AFP®

ASSOCIATION FOR
FINANCIAL
PROFESSIONALS

2026 AFP®

COMPENSATION AND BENEFITS SURVEY REPORT

Highlights

Want more data and deeper insights?
Get the full 2026 AFP Compensation and Benefits Survey Report here.

SALARY INFORMATION

Financial professionals realized a 3.7% increase in average base salaries during 2025, lower than the 3.9% growth recorded in 2024. Among the three job tiers, Executive-tier employees experienced a slight bump in base salaries from January 1, 2025, to January 1, 2026 – an average growth of 3.5%. Base salaries for Management-tier positions rose 4.0% in 2025, the same rate experienced in 2024. Staff-tier declined – average base salaries rose 3.4%, down 1.1 percentage points from the previous year.

Average Percentage Increase in Base Salary*

	EXECUTIVE	MANAGEMENT	STAFF	ALL
2025-2026	3.5%	4.0%	3.4%	**3.7%**
2024-2025	3.3%	4.0%	4.5%	**3.9%**
2023-2024	4.2%	4.6%	4.2%	**4.4%**
2022-2023	5.0%	5.3%	4.8%	**5.0%**
2021-2022	4.3%	4.3%	4.5%	**4.4%**

**From January 1 of the earlier year to January 1 of the later year*

Average 2025 Base Salary: Company Annual Revenue

	LESS THAN $100M	$100M TO $999.9M	$1B OR MORE
All	$140,341	$160,954	$147,336
Executive tier	$206,418	$250,980	$267,624
Management tier	$118,253	$145,126	$156,287
Staff tier	$70,108	$79,077	$83,541

Average 2025 Base Salaries, by Industry

$189,129
Technology Services

$158,554
Business Services

$153,874
General Services

$145,847
Manufacturing/ Construction

$137,807
Retail/ Distribution/ Transportation

$135,385
Government/ Non-profit

SALARY INFORMATION CONTINUED

Average Compensation by Job Title

	2025 BASE	2025 BONUS	2025 TOTAL	2026 BASE	% BASE SALARY INCREASE*
EXECUTIVE TIER					
Treasurer	$233,323	$96,846	$313,055	$246,617	5.7%
Controller	$174,712	$41,235	$210,661	$181,169	3.7%
MANAGEMENT TIER					
Assistant Treasurer	$179,853	$49,064	$226,065	$189,598	5.4%
Assistant Controller	$131,878	$17,330	$142,648	$136,351	3.4%
Manager Treasury	$126,932	$19,208	$141,513	$132,171	4.1%
Manager Finance/FP&A	$134,642	$19,566	$149,713	$140,036	4.0%
STAFF TIER					
Senior Treasury Analyst	$97,563	$9,786	$105,128	$101,166	3.7%
Senior FP&A Analyst	$105,498	$10,981	$112,294	$108,915	3.2%
Treasury Analyst	$77,083	$6,759	$82,019	$79,498	3.1%
FP&A Analyst	$84,159	$9,321	$89,359	$87,560	4.0%

Average Bonuses Awarded in 2023-2025*

	2025		2024		2023	
JOB TIER	Average Bonus	Percentage of Base Salary	Average Bonus	Percentage of Base Salary	Average Bonus	Percentage of Base Salary
EXECUTIVE	$81,825	35%	$78,148	36%	$69,583	33%
MANAGEMENT	$27,812	19%	$23,698	18%	$22,064	18%
STAFF	$7,279	9%	$6,100	8%	$5,672	8%

**Percentage base salary increase from January 1, 2025, to January 1, 2026*

CAREER ADVANCEMENT

Opportunities for upward mobility continued to play an important role in employee engagement and retention across treasury and finance functions in 2025, benefiting both staff and management while contributing to higher job satisfaction and compensation over time. As shown in Exhibit 6, increased job responsibility is the most frequently cited factor influencing upward mobility, identified by 79% of respondents. Organizational growth is also a key driver, with 62% indicating that opportunities created through company expansion positively impacted career advancement. Nearly half of respondents (48%) cites contribution to department or company profitability as an important factor, underscoring the role of measurable business impact in advancement decisions.

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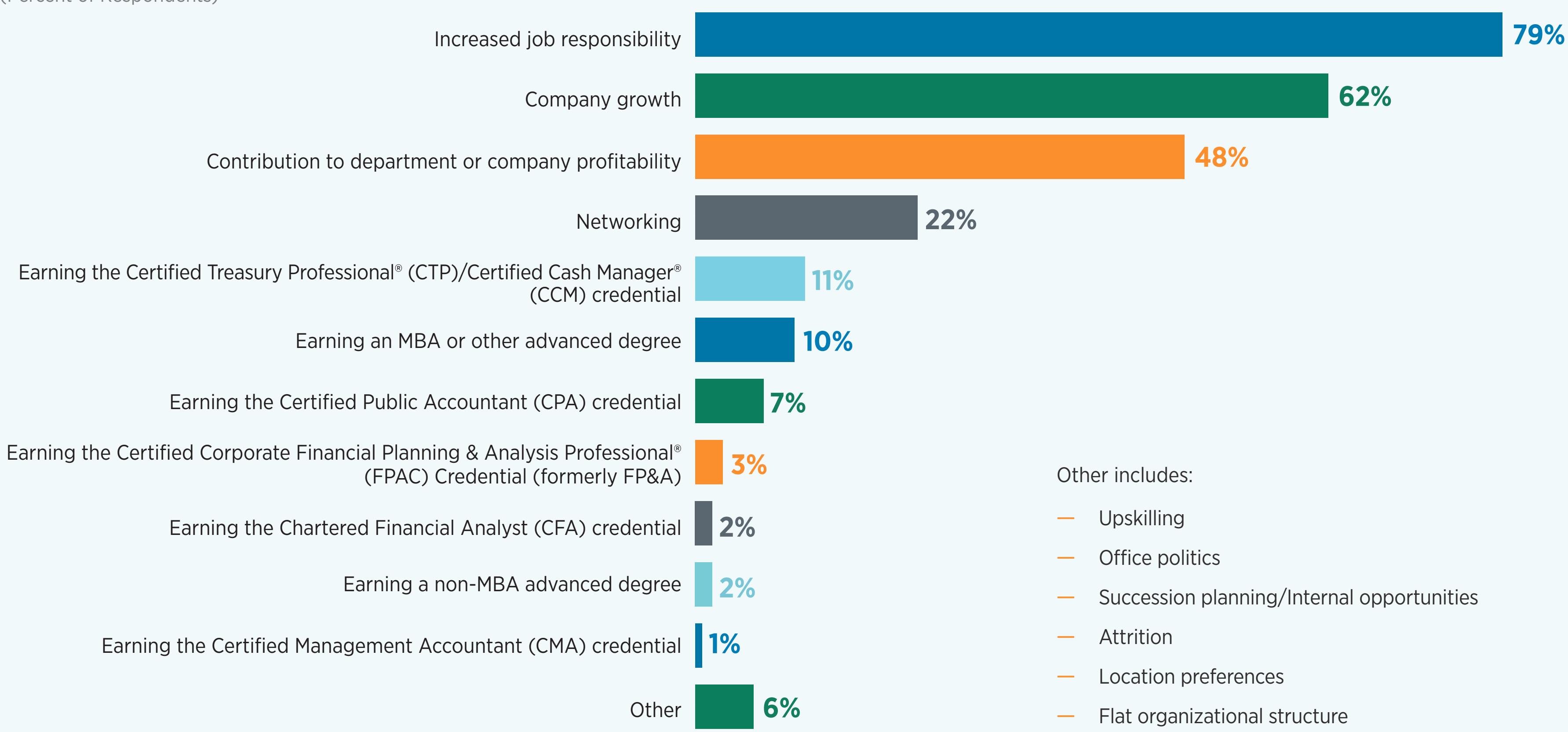
Exhibit 6: Factors Impacting Upward Mobility in Organization's Treasury/Finance Department
(Percent of Respondents)



CERTIFICATION

For finance professionals, professional certifications signal mastery of specialized industry knowledge and competencies while supporting career advancement and earnings potential. Widely recognized credentials such as the Certified Treasury Professional® (CTP), Certified Public Accountant (CPA), and Certified Corporate Financial Planning and Analysis Professional® (FPAC) are valued across the finance and treasury profession. In many organizations, certification attainment is associated with higher salary levels for certain roles, reflecting the added expertise and credibility these credentials bring to the position.

Difference in Average 2025 Base Salaries for Select Job Titles with a FPAC

MANAGER OF FP&A/FINANCE

Average Dollar Difference

$10,315

8%

Average Percentage Difference in Base Salary

DIRECTOR OF FP&A/FINANCE

Average Dollar Difference

$8,119

5%

Average Percentage Difference in Base Salary

Difference in Average 2025 Base Salaries by Select Job Titles with a CTP

CASH MANAGER

Average Dollar Difference

$24,782

24%

Average Percentage Difference in Base Salary

TREASURY ANALYST

Average Dollar Difference

$16,103

22%

Average Percentage Difference in Base Salary

ASSISTANT TREASURER

Average Dollar Difference

$22,297

13%

Average Percentage Difference in Base Salary

IMPACT OF AI

Opportunity to Implement Artificial Intelligence (AI) within Treasury and Finance Exist

AI implementation within Treasury and Finance has become an increasingly important strategic initiative for organizations seeking to enhance efficiency, accuracy and decision-making. Although interest in AI integration is increasing, only a small fraction of organizations has fully implemented these technologies across their functions; just 3% report widespread adoption. Additionally, 38% of organizations have adopted AI in a limited capacity, while 28% have not yet implemented AI but intend to do so in the future. More than one-fourth of organizations currently have no plans to incorporate AI into their treasury or finance operations.

In looking at responses from the treasury segment and finance segment, nearly half of professionals representing each of these groups confirms that AI has been implemented at their companies, although extensive implementation is rare.

CoPilot Being Used at Majority of Organizations

Approximately 75% of respondents indicate that their organizations have utilized CoPilot within MS365 significantly. This widespread use was reported by both treasury and finance practitioners. Just under half of organizations possess licenses for AI applications. To safeguard confidentiality, 20% of organizations employ customized language learning models.

Purchase and download the complete survey for more job titles, impact of location on salary and more insight. Or join AFP and receive this plus nearly 100 webinars and workshops, along with access to more original research on topics like Payments Fraud, FP&A Benchmarking and the Cost of Capital.

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AI's Impact on Daily Work Responsibilities

(Percentage Distribution of Organizations)

	ALL	TREASURY	FINANCE
No noticeable change	41%	43%	38%
Reduced manual or repetitive work	40%	35%	46%
Shifted focus to more high value tasks	24%	22%	27%
Increased complexity of tasks	8%	4%	14%
Unsure	13%	13%	8%

Category of Tasks Most Likely to be Automated

(Percent of Organizations)

	ALL	TREASURY	FINANCE
Reporting and Variance analysis	60%	53%	64%
Analytics	57%	55%	51%
Forecasting and planning	50%	56%	46%
Transaction processing	43%	37%	41%
Risk management	13%	17%	11%
Unsure	10%	12%	10%
None	3%	4%	3%
Other	1%	1%	3%

Other includes:

- Data cleaning and management
- Assistance in explaining technical concepts
- Higher quality outputs with less effort

ASSOCIATION FOR FINANCIAL PROFESSIONALS

AFP Research

AFP Research provides financial professionals with proprietary and timely research that drives business performance. AFP Research draws on the knowledge of the Association's members and its subject matter experts in areas that include bank relationship management, risk management, payments, and financial accounting and reporting. Click **HERE** to view study reports on a variety of topics.

About AFP®

As the certifying body in treasury and finance, the Association for Financial Professionals (AFP) established and administers the Certified Treasury Professional (CTP) and Certified Corporate Financial Planning and Analysis Professional (FPAC) credentials, setting the standard of excellence in the profession globally. AFP's mission is to drive the future of finance and treasury and develop the leaders of tomorrow through certification, training, and the premier event for corporate treasury and finance.

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