

THE TREASURER'S TOOLKIT

Unpacking the DNA of a
successful treasurer in 2025

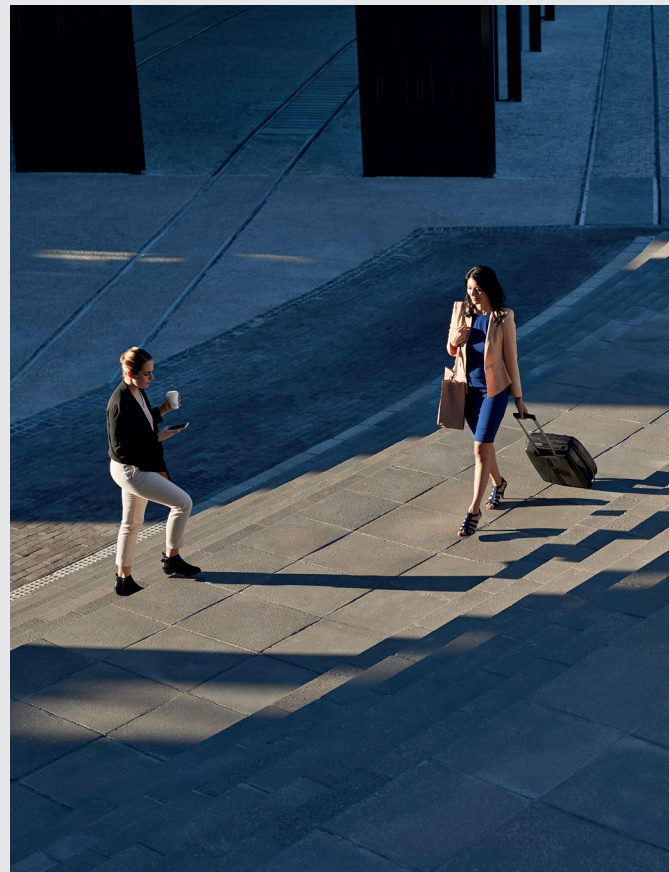
FOREWORD

How did treasurers become the guardians of business risk?

In the aftermath of the financial crisis, as banks' appetite to lend waned and businesses prioritised cashflow, corporate treasury teams were thrust into the spotlight.

Since 2008, the role of the corporate treasurer has evolved, moving from diligent back-office function to more of a strategic advisor to the board. Today's corporate treasurers have a much broader remit, with the onslaught of regulations like Basel III, Dodd-Frank, MiFID II and the International Accounting Standards confirming their critical role in ensuring the survival and success of a business.

To sustain this advisory relationship with senior stakeholders and further develop as a strategic lead in the global business landscape, corporate treasurers must understand the vital skills and relevant experiences that will not only help propel their careers but differentiate them from others in the market.



In this ground-breaking report, Refinitiv has identified key trends in how corporate demands have shaped the skillsets, desired experience and typical profiles of the modern corporate treasurer. The research incorporated the views of 250 chief financial officers (CFOs), heads of finance and recruitment professionals across five continents, in businesses ranging in size from fewer than 100 employees to more than 5,000. This report takes a deeper dive into the research, unpacking the DNA of the successful treasurer, now and in the future. ▲

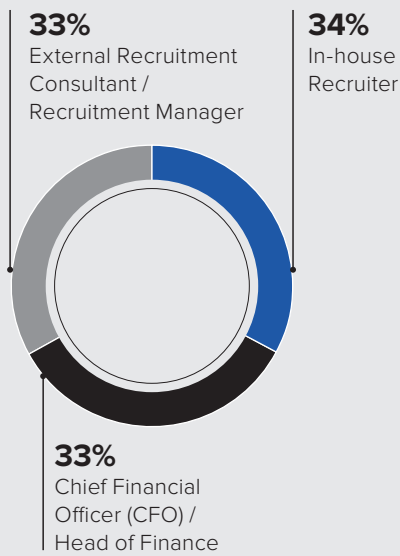


78%

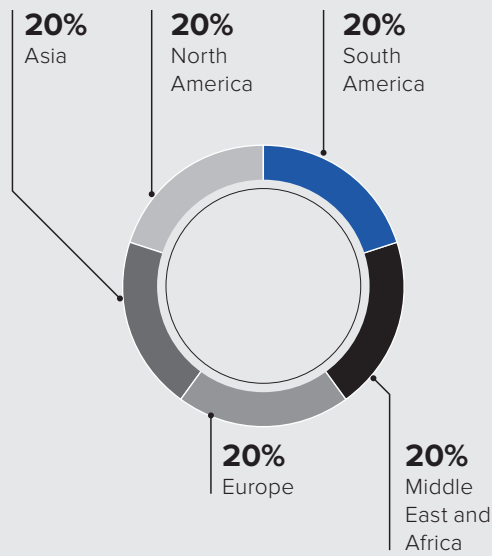
of respondents agree that treasurers across the world are now expected to do more with less

DEMOGRAPHICS

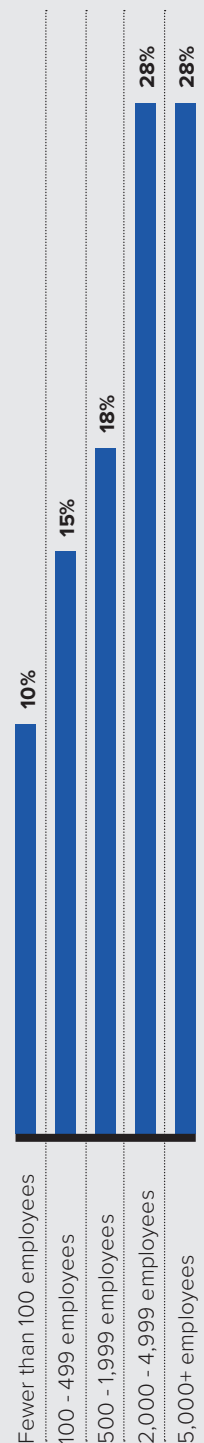
Job Title



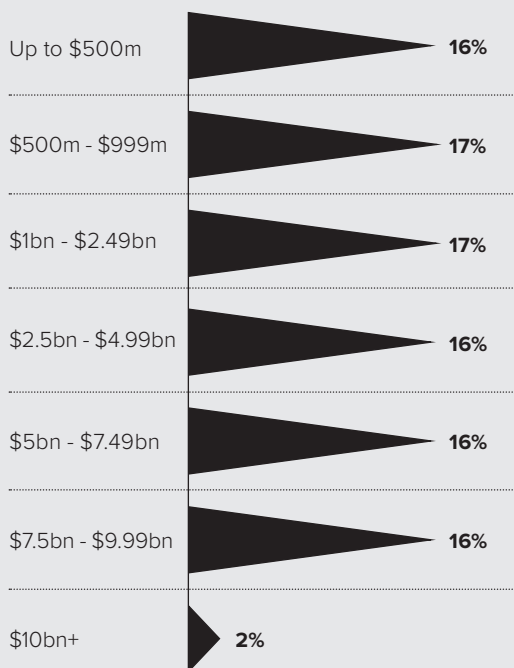
Geographical location



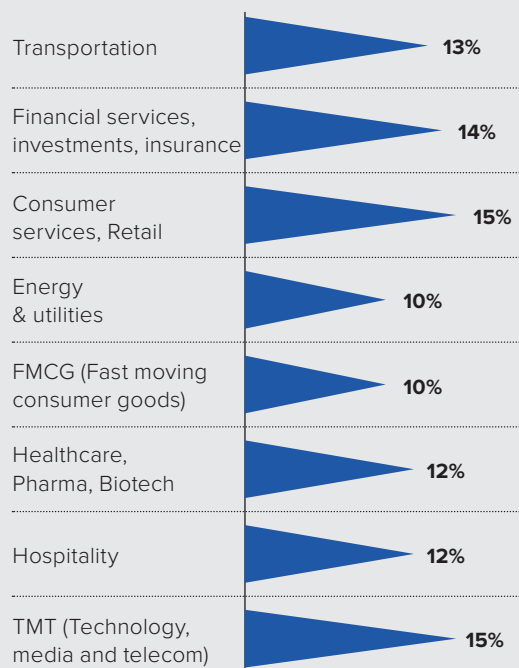
Number of employees



Company Turnover



Industry



*Totals may not be 100% due to rounding

KEY FINDINGS

Our research found that corporate treasurers across the board are juggling increased expectations to do more with less. The main challenge they face is a growing need to balance both “hard” and “soft” skills, which are in equal demand.

The ability to critically assess business risk is now among the most important skills for corporate treasurers in businesses of all sizes, while cash and liquidity management is seen as a key skill for those in mega-businesses with turnovers of more than \$10 billion. Corporate treasurers in all business sizes are also expected to have a good grasp of capital structuring, reporting, investment management and an appreciation of efficient tax planning.

More interestingly, a decade ago, soft skills like versatility, creativity, and empathy were not at all in demand by corporations.

However, today’s corporate treasurer is expected to be an excellent communicator, with an exceptional ability to adapt to change, be resourceful and show critical thinking.

How can the modern strategic treasurer balance these ever increasing and evolving skill demands to future-proof their role? ▲

Corporate treasurers across the board are juggling increased expectations to do more with less. The main challenge they face is a growing need to balance both hard and soft skills, which are in equal demand

CONTENTS

05

Global appreciation

08

The communication revolution

11

The increasing demand for soft skills

12

Hard skills as important as ever

14

The changing treasurer

17

The five future qualifications of the corporate treasurer

18

Trust and credibility as the bedrock of the profession

GLOBAL APPRECIATION

International awareness is more important than ever for the modern global treasurer. Corporates are seeking a thorough understanding of geopolitics and an appreciation of cultural sensitivities

The importance of international knowledge has become increasingly clear in recent months. A new geopolitical landscape has emerged, with protectionist policies and volatility in the financial markets creating new challenges for corporate treasurers.

This new landscape means today's corporate treasurer must be equipped with a sound understanding of geopolitical issues, while simultaneously anticipating how these could affect foreign exchange rates or trigger events in regional markets.

Recent research conducted by the Association of Corporate Treasurers (ACT) among 200 of its members found that concerns relating to geopolitical issues have risen sharply in recent months. Of those polled for the 2018 survey, 86 per cent said they were concerned about geopolitical uncertainty, up from the 69 per cent recorded in the 2016 poll.

"There has been a significant increase in volatility across the board for currency and commodity markets," explains Andrew Hollins, director of FX and Corporate Treasury Desktop at Refinitiv.

"Corporate treasurers have found they need to spend more time managing that volatility and conducting pre-trade analysis."

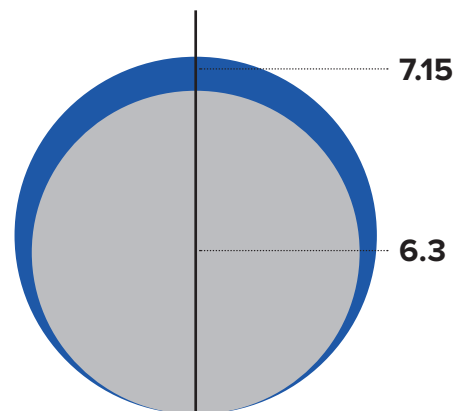
Refinitiv's research found that 41 per cent of respondents feel that political uncertainty has been a key driver in making the role of the corporate treasurer more strategic within businesses.

Concerns over a possible trade war between the US and China, and market volatility caused by the UK's impending exit from the European Union (EU), have left treasurers to consider how currency hedging positioning may impact the business, says Mr Hollins.

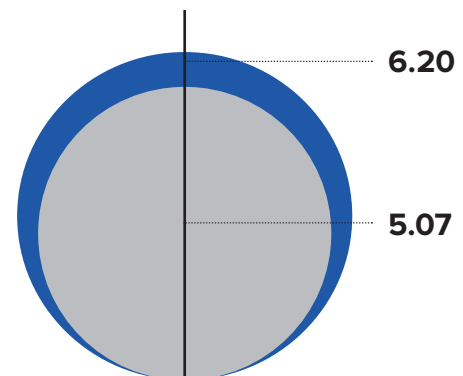
The changing importance of communication skills and empathy

- Importance in 10 years' time
- Importance 10 years ago

Good communication skills



Empathy



*Importance scores given are out of 10, where 10 = vital attribute for the role and 1 = unimportant, more of a nice to have but not necessary.

41%

of respondents feel that political uncertainty has been a key driver in making the role of the corporate treasurer more strategic

86%

of members of the Association of Corporate Treasurers were concerned about geopolitical uncertainty

ACT, 2018

Concerns over a possible trade war between the US and China, and market volatility caused by the UK's impending exit from the EU, have left treasurers to consider how currency hedging positioning may impact the business

“Corporates are stuck with high volatility and low liquidity,” Mr Hollins explains. “There are significant costs to hedging, whichever direction you want to go in. There are structures in the FX options market which hedge against a catastrophic event risk that also offer an opportunity to benefit from an upside. But the cost of those structures is quite high.”

Andrew Lillywhite, head of Treasury Products and Distribution at Investec, says the situation could yet become more taxing for treasurers if the trade spat between the US and China escalates.

“Foreign exchange risk would increase in the event of a global trade war. This could lead to increased currency sensitivity for corporates as it's likely input prices would rise, increasing currency exposure and potentially unbalancing corporate hedging portfolios,” Mr Lillywhite explains.

“The areas to pay attention to are those in your supply chain that could experience pressure on input prices if we do see a trade war materialise.”

The current geopolitical situation has underscored the importance of international experience, according to Mr Hollins, particularly for companies operating in non-financial centres.

Corporates based in countries with less sophisticated financial markets may have a smaller pool of highly skilled individuals to choose from, he explains.



“Whilst many Emerging economies may not have a shortage of highly skilled people, they are unlikely to have the same critical mass as, say, London or New York” he says.

Mr Hollins notes that corporate treasurers globally are increasingly upskilling by taking professional qualifications that will appeal to employers in any territory.

A LOCAL VIEW

But it's not just qualifications that are being recognised as useful. An appreciation of regional cultures and the importance of soft skills are increasingly sought after.

Employees in different regions respond to authority in different ways. This can mean that finance teams working globally require differing levels of supervision and instruction from global treasurers.

“Employees in different countries have a different interpretation of hierarchy,” explains Ritu Singh, head of market development and corporate treasury (Europe) at Refinitiv.

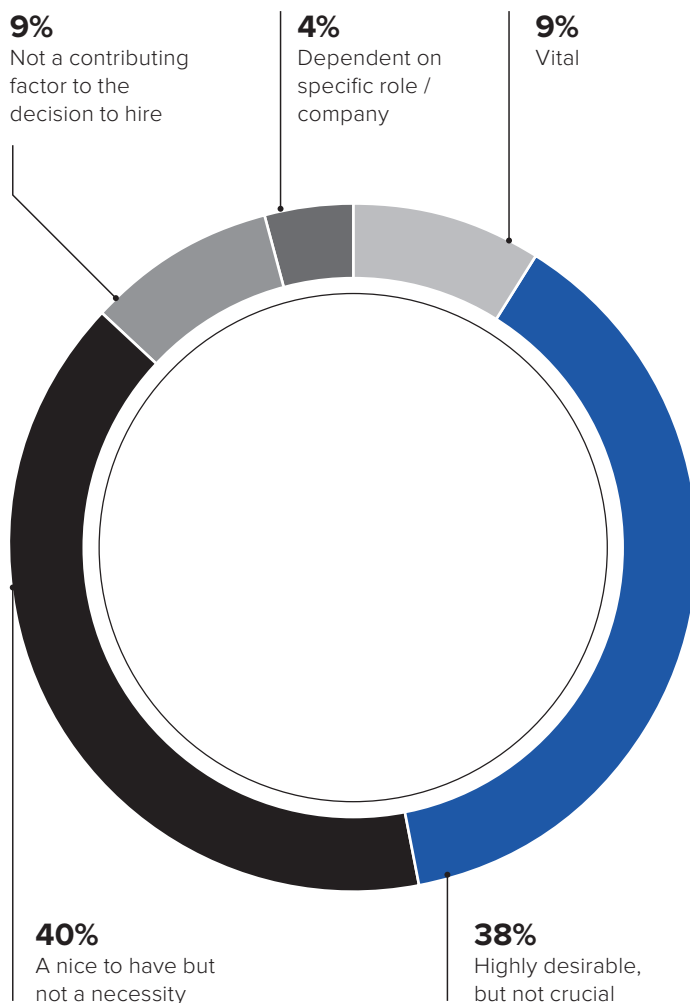
“In Asia, for example, they will often perform tasks to instruction. They may look for structural guidance, whereas in the West, if your boss tells you that this needs to be done, he will let you get on with it.”

To understand these cultural nuances, Ms Singh explains that group treasurers would do well to travel to various finance centres to understand how finance managers work with their teams.

“It is all about communication and using a common language within the company,” she explains. “A lot of communication is done virtually, so face to face visits are important, albeit not always feasible.”

If you have a centralised treasury, you need visibility. Technology and systems will give you that. But they won't give you the influence to change that behaviour. You need to use soft skills to do that

How important is international exposure when hiring a treasury candidate?



International experience is an appealing quality when hiring a treasury candidate, according to 87 per cent of those polled for our Treasurer's Toolkit survey. While just 9 per cent of respondents considered this to be "vital", 38 per cent said it was highly desirable, and a further 40 per cent said it was a "nice to have".

“If you have a centralised treasury, you need visibility,” Ms Singh explains. “Technology and systems will give you that. But they won't give you the influence to change that behaviour. You need to use soft skills to do that.”

Ms Singh says a global treasurer may request that a regional hub not use their local bank for certain transactions, but adds that this can sometimes be a battle because the bond between a local finance manager and their bank will be strong.

She says the global treasurer needs to tactically use his or her skills to ensure that the local manager adheres to the request, but do so in a manner that doesn't damage the relationship with the local bank.

“If liquidity is tight in the future, that local bank might be the only source, so you don't want to lose that relationship. However, it still might not be the best bank to carry out all transactions.”

THE COMMUNICATION REVOLUTION

As businesses grant treasurers more strategic responsibility, communication is becoming a sought-after skill

Once considered purely cash managers, corporate treasurers have become essential advisers to senior executives when it comes to strategic risk planning.

The events of the global financial crisis in 2008 solidified the place of the treasurer as a key adviser to financial directors, senior management and even the board.

“Corporate treasury became critical to businesses’ survival after the financial crisis, because it was all about cashflow and banklending had been drastically reigned-in,” explains Andrew Hollins, director of FX and Corporate Treasury Desktop at Refinitiv.

“Businesses were looking to maximise cashflow and were thinking about how they could best reduce risk. It brought corporate treasury to the fore, and out from a technical, comparatively isolated silo, which used to be cash management.”

Corporate treasurers have continued to earn respect by upskilling in the years that followed, through handling the sovereign debt crisis in Europe in 2009/2010, facing fluctuating FX rates following trade wars, and getting to grips with the vast amount of planning underway in Europe for the UK’s imminent departure from the EU.

“Internally, treasurers maintained their seat at the table with senior stakeholders following the global financial crisis of 2008,” explains Naresh Aggarwal, associate director of Policy & Technical at the ACT.

“In written reports, we are seeing treasurers often being asked to present to both senior management as well as the main board.”

Top three ways corporate treasurers can add more value to their organisations

01



71%

Develop better relationships with internal stakeholders

02



68%

Gain greater awareness of organisational objectives

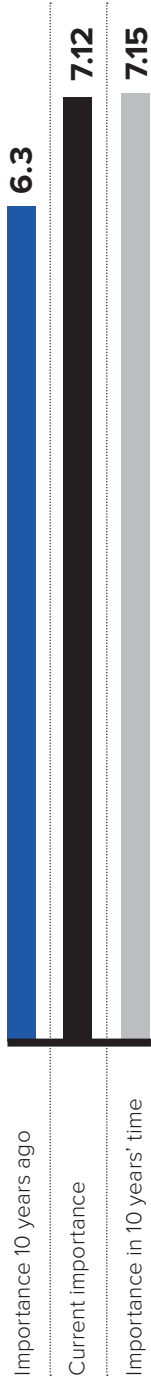
03



61%

Develop competency framework for skills / capability analysis tools

Importance of communication



*Importance scores given are out of 10, where 10 = vital attribute for the role and 1 = unimportant, more of a nice to have but not necessary.



As treasurers have become essential to planning the financial strategy of businesses, they have increasingly found themselves dealing with a wider variety of people, both within and external to their organisation. Treasurers now find themselves, sometimes unwittingly, having to work on relationship building and the development of new communication skills.

Mr Aggarwal explains that corporate reporting requirements and higher investor expectations have increased the output that businesses produce.

“Externally, treasurers [now] have more frequent dialogue with external stakeholders such as banks and investors,” he says.

“Annual and semi-annual updates are no longer sufficient and more detailed information is required more frequently. In addition, in the event of a crisis, external stakeholders expect to be informed very quickly about the potential impact and also to be kept up to date.”

With treasurers now playing a much greater role in strategic planning for the organisation, management teams are expecting more from them.

Treasurers now find themselves, sometimes unwittingly, having to work on relationship building and the development of new communication skills

NEW SKILLS

The Treasurer's Toolkit found that communication skills are an almost vital commodity that businesses look for.

Those polled were asked to score the importance of good communication skills for a treasurer. A score of 1 meant the skill was considered unimportant, whereas a score of 10

meant it was a vital attribute. Communication is consistently ranked as the top soft skill, ten years ago, today and in ten years' time (6.3, 7.12 and 7.15 respectively).

"The key to communication is listening, and it is easy for busy treasurers to respond quickly to busy finance directors without thinking about the underlying question or issue," explains Mr Aggarwal.

"Good treasurers should therefore be encouraged to engage in active listening and apply a thorough, risk-based approach to their responses. It goes without saying that any messages must be clear and succinct and that any data must be correct and robust in order for any message to be listened to."

Once laid out as strict, quantitative measures, KPIs have become broader and linked to business-focused outcomes

SHIFTING GOALPOSTS

The growing complexity of the role is also reflected in how companies communicate key performance indicators (KPIs) to treasurers. While these were once laid out as strict, quantitative measures, they have become broader and linked to business-focused outcomes.

For example, a performance measurement may have previously related purely to the rate of return achieved on a company's investment portfolio. Today, these KPIs are far more likely to include strategic goals such as reducing departmental costs, refinancing maturing debts, implementing new technological solutions, involvement in the corporate diversity agenda or working with colleagues in other divisions to improve trading terms. In fact, 68 per cent of respondents felt that having a greater awareness of organisational objectives was a way for corporate treasurers to upskill.

Given the new KPIs on which treasurers' performances are now judged, it is also no surprise to see that adaptability was the soft skill with the most drastically increasing importance over the last ten years and looking forward in ten years' time. ▲



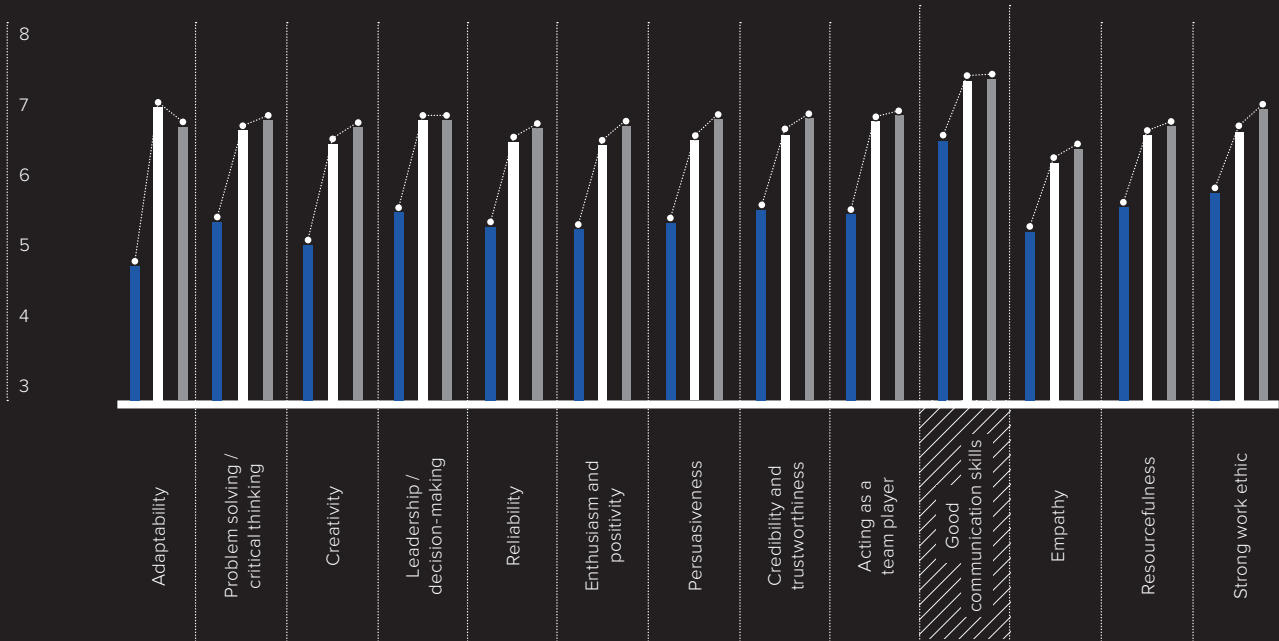
THE INCREASING DEMAND FOR SOFT SKILLS

The rise of soft skills is a universal trend. Whatever your profession, skills of communication and negotiation are important. For corporate treasurers, traditionally unversed in such areas, the change is particularly marked. Good communication skills ranked as the most important skill needed in the next decade. But

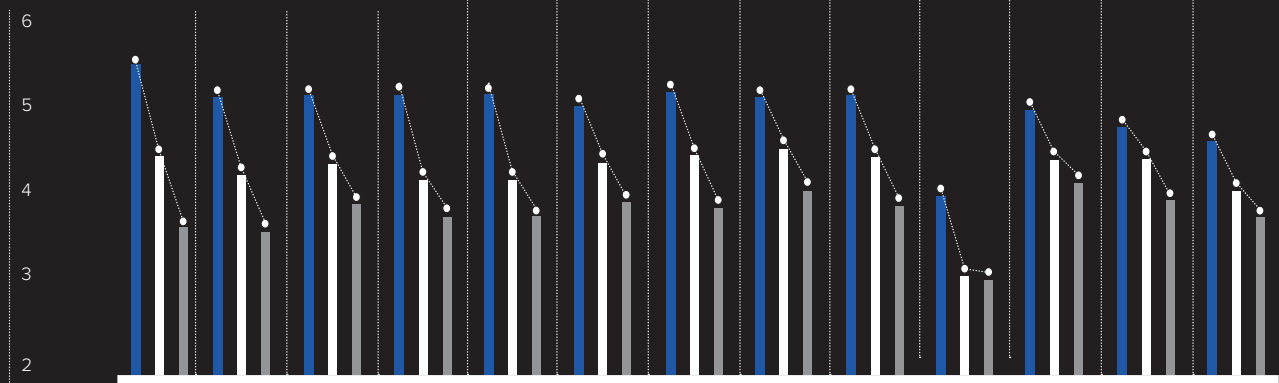
other highly ranked skills for the future – such as being a team player, persuasiveness and leadership – emphasise the importance of treasury stepping outside the treasury silo. Whatever the future holds, it is clear the treasury function will need to be embedded in the DNA of an organisation.

Importance of soft skills over time

■ 10 years ago ■ Currently ■ 10 years' time ● Change over time



The rarity of soft skills over time:



*Rarity scores given are out of 10, where 10 = Very rare, the skill is scarcely held by corporate treasurers and 1 = incredibly common, something most if not all treasurers possess.

*Importance scores given are out of 10, where 10 = vital attribute for the role and 1 = unimportant, more of a nice to have but not necessary.

HARD SKILLS AS IMPORTANT AS EVER

Despite the increasing demand for soft skills, traditional hard skills retain their importance. The transformation of the regulatory environment over the past decade has impacted corporates both directly (for example, through IFRS 9, a new standard promoted by the International Accounting Standards Board) and indirectly (such as Basel III capital charge and Credit Valuation Adjustment, or CVA, regulations). In many cases this impact has been disproportionate, leaving treasurers with little choice

but to embrace certain hard skills in order to produce compliant audit reports and manage credit risk.

In the case of CVA this requires increasingly sophisticated calculations, often at the portfolio and incremental pricing level, in order not only to be compliant but to minimise costs as well as maximising pricing opportunities implicit in the relative risk levels of different counterparty derivative portfolios.

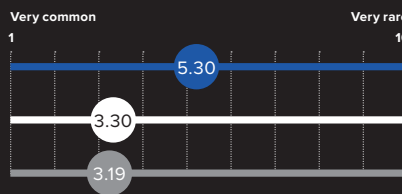
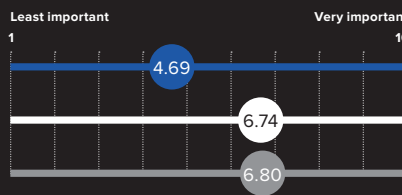
As seen below, skills relating to risk management are reliably seen as the most important for the role.

- Importance / rarity 10 years ago
- Current importance / rarity
- Importance / rarity in 10 years' time

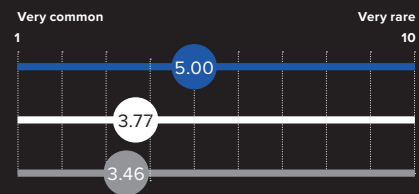
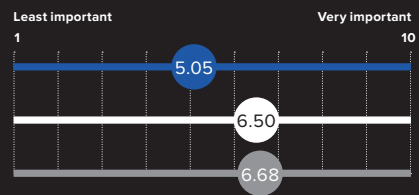
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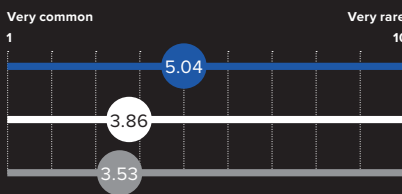
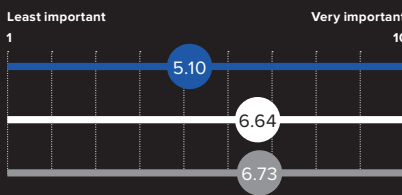
Capital structuring, tax efficiencies, external reporting, investor returns, long-term investment management



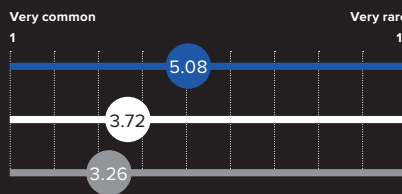
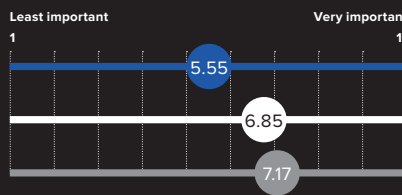
Funding management, debt finance, capital market instruments, loan provider relationships, bank relationships



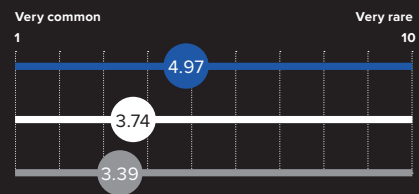
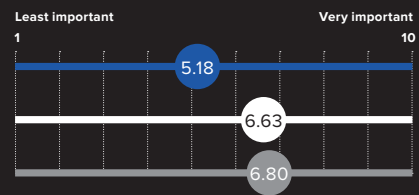
Day-to-day cash control, bank account structure, collections, payments, short-term investment, short-term borrowing, currency management, foreign exchange transactions, liquidity management



Identification, assessment, evaluation, management and reporting of business risk, risk management policy



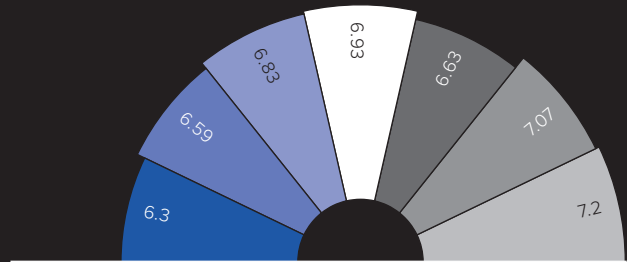
Treasury departmental structure, managing treasury resources, risk management framework policies and procedures, reporting processes and controls, corporate governance structures



IMPORTANCE OF HARD SKILLS BY COMPANY REVENUE

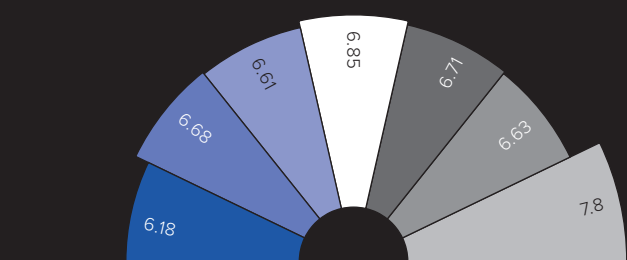
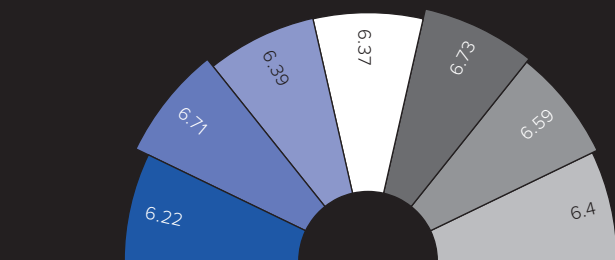
- Up to \$500m ■ \$500m - \$999m
- \$1bn - \$2.49bn ■ \$2.5bn - \$4.99bn
- \$5bn - \$7.49bn ■ \$7.5bn - \$9.99bn
- \$10bn+

Capital structuring, tax efficiencies, external reporting, investor returns, long-term investment management



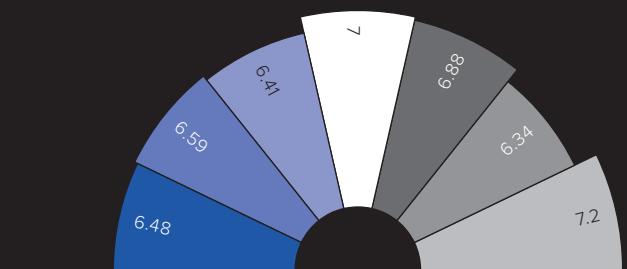
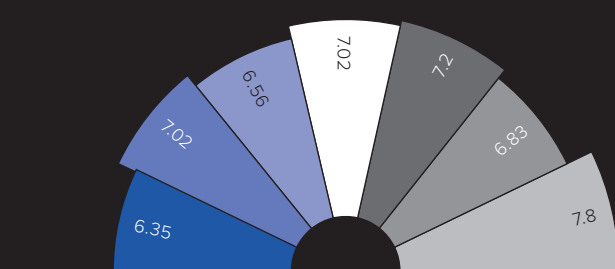
Funding management, debt finance, capital market instruments, loan provider relationships, bank relationships

Day-to-day cash control, bank account structure, collections, payments, short-term investment, short-term borrowing, currency management, foreign exchange transactions, liquidity management



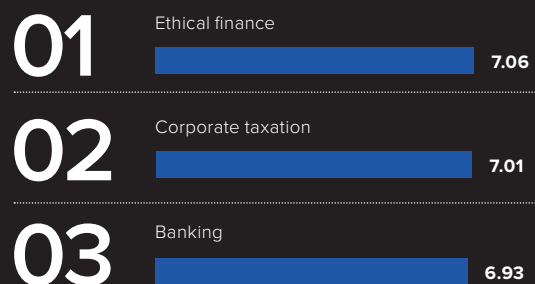
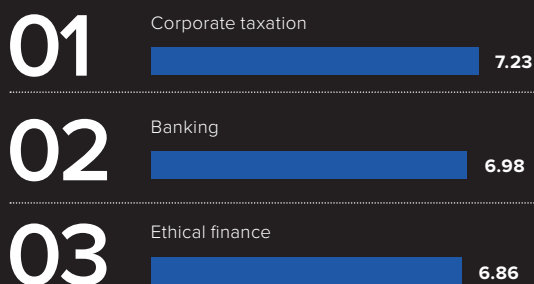
Identification, assessment, evaluation, management and reporting of business risk, risk management policy

Treasury departmental structure, managing treasury resources, risk management framework policies and procedures, reporting processes and controls, corporate governance structures



Most common work experiences seen in treasury candidates

Most important work experiences for the role



*Rarity scores given are out of 10, where 10 = Very rare, the skill is scarcely held by corporate treasurers and 1 = incredibly common, something most if not all treasurers possess.

*Importance scores given are out of 10, where 10 = vital attribute for the role and 1 = unimportant, more of a nice to have but not necessary.

THE CHANGING TREASURER

Treasurers don't look like they used to. That's a good thing, since today's treasury demands a range of skills not previously associated with the function. However, there's still work to do to ensure the industry has the right skills for the future



The past decade has seen a sea of change in the industry's profile. According to the latest Business of Treasury report from the ACT: "There is a continuing, palpable shift in the role of the treasurer from finance specialist and information provider to collaborator in strategic decision-making."

The change, which stems from the 2008 financial crisis, has been consolidated by shifting demographics that have brought younger people into the industry. According to Andrew Hollins of Refinitiv, "the treasury function has become a lot more attractive to millennials in the past ten years. It's a more dynamic and compelling area in which to work, with greater professional cachet."

More than that, it offers one trait in particular that younger professionals want: the ability to work anywhere in the world. For the generation just starting or only a few years into their corporate treasury career, the ability to work across the globe is highly attractive; it holds the promise of flexibility within critically important areas such as work-life balance, yet still within a well-paid and well-respected career.

What's more, the gender balance is moving towards parity, according to the ACT's report. It found that among respondents with 10-19 years' experience, 80 per cent were men. However, this dropped to 57 per cent for those with 5-9 years' experience.

36%

of treasurers considered themselves to be defining strategy in 2017

ACT

45%

of treasurers considered themselves to be defining strategy in 2018

ACT



So what is needed for this new generation of treasurers to thrive in their changing role? It is worth saying at the outset that the traditional skill set is still very much a key requirement. Professional qualifications are vital; the job involves a level of technical expertise, and the hard skills of risk management, capital management and corporate governance are likely to be as important in the next decade as they are today.

Refinitiv's research found that an understanding of risk in all its forms was consistently considered the most important hard skill for treasurers to have, while finance was considered the academic background most valuable for a candidate. From the volatility of financial markets to geopolitical uncertainty, the corporate treasurer needs to understand the critical threats to the business.

However, our research also found that ethical finance was ranked as one of the most important skills/work experiences for the future. There is certainly an increasing emphasis among Refinitiv clients on environmental, social and governance (ESG) issues.

According to Elena Philipova, global head of Refinitiv's ESG proposition: "As ESG principles become commonplace around the world, many executives are looking at the implementation of ESG fundamentals, not as a nice to have, but as an essential filter and lens for investment and strategy decision-making."

So-called soft skills like leadership, communication, adaptability and strong work ethic were all seen as being of increasing importance compared to ten years ago, and

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likely to remain so in the coming decade.

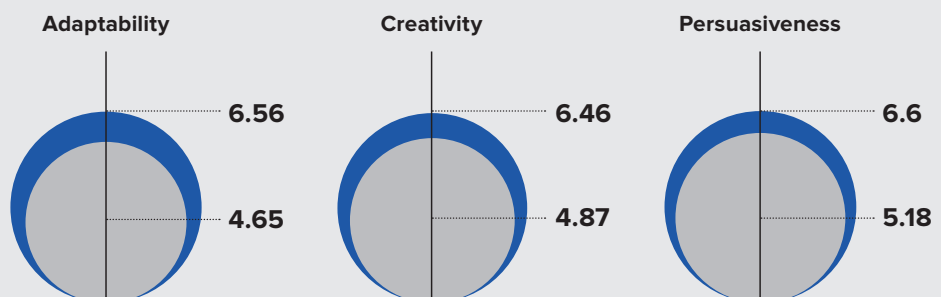
This may in part be down to the increasingly strategic role corporate treasurers are playing in businesses; in 2017, only 36 per cent of ACT respondents considered themselves to be either defining strategy or working with colleagues to define strategy, but by 2018 that had increased to 45 per cent.

"Such a role calls for much more rounded individuals, who are able to communicate well with clients and at board level," says Mr Hollins.

The soft skills with the most significant changes in importance

- Importance 10 years ago
- Importance in 10 years' time

*Importance scores given are out of 10, where 10 = vital attribute for the role and 1 = unimportant, more of a nice to have but not necessary.



80%

of treasurers believe they have all or the majority of the skills necessary to meet the challenges posed by ongoing technological change

The Economist and Deutsche Bank, 2018

55%

of treasurers believe that their sector is being disrupted and that this is affecting treasury operations

The Economist and Deutsche Bank, 2018



“Treasury is not a siloed function anymore; you have to have those relationship management skills”, Mr Hollins explains.

Refinitiv’s research also found a concern that technological skills were lacking, with areas such as blockchain, artificial intelligence, big data and computer programming all scoring poorly. Yet 82 per cent of respondents felt that corporate treasurers needed to be tech-savvy, with almost one in five (18 per cent) seeing it as vital to the role. Interestingly, it seems that business has woken up to the disparity between the future need for technology and tech skills and the existing levels within the treasury function; the ACT report found that technology and automation was second only to recruitment and training as an area for investment in the next 12 months.

Says Mr Hollins: “There are exciting possibilities coming down the line in terms of technology and it could have a big impact on the treasury function; increasingly, information generation will be automated and the treasurer will be more focused on its analysis. Senior treasurers need to start hiring the right skill sets – but increased automation won’t change the basic requirements of the job.”

82%

of respondents felt that corporate treasurers needed to be tech-savvy, with almost one in five (18 per cent) feeling that it is vital for their role

The critical skill is still the ability to analyse the data that is generated. Increasingly organisations will be able to turn to specialist developers, buying in the necessary technology; it is the understanding and interpretation of the data that is the rarity.

With its higher profile and wider remit, corporate treasury promises any young professional a fascinating career. But it is as much the responsibility of the professionals to shape their industry as to be shaped by it. ▲

THE FIVE FUTURE QUALIFICATIONS OF THE CORPORATE TREASURER

The future corporate treasurer must not only master existing skills, but a range of newer ones too. Core skills remain critical, but with 78 per cent agreeing with the statement that treasurers are now expected to “do more with less”, less traditional soft skills are now coming strongly to the fore

1 RISK MANAGEMENT

Make no mistake: risk remains at the beating heart of the treasury function. In an increasingly volatile world with a growing number of regulations and a continually expanding visibility, the capacity to identify and monitor threats to the organisation is critical. The mindset of the corporate treasurer is unlikely to be that of the pioneering “first adopter”; risk control, whether to avoid, accept or transfer it, is fundamental to the role.

2 STRATEGIC SKILLS

If there's one trend that has changed the treasury function in the past decade, it's that the role is now critical in determining corporate strategy. According to ACT's research, treasurers spent 38 per cent of their time on strategy in 2018, compared to only 24 per cent in 2013. Add to that the fact that boards are accepting treasurers' recommendations in the UK 68 per cent of the time, and it's clear the ambitious young treasurer needs to sharpen his or her strategic judgement.

3 COMMUNICATION AND RELATIONSHIP MANAGEMENT

Good communication skills were off the chart in importance, according to Refinitiv's research. As the treasury function develops in terms of its corporate importance, so treasurers need to be increasingly

adept at communicating their findings not only to the C-suite but also to other stakeholders in the business. Developing better relationships with internal stakeholders came out top of the five ways to help corporate treasurers upskill; treasurers now work more collaboratively with colleagues and are well and truly out of the silo.

4 TECHNOLOGICAL AWARENESS

With almost one in five respondents in Refinitiv's survey feeling that being tech-savvy is vital for their job and 40 per cent believing new technology was a contributor to treasury's more strategic role, there's no mistaking the importance of technology to future treasurers. But the key is understanding the impact rather than the technology itself; there's no need to become a quant developer, only to understand what technology has to offer.

5 WORKING ETHICALLY

It's not that corporate treasurers haven't always worked ethically. However, the next decade is set to see an even greater emphasis on this priority, according to Refinitiv's research. Being a trusted partner has at any time been critical for those in the finance sector – hence the long, long fallout from the loss of trust engendered by the 2008 crisis – but don't underestimate its importance because of its universality. ▲

TRUST AND CREDIBILITY AS THE BEDROCK OF THE PROFESSION

Ethical behaviour is a mindset so critical to the role of the corporate treasurer that it forms a key element in the ACT's competency framework. How is it changing?

With nearly half (45 per cent) of treasurers now considering themselves to be involved in defining strategy, the importance of trust and credibility has never been greater.

"It's always been important," says Refinitiv's Andrew Hollins. "But it's now become critical."

Respondents to Refinitiv's survey identified credibility and trustworthiness as an area of increasing importance over the coming decade. The financial sector has always struggled with issues of trust, and professional bodies from banking to accountancy to treasury have consistently deployed sanctions against individuals to uphold the ethics of their profession.

According to ACT

45%

of treasurers now consider themselves involved in defining strategy, an increase of 9 percentage points from 2017

But as companies move on from the focus on liquidity preservation that earned the treasury function a place at the boardroom table in the past decade, issues such as diversity and human rights are challenging treasurers as never before. Ethics has spread from the individual to the organisation, thanks partly to the failure of trust provoked by the 2008 crisis, though also due to increasing levels of corporate visibility.

New technology is making it ever easier to identify businesses that are weak on environmental, social and governance (ESG) issues, but also ever easier for organisations to identify and rectify their own vulnerability in these areas. Given the potentially disastrous effects on corporate reputation and performance of a poor ESG score, developing a solid, trustworthy base is a foundation stone for tomorrow's organisation. Investors increasingly demand that ESG issues are factored into their portfolios, and treasurers need to be able to demonstrate everything from carbon footprint monitoring to an ability to spot poor labour practices.

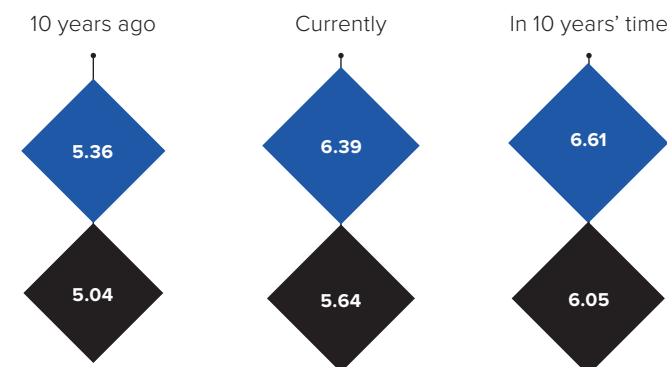
So how can such issues be identified and monitored? Refinitiv's Eikon allows an unprecedented level of detail on ESG data, offering the ability to dig deep into more than 7,000 global companies. With over 400 data points and 70 analytics on ESG requirements, it provides an important screening and benchmarking tool.

"Our customers use these products extensively to make important decisions that balance short-term business pressures with long-term societal impact," says David Craig, CEO of Refinitiv.

It is resources of this calibre that give treasurers the evidence to back up strategy recommendations or drive internal policies. But good ESG principles need to be communicated well in order to have an impact on company performance or reputation, and treasurers will enhance their own credibility by mastering this skill. ▲

Importance of credibility and trustworthiness

■ Importance ■ Rarity



*Importance scores given are out of 10, where 10 = vital attribute for the role and 1 = unimportant, more of a nice to have but not necessary.

CONTACT US

When you are making million-dollar decisions, you need fast, easy access to market-leading data, tools, and analytics. You need information you can count on across your treasury workflow, so you can manage risk in all its forms.

To find out more about our tools and solutions that power your treasury workflow, contact your Refinitiv representative or visit us online today.

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