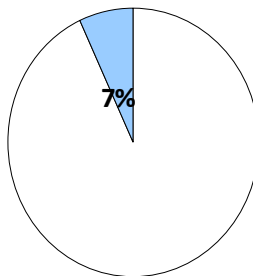


Employee Discounts

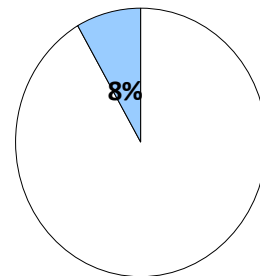
United Kingdom



Europe



North America

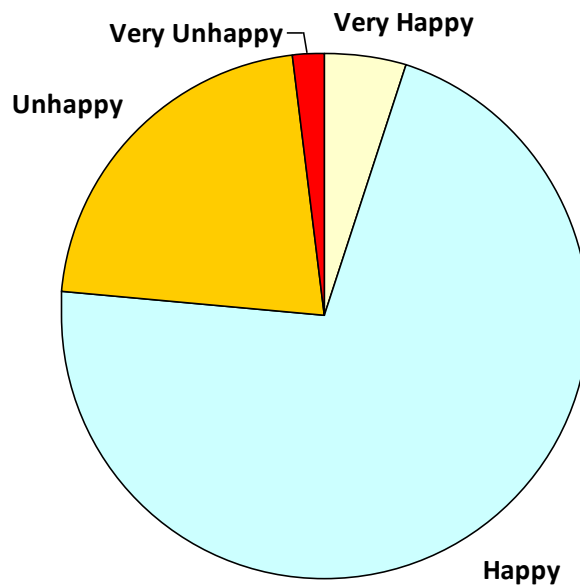


FEELINGS ABOUT SALARY & DIRECT MANAGER

THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: United Kingdom

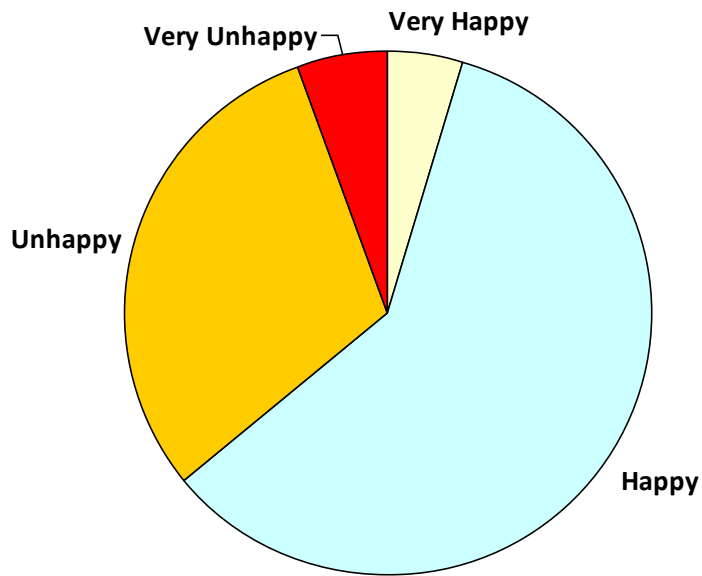


Happy with Salary	Responses	Percent
Very Happy	8	5.1%
Happy	112	71.3%
Unhappy	34	21.7%
Very Unhappy	3	1.9%
Total Responses:	157	100%

THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: Europe

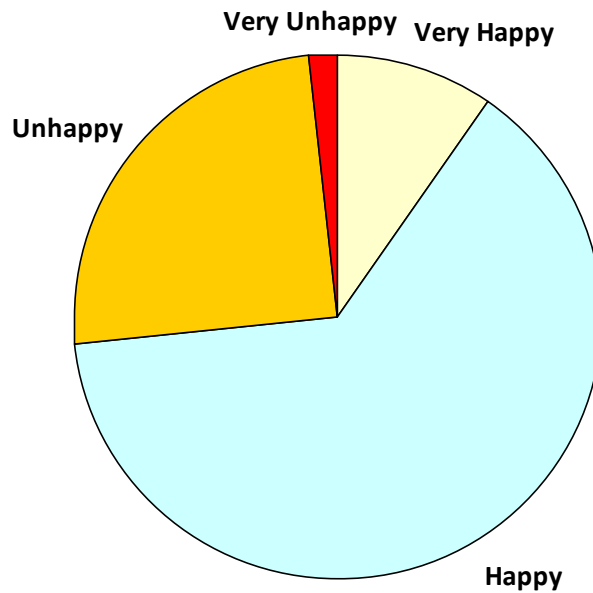


Happy with Salary	Responses	Percent
Very Happy	10	4.7%
Happy	126	59.2%
Unhappy	65	30.5%
Very Unhappy	12	5.6%
Total Responses:	213	100%

THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: North America

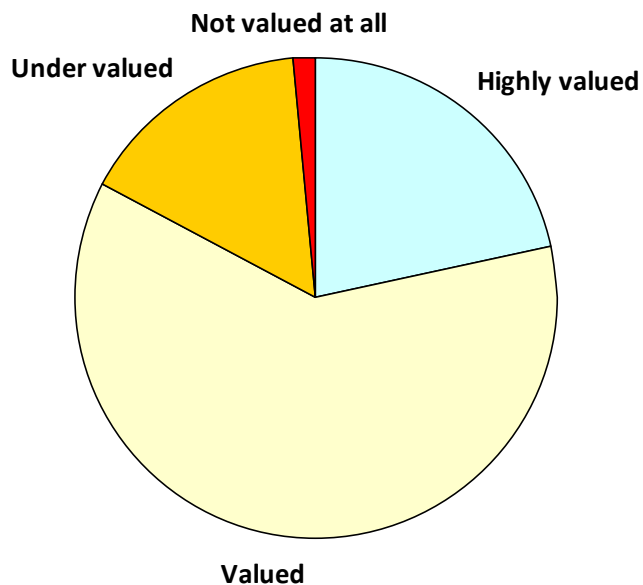


Happy with Salary	Responses	Percent
Very Happy	17	9.6%
Happy	113	63.8%
Unhappy	44	24.9%
Very Unhappy	3	1.7%
Total Responses:	177	100%

THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

REGION: United Kingdom

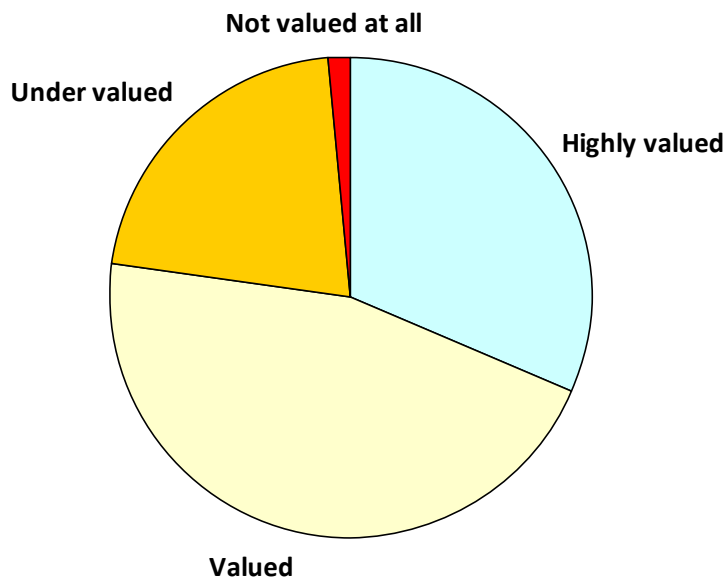


Happy with Salary	Responses	Percent
Highly valued	34	21.7%
Valued	96	61.1%
Under valued	25	15.9%
Not valued at	2	1.3%
Total Responses:	157	100%

THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

REGION: Europe

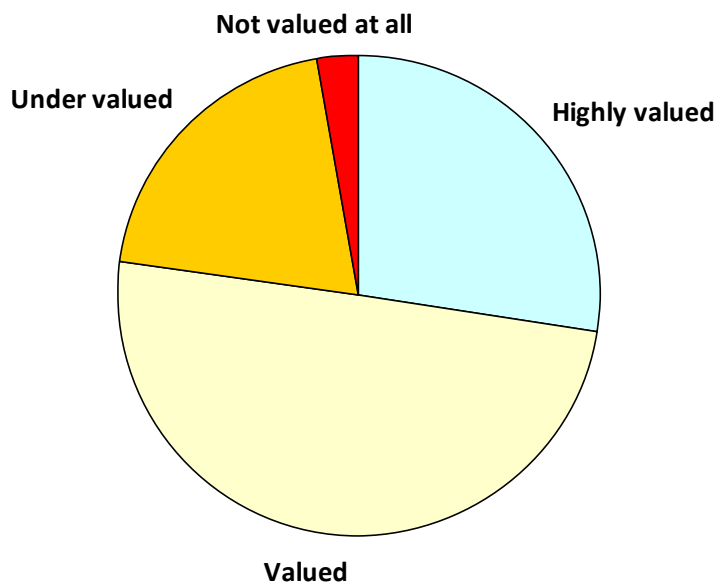


Happy with Salary	Responses	Percent
Highly valued	67	31.3%
Valued	98	45.8%
Under valued	46	21.5%
Not valued at	3	1.4%
Total Responses:	214	100%

THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

REGION: North America



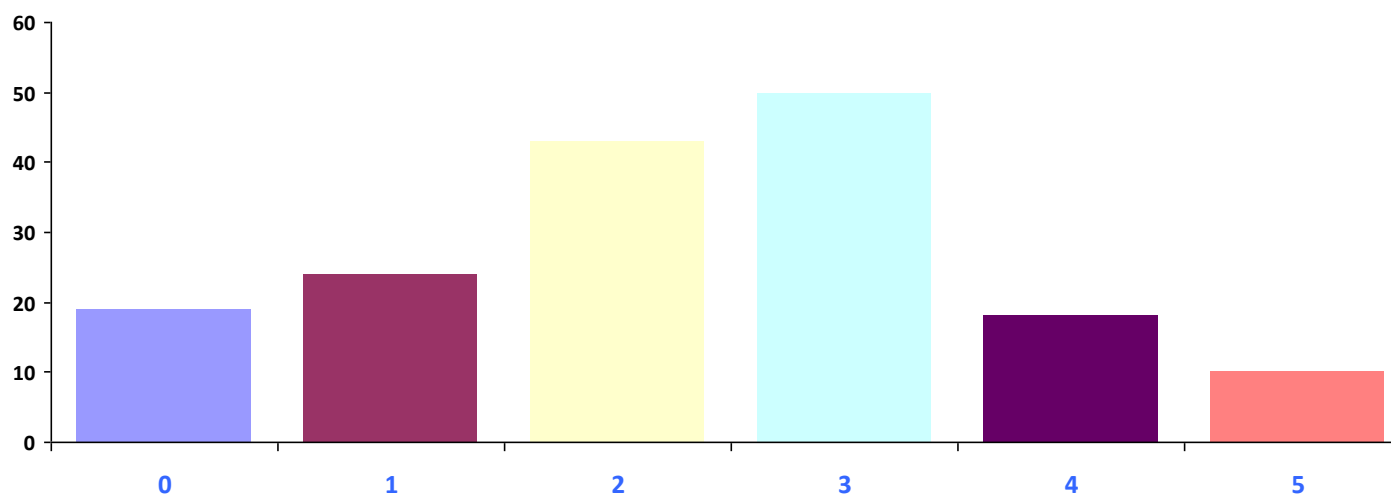
Happy with Salary	Responses	Percent
Highly valued	50	27.6%
Valued	90	49.7%
Under valued	36	19.9%
Not valued at	5	2.8%
Total Responses:	181	100%

WORK FROM HOME POLICIES & TRENDS

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Currently Working in the Office

REGION: United Kingdom



Days in Office

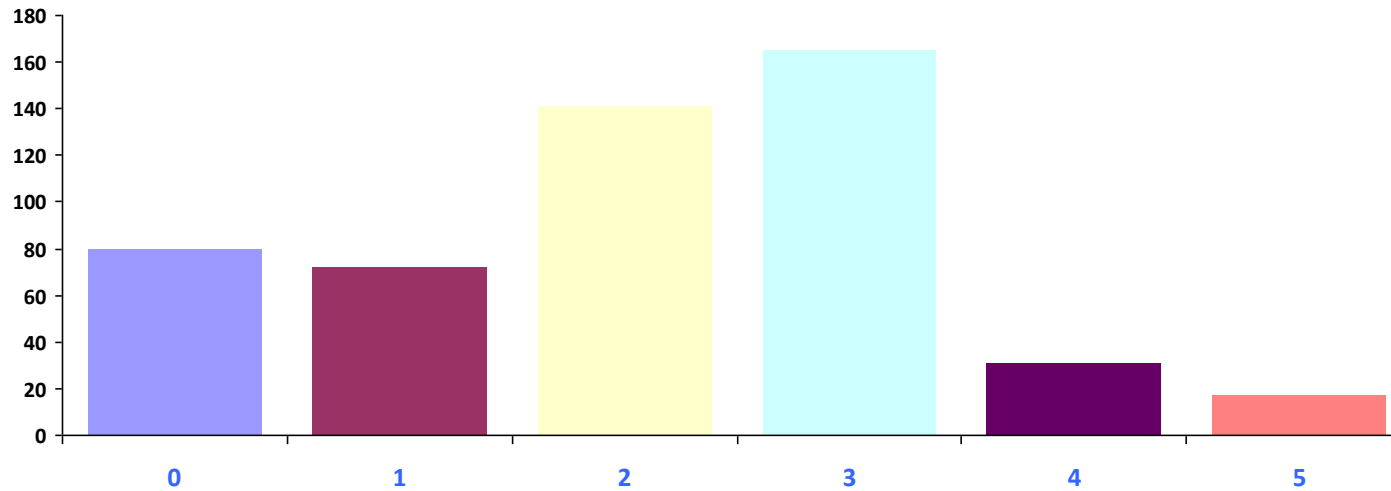
Days in Office	Responses	Percent
0	19	12%
1	24	15%
2	43	26%
3	50	30%
4	18	11%
5	10	6%

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

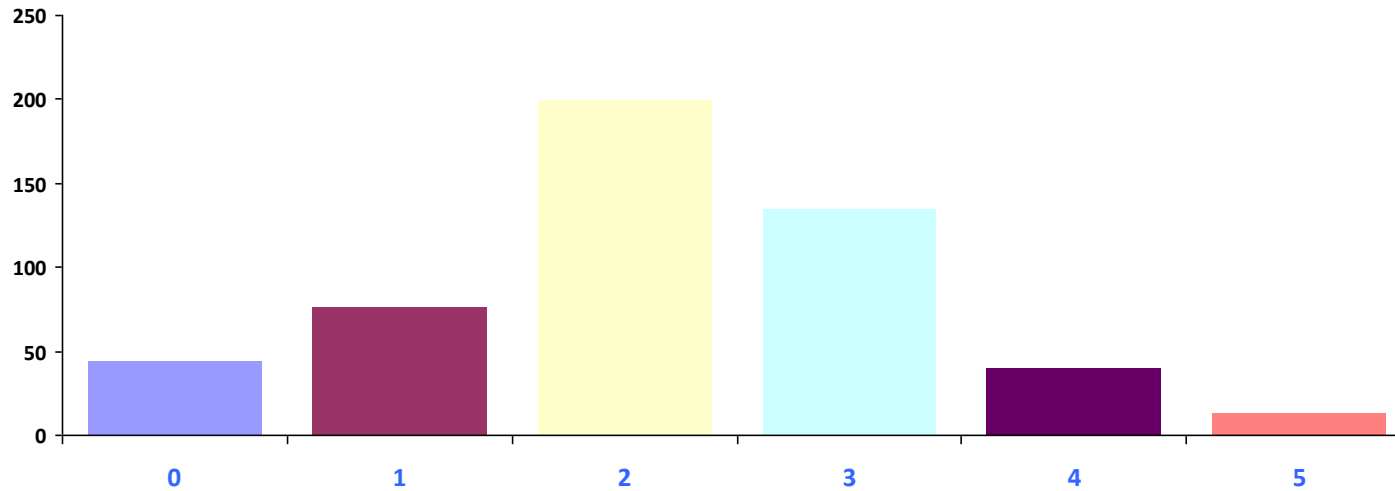
0	80	16%
1	72	14%
2	141	28%
3	165	33%
4	31	6%
5	17	3%

TOTAL: 506

THE TREASURY RECRUITMENT COMPANY

Number of Days You Would Like to Work in the Office

REGION: United Kingdom



Days in Office

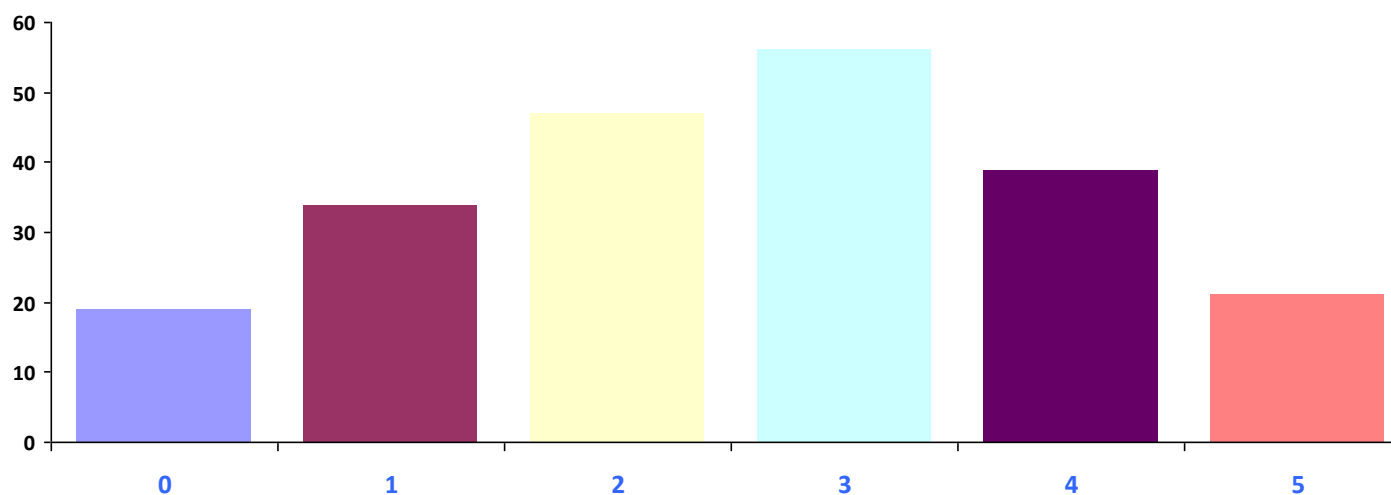
Days in Office	Responses	Percent
0	44	9%
1	76	15%
2	199	39%
3	135	27%
4	40	8%
5	13	3%

TOTAL: 507

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Currently Working in the Office

REGION: Europe



Days in Office

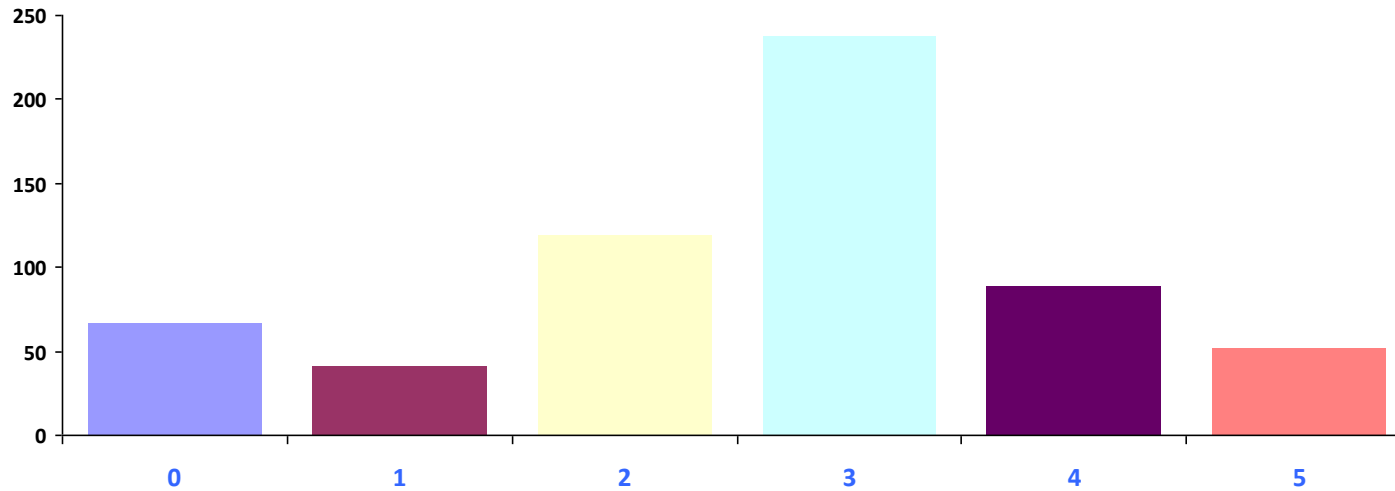
Days in Office	Responses	Percent
0	19	9%
1	34	16%
2	47	22%
3	56	26%
4	39	18%
5	21	10%

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

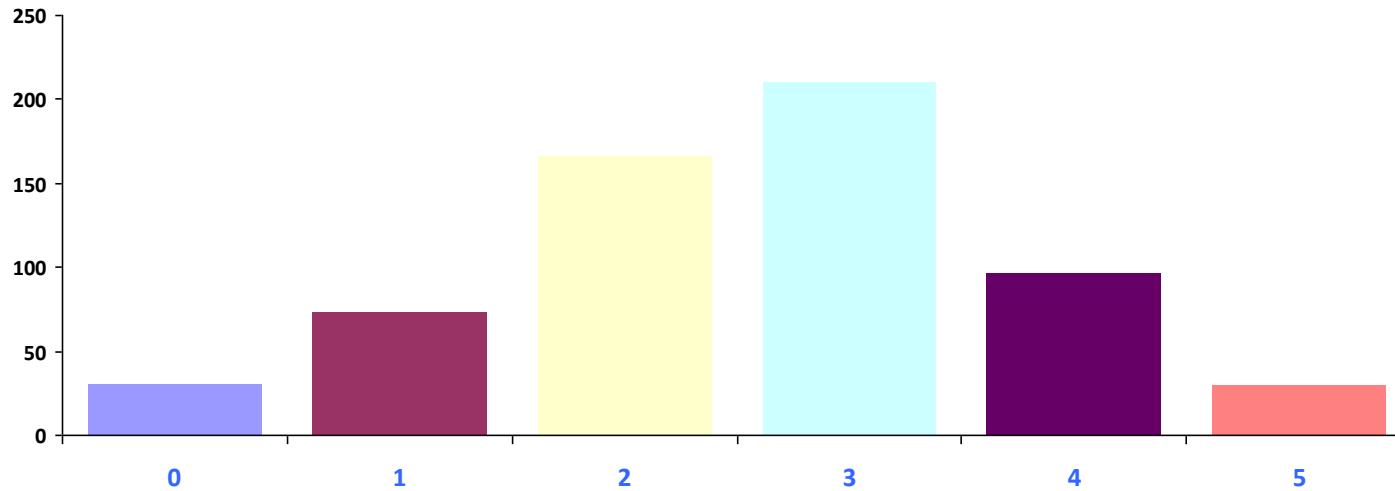
0	67	11%
1	41	7%
2	119	20%
3	238	39%
4	89	15%
5	52	9%

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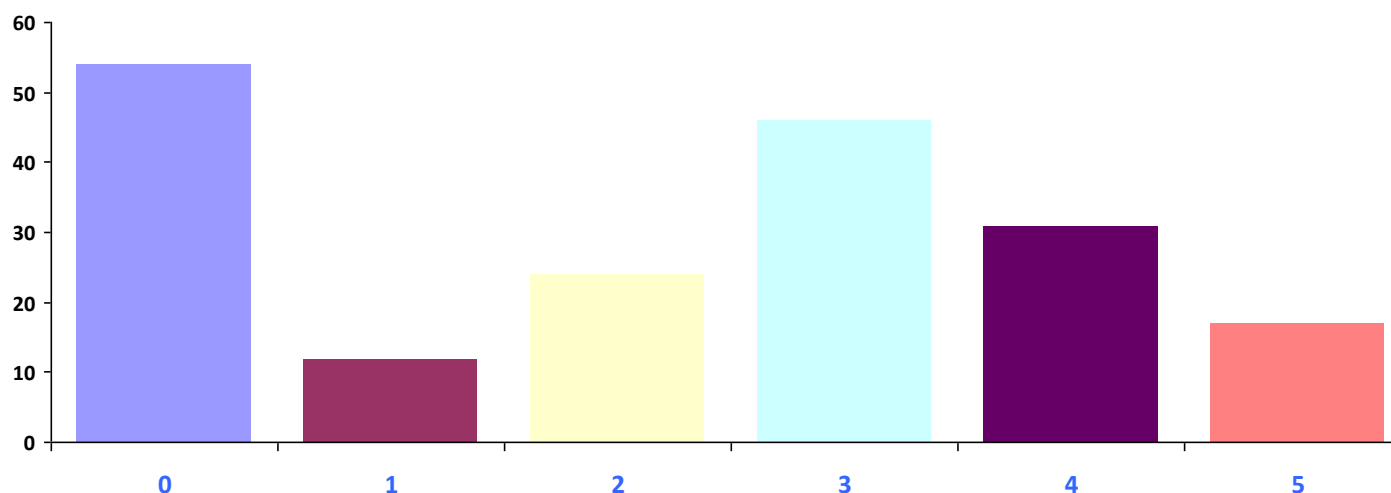
0	31	5%
1	73	12%
2	166	27%
3	210	35%
4	96	16%
5	30	5%

TOTAL: 606

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Currently Working in the Office

REGION: North America



Days in Office

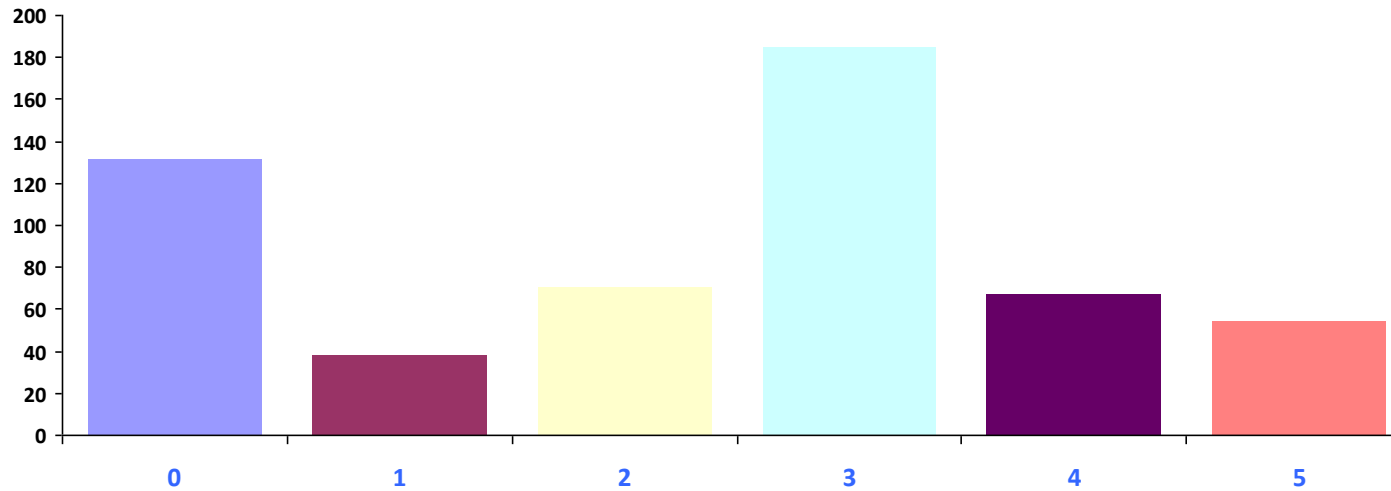
Days in Office	Responses	Percent
0	54	29%
1	12	7%
2	24	13%
3	46	25%
4	31	17%
5	17	9%

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

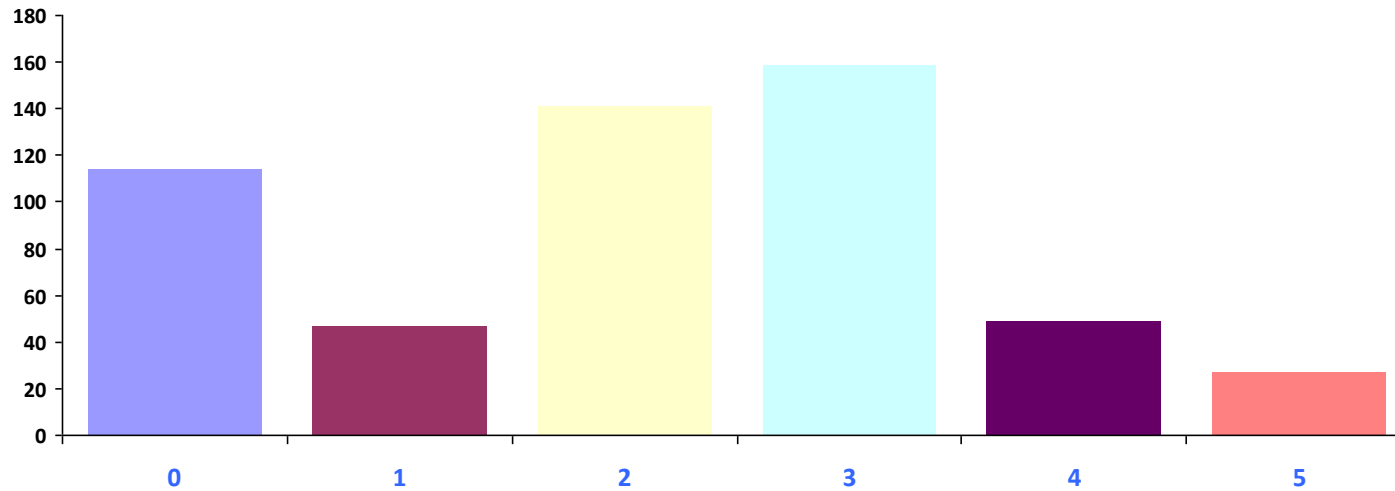
0	131	24%
1	38	7%
2	70	13%
3	185	34%
4	67	12%
5	54	10%

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

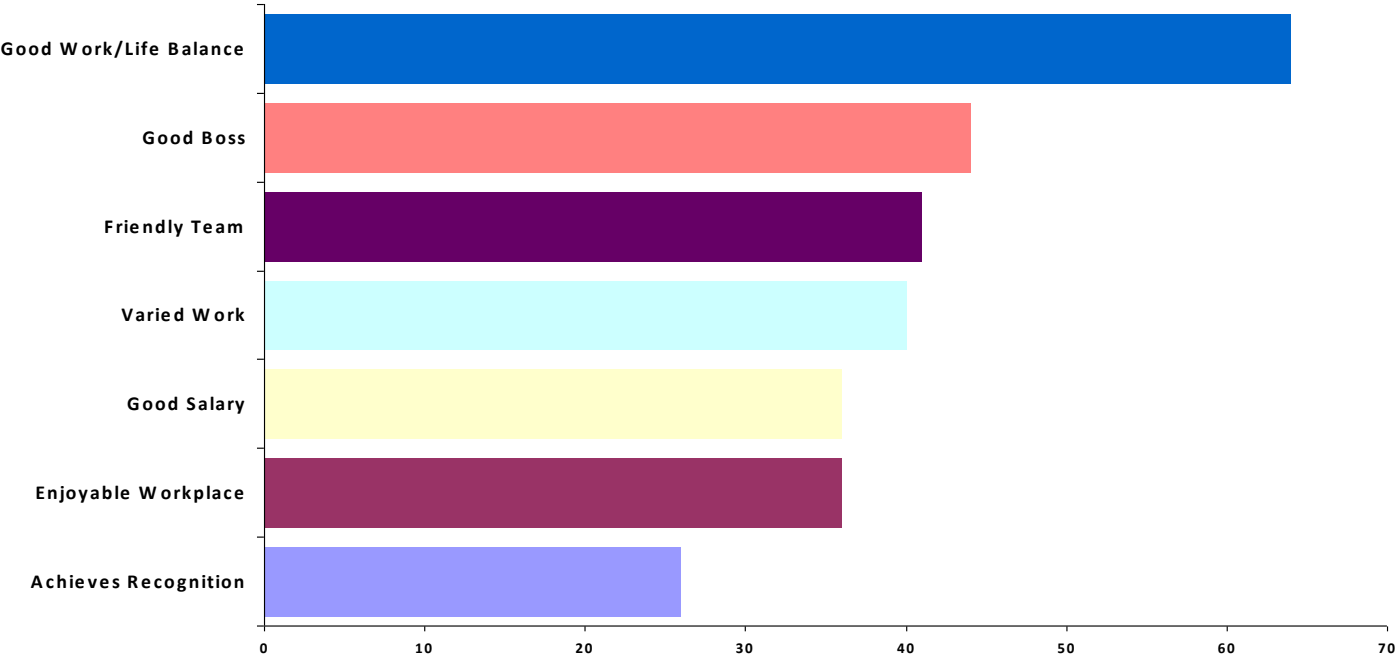
THE TREASURY RECRUITMENT COMPANY

Why are You Happy in Role

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



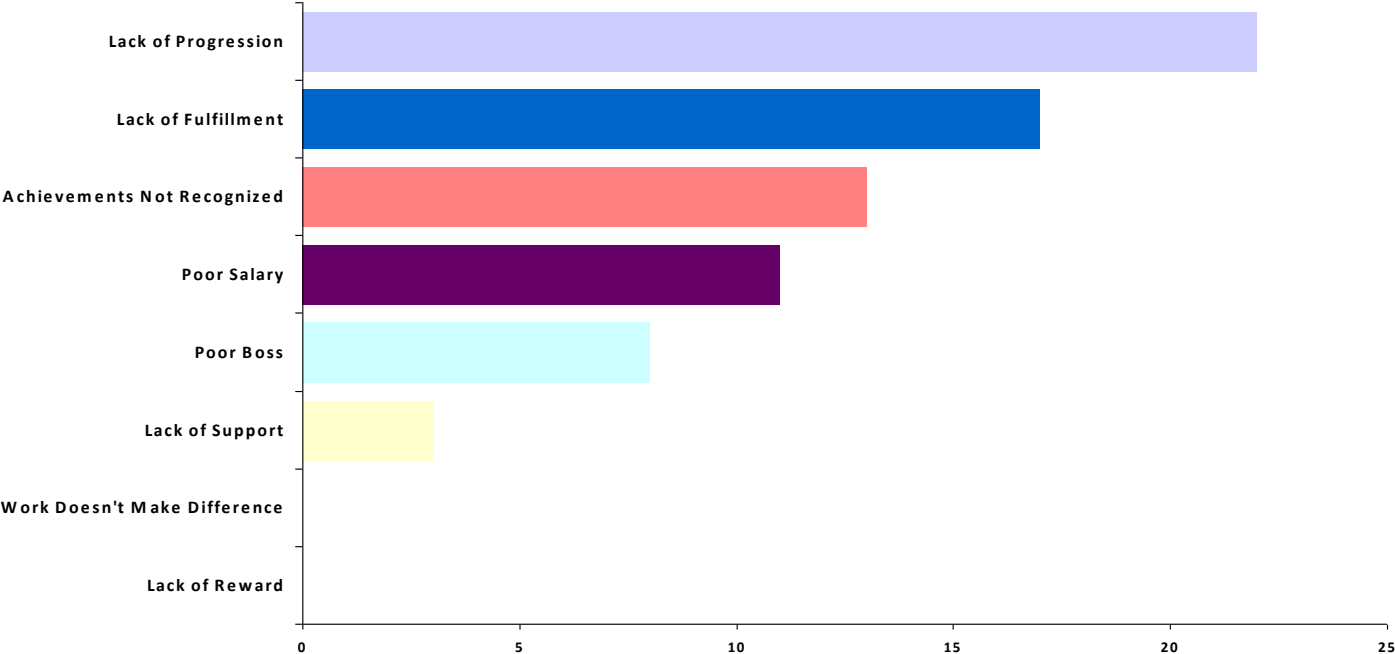
THE TREASURY RECRUITMENT COMPANY

Why are You Unhappy in Role

United Kingdom

	Work 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:	0	8	3	17	13	22	0	11

Why Unhappy



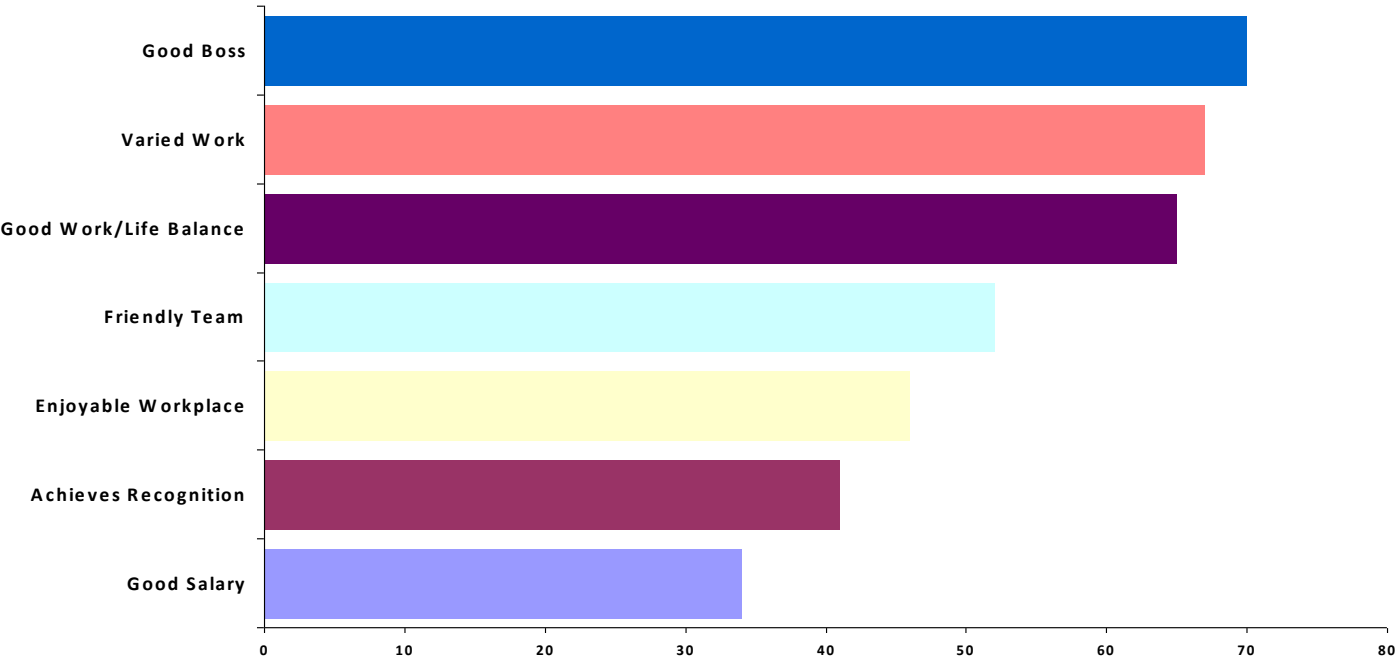
THE TREASURY RECRUITMENT COMPANY

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



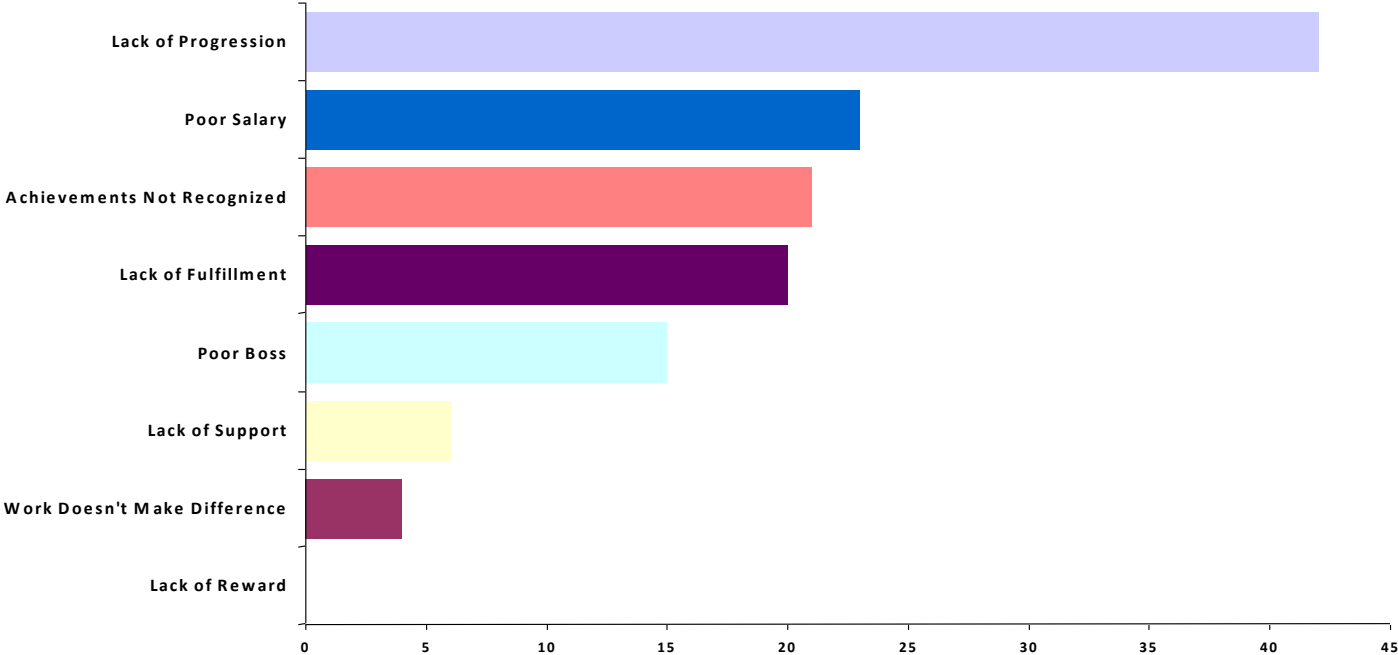
THE TREASURY RECRUITMENT COMPANY

Why are You Unhappy in Role

Europe

	Work 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:	4	15	6	20	21	42	0	23

Why Unhappy



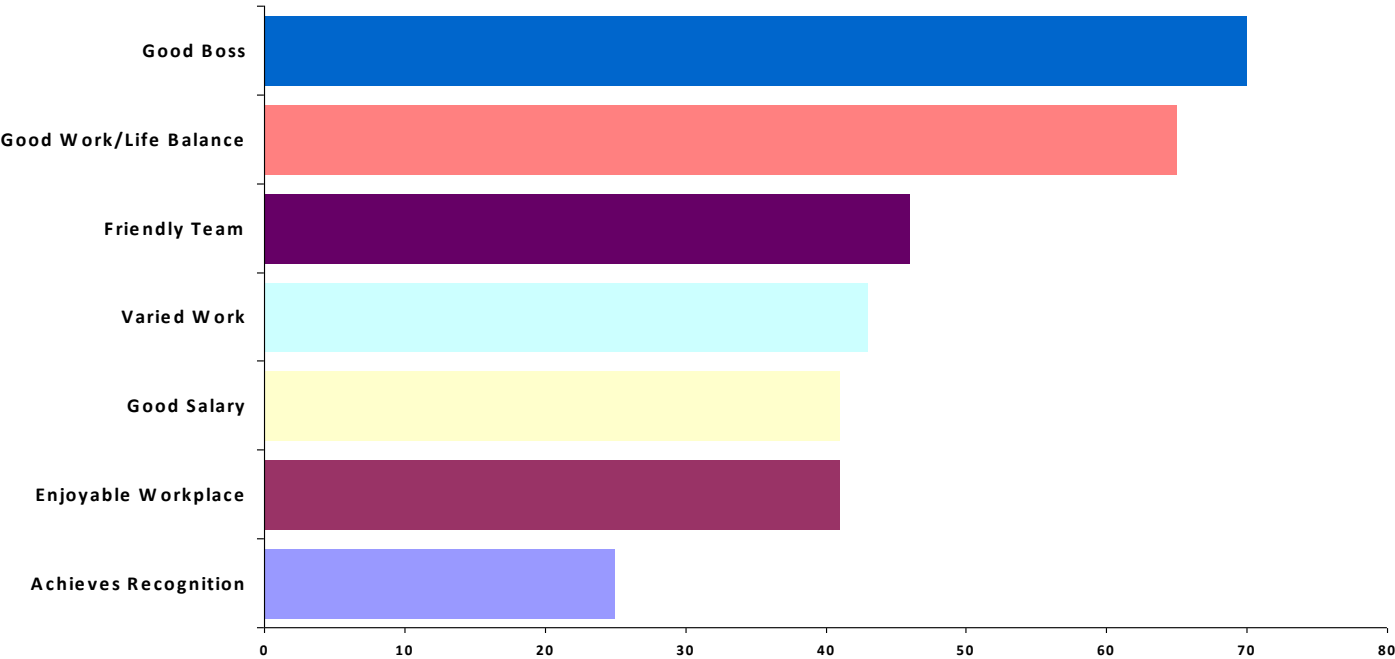
THE TREASURY RECRUITMENT COMPANY

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:	65	70	41	43	41	46	25

Why Happy



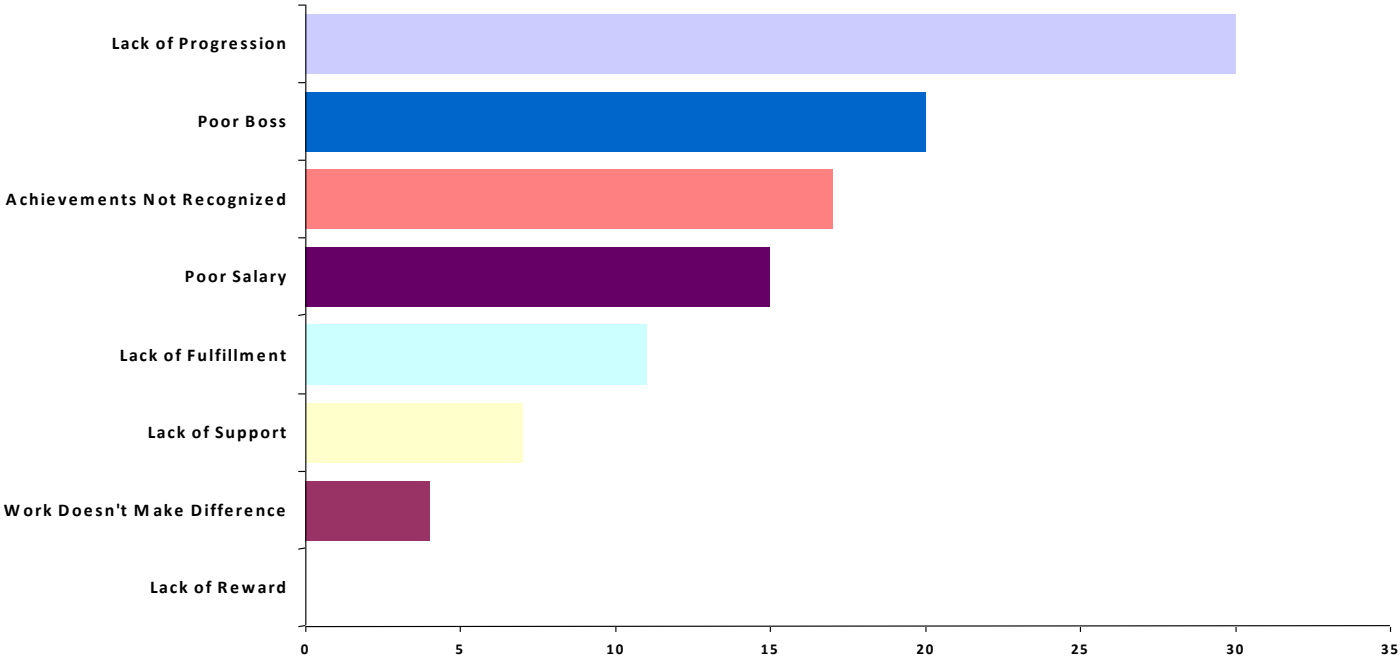
THE TREASURY RECRUITMENT COMPANY

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:	4	20	7	11	17	30	0	15

Why Unhappy



KEY INSIGHTS & FINAL WORDS

Key Insights from Our Latest Treasury Salary Survey



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enquiry@treasuryrecruitment.com

KEY INSIGHTS FROM OUR APRIL 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.

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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CEO & Founder

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CONNECT TODAY



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Executive Consultant, Global Treasury

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CONNECT TODAY

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UK: +44 203 084 9838 / US: + 1 312 612 0933

or visit

treasuryrecruitment.com

THE
**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 →