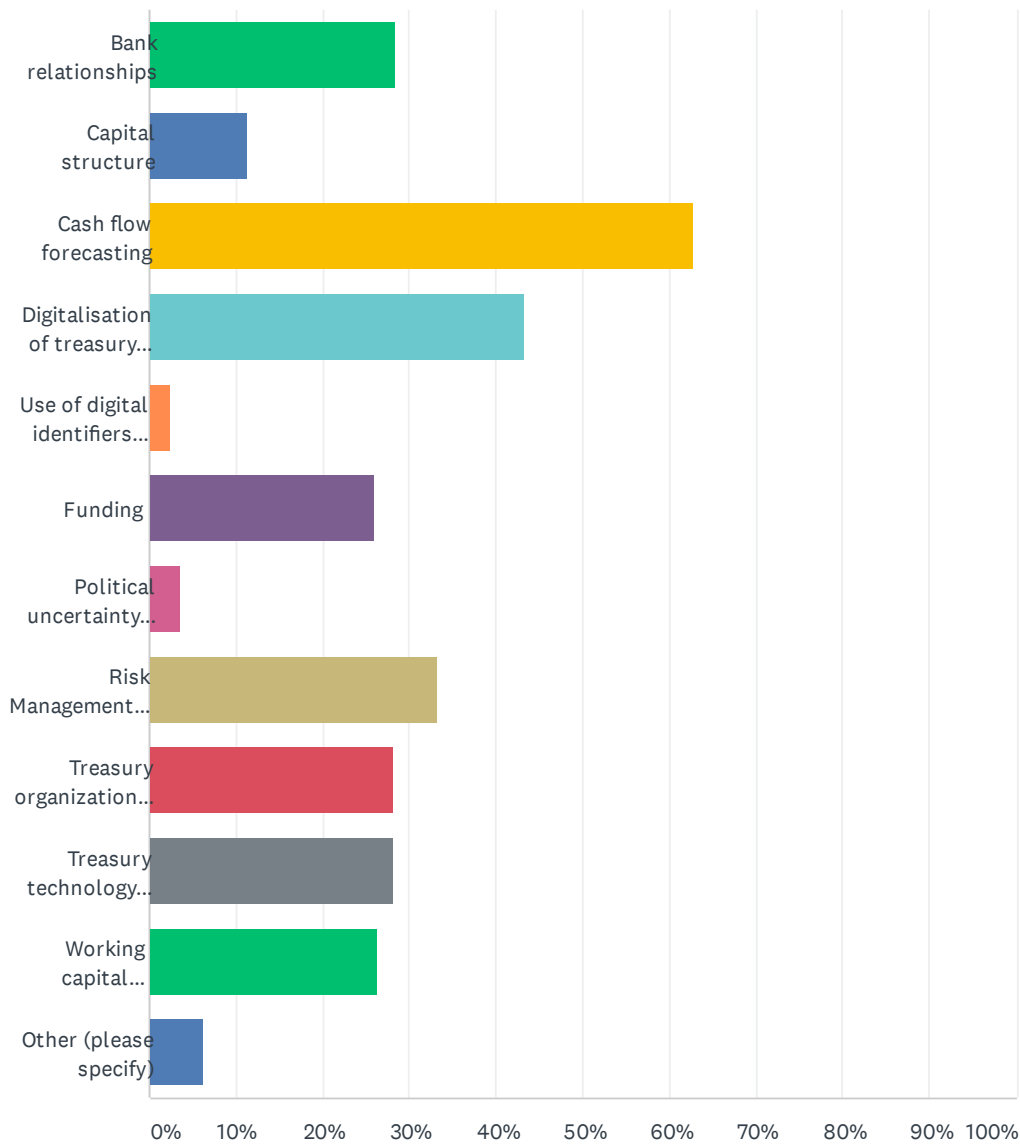


# Q1 Which of the following are likely to be your major priorities over the next 12 to 24 months? Please choose 3.

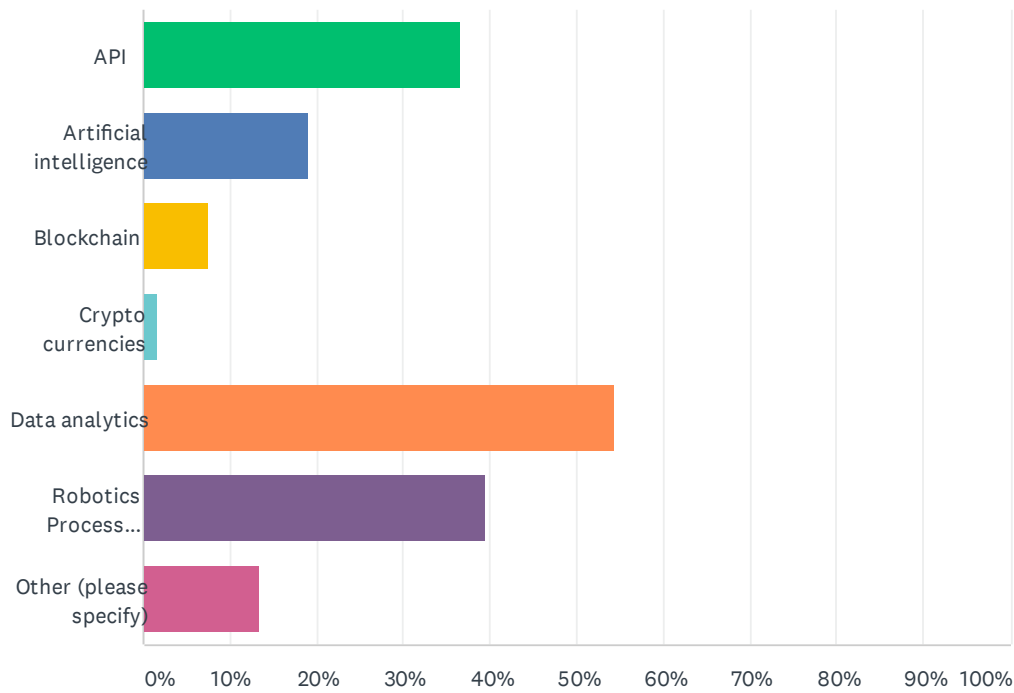
Answered: 316 Skipped: 0



ANSWER CHOICES	RESPONSES	
Bank relationships	28.48%	90
Capital structure	11.39%	36
Cash flow forecasting	62.66%	198
Digitalisation of treasury (e.g use of robotic process automation; artificial intelligence, data analytics)	43.35%	137
Use of digital identifiers (e.g. LEI)	2.53%	8
Funding	25.95%	82
Political uncertainty (trade wars, etc.)	3.48%	11
Risk Management (e.g. FX and IR risks - replacement of LIBOR)	33.23%	105
Treasury organization & structure (e.g. centralisation, new required skills)	28.16%	89
Treasury technology infrastructure review/ replacement	28.16%	89
Working capital management	26.27%	83
Other (please specify)	6.33%	20
Total Respondents: 316		

## Q2 Which of the following innovations are you currently using or do you intend to use in the next 12 months? (multiple answers possible)

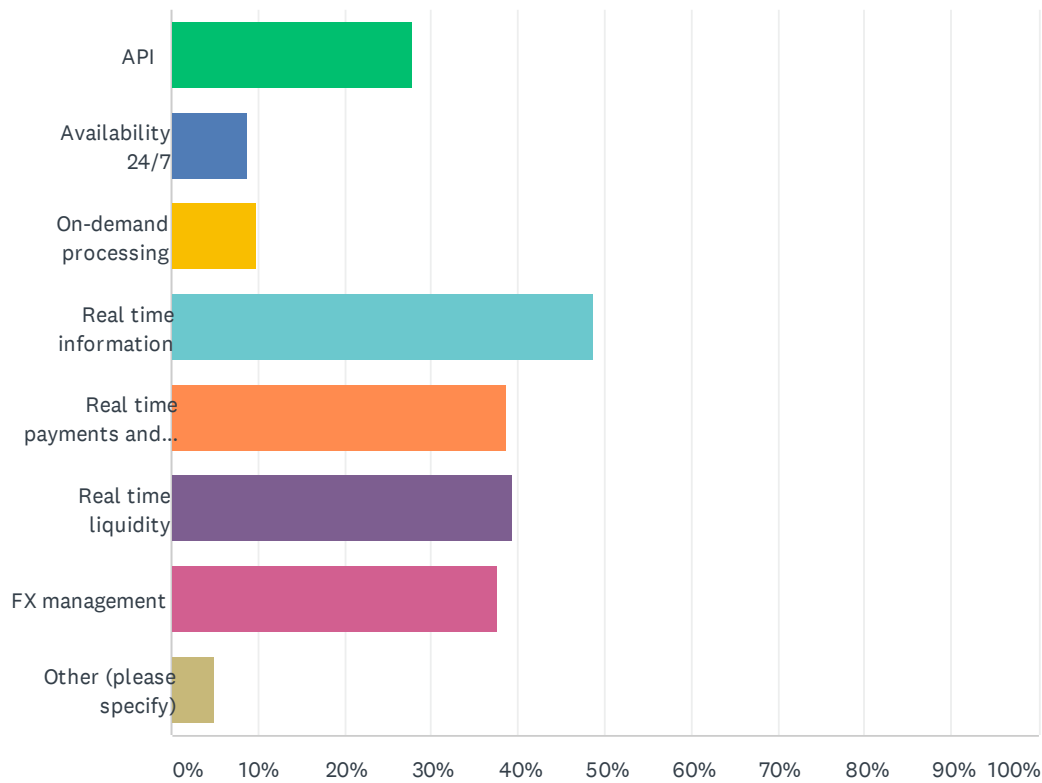
Answered: 316 Skipped: 0



ANSWER CHOICES	RESPONSES	
API	36.71%	116
Artificial intelligence	18.99%	60
Blockchain	7.59%	24
Crypto currencies	1.58%	5
Data analytics	54.43%	172
Robotics Process Automation	39.56%	125
Other (please specify)	13.29%	42
Total Respondents: 316		

### Q3 Which of the following are likely to be of the greatest interest to your treasury over the next 12 to 24 months? (multiple answers possible)

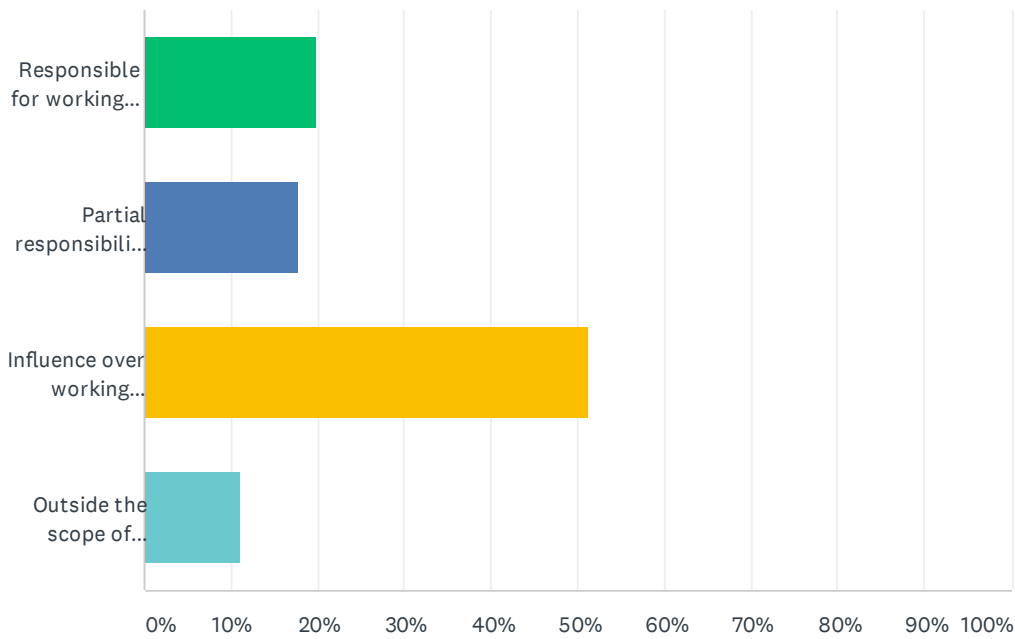
Answered: 316 Skipped: 0



ANSWER CHOICES	RESPONSES	
API	27.85%	88
Availability 24/7	8.86%	28
On-demand processing	9.81%	31
Real time information	48.73%	154
Real time payments and collections	38.61%	122
Real time liquidity	39.24%	124
FX management	37.66%	119
Other (please specify)	5.06%	16
Total Respondents: 316		

### Q4 To what extent does treasury have responsibility or influence over Working Capital Management in your organisation?

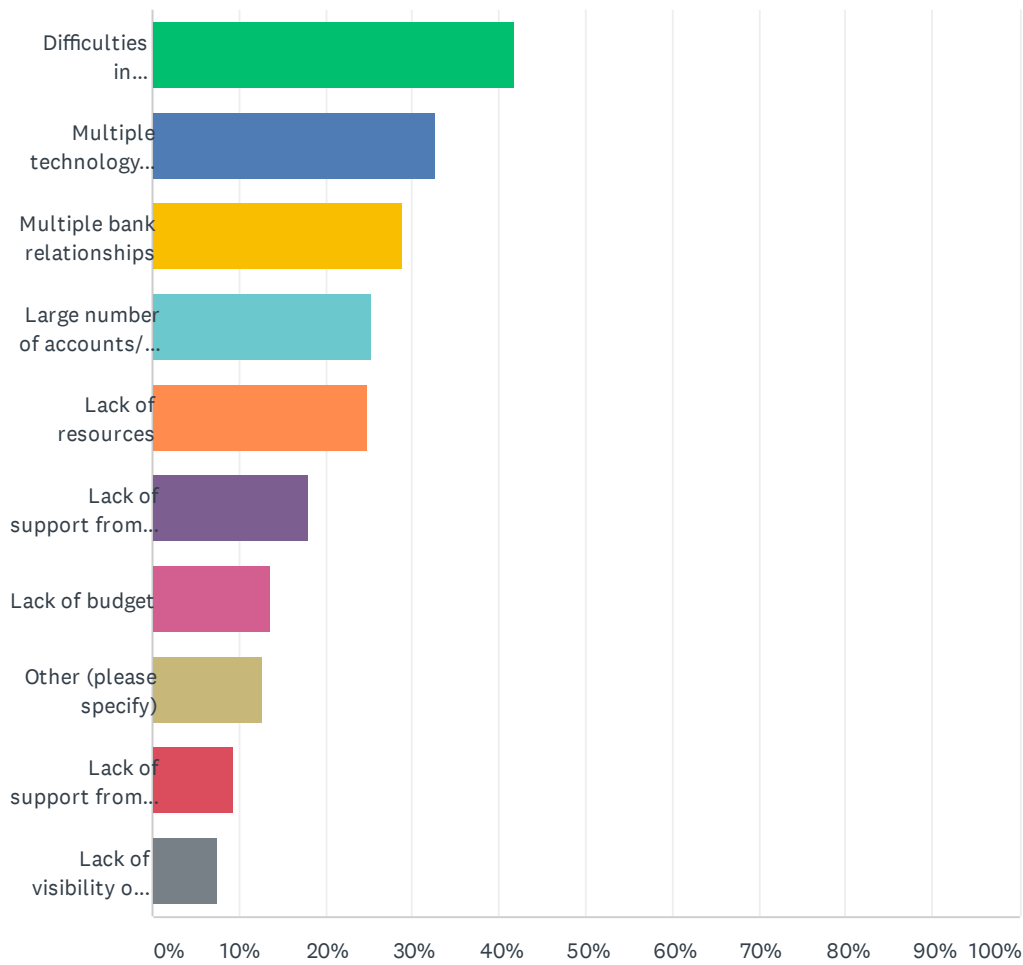
Answered: 316 Skipped: 0



ANSWER CHOICES	RESPONSES	
Responsible for working capital	19.94%	63
Partial responsibility for working capital (please explain for which initiatives)	17.72%	56
Influence over working capital, but no direct responsibility	51.27%	162
Outside the scope of treasury	11.08%	35
<b>TOTAL</b>		<b>316</b>

### Q5 What are the biggest challenges you face in centralising treasury in your organisation?(please select at least 1 answer, up to 3)

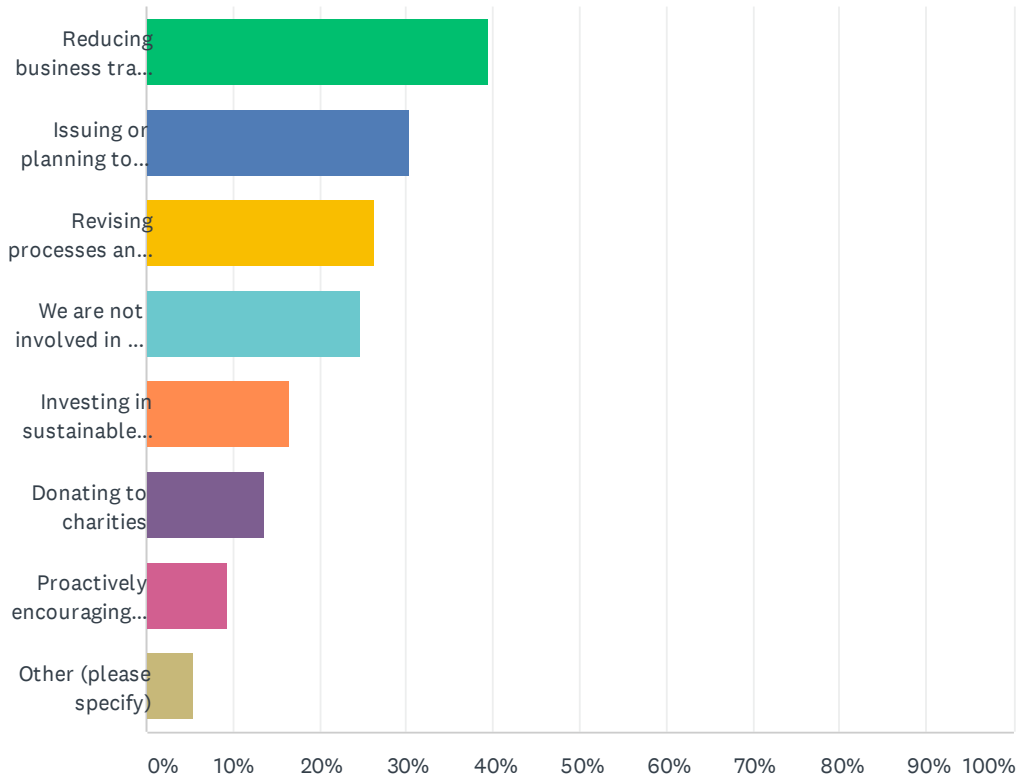
Answered: 316 Skipped: 0



ANSWER CHOICES	RESPONSES	
Difficulties in standardising processes/ controls	41.77%	132
Multiple technology platforms	32.59%	103
Multiple bank relationships	28.80%	91
Large number of accounts/ complex account structures	25.32%	80
Lack of resources	25.00%	79
Lack of support from business units	18.04%	57
Lack of budget	13.61%	43
Other (please specify)	12.66%	40
Lack of support from senior management	9.49%	30
Lack of visibility on bank fees	7.59%	24
<b>Total Respondents: 316</b>		

### Q6 In what ways are you supporting your company’s ESG (environment, social and governance) agenda within your department? (please select all that apply)

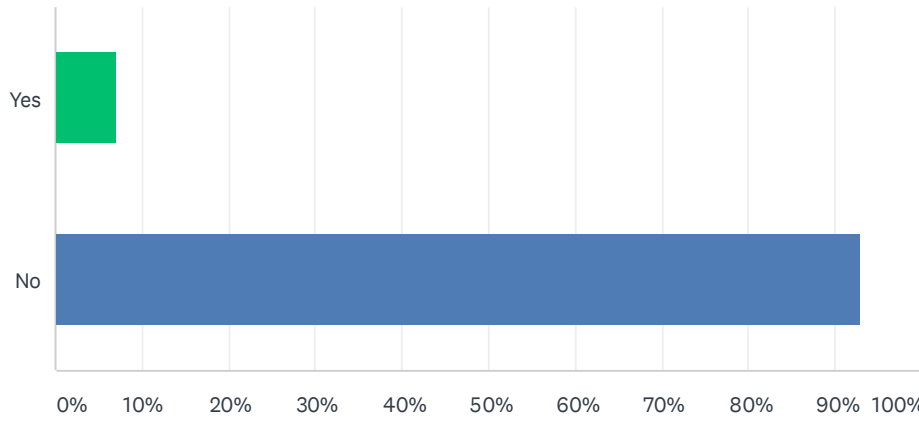
Answered: 316 Skipped: 0



ANSWER CHOICES	RESPONSES (%)	RESPONSES (Count)
Reducing business travel and encouraging work from home	39.56%	125
Issuing or planning to issue green bonds or other sustainable borrowing	30.38%	96
Revising processes and controls to improve sustainability	26.27%	83
We are not involved in the company's ESG agenda	24.68%	78
Investing in sustainable investment instruments or developing a plan to do so	16.46%	52
Donating to charities	13.61%	43
Proactively encouraging applications and career development in under-represented groups	9.49%	30
Other (please specify)	5.38%	17
Total Respondents: 316		

**Q7 Are you willing to be quoted or interviewed for the Journeys to Treasury 2021 edition, explaining how you have tackled one of the topics mentioned in question 1? We can make the case study anonymous if required.**

Answered: 308 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	7.14%	22
No	92.86%	286
TOTAL		308



**Q8 If you are willing to be interviewed , or to attend a workshop (as per the previous question), please mention the topic and provide contact details. Thank you**

Answered: 29 Skipped: 287

ANSWER CHOICES	RESPONSES	
Topic	68.97%	20
Last name	75.86%	22
First name	75.86%	22
Company / Organisation	89.66%	26
email address	86.21%	25
Phone number	62.07%	18