

THE
TREASURY
RECRUITMENT
CO

GLOBAL TREASURY SALARY SURVEY

USA 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
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

North America

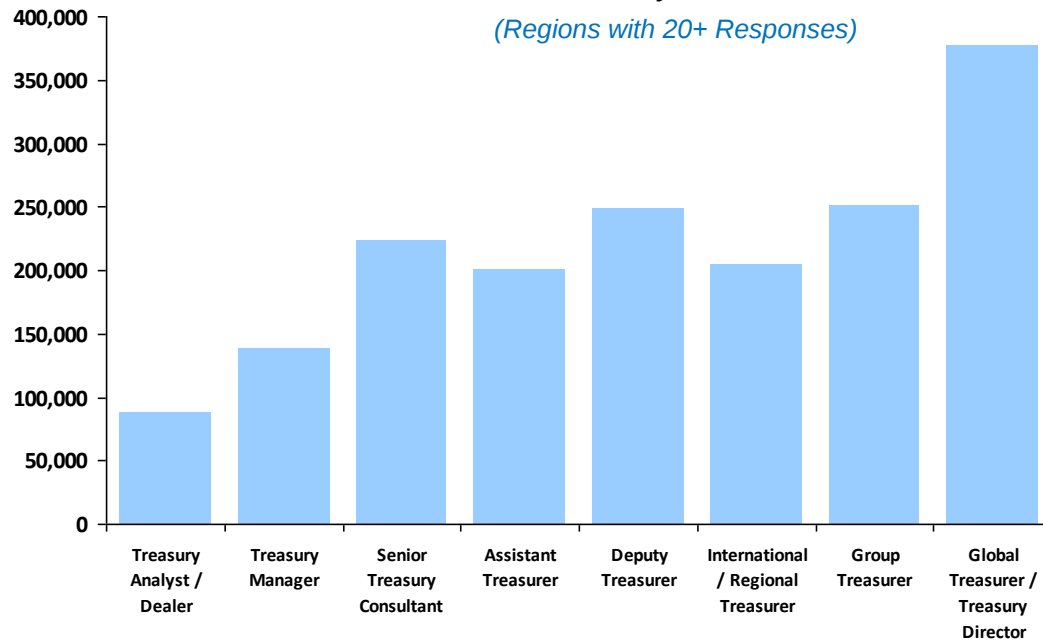
Currency in USD \$

Position	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
Treasury Analyst / Dealer	51	\$83,798	\$2,400	2%	\$7,522	51%	\$87,680
Treasury Manager	166	\$127,062	\$0	0%	\$15,116	72%	\$137,989
Senior Treasury Consultant	4	\$209,200	\$0	-	\$30,000	-	\$224,200
Assistant Treasurer	24	\$175,638	\$7,500	4%	\$29,444	88%	\$201,714
Deputy Treasurer	5	\$225,090	\$0	-	\$29,589	-	\$248,761
International / Regional Treasurer	105	\$178,547	\$12,265	2%	\$34,101	78%	\$205,412
Group Treasurer	67	\$213,268	\$7,798	1%	\$46,983	81%	\$251,252
Global Treasurer / Treasury Director	139	\$287,280	\$8,671	5%	\$101,905	88%	\$377,891
Global:	561	\$186,296					\$223,331

Average Total Compensation

Currency in USD \$

(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 Position

North America

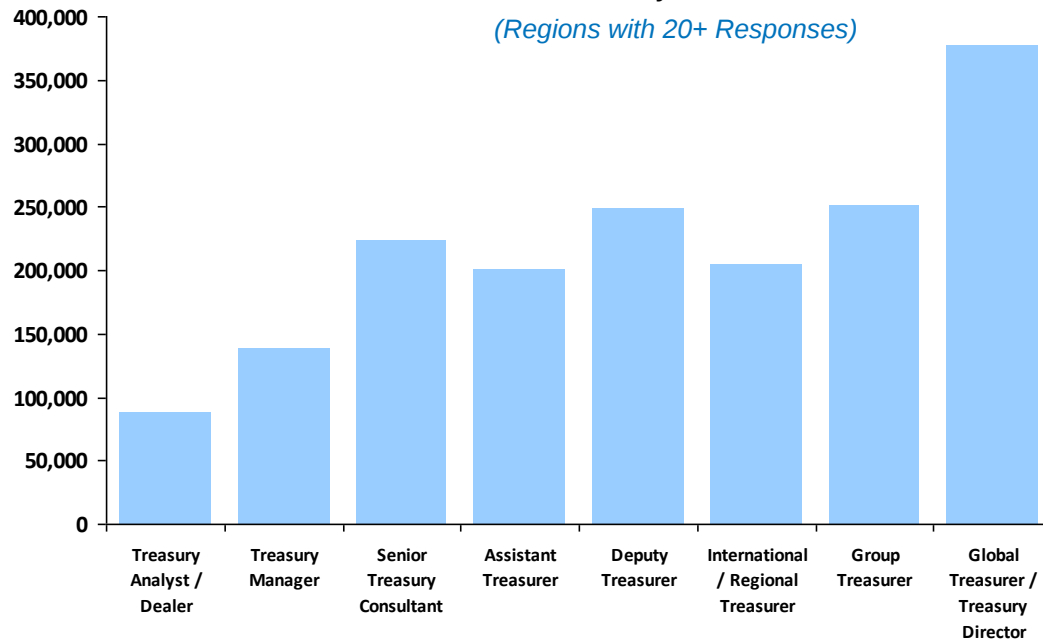
Currency in USD \$

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Treasury Analyst / Dealer	51	\$83,798	\$2,400	2%	\$7,522	51%	\$87,680
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Senior Treasury Consultant	4	\$209,200	\$0	-	\$30,000	-	\$224,200
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Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Treasury Analyst / Dealer

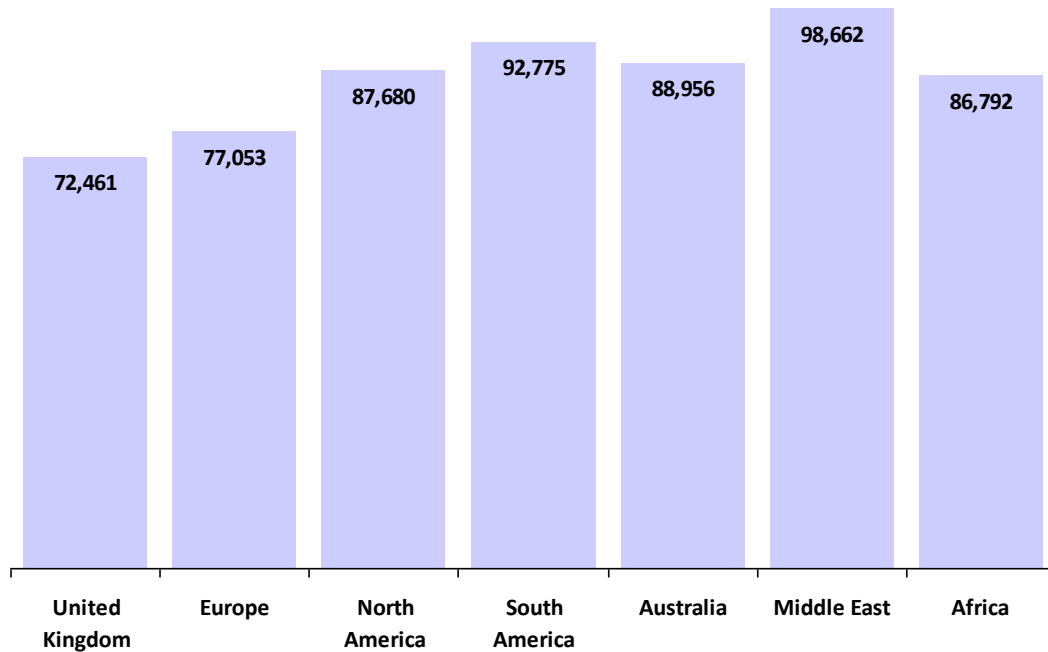
Currency in USD \$

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	64	\$69,431	\$6,522	3%	\$6,956	41%	\$72,461
Europe	68	\$69,723	\$6,569	19%	\$8,979	68%	\$77,053
North America	51	\$83,798	\$2,400	2%	\$7,522	51%	\$87,680
South America	2	\$67,775	\$7,500	-	\$17,500	-	\$92,775
Australia	2	\$84,720	\$0	-	\$4,236	-	\$88,956
Middle East	3	\$81,108	\$6,400	-	\$23,132	-	\$98,662
Africa	3	\$77,718	\$4,676	-	\$11,273	-	\$86,792
Global:	193	\$73,782					\$79,112

Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

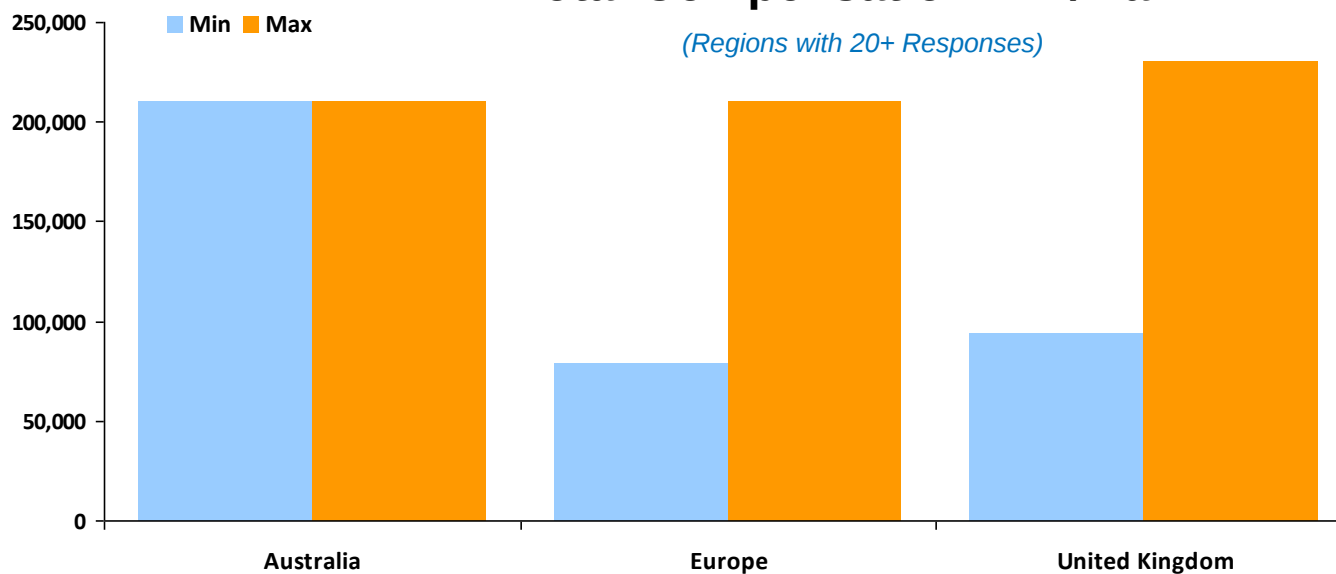
Treasury Consultant

Currency in USD \$

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	9	\$93,940	\$231,092	\$0	\$11,273	\$0	\$33,550	\$93,940	\$231,092
Europe	8	\$72,946	\$177,520	\$0	\$0	\$0	\$70,140	\$79,024	\$210,420
Australia	1	\$179,024	\$179,024	\$0	\$0	\$31,770	\$31,770	\$210,794	\$210,794

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Total Compensation Min/Max



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Treasury Manager

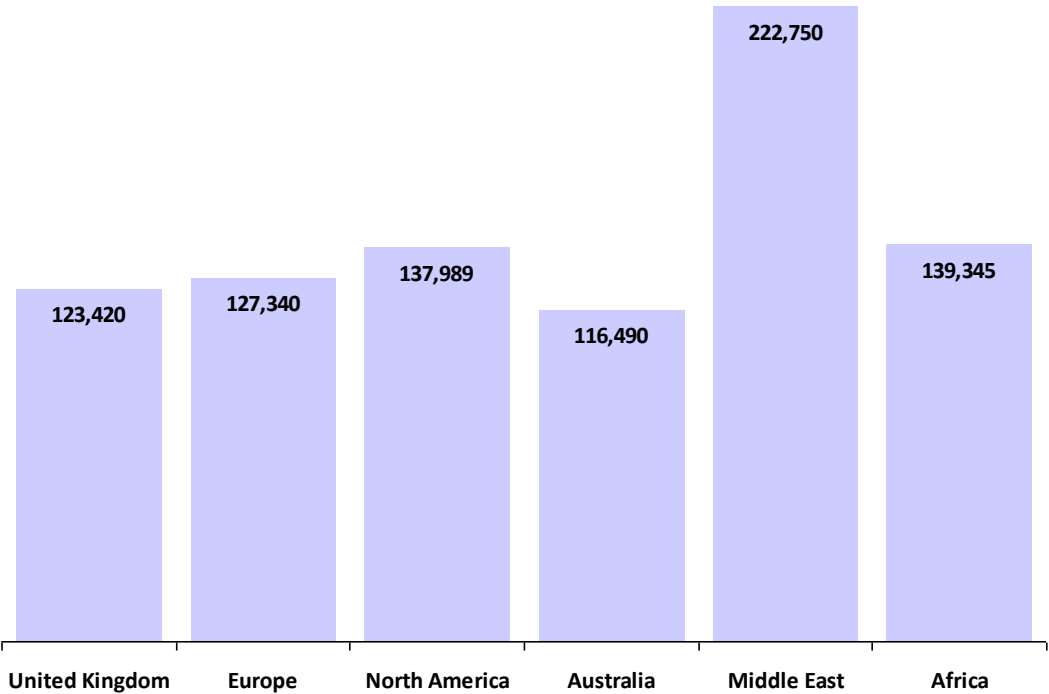
Currency in USD \$

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	147	\$110,287	\$8,417	28%	\$16,179	67%	\$123,420
Europe	208	\$114,395	\$10,233	24%	\$13,980	75%	\$127,340
North America	166	\$127,062	\$0	0%	\$15,116	72%	\$137,989
Australia	2	\$114,725	\$0	-	\$3,530	-	\$116,490
Middle East	2	\$162,750	\$18,000	-	\$51,000	-	\$222,750
Africa	1	\$103,106	\$15,197	-	\$21,042	-	\$139,345
Global:	526	\$117,408					\$129,950

Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Senior Treasury Consultant

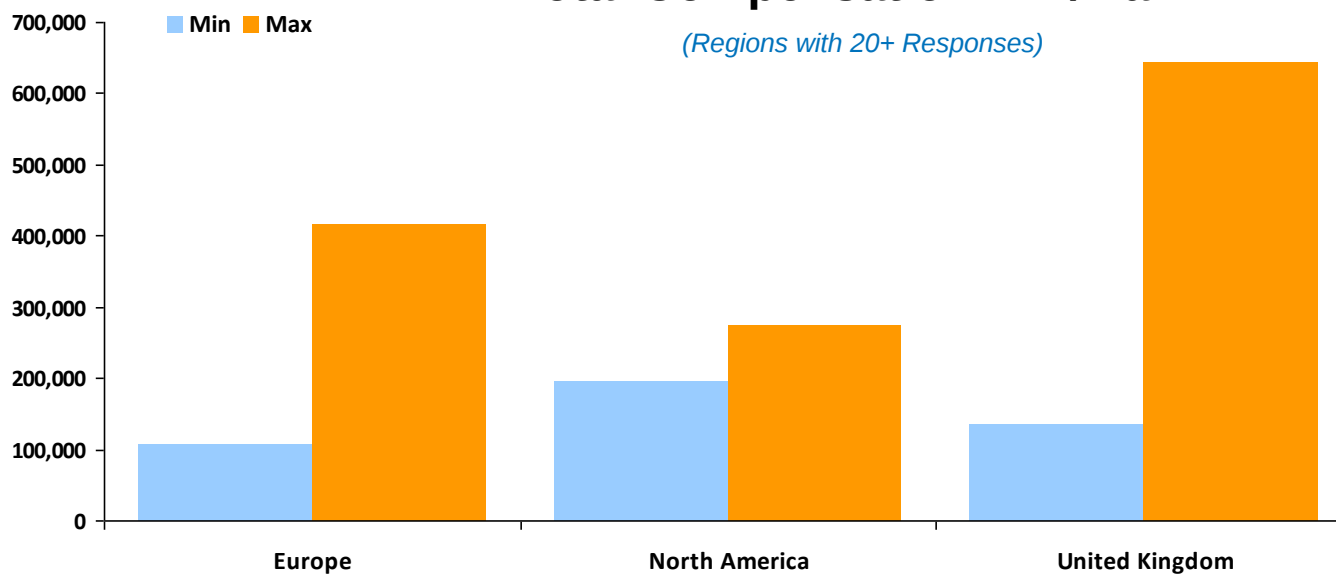
Currency in USD \$

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	22	\$134,200	\$644,160	\$0	\$8,052	\$0	\$87,230	\$134,200	\$644,160
Europe	15	\$108,000	\$415,904	\$0	\$7,599	\$0	\$116,900	\$108,000	\$415,904
North America	4	\$175,000	\$265,000	\$0	\$0	\$0	\$50,000	\$196,800	\$275,000

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Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Treasury Consultant

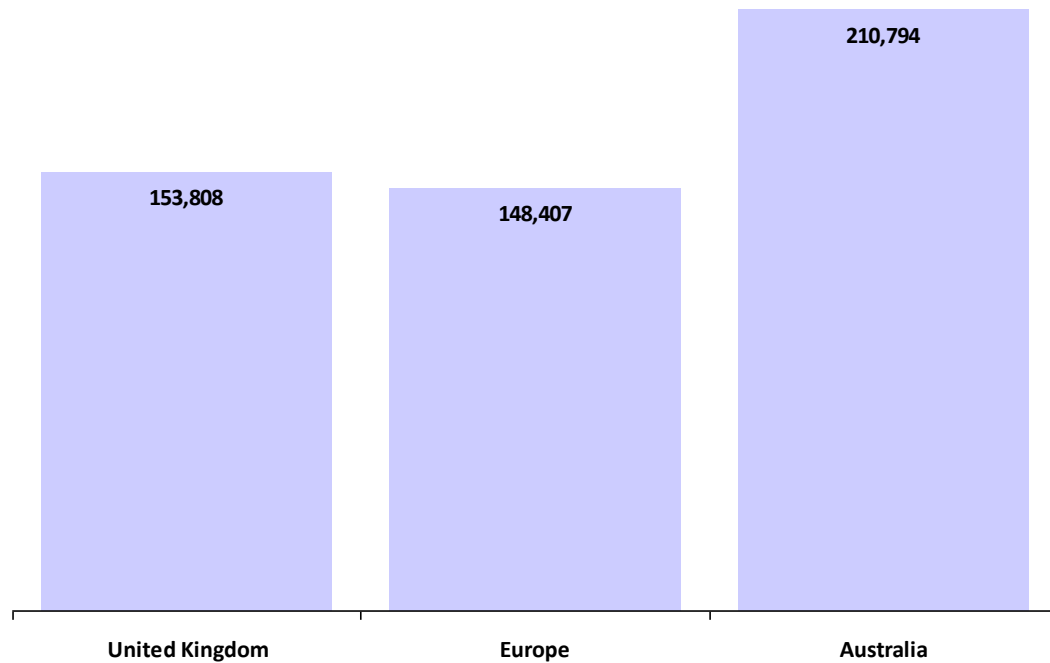
Currency in USD \$

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	9	\$148,828	\$11,273	-	\$33,550	-	\$153,808
Europe	8	\$133,371	\$0	-	\$24,057	-	\$148,407
Australia	1	\$179,024	\$0	-	\$31,770	-	\$210,794
Global:	18	\$143,636					\$154,573

Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Treasury Analyst / Dealer

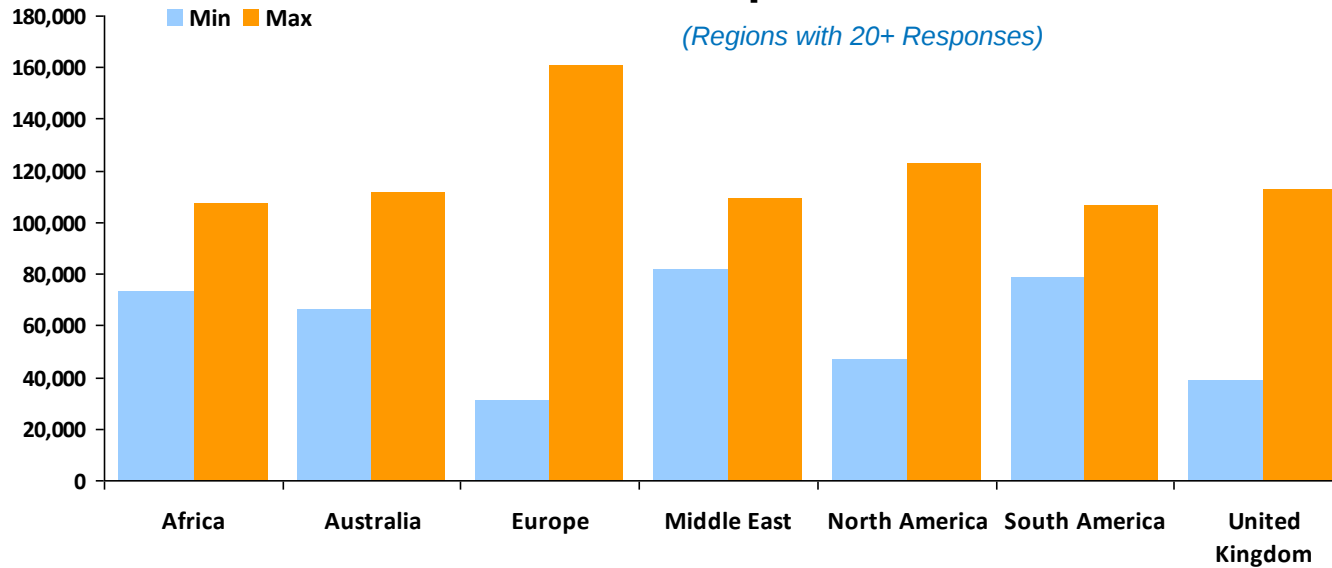
Currency in USD \$

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	64	\$38,918	\$94,208	\$0	\$8,052	\$0	\$24,156	\$38,918	\$112,862
Europe	68	\$29,225	\$139,480	\$0	\$14,028	\$0	\$95,858	\$31,037	\$160,992
North America	51	\$47,250	\$101,850	\$0	\$2,400	\$0	\$31,658	\$47,250	\$123,158
South America	2	\$64,000	\$71,550	\$5,000	\$10,000	\$5,000	\$30,000	\$79,000	\$106,550
Australia	2	\$63,540	\$105,900	\$0	\$0	\$2,824	\$5,648	\$66,364	\$111,548
Middle East	3	\$73,647	\$88,000	\$0	\$6,400	\$0	\$31,563	\$81,677	\$109,100
Africa	3	\$61,373	\$91,780	\$0	\$4,676	\$0	\$15,532	\$73,063	\$107,312

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Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Senior Treasury Consultant

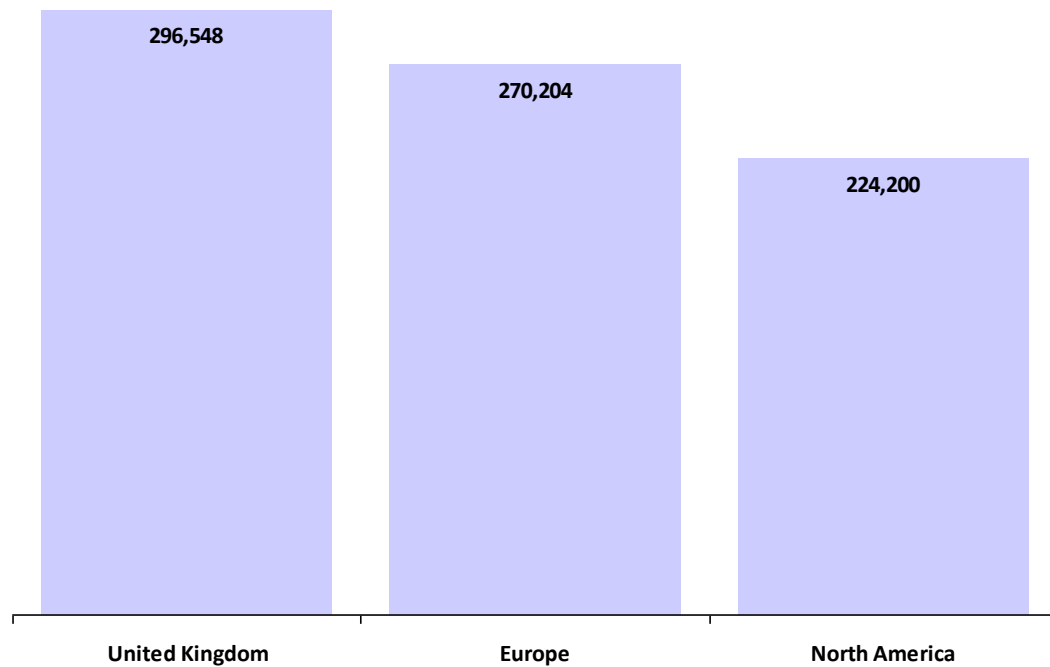
Currency in USD \$

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	22	\$289,929	\$8,052	5%	\$27,511	23%	\$296,548
Europe	15	\$252,552	\$7,599	-	\$64,295	-	\$270,204
North America	4	\$209,200	\$0	-	\$30,000	-	\$224,200
Global:	41	\$268,379					\$279,852

Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Treasury Manager

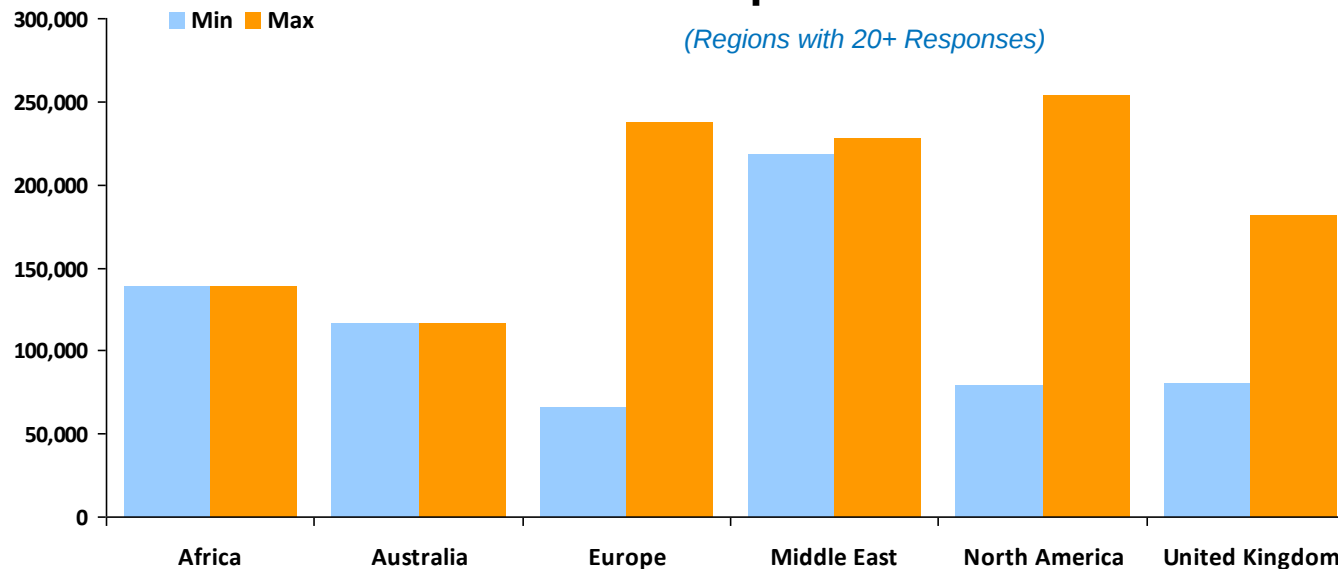
Currency in USD \$

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	147	\$80,520	\$137,689	\$0	\$14,091	\$0	\$40,260	\$80,520	\$181,170
Europe	208	\$63,059	\$220,147	\$0	\$27,896	\$0	\$46,760	\$65,609	\$237,619
North America	166	\$76,532	\$168,000	\$0	\$0	\$0	\$94,000	\$78,698	\$254,000
Australia	2	\$112,960	\$116,490	\$0	\$0	\$0	\$3,530	\$116,490	\$116,490
Middle East	2	\$157,500	\$168,000	\$0	\$18,000	\$50,000	\$52,000	\$218,000	\$227,500
Africa	1	\$103,106	\$103,106	\$15,197	\$15,197	\$21,042	\$21,042	\$139,345	\$139,345

526

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Assistant Treasurer

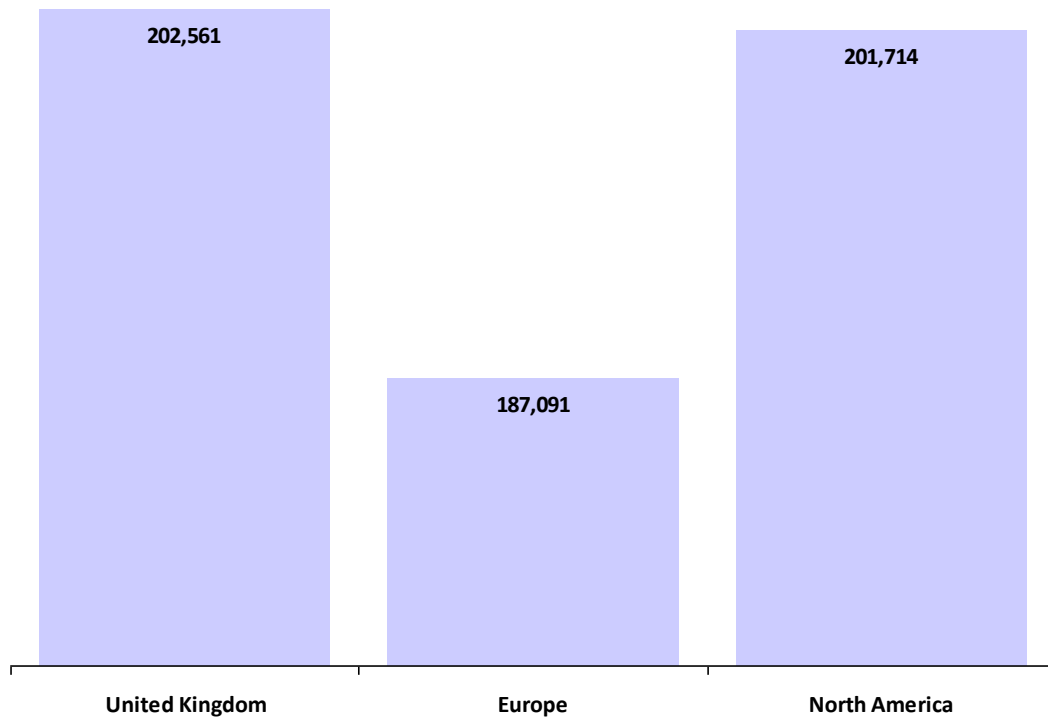
Currency in USD \$

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	35	\$166,411	\$9,390	49%	\$44,225	71%	\$202,561
Europe	24	\$161,759	\$13,200	33%	\$26,441	79%	\$187,091
North America	24	\$175,638	\$7,500	4%	\$29,444	88%	\$201,714
Global:	83	\$167,734					\$197,843

Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Assistant Treasurer

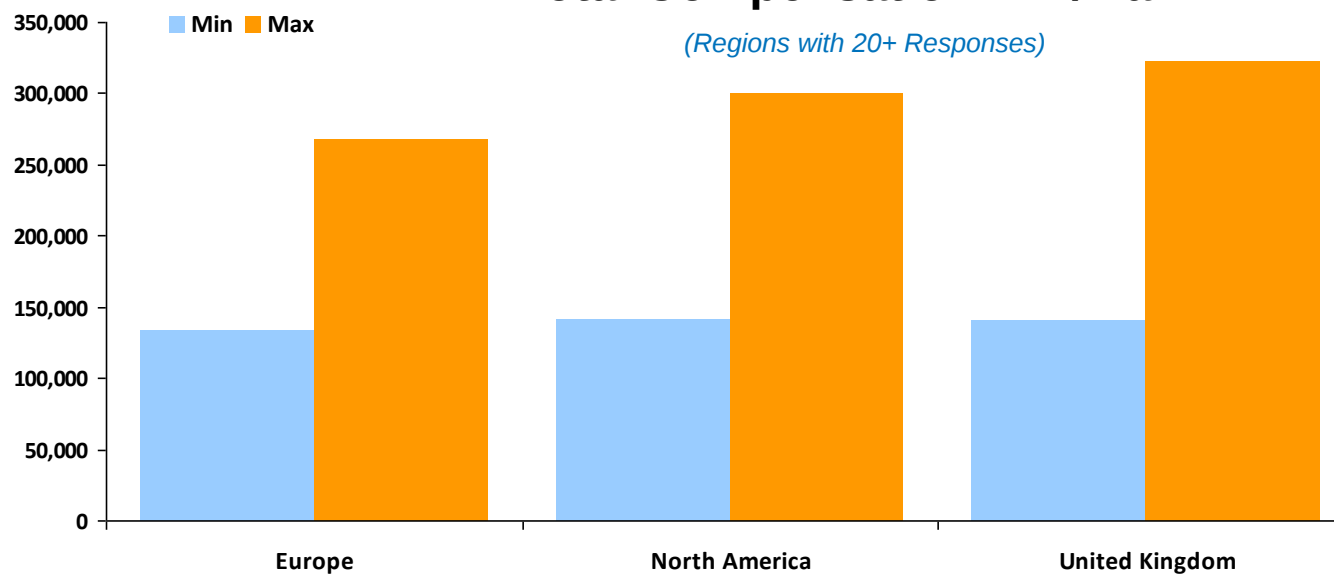
Currency in USD \$

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	35	\$134,200	\$197,274	\$0	\$18,788	\$0	\$139,568	\$141,150	\$323,395
Europe	24	\$122,745	\$206,367	\$0	\$18,704	\$0	\$87,675	\$134,435	\$267,701
North America	24	\$142,000	\$230,000	\$0	\$7,500	\$0	\$120,000	\$142,000	\$300,000

83

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Deputy Treasurer

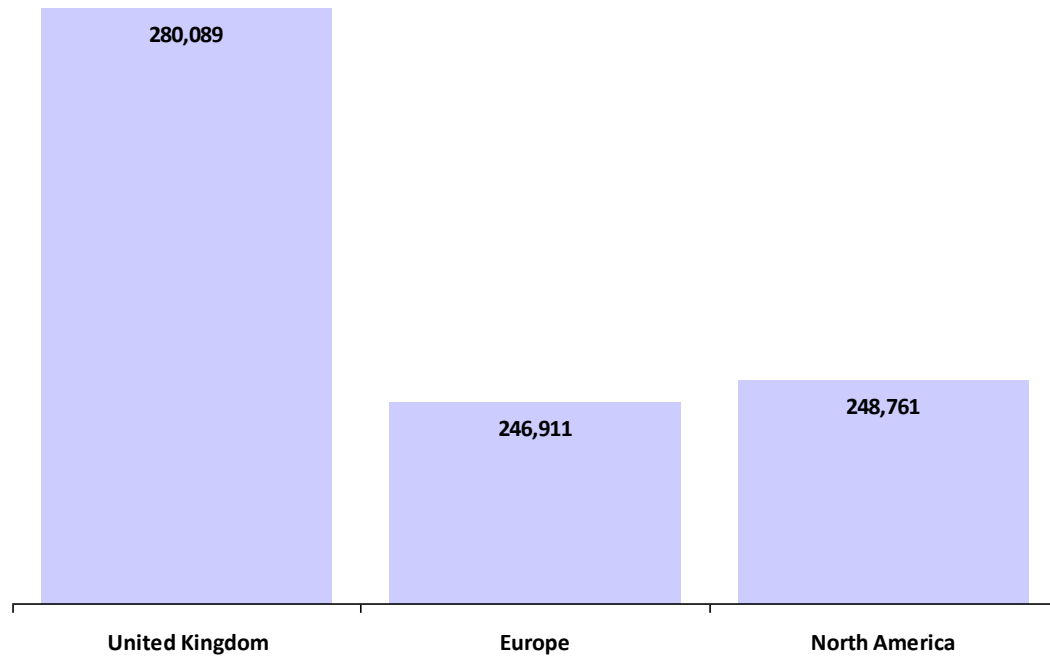
Currency in USD \$

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	13	\$201,783	\$13,341	-	\$81,628	-	\$280,089
Europe	6	\$203,845	\$15,431	-	\$40,494	-	\$246,911
North America	5	\$225,090	\$0	-	\$29,589	-	\$248,761
Global:	24	\$207,154					\$265,268

Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Deputy Treasurer

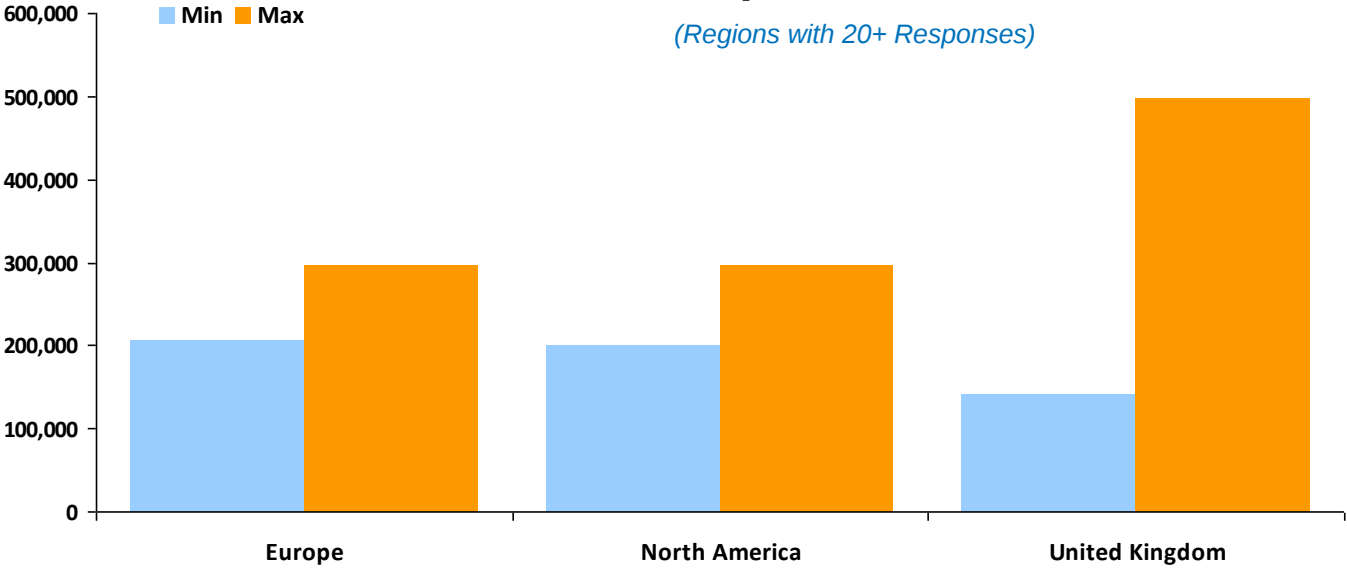
Currency in USD \$

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	13	\$138,226	\$276,452	\$0	\$22,881	\$0	\$245,361	\$140,910	\$497,718
Europe	6	\$173,748	\$232,995	\$0	\$15,431	\$17,535	\$63,400	\$206,714	\$296,395
North America	5	\$187,000	\$249,000	\$0	\$0	\$0	\$53,719	\$201,586	\$296,719

24

Total Compensation Min/Max

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

International / Regional Treasurer

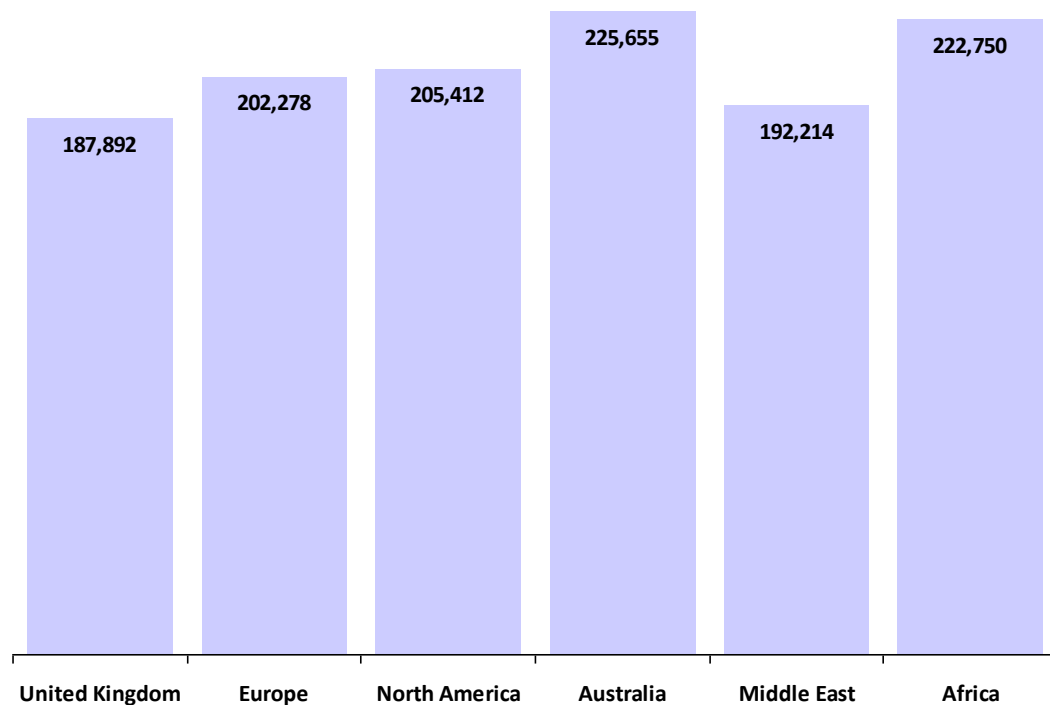
Currency in USD \$

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	107	\$162,200	\$9,829	39%	\$29,203	75%	\$187,892
Europe	136	\$169,809	\$13,218	38%	\$30,923	89%	\$202,278
North America	105	\$178,547	\$12,265	2%	\$34,101	78%	\$205,412
Australia	4	\$186,208	\$5,295	-	\$38,124	-	\$225,655
Middle East	3	\$167,749	\$0	-	\$36,698	-	\$192,214
Africa	1	\$173,250	\$0	-	\$49,500	-	\$222,750
Global:	356	\$170,276					\$199,114

Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

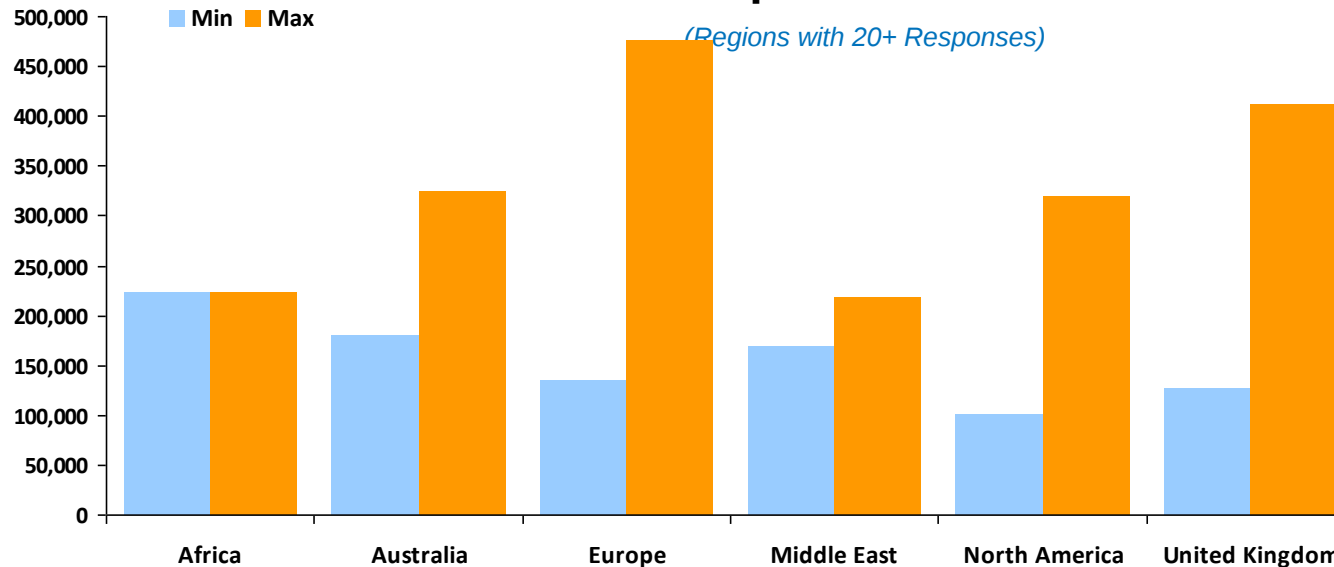
International / Regional Treasurer

Currency in USD \$

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	107	\$120,512	\$275,110	\$0	\$20,130	\$0	\$123,464	\$127,490	\$411,860
Europe	136	\$120,420	\$278,960	\$0	\$35,070	\$0	\$238,384	\$134,435	\$475,500
North America	105	\$101,080	\$230,000	\$0	\$15,000	\$0	\$130,000	\$101,080	\$320,000
Australia	4	\$152,496	\$264,750	\$0	\$5,295	\$14,826	\$60,010	\$180,030	\$324,760
Middle East	3	\$155,000	\$189,000	\$0	\$0	\$0	\$64,000	\$168,642	\$219,000
Africa	1	\$173,250	\$173,250	\$0	\$0	\$49,500	\$49,500	\$222,750	\$222,750

356

Total Compensation Min/Max



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Group Treasurer

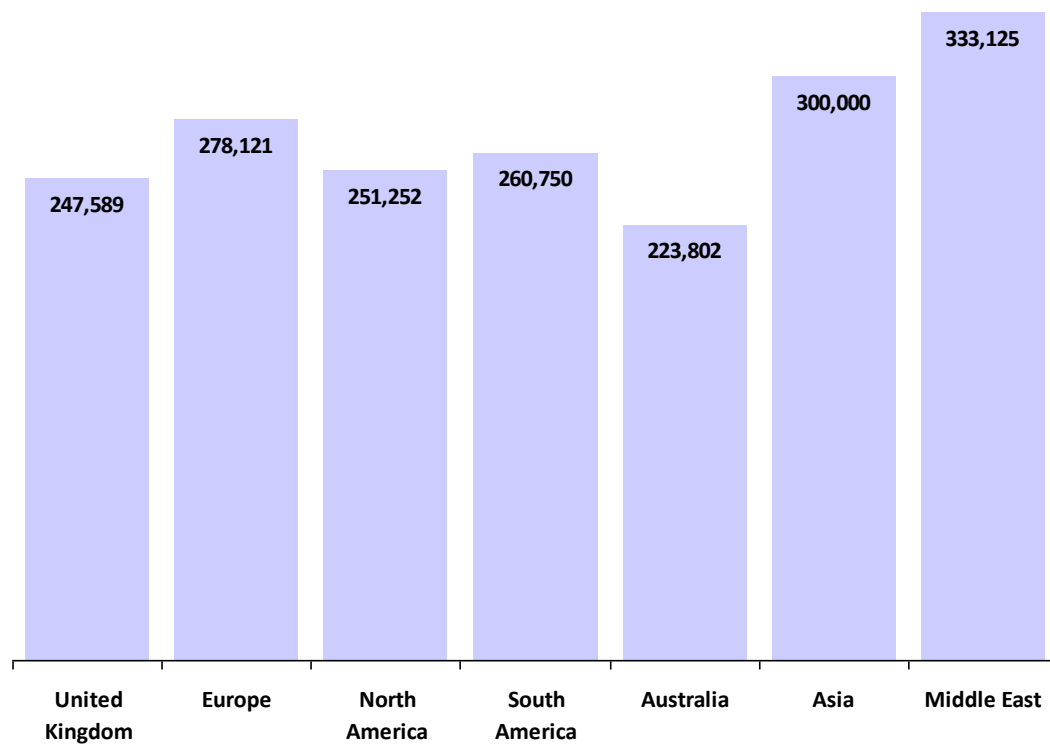
Currency in USD \$

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	61	\$199,828	\$10,295	43%	\$57,516	75%	\$247,589
Europe	49	\$216,283	\$15,445	59%	\$66,209	80%	\$278,121
North America	67	\$213,268	\$7,798	1%	\$46,983	81%	\$251,252
South America	1	\$236,250	\$0	-	\$24,500	-	\$260,750
Australia	1	\$204,740	\$0	-	\$19,062	-	\$223,802
Asia	1	\$225,000	\$15,000	-	\$60,000	-	\$300,000
Middle East	1	\$232,875	\$9,800	-	\$90,450	-	\$333,125
Global:	181	\$209,808					\$257,914

Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

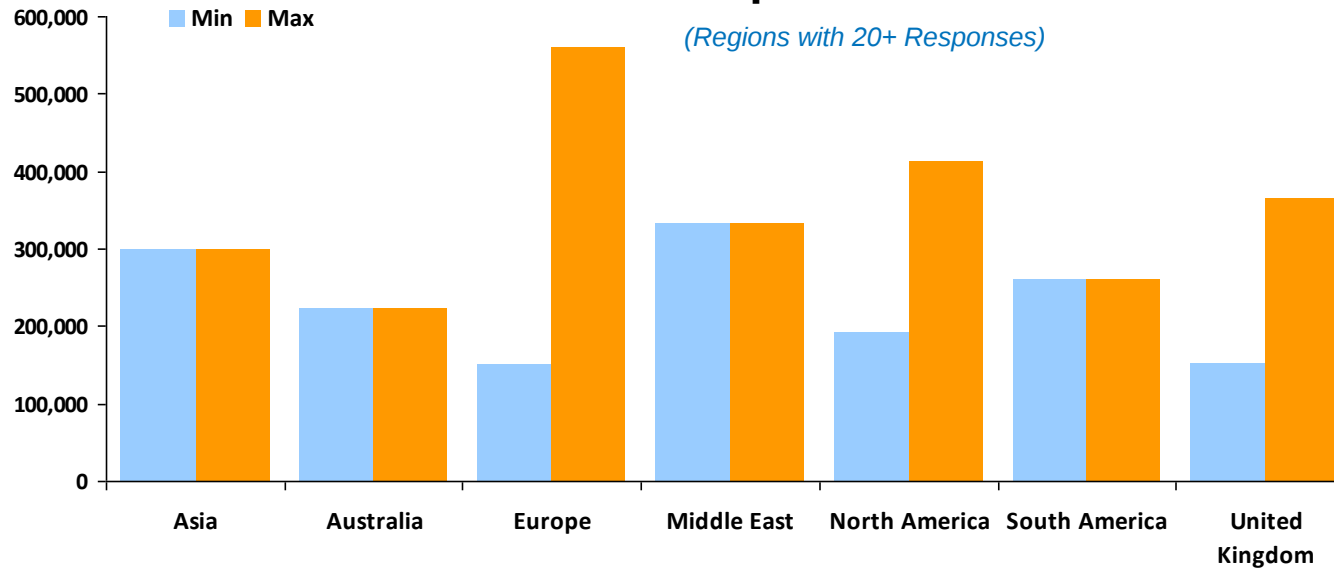
Group Treasurer

Currency in USD \$

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	61	\$139,568	\$232,502	\$0	\$14,762	\$0	\$134,200	\$153,659	\$365,695
Europe	49	\$151,970	\$341,724	\$0	\$31,700	\$0	\$253,600	\$151,970	\$559,822
North America	67	\$173,453	\$248,400	\$0	\$7,798	\$0	\$189,000	\$193,000	\$414,000
South America	1	\$236,250	\$236,250	\$0	\$0	\$24,500	\$24,500	\$260,750	\$260,750
Australia	1	\$204,740	\$204,740	\$0	\$0	\$19,062	\$19,062	\$223,802	\$223,802
Asia	1	\$225,000	\$225,000	\$15,000	\$15,000	\$60,000	\$60,000	\$300,000	\$300,000
Middle East	1	\$232,875	\$232,875	\$9,800	\$9,800	\$90,450	\$90,450	\$333,125	\$333,125

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Total Compensation Min/Max



THE TREASURY RECRUITMENT COMPANY

Compensation by Region

Global Treasurer / Treasury Director

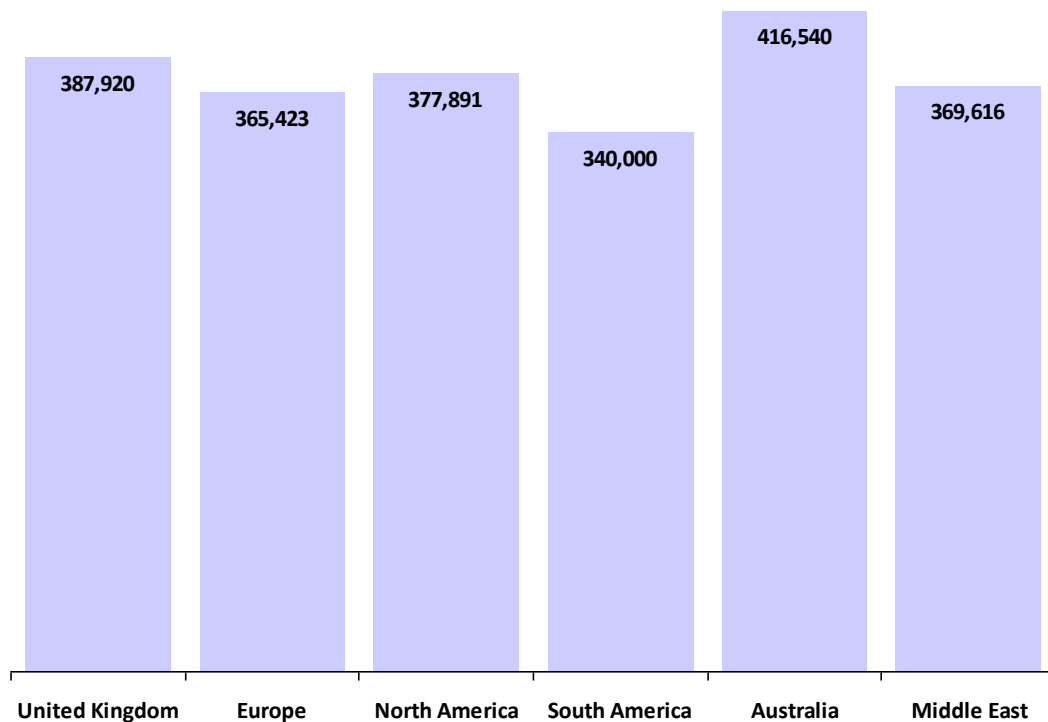
Currency in USD \$

Region	Responses	Average Base Salary	Average Yearly Car Allowance	% With	Average Bonus	% With	Average Total Compensation
United Kingdom	70	\$281,309	\$13,368	44%	\$117,472	86%	\$387,920
Europe	109	\$279,513	\$15,682	59%	\$92,894	83%	\$365,423
North America	139	\$287,280	\$8,671	5%	\$101,905	88%	\$377,891
South America	1	\$240,000	\$0	-	\$100,000	-	\$340,000
Australia	1	\$275,340	\$0	-	\$141,200	-	\$416,540
Middle East	5	\$317,092	\$11,052	-	\$48,104	-	\$369,616
Global:	325	\$283,666					\$375,744

Average Total Compensation

Currency in USD \$

(Regions with 20+ Responses)



THE TREASURY RECRUITMENT COMPANY

Compensation

Global Treasurer / Treasury Director

Currency in USD \$

Region	Responses	Base		Car		Bonus		Total	
		Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
United Kingdom	70	\$174,460	\$415,824	\$0	\$28,464	\$0	\$360,059	\$240,594	\$737,367
Europe	109	\$175,350	\$583,280	\$0	\$31,700	\$0	\$317,000	\$192,885	\$735,440
North America	139	\$162,450	\$411,086	\$0	\$10,200	\$0	\$360,000	\$162,450	\$717,000
South America	1	\$240,000	\$240,000	\$0	\$0	\$100,000	\$100,000	\$340,000	\$340,000
Australia	1	\$275,340	\$275,340	\$0	\$0	\$141,200	\$141,200	\$416,540	\$416,540
Middle East	5	\$240,000	\$535,458	\$0	\$16,104	\$30,000	\$80,520	\$276,000	\$632,082

325

Total Compensation Min/Max

(Regions with 20+ Responses)



BENEFITS DATA

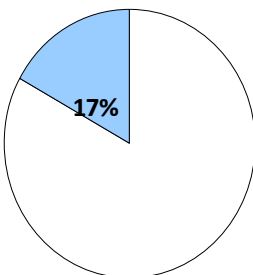
Benefits

All Positions

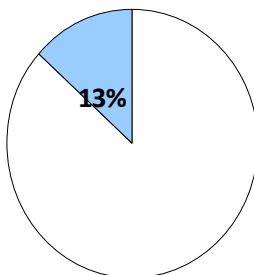
Region	Total Responses	Health Care	Pension Plan	Stock Options	EE Discounts	Flextime	Gym Memb.	Child Care	Cycle to Work
United Kingdom	528	90	88	34	54	82	19	8	34
Europe	623	83	70	41	43	93	26	12	28
North America	561	120	52	37	46	88	23	10	0

Healthcare Benefits

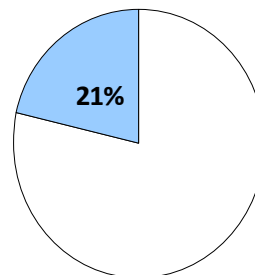
United Kingdom



Europe

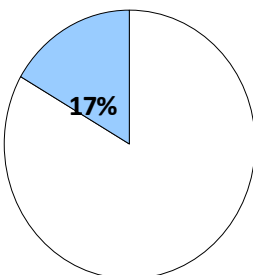


North America

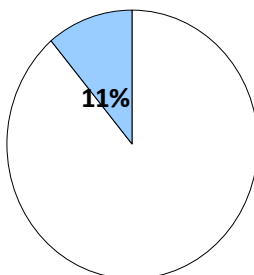


Pension Plan Match

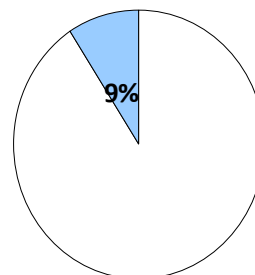
United Kingdom



Europe



North America

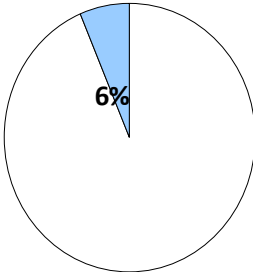


Benefits

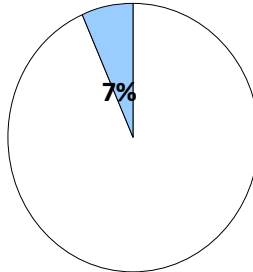
All Positions

Stock Options

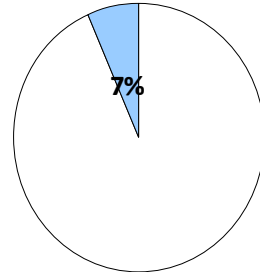
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Europe

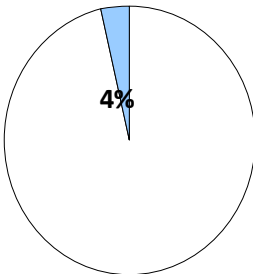


North America

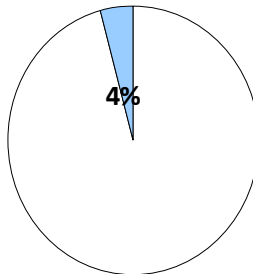


Gym Membership

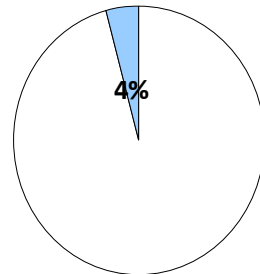
United Kingdom



Europe

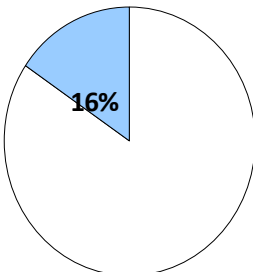


North America

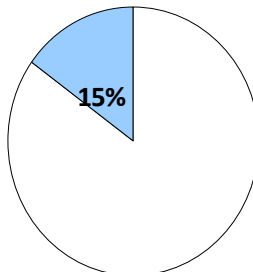


Flextime

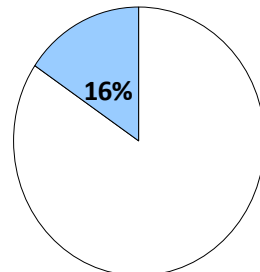
United Kingdom



Europe



North America

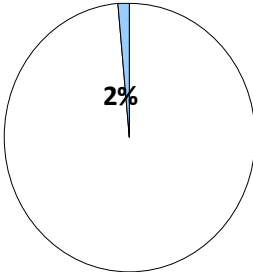


Benefits

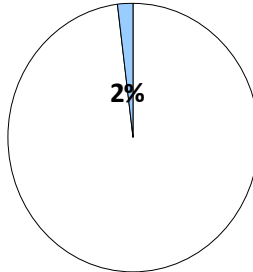
All Positions

Childcare

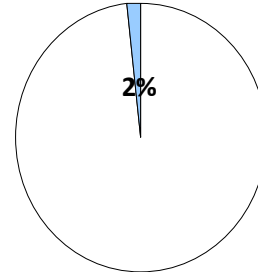
United Kingdom



Europe

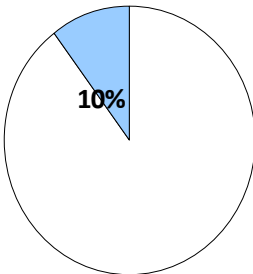


North America

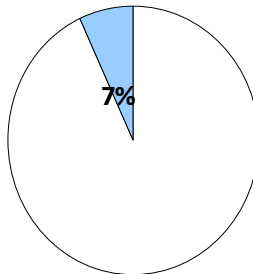


Employee Discounts

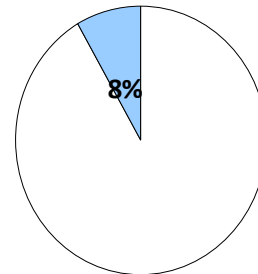
United Kingdom



Europe



North America

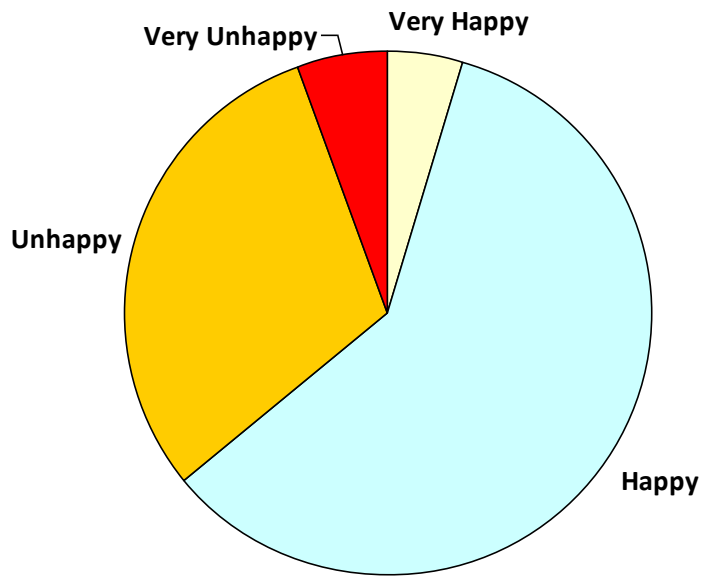


FEELINGS ABOUT SALARY & DIRECT MANAGER

THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: Europe

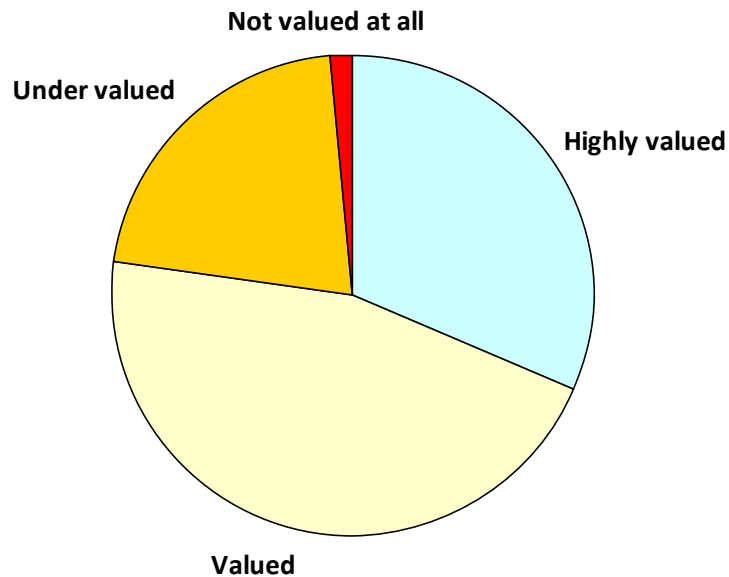


Happy with Salary	Responses	Percent
Very Happy	10	4.7%
Happy	126	59.2%
Unhappy	65	30.5%
Very Unhappy	12	5.6%
Total Responses:	213	100%

THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

REGION: Europe

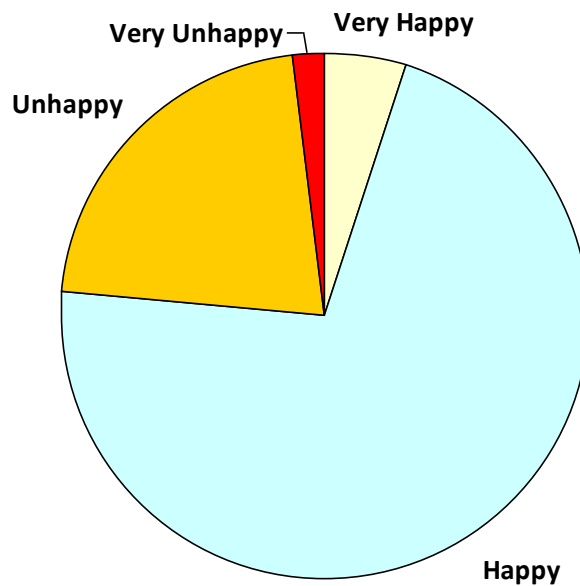


Happy with Salary	Responses	Percent
Highly valued	67	31.3%
Valued	98	45.8%
Under valued	46	21.5%
Not valued at	3	1.4%
Total Responses:	214	100%

THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: United Kingdom

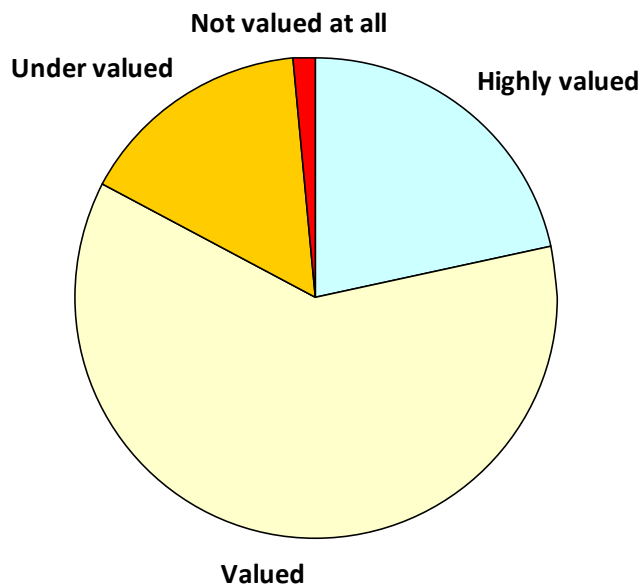


Happy with Salary	Responses	Percent
Very Happy	8	5.1%
Happy	112	71.3%
Unhappy	34	21.7%
Very Unhappy	3	1.9%
Total Responses:	157	100%

THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

REGION: United Kingdom

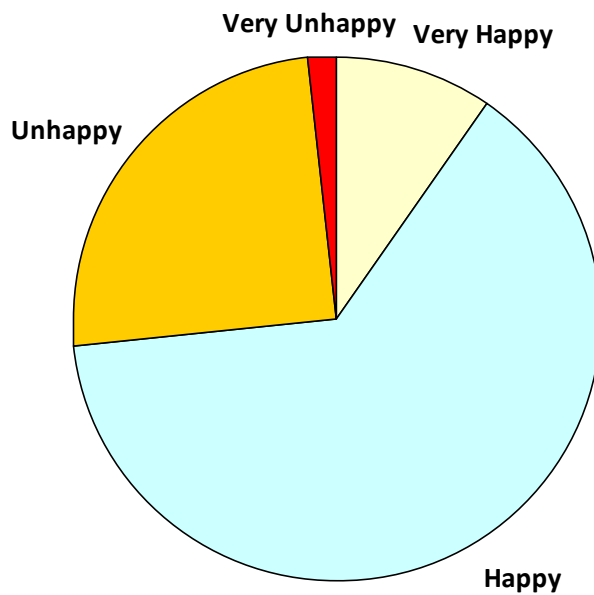


Happy with Salary	Responses	Percent
Highly valued	34	21.7%
Valued	96	61.1%
Under valued	25	15.9%
Not valued at	2	1.3%
Total Responses:	157	100%

THE TREASURY RECRUITMENT COMPANY

Happy with Salary

REGION: North America

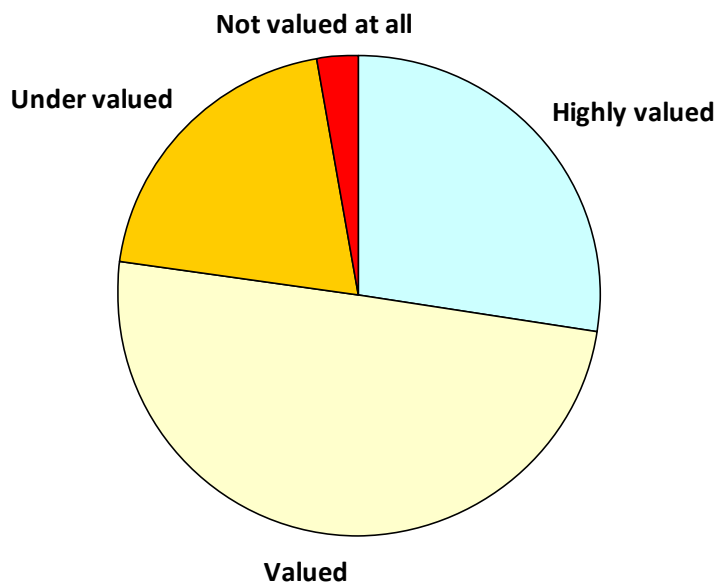


Happy with Salary	Responses	Percent
Very Happy	17	9.6%
Happy	113	63.8%
Unhappy	44	24.9%
Very Unhappy	3	1.7%
Total Responses:	177	100%

THE TREASURY RECRUITMENT COMPANY

Valued By Your Manager

REGION: North America



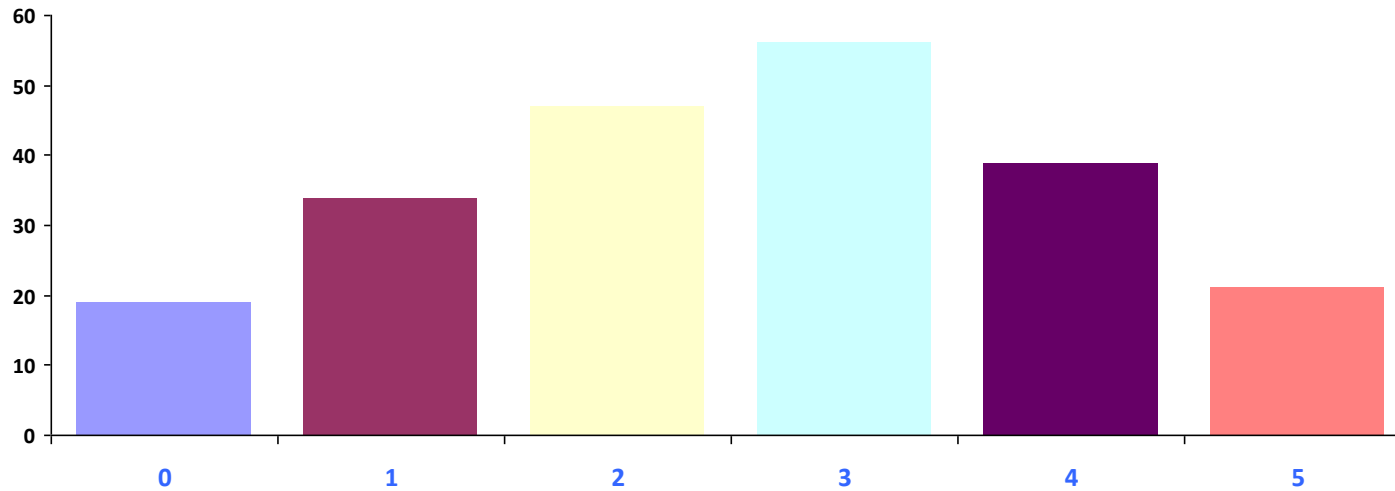
Happy with Salary	Responses	Percent
Highly valued	50	27.6%
Valued	90	49.7%
Under valued	36	19.9%
Not valued at	5	2.8%
Total Responses:	181	100%

WORK FROM HOME POLICIES & TRENDS

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Currently Working in the Office

REGION: Europe



Days in Office

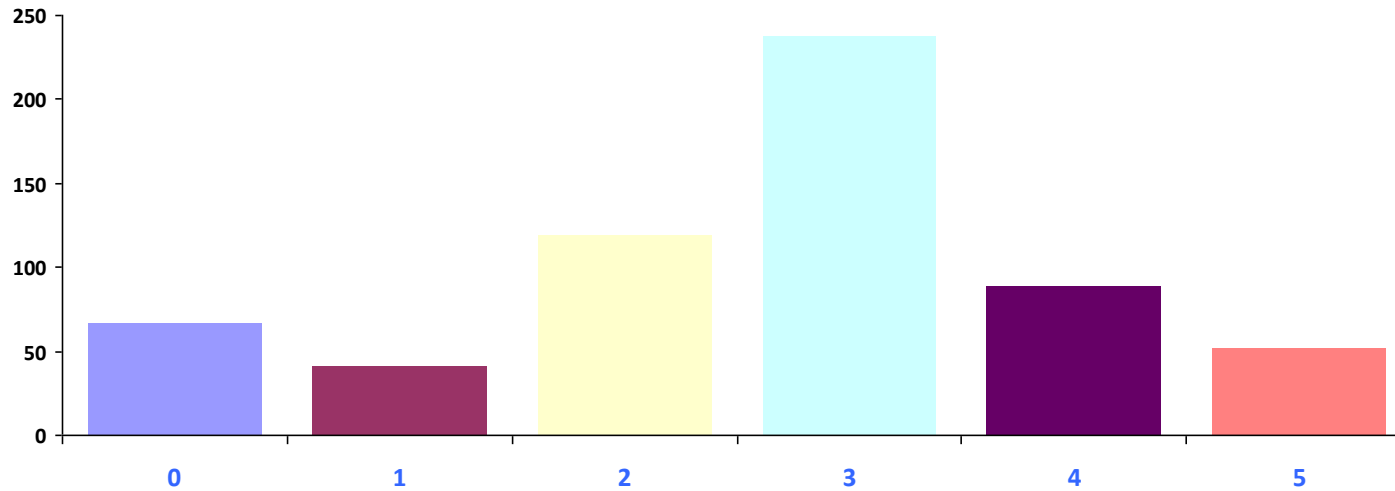
Days in Office	Responses	Percent
0	19	9%
1	34	16%
2	47	22%
3	56	26%
4	39	18%
5	21	10%

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
----------------	-----------	---------

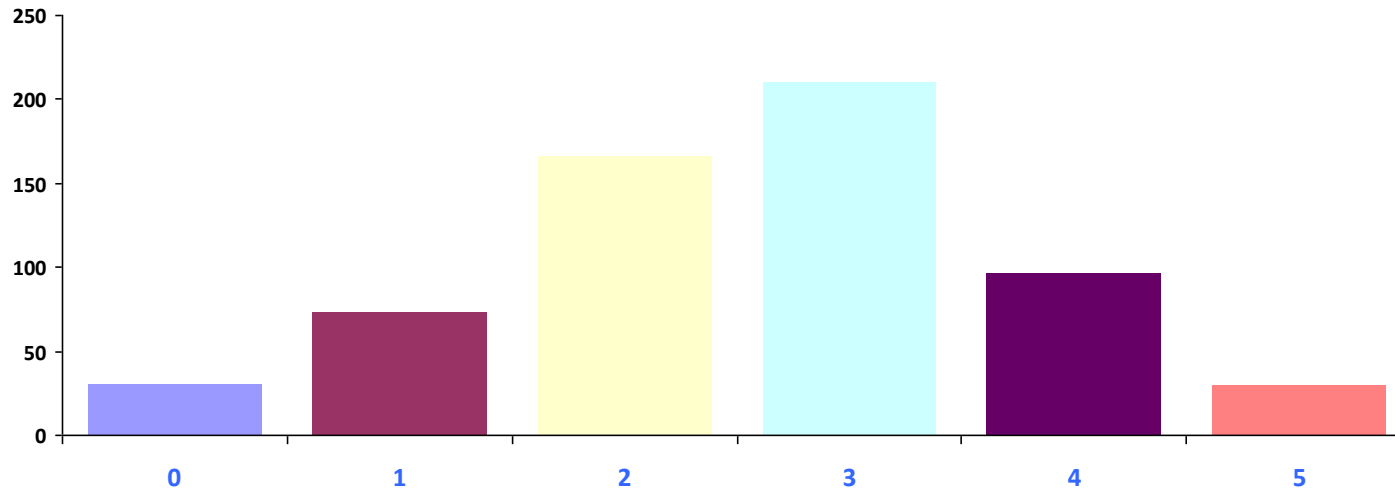
0	67	11%
1	41	7%
2	119	20%
3	238	39%
4	89	15%
5	52	9%

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
----------------	-----------	---------

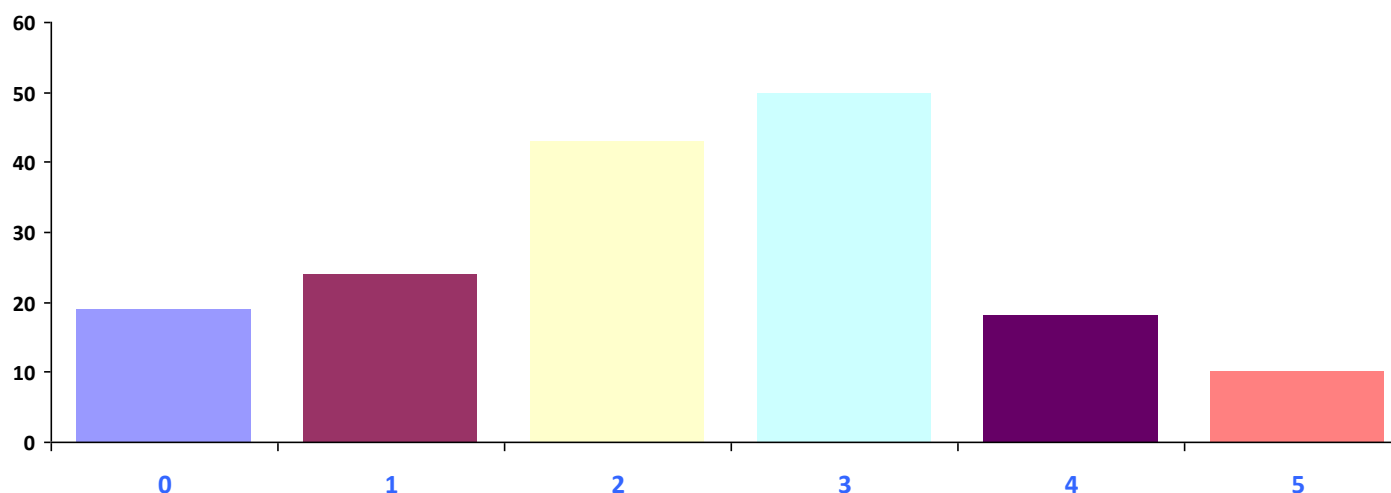
0	31	5%
1	73	12%
2	166	27%
3	210	35%
4	96	16%
5	30	5%

TOTAL: 606

THE TREASURY RECRUITMENT COMPANY

Number of Days Are You Currently Working in the Office

REGION: United Kingdom



Days in Office

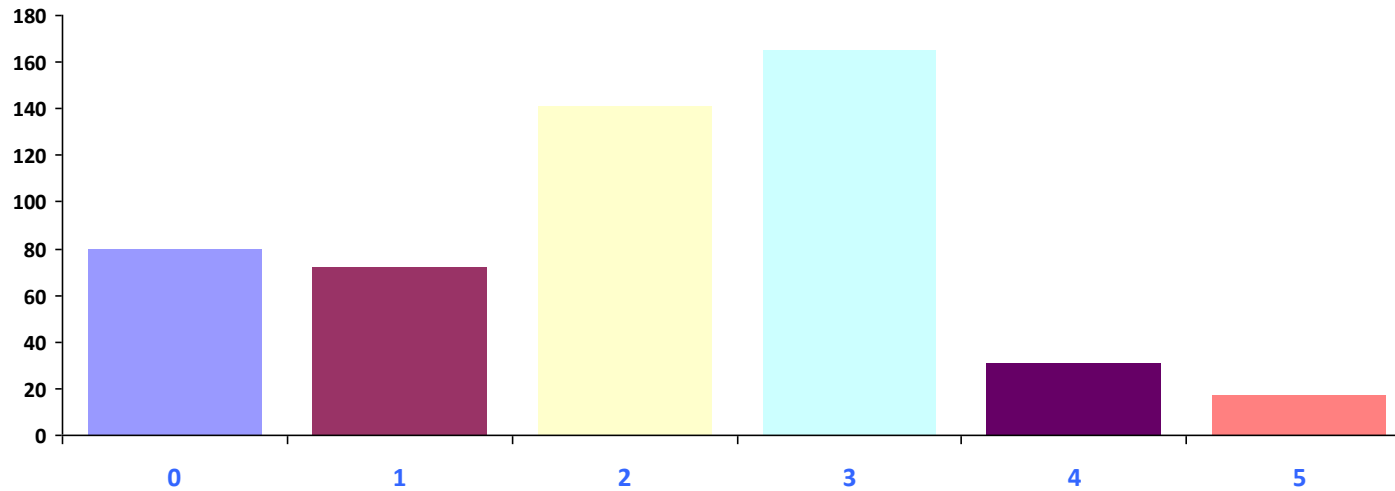
Days in Office	Responses	Percent
0	19	12%
1	24	15%
2	43	26%
3	50	30%
4	18	11%
5	10	6%

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

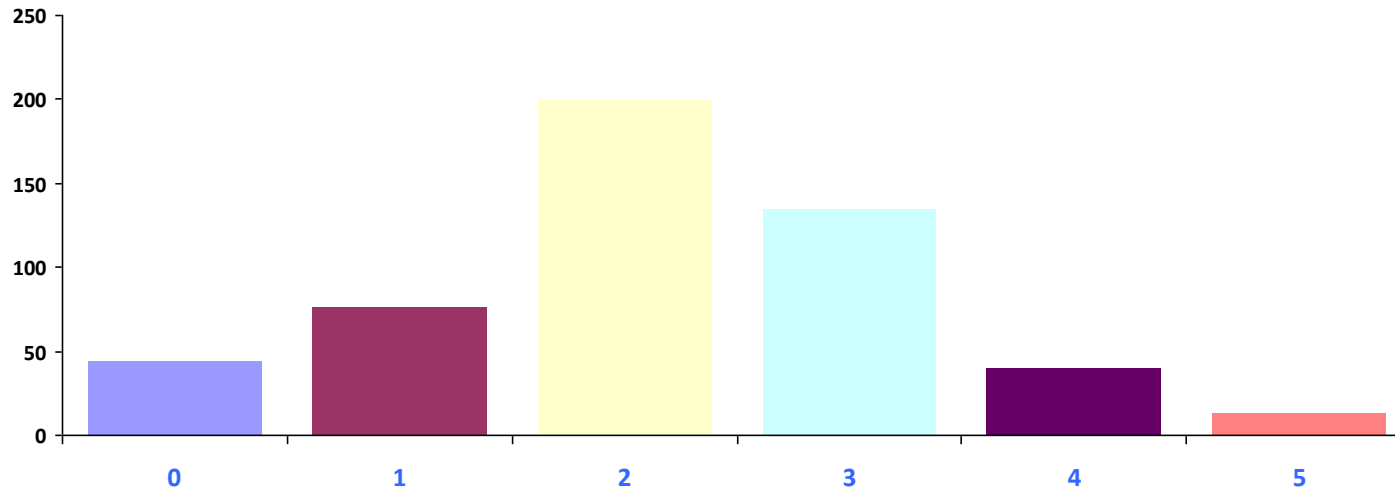
0	80	16%
1	72	14%
2	141	28%
3	165	33%
4	31	6%
5	17	3%

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
----------------	-----------	---------

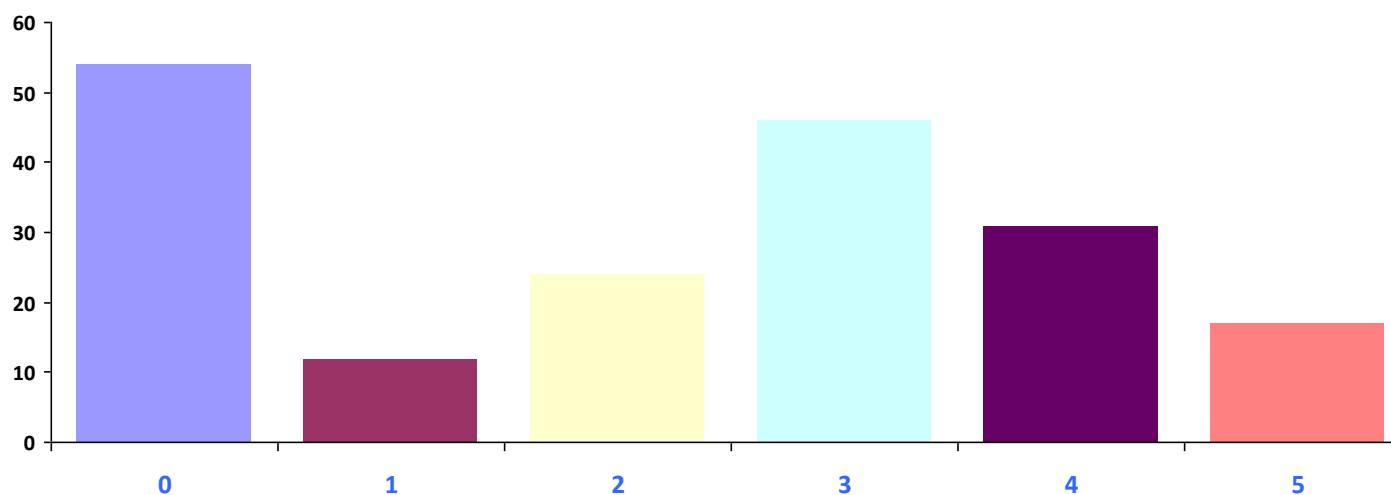
0	44	9%
1	76	15%
2	199	39%
3	135	27%
4	40	8%
5	13	3%

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

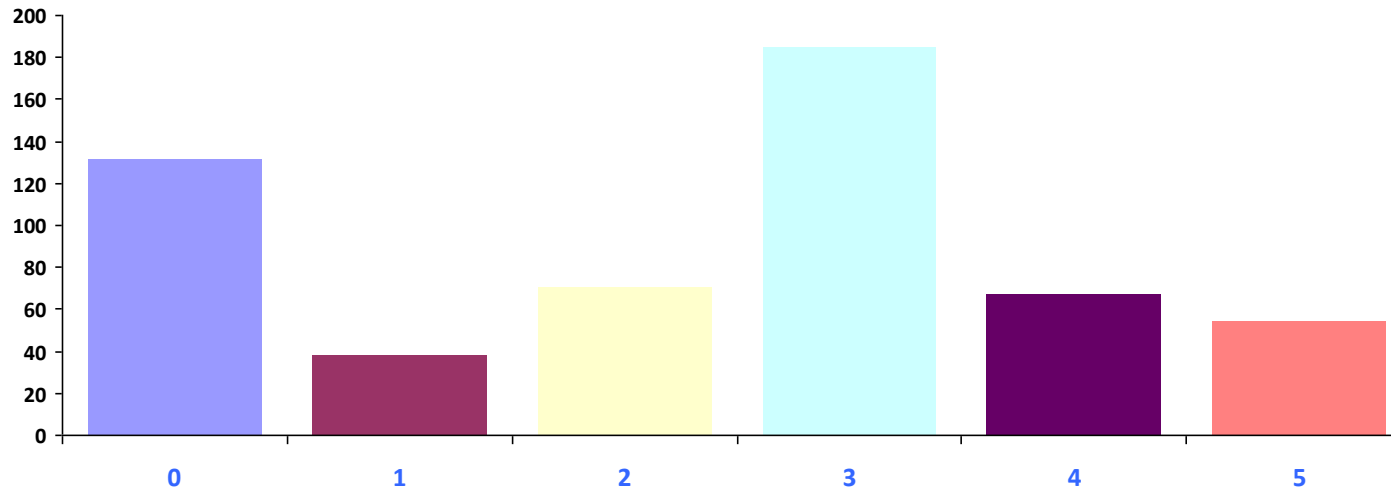
0	54	29%
1	12	7%
2	24	13%
3	46	25%
4	31	17%
5	17	9%

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
----------------	-----------	---------

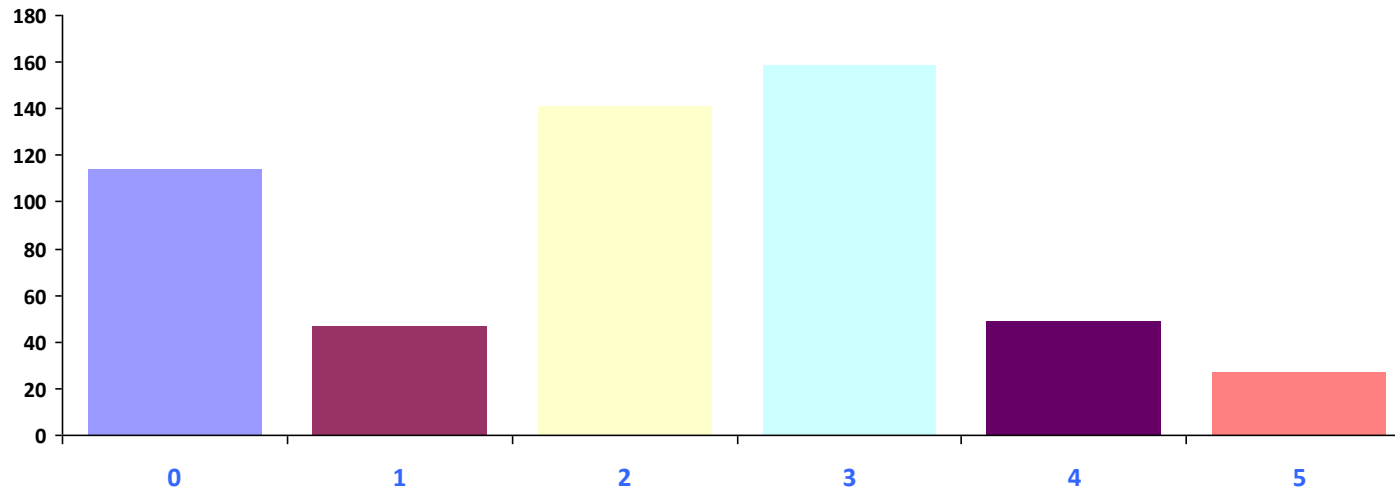
0	131	24%
1	38	7%
2	70	13%
3	185	34%
4	67	12%
5	54	10%

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

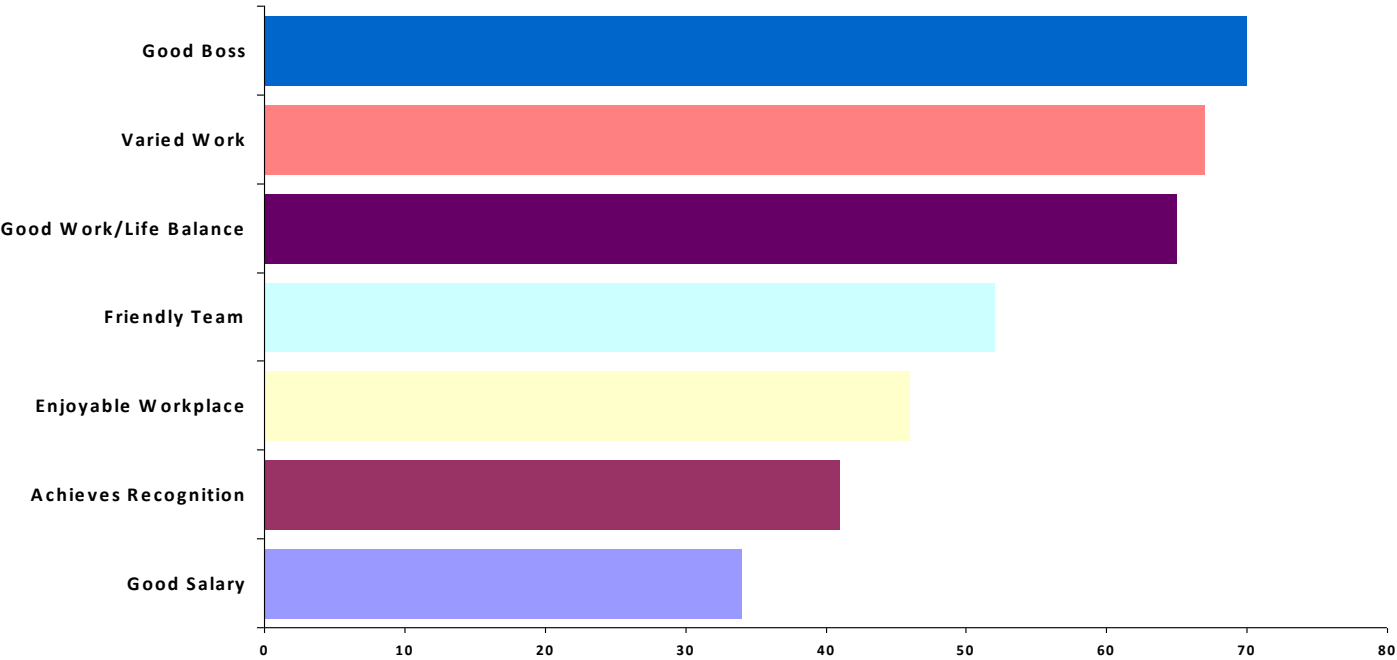
THE TREASURY RECRUITMENT COMPANY

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



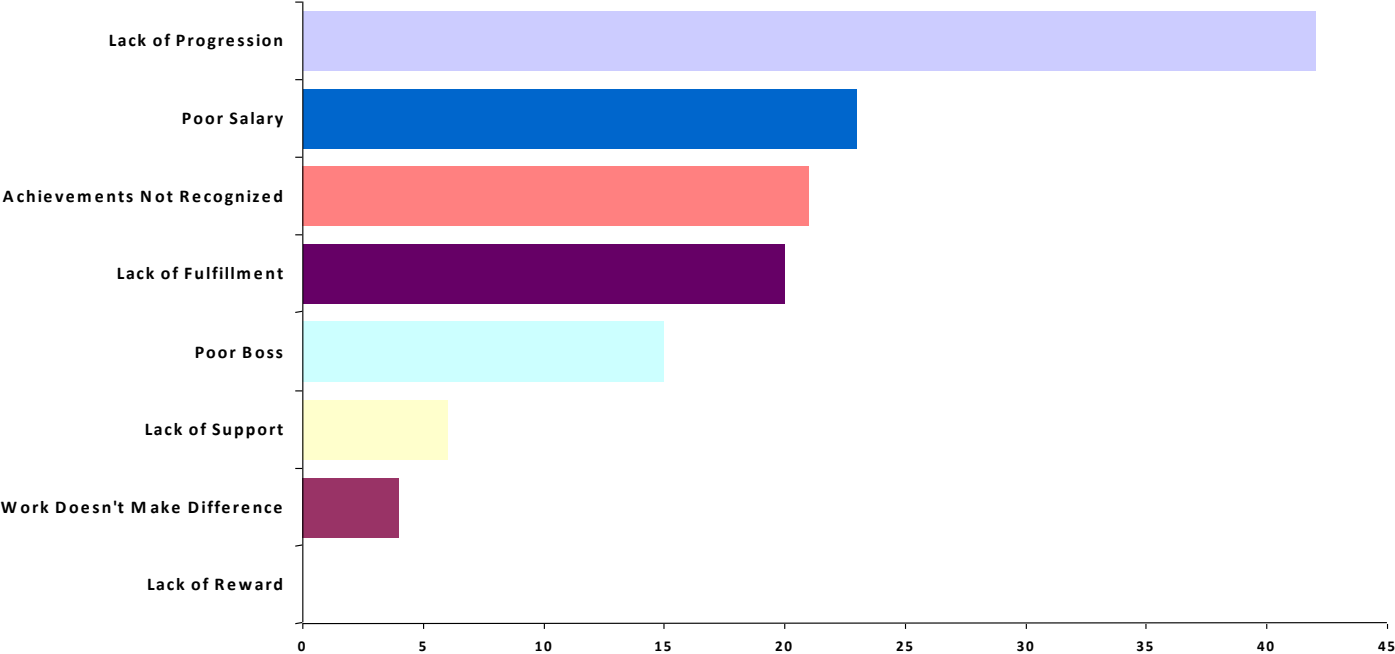
THE TREASURY RECRUITMENT COMPANY

Why are You Unhappy in Role

Europe

	Work 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



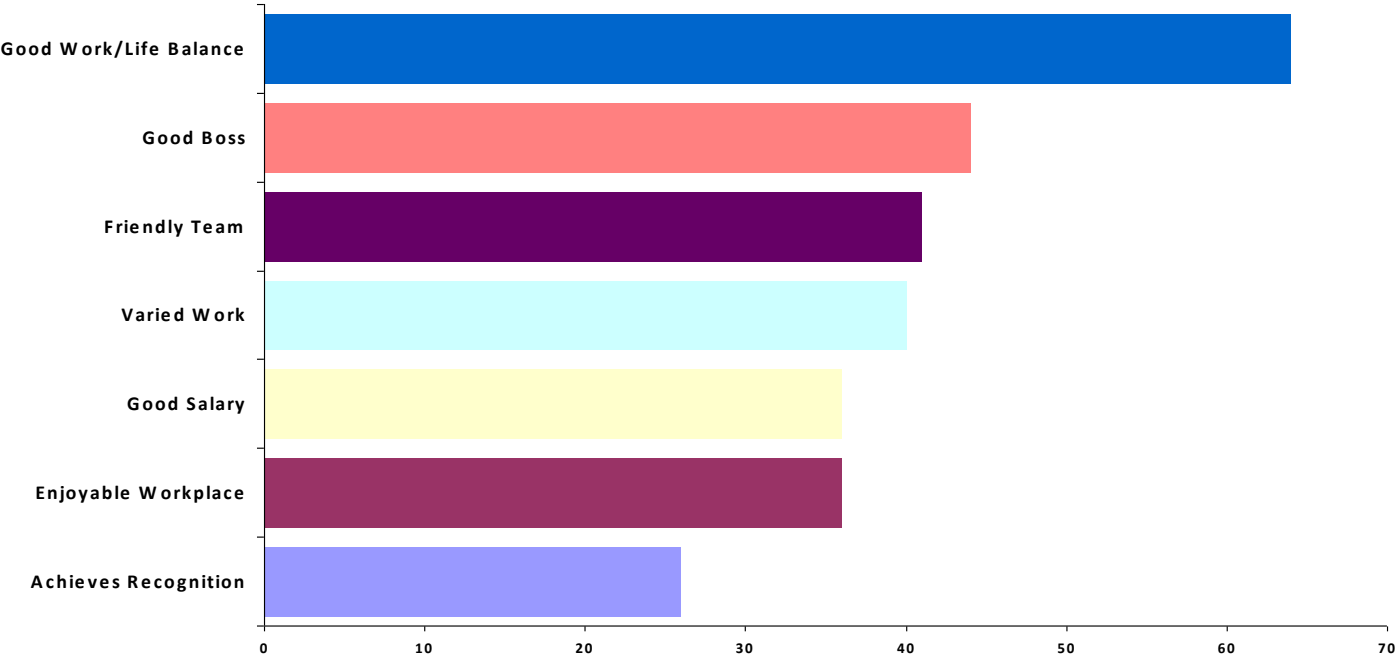
THE TREASURY RECRUITMENT COMPANY

Why are You Happy in Role

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



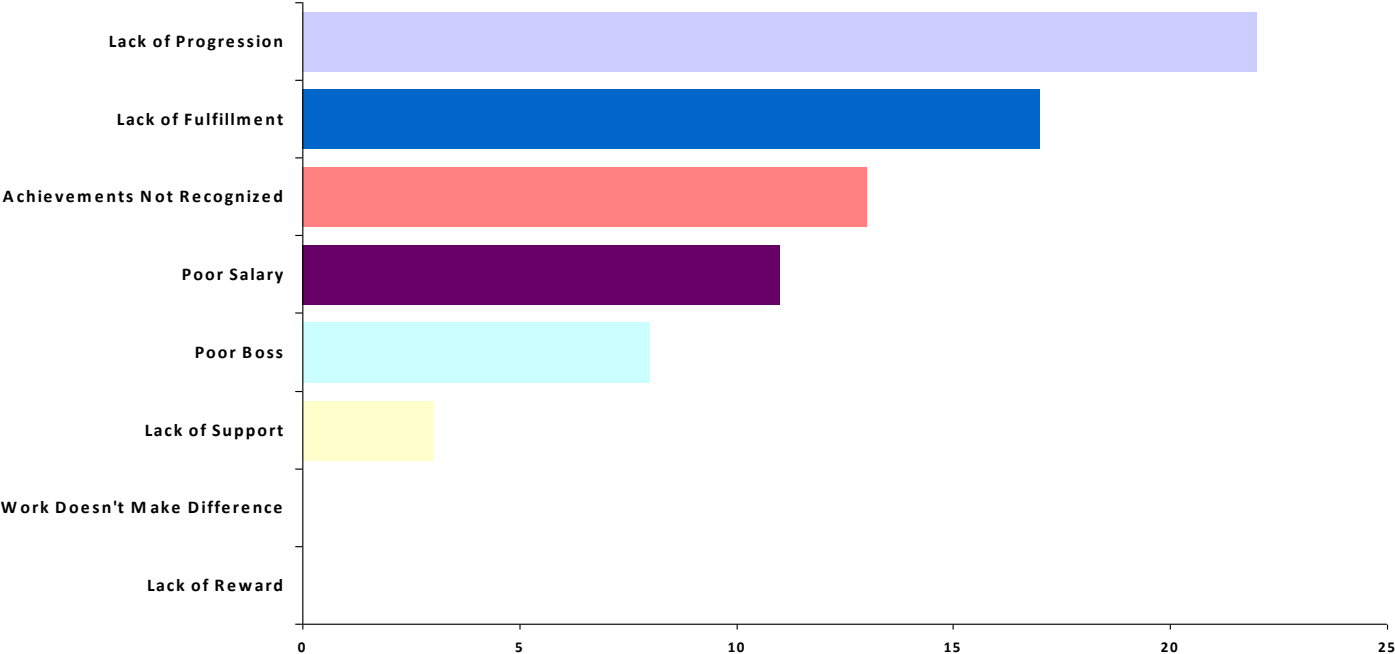
THE TREASURY RECRUITMENT COMPANY

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



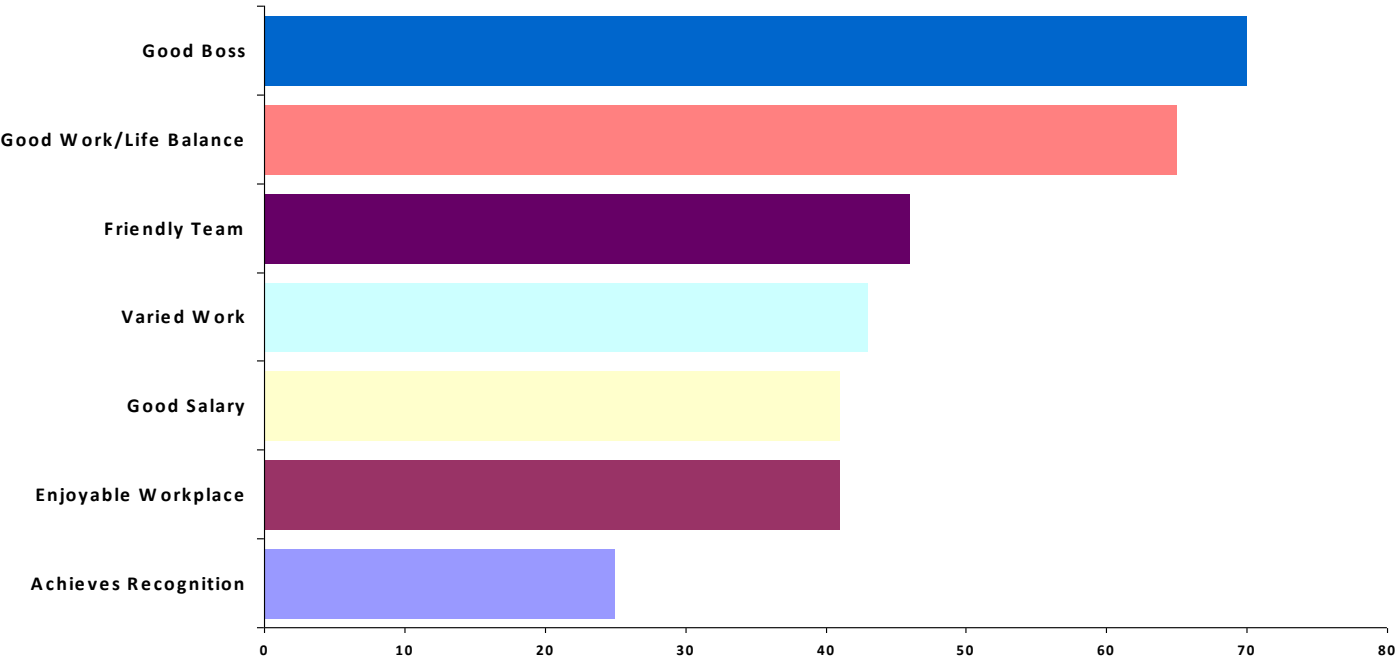
THE TREASURY RECRUITMENT COMPANY

Why are You Happy in Role

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



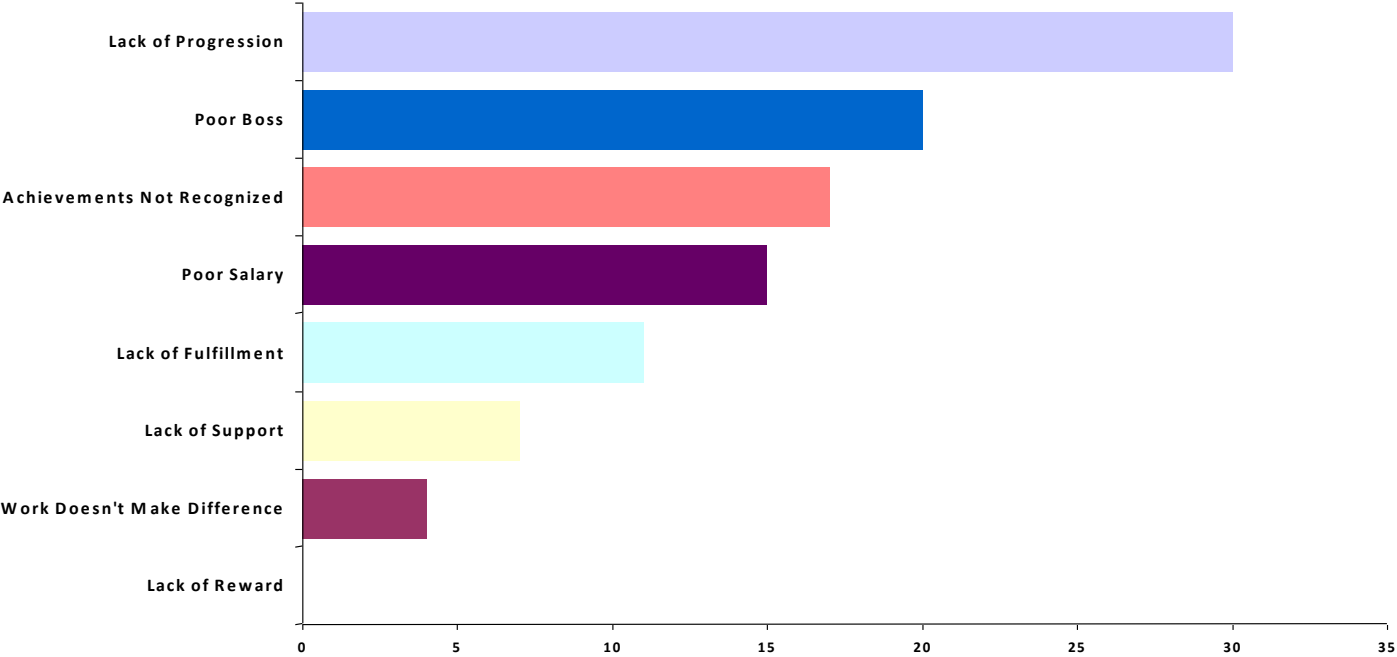
THE TREASURY RECRUITMENT COMPANY

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

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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CEO & Founder

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CONNECT TODAY



Katie Hardie

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 →