



LEADING TREASURY
PROFESSIONALS



THE BUSINESS OF TREASURY 2017

From finance specialism
to strategic partnering

Introduction

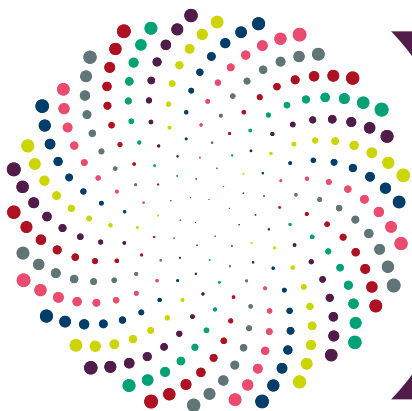
The Association of Corporate Treasurers (ACT) is the chartered professional body for treasury. We set the global benchmark for treasury excellence and lead the profession through our internationally recognised treasury qualifications, by defining standards and championing continuous professional development.

INCLUDES FIVE-YEAR TREND HIGHLIGHTS. FULL REPORT AVAILABLE JUNE 2017

In our largest survey to date, we have spoken with ACT members across the world to gauge their views on where the treasury profession is today. This is the fifth year of our in-depth survey of contemporary treasurers, now renamed *The Business of Treasury*, the only international survey of qualified treasurers by a professional treasury association.

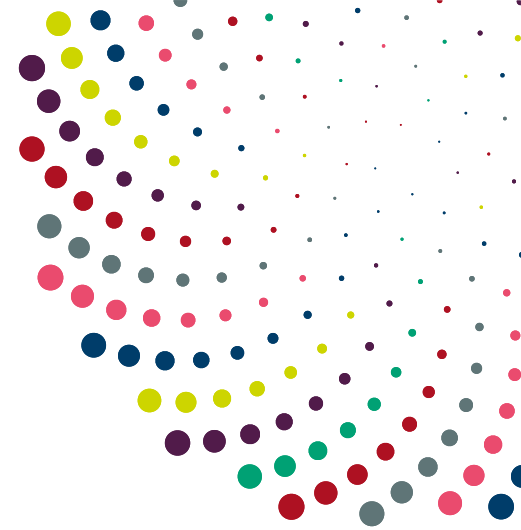
We use the findings of the survey to deepen the understanding of corporate treasury as a discipline that supports financial and business growth. The research reinforces the ACT's professional standards and best practice guidance, and helps to define the skills and competencies needed by treasury professionals to operate successfully in today's challenging business climate.

This survey is an opportunity to look at how treasury is developing, what issues are currently keeping treasurers occupied and what the profession needs to do to consolidate its position and demonstrate true strategic value within organisations. Although the core of the survey is based on consistent questions year-on-year, allowing us to build a unique insight into treasurers' opinions over time, we have used this year's research to ask additional questions about the role of treasury, the perception of its place in organisational structures and how its performance is measured. These additional questions reflect widespread board, CEO and CFO concerns about what is happening in financial markets, where and how regulation will impact business growth and what challenges next-generation businesses will face. We have also asked how treasurers feel about their role and how they think it is perceived. We think you'll be intrigued by what they've had to say.



Methodology

- Telephone interviews, research and statistical analysis were conducted by professional research firm What's Next!, with a random and anonymous global sample of 196 qualified treasurers selected from the ACT's membership base. Interviews took place during Q1 2017.
- The survey has provided five-year comparative data on a wide variety of treasury issues, including: board reporting and approvals; the strategic impact of treasurers; the demand for treasury qualifications; and sources of funding.



Key findings

- Treasury has become increasingly strategic with a greater focus on challenges beyond finance.
- Treasury is seen as an increasingly varied and rewarding career with a high level of board exposure.
- Treasurers are becoming more professionally qualified and are expected to lead their business colleagues. Demonstrating financial value remains a challenge.
- Operational treasury management remains core and treasurers are adapting to a changing funding and financial landscape.
- Treasurers are cautious when adopting financial technology, although investment in this area is rising to meet digital opportunities and threats.
- Major corporate concerns are cybersecurity, financial regulation, market volatility and geopolitical uncertainty, including Brexit.
- Risk management is a key growth area, with the highest expected increase in activity over the next 12 months.

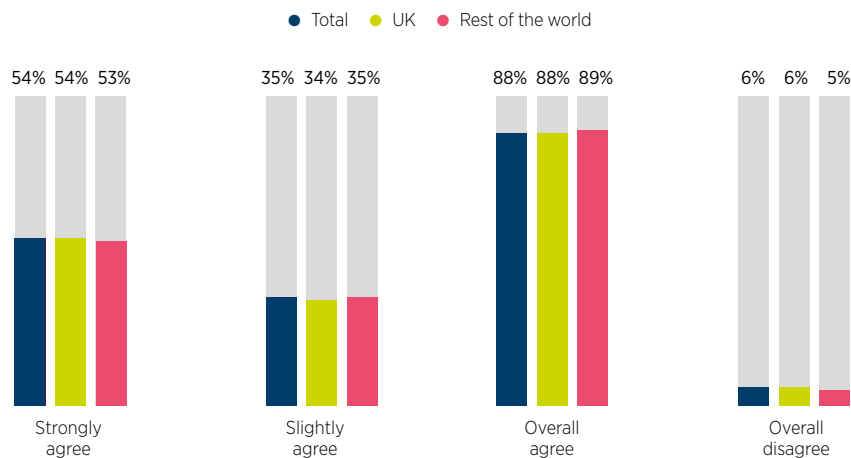
Treasury as a strategic business partner

The survey reveals that an overwhelming majority of treasurers see the treasury function as a strategic business partner for their organisation. Furthermore, a total of 36% either directly define the organisation’s strategy or work in collaboration with colleagues to do so.

“ We are involved in the strategic development of the company in many different areas. ”

TREASURER, EUROPE

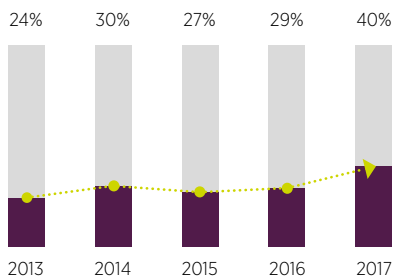
Our treasury function is a strategic business partner for our organisation



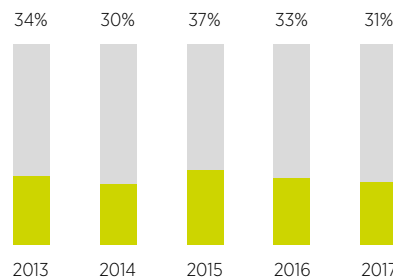
Treasurers spending more time on strategic issues

Our survey provides definitive evidence that not only is treasury seen as a strategic partner, but treasurers themselves are being called upon to deliver strategic solutions. **The time qualified treasurers are spending on strategic issues has risen from 24% in the 2013 survey to 40% in this latest survey, a 60% increase. The average time being spent on operational issues has remained constant at 33% over the same period.**

Average % time spent on strategic treasury activity (UK)



Average % time spent on operational/functional treasury activity (UK)

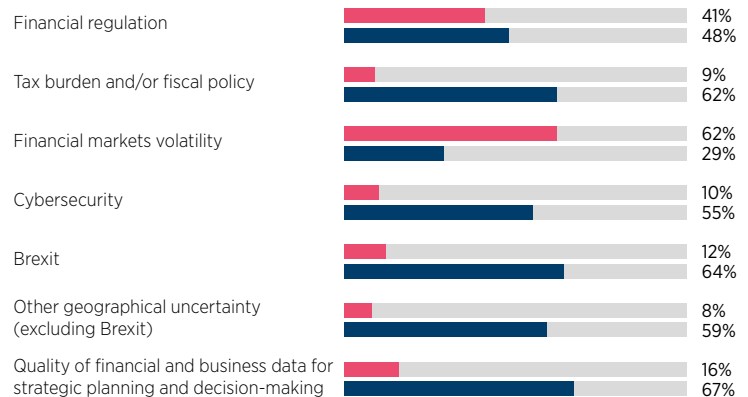


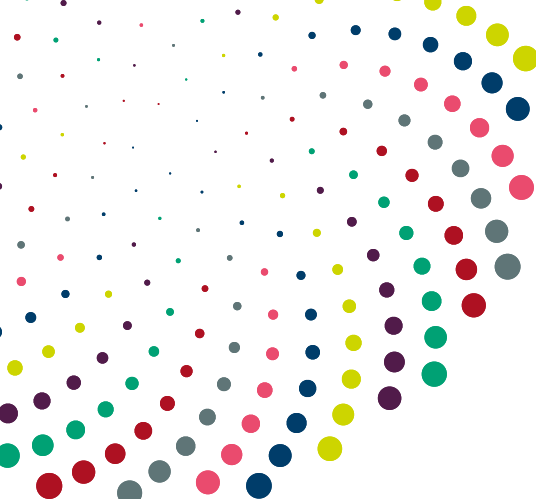
Treasury critical to solving a wide range of business challenges

The survey highlights not only that treasurers are able to identify a wide range of business challenges – financial and non-financial – but that they are taking a leading or collaborative role in managing those challenges for their organisations. In some areas the lead role is specific (for example, financial market volatility), in others collaborative (for example, cybersecurity for the organisation). The survey clearly demonstrates that the skills of today's treasury professional are about identifying risks to the health of an organisation and then proposing responses to those risks.

Is treasury helping to address the issue?

- Yes, treasury function is leading addressing the concern
- Yes, treasury function is assisting addressing the concern

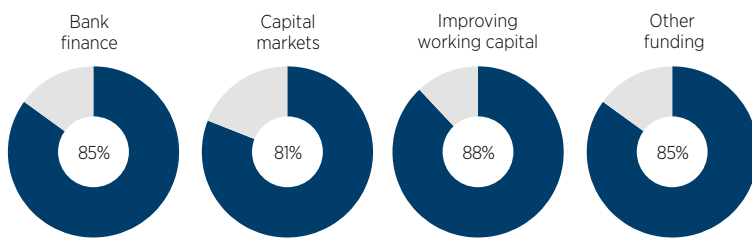




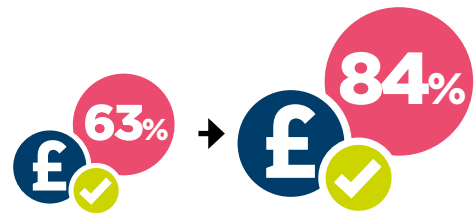
Board acceptance of treasury solutions on an upward trend

Boards accept treasury recommendations more than 80% of the time. This is true in every category across a wide range of funding and finance proposals. **Five-year data for the UK confirm an overall upward trend with acceptances by boards rising from 63% in 2013 to 84% in 2017 – a rise of 33% in five years, further evidence of the critical importance of the treasury function.**

% of treasury recommendations agreed by boards



In the UK over five years, funding approvals increased from...



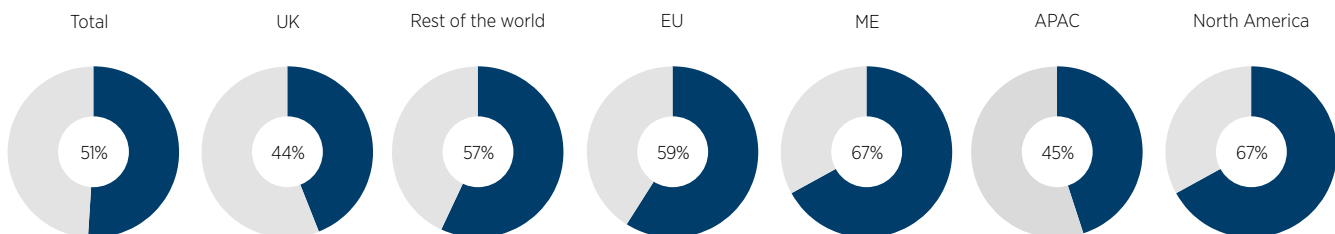
The increasing importance of treasury qualifications

When recruiting, 51% of treasurers surveyed look for higher levels of treasury qualifications compared to five years ago. While UK figures reflect the ACT's established position as the leading provider of treasury education, almost all other regions where we have data are also reporting substantial increases in the demand for treasury qualifications.

“It [treasury] is a specialist function and needs special training and education.”

TREASURER, EUROPE

Looking for higher qualifications for treasury recruitment versus five years ago





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PROFESSIONALS

THE FULL REPORT IS AVAILABLE JUNE 2017

To request your copy, go to
treasurers.org/treasurytrends

