Grant Thornton

VIRTUAL FINANCE LEADERS FORUM

A CFO’s technology risk sense-check

Thursday, 25 June 2026 | 12:00 – 1:15pm

Agenda

1	Opening & introductions	Rachel Parker
2	Navigating technology risk in 2026	Aislinn Mae
3	Fireside chat	Moderated by Mark O'Sullivan
6	Q&A	

© 2025 Grant Thornton UK Advisory & Tax LLP
© Grant Thornton Advisory and Tax LLP

Industry experts speaking today

Aislinn Mae
Director,
Grant Thornton UK

Jamie Beaumont
CFO,
Trustmarque Ultima

Mark O'Sullivan

Partner,
Grant Thornton UK

© Grant Thornton Advisory and Tax LLP

Navigating technology risk in 2026

A finance issue, not a technology one

Grant Thornton

The argument

Every technology decision made today has a second life in someone else's spreadsheet.

Investors

Pricing governance, supportability and AI exposure into the multiple

Lenders

Pricing operational resilience into facility terms

Insurers

Pricing the control environment into the premium

Regulators

Pricing retrofit answers against embedded ones

The CIO manages the technology. The CFO increasingly owns the consequences.

© Grant Thornton Advisory and Tax LLP

The framework for today

The CFO Scorecard

Four quadrants of the CFO role — technology risk now reaches into all four

Value creation

Generating value through insights, strategic decisions and leadership of change

Stakeholder management

Identifying and balancing the needs of audiences inside and outside finance

Business protection

Controls, processes, governance and compliance responsibilities

Operational delivery

Core finance function activities that form the engine

What currently captures your attention and what doesn't?

© Grant Thornton Advisory and Tax LLP

The framework for today

The CFO Scorecard

Four quadrants of the CFO role — technology risk now reaches into all four

Value creation

Generating value through insights, strategic decisions and leadership of change

Stakeholder management

Identifying and balancing the needs of audiences inside and outside finance

Business protection

Controls, processes, governance and compliance responsibilities

Operational delivery

Core finance function activities that form the engine

© Grant Thornton Advisory and Tax LLP

Quadrant 1 | Business protection

Where most value is destroyed before anyone notices

82% say a cyber incident would threaten business continuity

36% are very confident in their ability to manage that risk

Source: GT Finance Leaders Barometer 2026

© Grant Thornton Advisory and Tax LLP

Quadrant 1 | Business protection

Where most value is destroyed before anyone notices

82% say a cyber incident would threaten business continuity

36% are very confident in their ability to manage that risk

M&S

APRIL 2025

99%

fall in H1 pre-tax profit

£391.9m → £3.4m

READ FROM THE DEAL SEAT

- Cyber resilience is now a finance KPI
- Absence of a governance answer is itself a finding
- Downtime is your competitor's opportunity

Source: M&S H1 report, November 2025 | GT Finance Leaders Barometer 2026

© Grant Thornton Advisory and Tax LLP

Quadrant 1 | Business protection

Where most value is destroyed before anyone notices

82% say a cyber incident would threaten business continuity

36% are very confident in their ability to manage that risk

EU AI Act — General transparency obligations from 2 August 2026

High risk AI obligations deferred but breaches will result in fines up to €35m or 7% of global turnover — materially higher than GDPR.

84% say AI is outpacing their controls and governance

Source: GT Finance Leaders Barometer 2026

© Grant Thornton Advisory and Tax LLP

The framework for today

The CFO Scorecard

Four quadrants of the CFO role — technology risk now reaches into all four

Value creation

Generating value through insights, strategic decisions and leadership of change

Stakeholder management

Identifying and balancing the needs of audiences inside and outside finance

Business protection

Controls, processes, governance and compliance responsibilities

Operational delivery

Core finance function activities that form the engine

© Grant Thornton Advisory and Tax LLP

Quadrant 2 | Operational delivery

Where technical debt accumulates quietly

British Library

OCTOBER 2023

40%

of financial reserves consumed by recovery

FROM THE LIBRARY'S OWN POST-MORTEM

- Legacy systems made the attack worse
- Many systems could not be restored — vendors no longer supported them
- Modernisation was forced, not chosen

HOW DOES THIS READ FOR YOUR BUSINESS?

If a critical system in your estate had to be restored tomorrow — could it be?

Which of your systems are out of vendor support today, or will be within 24 months?

What's the financial exposure — not in IT cost, but in days of disruption?

Source: British Library cyber incident review, March 2024

© Grant Thornton Advisory and Tax LLP

The framework for today

The CFO Scorecard

Four quadrants of the CFO role — technology risk now reaches into all four

Value creation

Generating value through insights, strategic decisions and leadership of change

Stakeholder management

Identifying and balancing the needs of audiences inside and outside finance

Business protection

Controls, processes, governance and compliance responsibilities

Operational delivery

Core finance function activities that form the engine

© Grant Thornton Advisory and Tax LLP

Quadrant 3 | Value creation

Two AI failure modes — same root cause

1

Orphaned ambition

AI tooling bought. Operating model unchanged. Adoption patchy.

Anyone valuing the business sees discretionary cost.

Value realisation gap.

2

Invisible exposure

AI deployed at pace. Governance scaffolding absent.

Anyone reviewing the governance position prices it conservatively. Indemnities follow that often weren't expected.

Same root cause: tools running ahead of people.

79%

intend to invest more in upskilling and talent

77%

say transformation investments are costing morale

85%

say the strain on the finance function is unsustainable

Source: GT Finance Leaders Barometer 2026

© Grant Thornton Advisory and Tax LLP

The takeaway

Technology risk in 2026 is no longer a technology issue.
It is a financial, operational and strategic issue.

The CIO manages the technology.
The CFO increasingly owns the consequences.

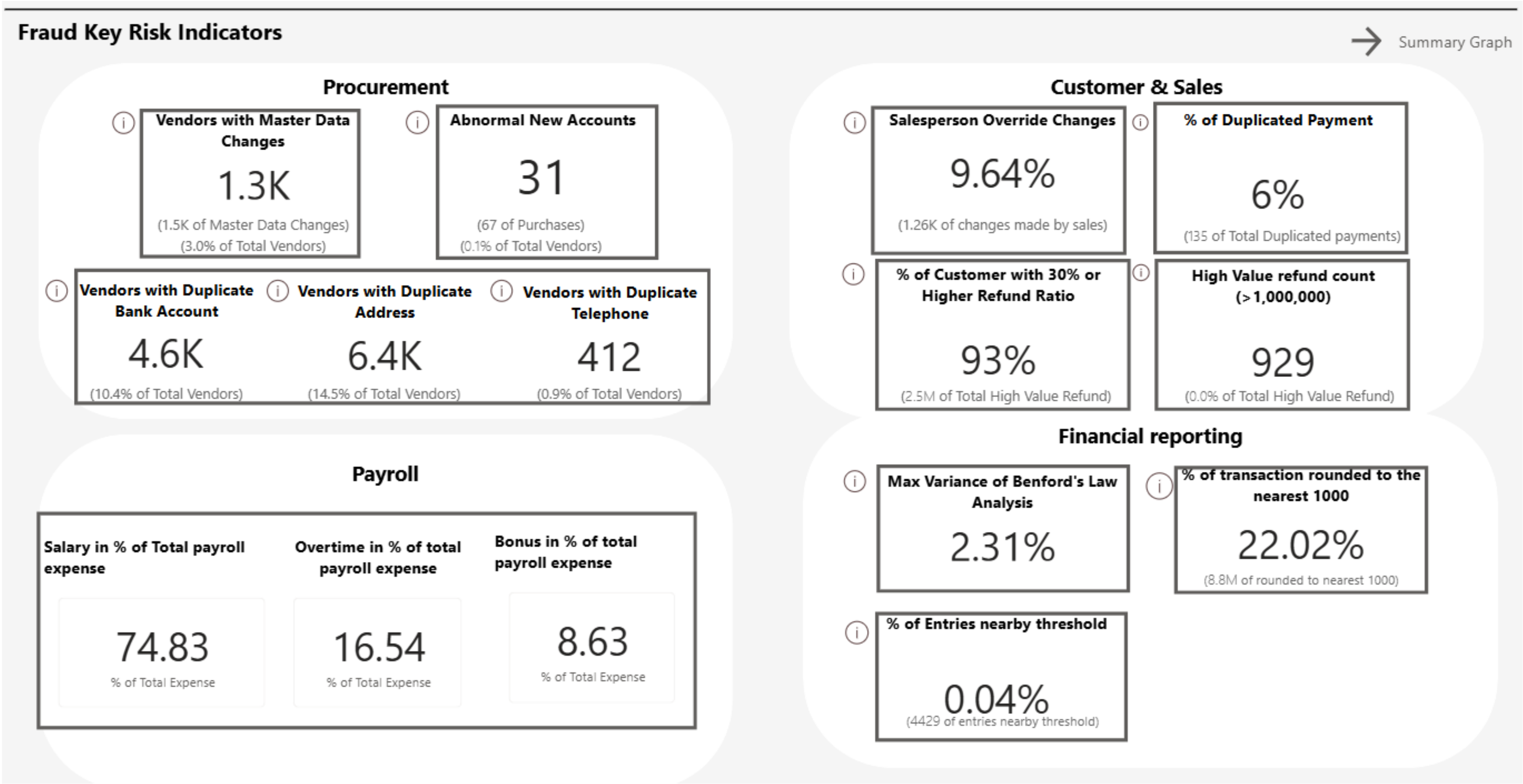
© Grant Thornton Advisory and Tax LLP

Example Key Risk Indicator Dashboards

Grant Thornton

Example Key Risk / Fraud Dashboard

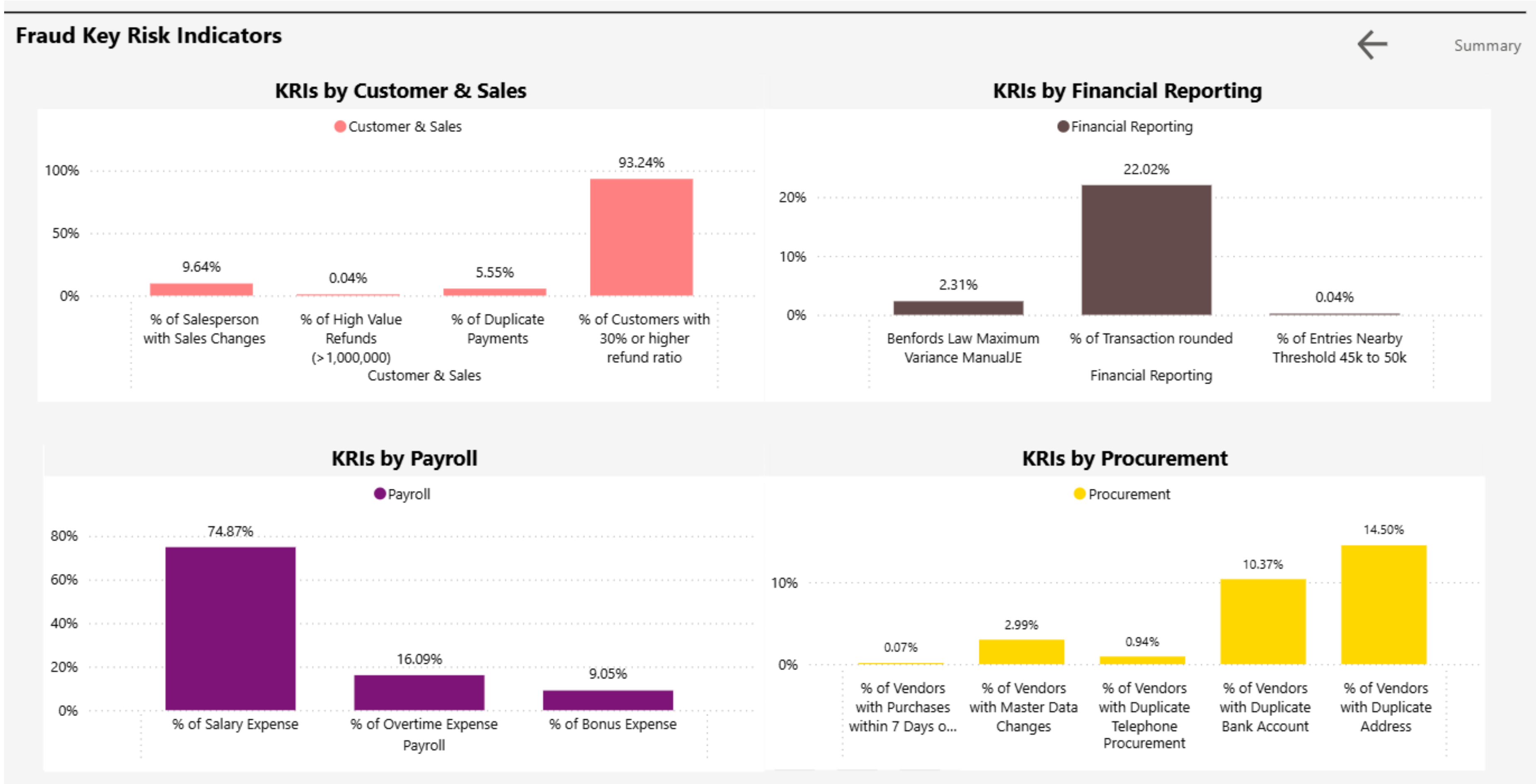
Consolidates key fraud indicators into a single view for rapid risk assessment.



© Grant Thornton Advisory and Tax LLP

Example Key Risk / Fraud Dashboard

Uses visual analytics to identify outliers and suspicious patterns across datasets



© Grant Thornton Advisory and Tax LLP

Example Key Risk / Fraud Dashboard

Highlights key risk indicators across purchasing and payments for audit focus.

Analysis of P2P Transactions

Potential duplicate sets of Purchase Requisitions	Potential duplicate sets of Purchase Orders	Potential duplicate sets of Invoice	Potential duplicate sets of GRN	Potential duplicate sets of Payments	Potential sets of PO Split
1,933	7,680	4,669	31,007	0	3,134
2,200 out of 42,015 PRs	518,143 out of 614,954 POs	14,108 out of 129,567 Invoices	429,373 out of 634,032 GRNs	0 out of 21,230 Payments	600,839 out of 614,954 POs

Invoices raised before Purchase Orders	GRN raised after Invoice	Invoices and Payments raised on the same date	Payments without Invoice or GRN	Paid Invoices without PO or GRN	Payments made to unauthorised suppliers
4,118	52,928	1	1,089	2	32
4,118 out of 129,567 Invoices	52,928 out of 634,032 GRNs	1 out of 129,567 Invoices and 2...	1,089 out of 21,230 Payments	2 out of 129,567 Invoices	32 out of 21,230 Payments

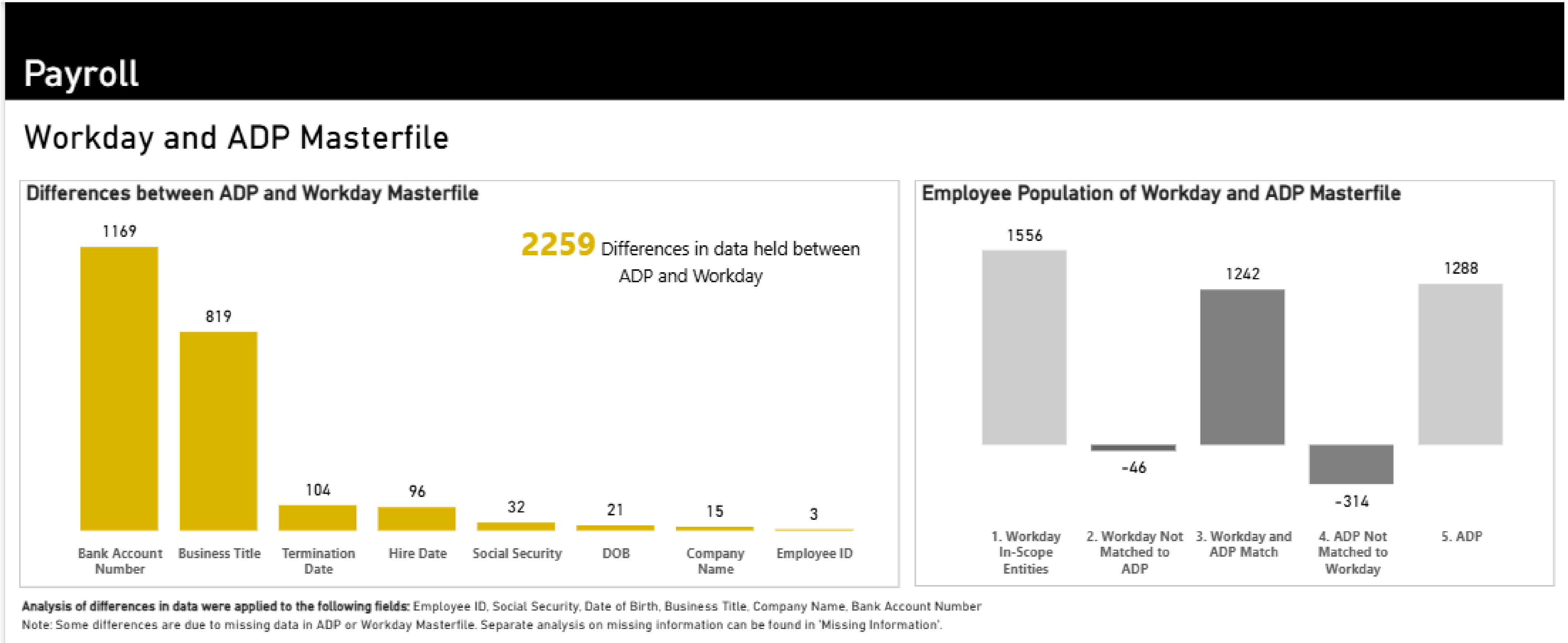
Analysis of Supplier Master Data

Potential duplicate sets of Supplier Bank Details	Potential suppliers with Missing Bank Details	Suppliers on hold with Missing Bank Details
39	1,029	17,231
90 out of 23,122 Suppliers	1,029 out of 23,122 Suppliers	17,231 out of 23,122 Suppliers

© Grant Thornton Advisory and Tax LLP

Example Payroll Dashboard

Example dashboard highlighting data quality issues between core systems.



© Grant Thornton Advisory and Tax LLP

Questions

© 2025 Grant Thornton UK Advisory & Tax LLP.
© Grant Thornton Advisory and Tax LLP

Get in touch

Rachel Parker

Partner

E Rachel.Parker@uk.gt.com

T +44 (0)121 232 8769

James Wilmer

Director

E James.W.Wilmer@uk.gt.com

T 441223483802

Mark O'Sullivan

Partner

E Mark.OSullivan@uk.gt.com

T +44 779 549 1094

James Durrant

Director

E James.AG.Durrant@uk.gt.com

T +44 207 865 2514

Aislinn Mae

Director

E Aislinn.Mae@uk.gt.com

T +44 7341 030121

© Grant Thornton Advisory and Tax LLP

© 2026 Grant Thornton UK Advisory & Tax LLP. All rights reserved.
'Grant Thornton' refers to the brand under which the Grant Thornton member firms provide assurance, tax and advisory services to their clients and/or refers to one or more member firms, as the context requires. Grant Thornton UK Advisory & Tax LLP is a member firm of Grant Thornton International Ltd (GTIL). GTIL and the member firms are not a worldwide partnership. GTIL and each member firm is a separate legal entity. Services are delivered by the member firms. GTIL does not provide services to clients. GTIL and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions. This publication has been prepared only as a guide. No responsibility can be accepted by us for loss occasioned to any person acting or refraining from acting as a result of any material in this publication.