

TREASURY SALARY GUIDE

UK & EUROPE

2024 - 2025

harveyJOHN



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FOREWORD

The past 12 months have been turbulent with significant geopolitical shifts, transforming and impacting global financial markets and placing continual demands on Treasurers and their teams.

As employers consider the lingering impacts of the pandemic in 2020, coupled with the more recent influences of Brexit, the war in Eastern Europe and the Middle East, and the technical recession we witnessed at the back end of 2023, it's safe to say the economic landscape has been anything but stable. Macroeconomic trends and geopolitical issues have disrupted financial markets and global supply chains, fuelling inflation and interest rate hikes and affecting cash flow and liquidity, all of which have emphasised the importance of maintaining effective treasury and risk management.

Navigating the financial implications of these events has accelerated the adoption of technology and the transformation of treasury functions across the UK and Europe, requiring treasurers to adapt quickly and manage broader risks more diligently, with cash flow forecasting procedures, working capital optimisation, real-time liquidity management, and reporting activities all being top priorities for treasurers and their teams over the next 12 to 24 months.

This has resulted in a growing need for treasury professionals who not only possess traditional treasury skills but who are also adept in these developing areas, with a particular focus on technology, macroeconomic intelligence, and strategic planning. These evolving priorities reflect the critical role treasury functions play in meeting contemporary business challenges.

As for levels of remuneration, expectations of Treasury departments and specific responsibilities differ widely, influencing the scale and structure of the team required. Consequently, salary ranges across all grades and levels are diverse, shaped by factors such as industry, employer, location, experience, and qualifications. While we have observed notable caution and cost-cutting throughout 2024, our survey revealed that overall levels of remuneration within Treasury were viewed positively, with over **40%** of respondents reporting salary increases between **6%** and **25%** in the past 12 months. Beyond competitive salaries, many candidates now seek increased flexibility, with a notable interest in benefits that enhance work-life balance.

A marked trend in recent years is the increasing demand for ACT qualifications, with more treasurers pursuing and obtaining these credentials. We've observed a growing preference for candidates who either hold an ACT qualification or are actively working towards one. While traditional degrees remain important—held by 84% of treasurers in the UK and Europe—only 9% possess an AMCT qualification. In areas where industry-specific qualifications are less common, an ACT credential boosts a candidate's profile, highlighting the growing emphasis on accredited certifications.

So how has all of this affected the Treasury job market? Following a period of investment and growth coming out of the pandemic during 2021, 2022, and early 2023, which resulted in increased job opportunities, significant candidate movement, and inflation of salaries, the further downturn in the economy and increased caution over the past year or so have resulted in cost cutting within businesses of all shapes and sizes, and this had a negative impact on levels of recruitment.

Many treasurers are actively seeking to expand their teams with key talent. However, they face significant challenges such as company-wide hiring freezes and the preference for direct recruitment, often leading to prolonged vacancies and missed opportunities to onboard new talent. It has also meant that the salary increases that were previously expected have not been as achievable, and this has again made it more difficult for hiring managers to recruit suitably qualified individuals. There are, however, signs that confidence is slowly returning, and this will hopefully result in a notable improvement in Treasury job opportunities coming to the market over the coming 12 months and beyond.

With the ever-expanding role of treasurers and their teams, which have become essential for navigating global economic complexities and ensuring financial stability amidst uncertainty, their elevated strategic prominence across the business world ensures that there will continue to be exciting and rewarding opportunities for treasury professionals at all stages of their careers.

This report draws upon data from over 800 treasury professionals, presenting comprehensive salary ranges across diverse disciplines throughout the UK & Europe. Additionally, it sheds light on the benefits and limitations inherent in the treasury sector. Of particular note is the influence of the remote working paradigm on salaries, with individuals residing in areas that traditionally offer lower compensation receiving salaries comparable to those of their counterparts in London.



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COMMERCE & INDUSTRY

UK

Treasury teams have become pivotal in shaping corporate strategy, diversifying revenue streams, embracing digitalisation, driving sustainability, and reconfiguring global supply chains.

The evolving global business landscape, characterised by digital innovation and shifting economic dynamics, has elevated the strategic role of treasurers, expanding beyond traditional cash and risk management to address complex challenges such as interest rate volatility, emerging risks, and compliance protocols, along with finding ways to finance ambitious transformation projects and implement ESG initiatives.

As corporate treasury's responsibilities grow, so does the demand for professionals with diverse expertise. This competition for talent underscores treasury's expanding corporate influence. **64%** of corporate treasurers across the UK and Europe have received salary increases of between **5%** and **30%**. The technology and energy sectors lead in job activity and salary uplifts, reflecting responses to energy price fluctuations and technological transformation needs. These sectors also report some of the highest employee satisfaction, flexibility, and diversity.

HIGHLIGHTS

- 11.1% pay gap at junior level in favour of women
- 75.54% of corporate treasurers leave within five years, making corporate treasury the sector with the lowest staff retention rate.
- 34.24% of respondents would like to see a 4 day work week

FTSE 1-50

GRADE	LONDON & SOUTH EAST	AVG	BONUS	MODAL BONUS
GROUP TREASURER	200,000 - 400,000	248,416	0-100%+	31-40%
REGIONAL TREASURER	120,000 - 200,000	155,000	0-100%	21-30%
DEPUTY / ASSISTANT TREASURER	120,000 - 240,000	132,000	0-100%	21-30%
TREASURY CONTROLLER	100,000 - 150,000	126,000	0-40%	11-15%
TREASURY MANAGER	65,000 - 140,000	88,687	0-75%	21-30%
TREASURY ACCOUNTANT	65,000 - 110,000	87,500	0-30%	6-10%
TREASURY ANALYST (FO)	45,000 - 80,000	53,250	0-30%	6-10%
TREASURY ANALYST (BO)	40,000 - 70,000	50,000	0-30%	6-10%

GRADE	REGIONS	AVG	BONUS	MODAL BONUS
GROUP TREASURER	150,000 - 250,000	162,400	0-100%+	31-40%
REGIONAL TREASURER	80,000 - 140,000	110,750	0-100%	21-30%
DEPUTY / ASSISTANT TREASURER	90,000 - 180,000	117,956	0-100%	21-30%
TREASURY CONTROLLER	70,000 - 105,000	89,500	0-40%	11-15%
TREASURY MANAGER	55,000 - 100,000	78,500	0-75%	21-30%
TREASURY ACCOUNTANT	50,000 - 80,000	65,000	0-30%	6-10%
TREASURY ANALYST (FO)	40,000 - 65,000	52,500	0-30%	6-10%
TREASURY ANALYST (BO)	35,000 - 60,000	47,525	0-30%	6-10%

FTSE 51-100

GRADE	LONDON & SOUTH EAST	AVG	BONUS	MODAL BONUS
GROUP TREASURER	150,000 - 300,000	183,800	0-100%+	21-30%
REGIONAL TREASURER	100,000 - 180,000	143,333	0-75%	21-30%
DEPUTY / ASSISTANT TREASURER	100,000 - 200,000	146,500	0-75%	21-30%
TREASURY CONTROLLER	80,000 - 120,000	105,500	0-40%	6-10%
TREASURY MANAGER	60,000 - 120,000	75,675	0-50%	16-20%
TREASURY ACCOUNTANT	60,000 - 100,000	81,500	0-30%	1-5%
TREASURY ANALYST (FO)	40,000 - 70,000	50,000	0-30%	6-10%
TREASURY ANALYST (BO)	35,000 - 65,000	46,000	0-30%	1-5%

GRADE	REGIONS	AVG	BONUS	MODAL BONUS
GROUP TREASURER	125,000 - 200,000	162,500	0-100%+	21-30%
REGIONAL TREASURER	70,000 - 130,000	100,000	0-75%	21-30%
DEPUTY / ASSISTANT TREASURER	70,000 - 140,000	105,000	0-75%	21-30%
TREASURY CONTROLLER	60,000 - 90,000	75,250	0-40%	6-10%
TREASURY MANAGER	50,000 - 90,000	70,650	0-50%	16-20%
TREASURY ACCOUNTANT	45,000 - 70,000	57,500	0-30%	1-5%
TREASURY ANALYST (FO)	37,500 - 60,000	48,750	0-30%	6-10%
TREASURY ANALYST (BO)	30,000 - 55,000	37,500	0-30%	1-5%

Salaries are presented using the most common 'low' through to the most common 'high' from our market research
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COMMERCE & INDUSTRY

UK

OTHER COMPANIES

GRADE	LONDON & SOUTH EAST	AVG	BONUS	MODAL BONUS
GROUP TREASURER	100,000 - 250,000	136,027	0-100%+	16-20%
REGIONAL TREASURER	80,000 - 160,000	106,216	0-75%	11-15%
DEPUTY / ASSISTANT TREASURER	80,000 - 160,000	101,843	0-75%	11-15%
TREASURY CONTROLLER	70,000 - 100,000	85,050	0-30%	6-10%
TREASURY MANAGER	50,000 - 100,000	75,650	0-50%	6-10%
TREASURY ACCOUNTANT	55,000 - 90,000	72,500	0-25%	1-5%
TREASURY ANALYST (FO)	35,000 - 65,000	50,501	0-25%	6-10%
TREASURY ANALYST (BO)	28,000 - 60,000	44,250	0-25%	1-5%

GRADE	REGIONS	AVG	BONUS	MODAL BONUS
GROUP TREASURER	80,000 - 180,000	130,850	0-100%+	16-20%
REGIONAL TREASURER	60,000 - 120,000	90,000	0-75%	11-15%
DEPUTY / ASSISTANT TREASURER	60,000 - 120,000	95,000	0-75%	6-10%
TREASURY CONTROLLER	55,000 - 80,000	67,500	0-30%	6-10%
TREASURY MANAGER	45,000 - 90,000	67,250	0-50%	6-10%
TREASURY ACCOUNTANT	40,000 - 65,000	52,500	0-25%	1-5%
TREASURY ANALYST (FO)	35,000 - 60,000	47,500	0-25%	6-10%
TREASURY ANALYST (BO)	25,000 - 55,000	40,050	0-25%	1-5%

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Globalisation has driven Treasury functions to seek integrated, tech-driven solutions across operations. However, the past 12 months have seen significant economic turbulence that has influenced business operations, as sharp rises in interest rates have resulted in slower economic activity. This growing complexity on an operational and economic level has increased the need for effective and robust risk management solutions, provided by a leaner but more effective treasury team. Where restructuring has taken place, the specialised nature of treasury makes recruitment complex, with each organisation requiring tailored skill sets for managing cash, liquidity, risk, and regulatory compliance.

HIGHLIGHTS

- THE MINING AND MATERIALS SECTORS REPORT THE HIGHEST EMPLOYEE SATISFACTION (87.5%) BUT THE LOWEST FLEXIBILITY (75%)
- 59% OF CORPORATE TREASURERS IDENTIFY AS WHITE, WHILE ONLY 4.3% IDENTIFY AS BLACK, AFRICAN, CARIBBEAN, OR BLACK BRITISH.
- MEN AT THE HEAD OF TREASURY LEVEL EARN 33.13% MORE THAN THEIR FEMALE COUNTERPARTS.
- ONLY 11% OF CORPORATE TREASURERS HOLD AN AMCT. OF SENIOR TREASURERS, 42% HAVE AN ACT QUALIFICATION, 25% AN AMCT, AND LESS THAN 10% AN MCT.

54%

OF CORPORATE TREASURERS SECURED THEIR ROLE THROUGH A RECRUITER

77%

OF CORPORATE TREASURERS WHO RECEIVED A PAY RISE TIED TO A PROMOTION WERE MEN

13.33%

OF SENIOR TREASURY ROLES ARE HELD BY WOMEN

22.22%

OF CORPORATE TREASURY PROFESSIONALS ARE ACT-QUALIFIED.



NON-BANKING FINANCIAL SERVICES

UK

Rising inflation and interest rates have heightened the need for expertise in capital and liquidity management, risk, and compliance.

The non-banking financial services (NBFS) sector faces ongoing risk exposure from market volatility and economic uncertainty and has recently undergone major changes due to technological advances, shifting regulations, and customer needs, all of which are impacting treasury recruitment in the sector. Treasury functions are critical in managing risk, cash flow, capital and liquidity, especially during economic turbulence.

Despite challenges, NBFS sub-sectors such as insurance and asset management have offered consistent career opportunities due to diverse market exposures. Softened investor sentiment in the UK has created financial constraints impacting recruitment, but demand remains high for specialised skills in liquidity, capital management, governance and risk management, with firms having to strategically attract and retain talent amid growing complexity. Our survey shows the financial sector provides strong career stability, with a **28%** retention rate of 5 years or more in NBFS and **30%** in banking. Additionally, NBFS leads in UK workplace diversity, with **37%** of treasurers identifying as non-white British.

HIGHLIGHTS

- Only **8%** of banking treasury professionals hold an ACT qualification, **22%** are ACCA (or equiv.) qualified and **5%** have a CFA
- **59%** of treasurers in this sector secured a pay rise in the last 12 months.

GRADE	LONDON & SOUTH EAST	AVG	BONUS	MODAL BONUS
GROUP TREASURER	125,000 - 375,000	252,000	0-100%+	31-40%
REGIONAL TREASURER	80,000 - 230,000	155,000	0-100%+	16-20%
DEPUTY / ASSISTANT TREASURER	80,000 - 200,00	140,750	0-100%	16-20%
TREASURY CONTROLLER	70,000 - 150,000	110,500	0-75%	11-15%
TREASURY MANAGER	50,000 - 170,000	110,000	0-100%	6-10%
TREASURY ACCOUNTANT	55,000 - 110,000	82,500	0-50%	1-5%
TREASURY ANALYST (FO)	35,000 - 140,000	87,500	0-75%	6-10%
TREASURY ANALYST (BO)	30,000 - 75,000	52,525	0-50%	1-5%

GRADE	REGIONS	AVG	BONUS	MODAL BONUS
GROUP TREASURER	100,000 - 200,000	130,500	0-100%+	31-40%
REGIONAL TREASURER	60,000 - 180,000	120,025	0-100%+	16-20%
DEPUTY / ASSISTANT TREASURER	60,000 - 140,000	97,500	0-100%	16-20%
TREASURY CONTROLLER	55,000 - 105,000	65,000	0-75%	11-15%
TREASURY MANAGER	45,000 - 120,000	55,500	0-100%	6-10%
TREASURY ACCOUNTANT	40,000 - 80,000	56,250	0-50%	1-5%
TREASURY ANALYST (FO)	35,000 - 100,000	47,050	0-75%	6-10%
TREASURY ANALYST (BO)	25,000 - 55,000	32,483	0-50%	1-5%

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BANKING

UK

The banking sector is undergoing significant upheaval, reshaping its recruitment landscape. The need for specialised skills amid a backdrop of job cuts and evolving financial and economic challenges presents both opportunities and obstacles for recruitment in the industry.

Rising interest rates, quantitative tightening, pandemic policies, supply chain issues, ESG initiatives, and geopolitical conflicts have created a turbulent financial environment. These factors have intensified global cost pressures, prompting banks to implement stricter monetary policies and increasing the demand for expertise in compliance and risk management. Treasurers must adapt to manage increased volatility and emerging risks, with central banks playing a key role in stabilising the economy. As banks navigate the challenge of optimising their workforce amid cost-cutting and a complex financial landscape, recruitment strategies are becoming more selective, leading to delays in filling key positions.

HIGHLIGHTS

- MEN CONSTITUTE **84.64%** OF SENIOR ROLES IN BANKING AND FINANCIAL SERVICES TREASURY MANAGEMENT.
- **38.78%** OF BANKING TREASURY PROFESSIONALS PRIORITISE A 4-DAY WORK WEEK AS THEIR MOST DESIRED BENEFIT.
- **39%** OF TREASURERS IN BANKING SECURED THEIR ROLE INDEPENDENTLY
- MEN IN SENIOR TREASURY ROLES EARN, ON AVERAGE, **19.13%** MORE THAN THEIR FEMALE COUNTERPARTS.

TOP-TIER INVESTMENT BANK

GRADE	LONDON & SOUTH EAST	AVG	BONUS	MODAL BONUS
MANAGING DIRECTOR	200,000 - 500,000	350,375	0-100%+	41-50%
DIRECTOR	140,000 - 350,000	245,075	0-100%+	31-40%
ASSOCIATE DIRECTOR / SVP	100,000 - 180,000	140,200	0-100%	16-20%
SENIOR MANAGER / VP	80,000 - 160,000	123,111	0-75%	16-20%
MANAGER / AVP	55,000 - 110,000	82,500	0-50%	11-15%
ASSOCIATE	35,000 - 80,000	57,500	0-50%	6-10%

MID-TIER INVESTMENT BANK

GRADE	LONDON & SOUTH EAST	AVG	BONUS	MODAL BONUS
MANAGING DIRECTOR	160,000 - 400,000	280,000	0-100%+	31-40%
DIRECTOR	120,000 - 300,000	210,000	0-100%+	31-40%
ASSOCIATE DIRECTOR / SVP	90,000 - 165,000	127,500	0-100%	21-30%
SENIOR MANAGER / VP	75,000 - 150,000	112,500	0-75%	16-20%
MANAGER / AVP	55,000 - 110,000	82,500	0-50%	11-15%
ASSOCIATE	35,000 - 80,000	57,500	0-50%	6-10%

RETAILER & CHALLENGER BANKS

GRADE	LONDON & SOUTH EAST	AVG	BONUS	MODAL BONUS
MANAGING DIRECTOR	120,000 - 300,000	210,000	0-100%+	21-30%
DIRECTOR	100,000 - 250,000	175,025	0-100%	16-20%
ASSOCIATE DIRECTOR / SVP	80,000 - 150,000	115,000	0-75%	16-20%
SENIOR MANAGER / VP	70,000 - 140,000	105,250	0-50%	6-10%
MANAGER / AVP	50,000 - 100,000	75,117	0-40%	1-5%
ASSOCIATE	30,000 - 70,000	50,250	0-30%	1-5%

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PRACTICE & CONSULTANCY

UK

The evolving economic environment, coupled with concerns over career opportunities, work-life balance, and technological advancements, has led many treasurers to embrace consultancy as a pathway that provides both professional fulfilment and an increased level of personal autonomy.

The rise of "Treasury as a Service" (TaaS) highlights the growing trend of outsourcing specialised financial functions to boost efficiency and adaptability. This model allows businesses to access expert treasury services and advanced technology without maintaining an in-house team, offering flexible, cost-effective solutions to manage complex financial operations. As organisations seek these benefits, the demand for consulting firms providing tailored Treasury services has surged. Specialising in operational advancements and tech-driven solutions within a consultancy framework provides treasurers with the opportunity to stay at the forefront of industry changes and become SMEs in their chosen field, resulting in their having the ability to demand high remuneration for their expert services.

The current Treasury recruitment landscape reflects a broader trend towards consulting and freelance work as viable career options. In recent years, there has been a notable increase in the demand for consultative services, particularly during periods of economic instability. As markets fluctuate and traditional career paths become less predictable, many treasurers are finding that consultancy offers a viable alternative to the conventional corporate trajectory. This shift is driven by a combination of factors, including more limited progression opportunities and the desire for greater control over their professional lives. Free-lance consulting offers treasurers the chance to leverage their expertise flexibly, creating customised solutions for diverse clients while managing their own schedules.

GRADE	LONDON & SOUTH EAST	AVG	BONUS	MODAL BONUS
PARTNER	140,000 - 300,000	220,250	0-100%+	31-40%
DIRECTOR	80,000 - 200,000	142,025	0-75%	11-15%
SENIOR MANAGER	70,000 - 140,000	105,409	0-50%	6-10%
MANAGER	55,000 - 100,000	77,500	0-30%	6-10%
ASSISTANT MANAGER	45,000 - 80,000	62,500	0-20%	1-5%
ANALYST / ASSOCIATE	35,000 - 70,000	52,525	0-10%	0%

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EUROPE

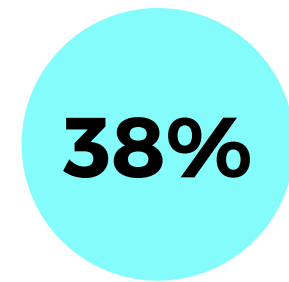
Treasury recruitment in Europe is rapidly evolving due to shifting market conditions and regulatory changes, particularly post-Brexit. Treasury operations are increasingly relocating from London to other parts of Europe. The emphasis is now on candidates with cross-border experience, international cash management, and digital skills.

While European Treasury teams are expanding, the UK market is primarily focused on role replacements rather than growth. Ireland has emerged as a key financial hub within the EU, attracting businesses with its strategic location and favourable regulations, leading to significant growth in corporate treasury, banking, insurance, and fintech sectors. Meanwhile, the EU's Capital Markets Union (CMU) is enhancing market integration and supporting non-bank financial sector growth across the region.

BENELUX

GRADE	CORPORATE	AVG	BONUS	MODAL BONUS
GROUP TREASURER	100,000 - 300,000	202,350	0-100%+	16-20%
REGIONAL TREASURER	80,000 - 240,000	160,000	0-75%	21-30%
DEPUTY / ASSISTANT TREASURER	75,000 - 180,000	127,500	0-75%	11-15%
TREASURY CONTROLLER	70,000 - 140,000	105,750	0-40%	1-5%
TREASURY MANAGER	60,000 - 150,000	105,025	0-50%	11-15%
TREASURY ACCOUNTANT	45,000 - 90,000	67,525	0-30%	1-5%
TREASURY ANALYST (FO)	37,500 - 100,000	60,000	0-30%	1-5%
TREASURY ANALYST (BO)	35,000 - 85,000	58,750	0-30%	1-5%

GRADE	BANKING	AVG	BONUS	MODAL BONUS
MANAGING DIRECTOR	150,000 - 450,000	303,500	0-100%+	31-40%
DIRECTOR	120,000 - 300,000	201,500	0-100%	31-40%
ASSOCIATE DIRECTOR / SVP	90,000 - 180,000	105,000	0-75%	21-30%
SENIOR MANAGER / VP	70,000 - 160,000	95,000	0-75%	16-20%
MANAGER / AVP	55,000 - 120,000	87,500	0-50%	11-15%
ANALYST / ASSOCIATE	40,000 - 80,000	66,000	0-40%	6-10%



38% of European treasurers desire a 4-day work-week



Banking has the highest workforce diversity across Europe.



14% pay gap between corporate and NBFS treasurers across Europe in favour of men

DACH

In Europe, 41% of those who received a pay rise in the past year were front- and back-office treasury analysts, with the corporate treasury sector leading the way in salary increases. Our survey indicates that corporate treasury also enjoys the highest job satisfaction rates, while banking excels in employee retention, aligning with the UK's top retention rates in the sector.

GRADE	CORPORATE	AVG	BONUS	MODAL BONUS
GROUP TREASURER	100,000 - 500,000	252,118	0-100%+	21-30%
REGIONAL TREASURER	100,000 - 300,000	192,000	0-100%+	41-50%
DEPUTY / ASSISTANT TREASURER	70,000 - 210,000	135,500	0-75%	11-15%
TREASURY CONTROLLER	65,000 - 180,000	122,500	0-50%	6-10%
TREASURY MANAGER	50,000 - 200,000	97,538	0-75%	11-15%
TREASURY ACCOUNTANT	40,000 - 120,000	87,375	0-50%	6-10%
TREASURY ANALYST (FO)	35,000 - 135,000	47,500	0-30%	6-10%
TREASURY ANALYST (BO)	35,000 - 85,000	41,500	0-30%	1-5%

GRADE	BANKING	AVG	BONUS	MODAL BONUS
MANAGING DIRECTOR	140,000 - 500,000	320,750	0-100%+	31-40%
DIRECTOR	110,000 - 350,000	160,000	0-100%+	31-40%
ASSOCIATE DIRECTOR / SVP	90,000 - 200,000	147,000	0-100%	21-30%
SENIOR MANAGER / VP	70,000 - 180,000	123,500	0-75%	16-20%
MANAGER / AVP	50,000 - 140,000	95,000	0-50%	11-15%
ANALYST / ASSOCIATE	35,000 - 100,000	72,000	0-50%	6-10%

In the DACH region, salary ranges are extremely varied, with Switzerland offering particularly high compensation, leading to significant disparities across the wider region. As a result, treasury managers in DACH earn between €57,000 and €188,000, among the highest in Europe.

Front office treasury analysts across Europe were most likely to receive a pay rise, with 17% of this group receiving some kind of increase during the past 12 months, followed by group treasurers with 15% receiving an increase.

The BENELUX region has the lowest employee retention rate in Europe, with 79% leaving within five years.

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EUROPE HIGHLIGHTS

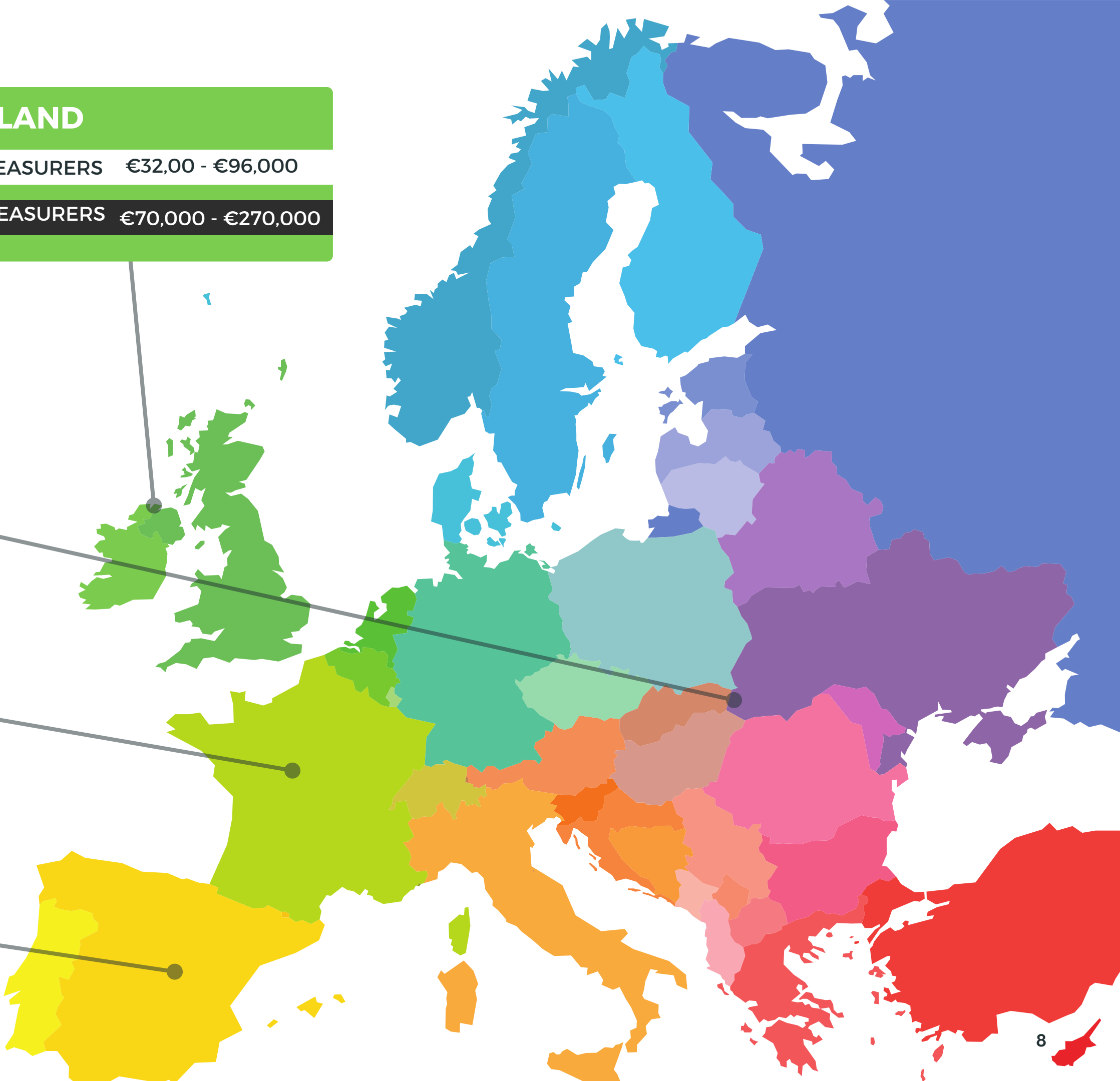
CORPORATE & BANKING

IRELAND
JR TREASURERS €32,00 - €96,000
SR TREASURERS €70,000 - €270,000

EASTERN EUROPE
JR TREASURERS €15,000 - €50,000
SR TREASURERS €40,000 - €150,000

FRANCE
JR TREASURERS €27,000 - €80,000
SR TREASURERS €60,000 - €230,000

SPAIN
JR TREASURERS €20,000 - €60,000
SR TREASURERS €50,000 - €190,000

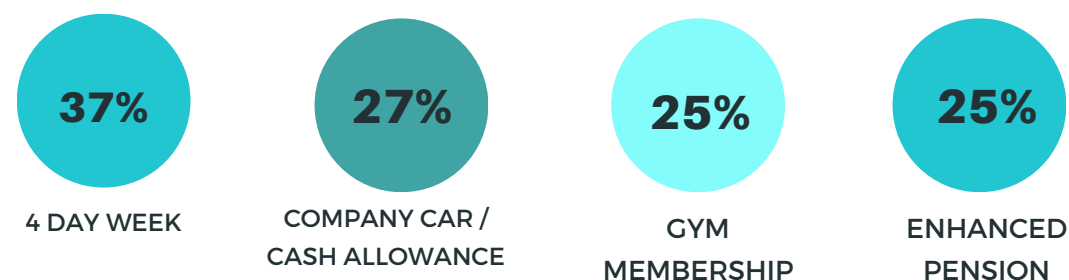


BENEFITS

Remuneration has undeniably been a key factor for candidates this year, but another significant trend in the recruitment landscape has been the rising importance of **work-life balance** and **flexibility**.

The pandemic has underscored the viability of remote work, accelerating the shift towards hybrid working models and fundamentally changing the workplace dynamic. Despite employers' attempts to encourage a return to the office, over **70%** of treasurers continue to work in a hybrid model.

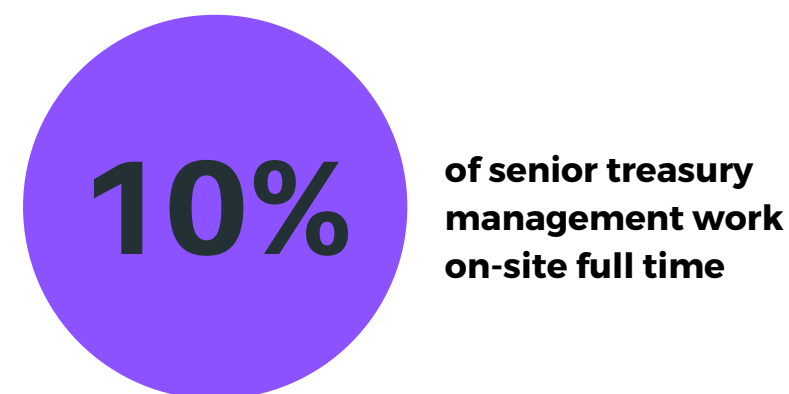
Given the proven productivity benefits of remote work and the workforce's strong preference for flexible arrangements, it's no surprise that the majority of our treasury community prioritises these benefits.



**Percentages are rounded to the nearest whole number*

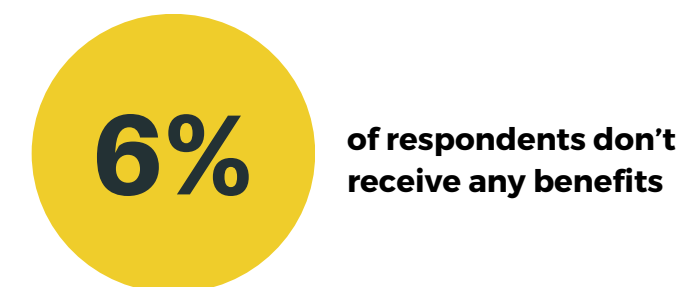
Hybrid working is no longer just a perk; it has become an expectation. It is now generally assumed that businesses will offer some form of hybrid work model.

Flexible working has revolutionised the modern work landscape, yet remote work remains rare in Treasury roles, with only **10.14%** working fully remotely. In the UK and Europe, fewer than **20%** of treasurers work onsite full-time, indicating a shift towards flexibility. However, there's a stark contrast between the flexibility afforded to junior and senior treasurers. **68%** of junior treasurers are in the office full-time, versus just **10.28%** of senior management. With the declining office presence of treasury management, will more companies embrace flexible working, or will there be a push to bring management back in line with the expectations placed on junior treasurers?



Gym memberships have become a highly valued benefit, with over a quarter of employees prioritising them. This reflects a growing focus on work-life balance and well-being, as access to fitness programmes has been shown to support personal health, productivity, and job satisfaction.

The concept of a **four-day work-week** has become increasingly desirable, with a majority of respondents expressing keen interest in this arrangement. This compressed schedule not only grants employees longer weekends but also enhances their ability to pursue personal endeavours—a crucial factor in achieving the highly sought-after work-life balance. UK trials have shown promising results, including increased revenue, improved well-being, and reduced stress. While demand for this schedule is expected to grow, its adoption may vary across industries.

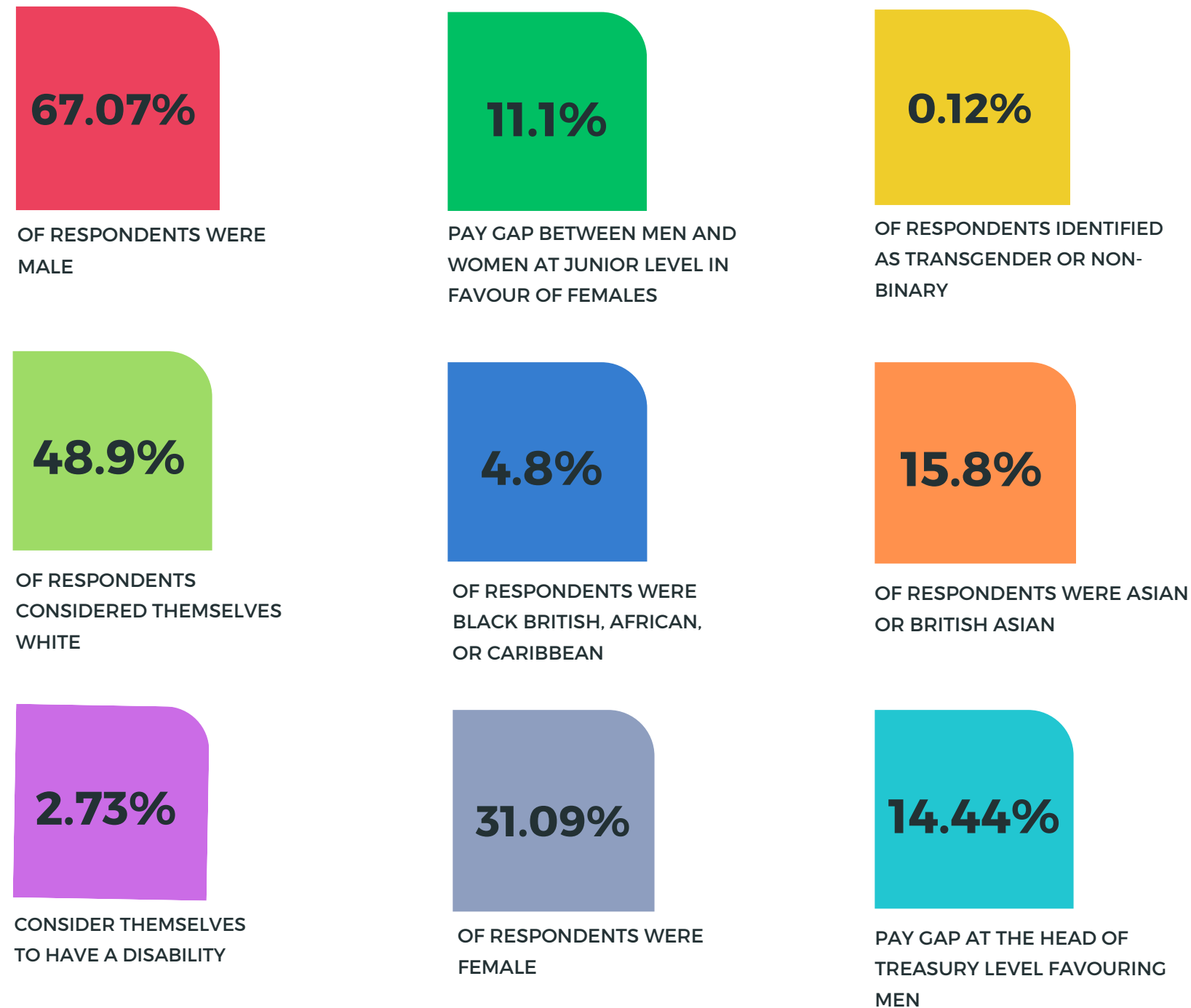


Flexibility and **work-life balance** are crucial for attracting and retaining talent, especially with the shift to hybrid models post-pandemic. Aligning benefits with these trends enhances recruitment, retention, and growth, while offering **customisable perks** tailored to employee preferences further boosts satisfaction and strengthens market position. Reallocating resources from less valued benefits, like private medical insurance, to more desired options better aligns with candidate priorities.

While both male and female respondents largely seek similar benefits, women prioritise flexible working (30%) and enhanced holiday (28%), while men favour car allowances (30%) and enhanced pension contributions (26%) among their top three desired benefits.

DIVERSITY, EQUITY & INCLUSION

The growing diversity within treasury teams marks significant progress, but there remains a pressing need to further broaden inclusivity across all dimensions, especially as treasury's strategic influence grows within organisations globally.



Gender diversity continues to be an area requiring concerted efforts, as evidenced by the fact that only **31%** of respondents identify as female within the treasury field. Of that percentage of women, only **13.33%** hold senior treasury roles. This statistic underscores the imperative for ongoing initiatives aimed at achieving more balanced gender representation and fostering an inclusive environment. While women are less represented in senior roles, the remuneration of women who do hold these positions also falls significantly below the level of their male counterparts.

Ethnic diversity within treasury remains a challenge across the UK and Europe, with a significant majority—**49%**—identifying as white. This stark demographic highlights the industry's need to enhance inclusivity and broaden representation among diverse ethnic backgrounds.

Similarly, **disability representation** is notably low, with just **2.73%** of treasury professionals identifying as living with a disability. Addressing this disparity requires proactive measures to ensure that individuals with disabilities have equal opportunities to thrive within the treasury sector.

Enhancing diversity across these dimensions—gender, ethnicity, and disability—is not just a matter of social justice but also a strategic imperative for organisations. Diverse teams bring a range of perspectives, experiences, and insights that drive innovation, creativity, and effective decision-making. By fostering an inclusive workplace culture and actively recruiting and supporting diverse talent, organisations can strengthen their resilience, adaptability, and competitiveness in a globalised and rapidly changing business environment.

The **Mining & Materials, Manufacturing & Transportation, and Utilities** industries lead the way in job satisfaction while simultaneously boasting the highest levels of workforce diversity. This keenly demonstrates the significant role that diversity plays in fostering team cohesion and enhancing overall job satisfaction and performance.

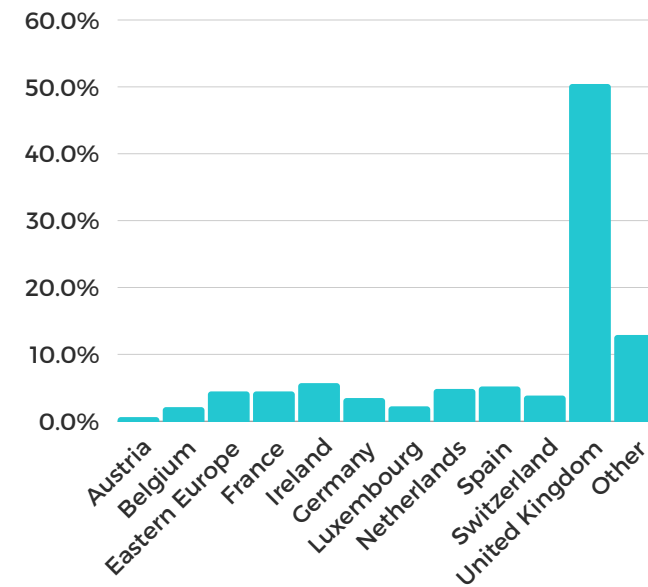


RESPONDENT PROFILE

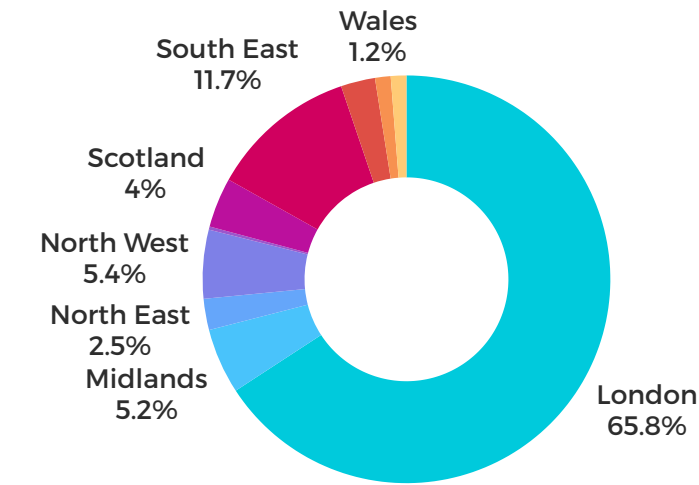
809

TOTAL RESPONDENTS

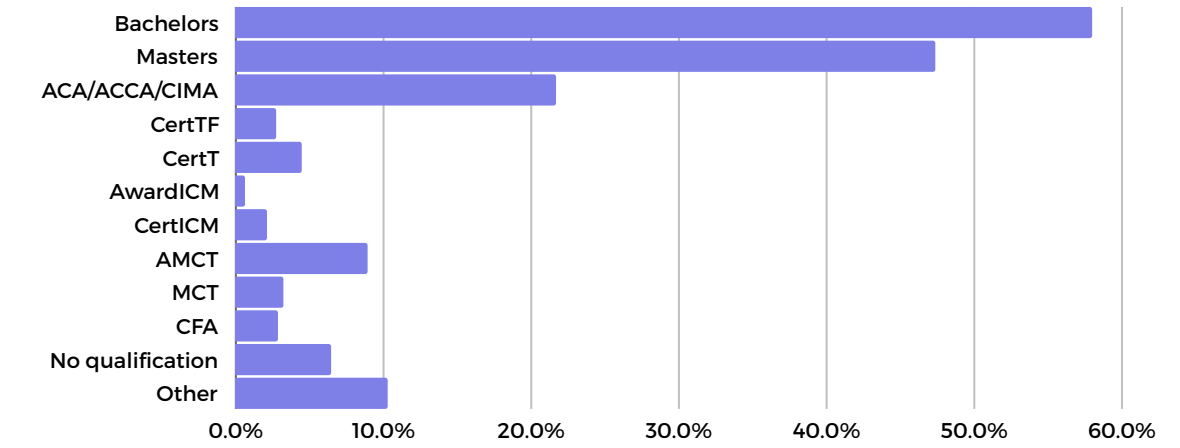
LOCATION



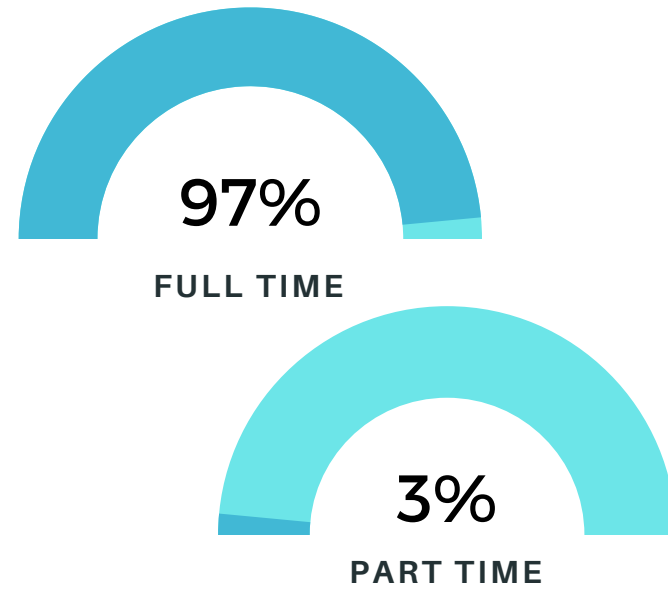
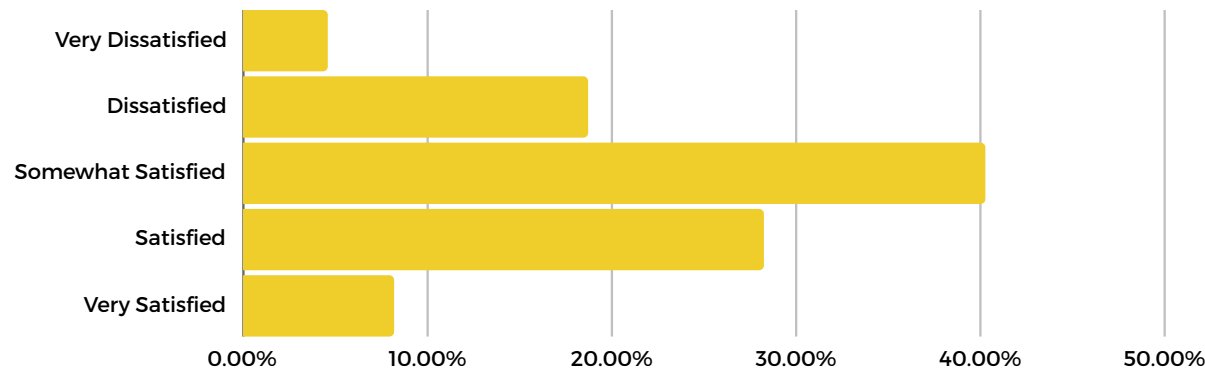
UK BREAKDOWN



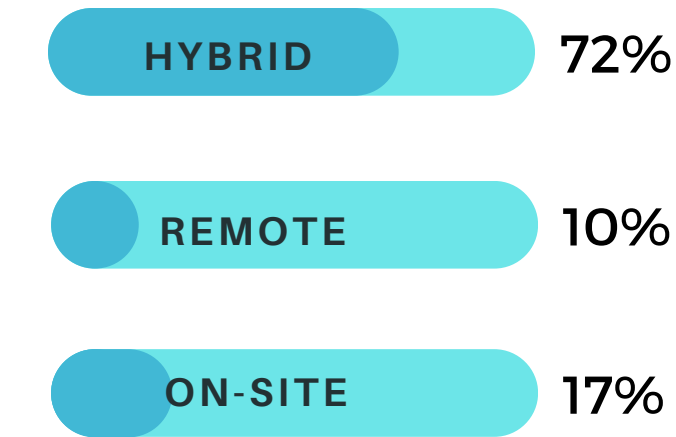
QUALIFICATIONS



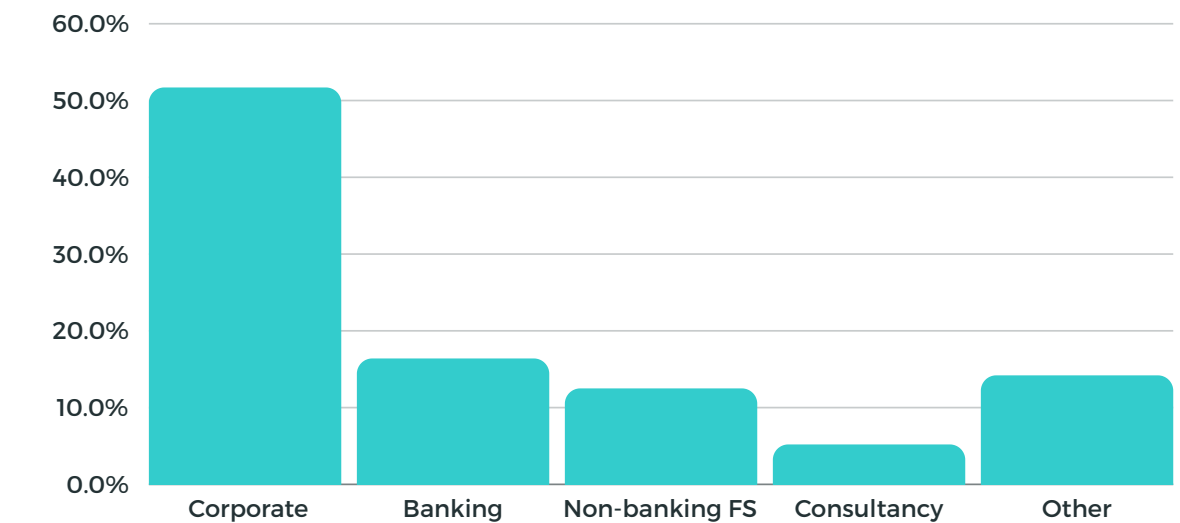
SALARY SATISFACTION



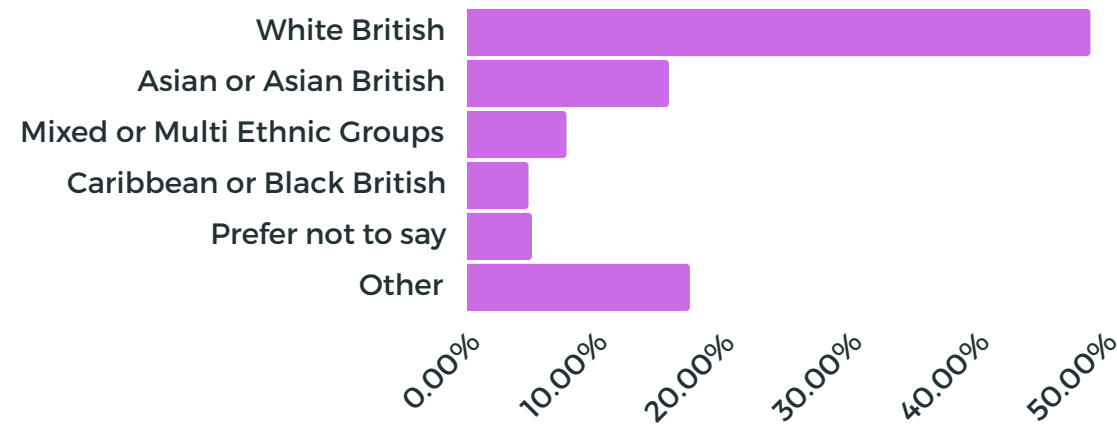
WORK PATTERN



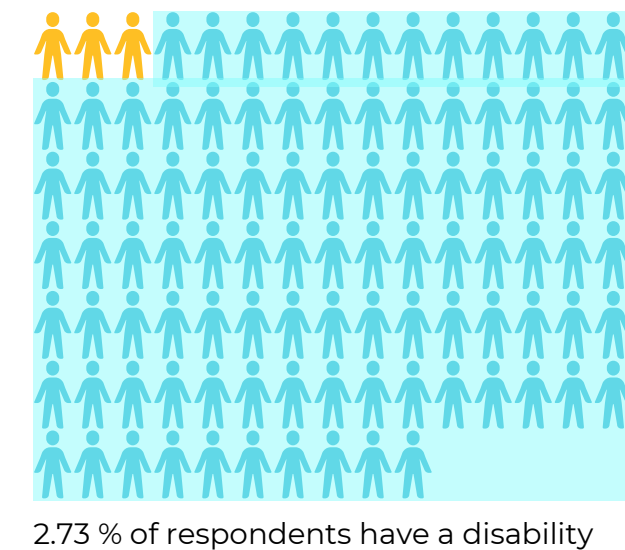
INDUSTRY SECTOR



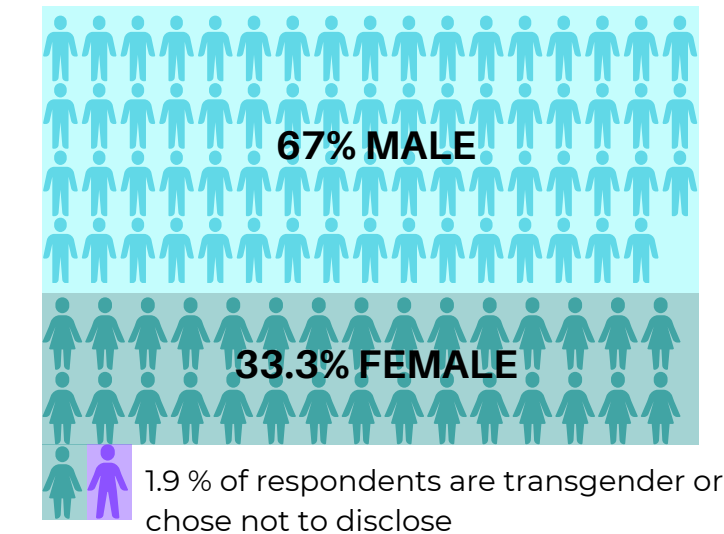
ETHNICITY



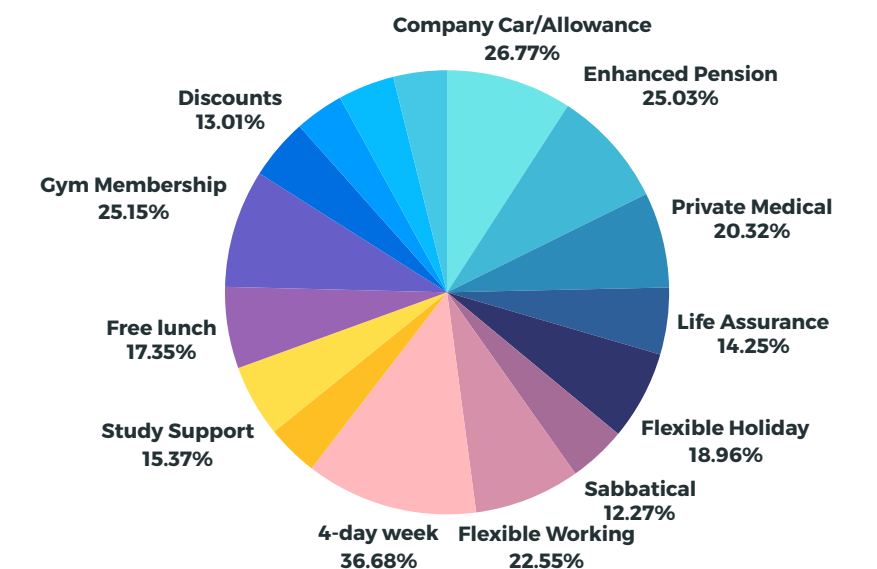
DISABILITY



GENDER



THE BENEFITS RESPONDENTS WANT TO SEE



In the evolving treasury landscape, a responsive recruitment strategy is essential for identifying and engaging future talent.

Harvey John, as a dedicated specialist in treasury recruitment, is well-equipped to support organisations of all sizes in sourcing the right expertise, whether for a growing SME or a global corporation. With specialist recruiters covering all areas of Treasury recruitment across the UK and Europe, our team is well-equipped to bring successful candidates and clients together.

As the Treasury recruitment market evolves with economic changes, the demand for specialised skills in risk management, technology, ESG, and cash management remains critical. The resilience of the sector and its heightened emphasis on financial stability ensure that Treasury functions continue to be integral in navigating economic uncertainties.

Our team, covering all areas of Treasury recruitment across the UK and Europe, connects clients with top candidates. We stay ahead of hiring trends through continuous market analysis and an expansive network, ensuring we match your needs with the best Treasury talent globally.

CONTACT



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guy@harveyjohn.com



As specialist treasury recruiters, we're the outsiders with the inside knowledge that can keep you and your team abreast of this evolving industry.

For a more in-depth overview of your market, tailored salary guidance, or to discuss your hiring needs, get in touch one our recruitment specialists.

Note: Salary ranges are based on information provided by Harvey John's treasury network including both candidates and clients. These are approximate guides only. They are indicative market ranges and are dependent on variable factors, including but not limited to experience level, market conditions, company size, industry sector and job scope.

Disclaimer: Harvey John accepts no responsibility for any action taken or not taken based on this guide.

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