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Deloitte  
Insurance  
Week 2026

Finance Trends

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# Meet our Presenters



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# Finance Trends 2026



# Finance Transformation Trends 2026

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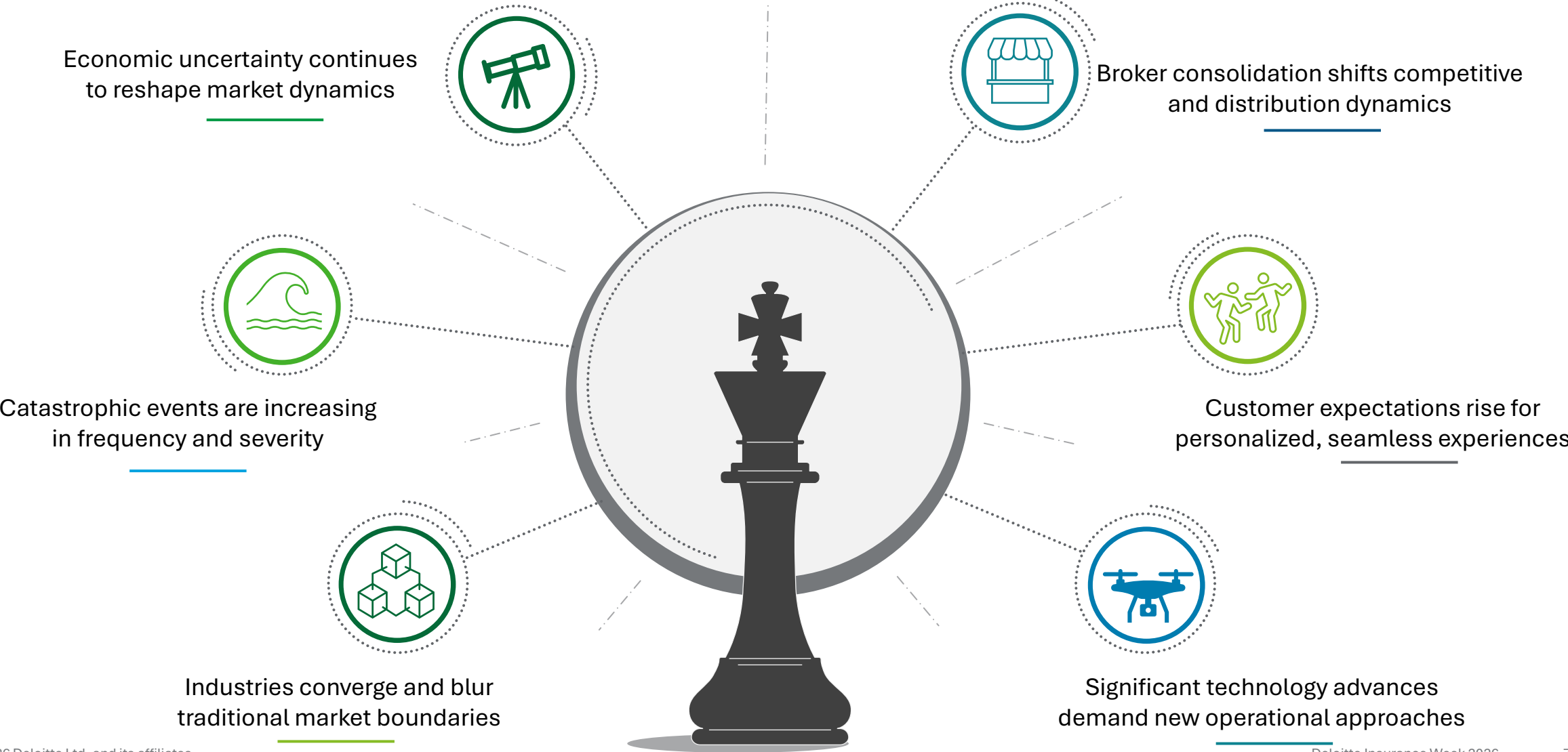
01

**Six forces shaping the insurance market today**



# Deloitte's 2026 insurance outlook points to a more complex and volatile environment

Business as usual for insurers may not suffice going forward. A new reality is unfolding, carriers may need to rethink how they operate, engage, and grow to be ready to take it on.



For reinsurers, this translates into a need for sharper capital allocation, faster insights, and tighter cost control – all of which place new demands on finance.



# 02

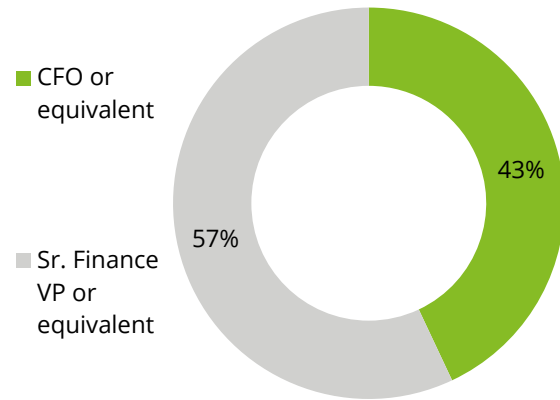
## The role of the finance organisation: driving value amidst disruption



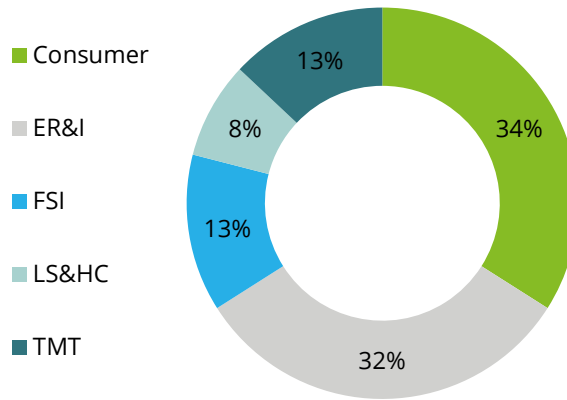
# By the Numbers: Today's Leading CFOs Are Reimagining Finance

To help finance leaders gain a better understanding of what's coming next and inform this inaugural Finance Trends report, **1,326 global finance leaders** around the world and across industries with below demographics were surveyed

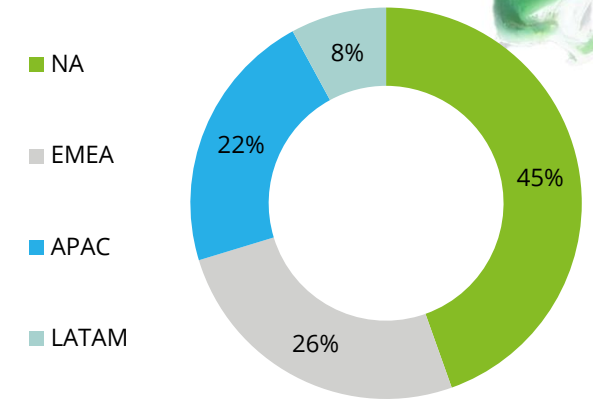
## ROLE



## INDUSTRY



## REGION

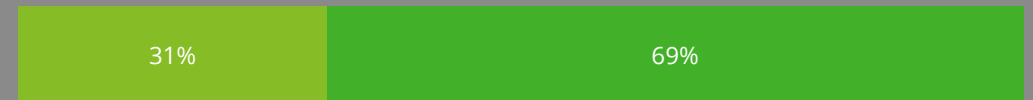


## ANNUAL REVENUE



■ \$1B to less than \$5B ■ \$5B to less than \$10B ■ +\$10 billion

## ANNUAL GROWTH RATE



■ Decrease / Stay the Same ■ Increase

# Deloitte's 2026 finance trends research highlights a fundamental shift in the CFO mandate

From a focus on control and reporting, to a much broader role in shaping enterprise strategy and performance

## Today's reality



## Tomorrow's potential



# What CFOs are saying

Business leaders are prioritizing technology, data compatibility and accessibility, and an AI-driven culture to equip CFOs for the future.

## Challenges

Rising Board expectations and adoption challenges

Economic pressure driving cost containment

Outdated automation tools

Underused data and predictive insights

Manual and inefficient financial operations

Fragmented systems and slow decision-making

## Context

Boards are demanding stronger, AI-driven financial strategies and governance before approving new projects. CFOs are expected to demonstrate clear, tangible value from AI initiatives. At the same time, the fear of falling behind and the rapid pace of technological change are prompting rushed AI implementations, which can result in cultural inertia and increased cyber risks.

Macro-economic challenges, such as inflation and tariffs and economic downturns are pressuring organizations to do more with less by cutting unproductive costs and addressing resource inefficiencies.

Traditional automation tools like OCR (Optical Character Recognition) and RPA (Robotic Process Automation) are often too rigid for today's dynamic needs, leaving many repetitive and manual tasks and missing opportunities to automate complex processes, find anomalies and predict ways to fix errors.

Large volumes of unstructured data remains underutilized, restricting predictive analysis, integrated forecasting of future demand and revenue, and transparency in business processes such as costing and SG&A (selling, general and administrative expenses).

Financial operations remain burdened by time-consuming and manual reconciliations, transaction bottlenecks, and inefficiencies, preventing teams from becoming digital-first talent.

Legacy processes and fragmented systems limit access to data, slow down insight generation, and hinder competitiveness and agile decision-making.

**Note:** We interviewed several Subject Matter Advisors (SMAs) from various finance domains and compiled the list of challenges presented here.

# 03

## Finance Trends 2026 Key Highlights



# Today's Leading CFOs Are Reimagining Finance

To help finance leaders gain a better understanding of what's coming next and inform this inaugural Finance Trends report, **1,326 global finance leaders** around the world and across industries with below demographics were surveyed

## TREND 1

**The speed priority**—Advanced scenario planning and agile governance for navigating uncertainty

## TREND 2

**Finance leaders are stepping up as strategy leaders**—especially when they embrace advanced AI and cloud

## TREND 3

**Focus. Precision. Discipline**—How finance-led cost management helps drive measurable value

## TREND 4

**The journey to agentic insights**—Many finance teams embrace AI, but ROI and agentic implementations often lag

## TREND 5

**Infusing tech talent in finance**—Where data scientists and accountants meet



# TREND 1

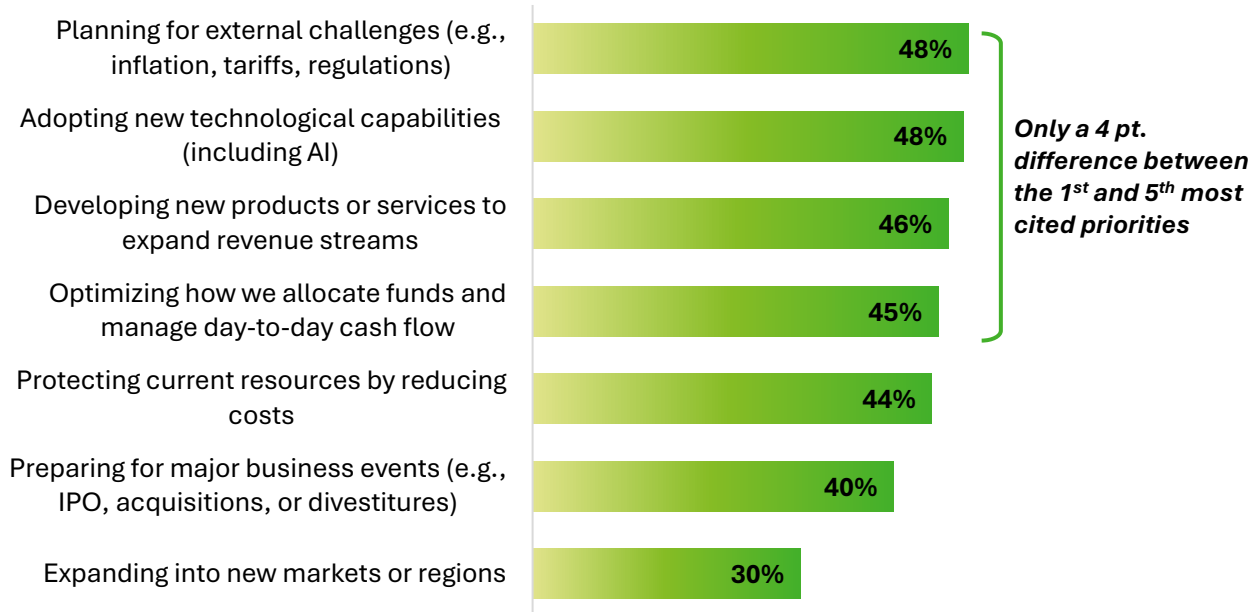
## The speed priority

Advanced scenario planning and agile governance for navigating uncertainty

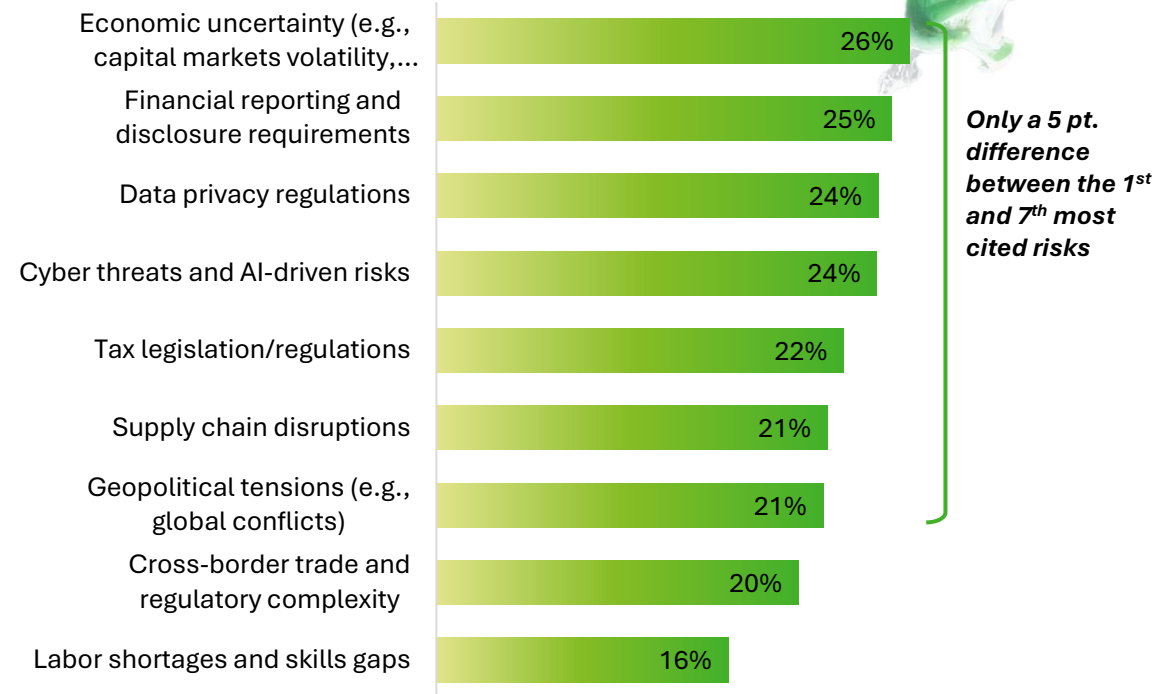


Many finance leaders may be focusing on several top priorities, from planning for external challenges to cost management, simultaneously

TOP 3 FINANCE LEADER **PRIORITIES** FOR 2025 and 2026



TOP 2 **EXTERNAL RISKS** FOR FINANCE LEADERS IN 2025 and 2026



Looking ahead to fiscal years 2025 and 2026, which of the following are you prioritizing to help drive your organization's success? Rank your top 3. **n = 1,326**

Which two external factors pose the biggest risk to your organization across fiscal years 2025 and 2026? **n = 1,326**

# Respondents plan to build stronger anticipation and response capabilities within finance teams to bolster organizational resilience

Leaders are looking to strengthen their scenario planning and governance structures to better anticipate and respond to their changing environments.

*“Scenario planning is something we’ve always done, but the current environment has caused us to really accelerate the way we do it. In the past, we may have run scenario’s monthly; now we’ve been running models and doing analysis almost daily.”*

- David Chojnowski, Corporate Controller and Chief Accounting Officer of Walmart

## Respondents cite the importance of building stronger anticipation and response capabilities to bolster resilience



Which of the following do you see as most important for managing uncertainty more effectively? n = 1,326

## TREND 2

Finance leaders are stepping up  
as *strategy* leaders

Especially when they embrace  
advanced AI and cloud



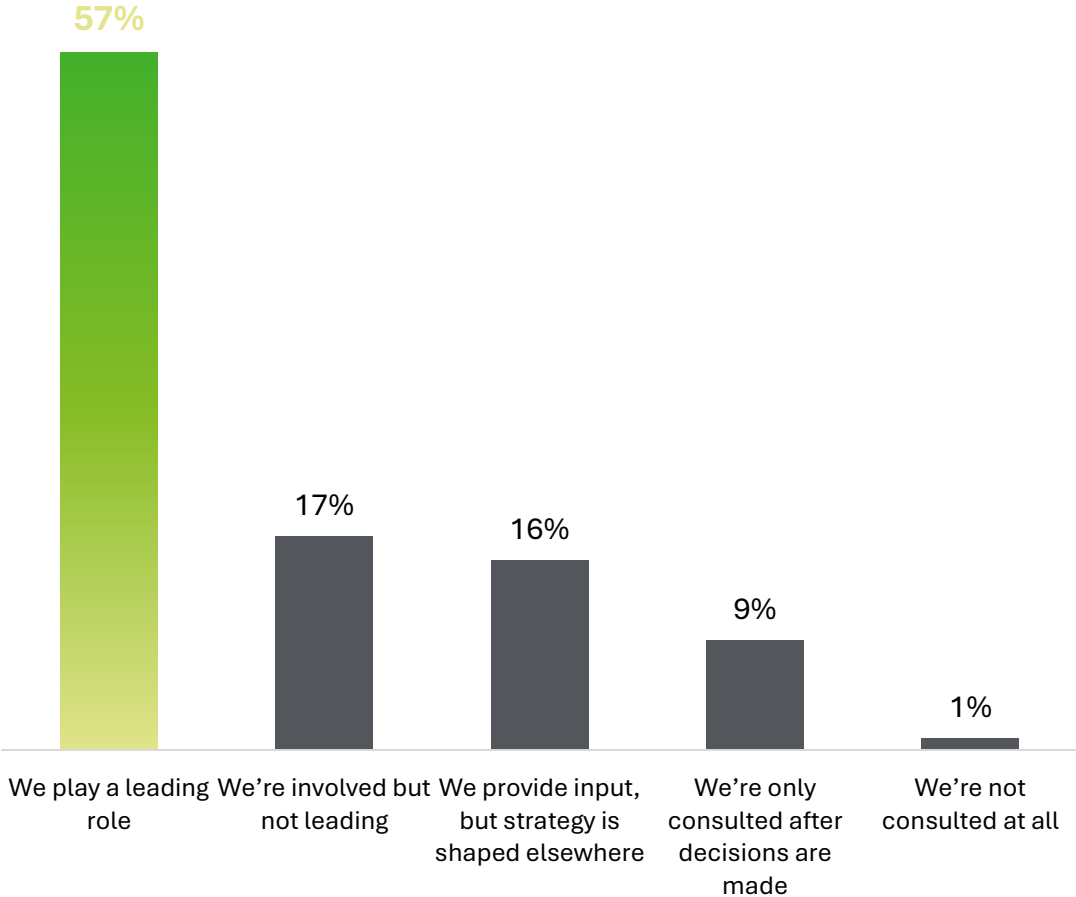
# More than half of finance leaders play a leading role in influencing enterprise strategy

*As the scope of finance leadership continues to expand, their enterprise-wide influence on strategy seems to grow in-step.*

*Our finance organization’s journey over the past 18 months has been transformative. We are using AI to empower our teams to become strategic partners, leveraging data and technology to drive enterprise-wide value.”*

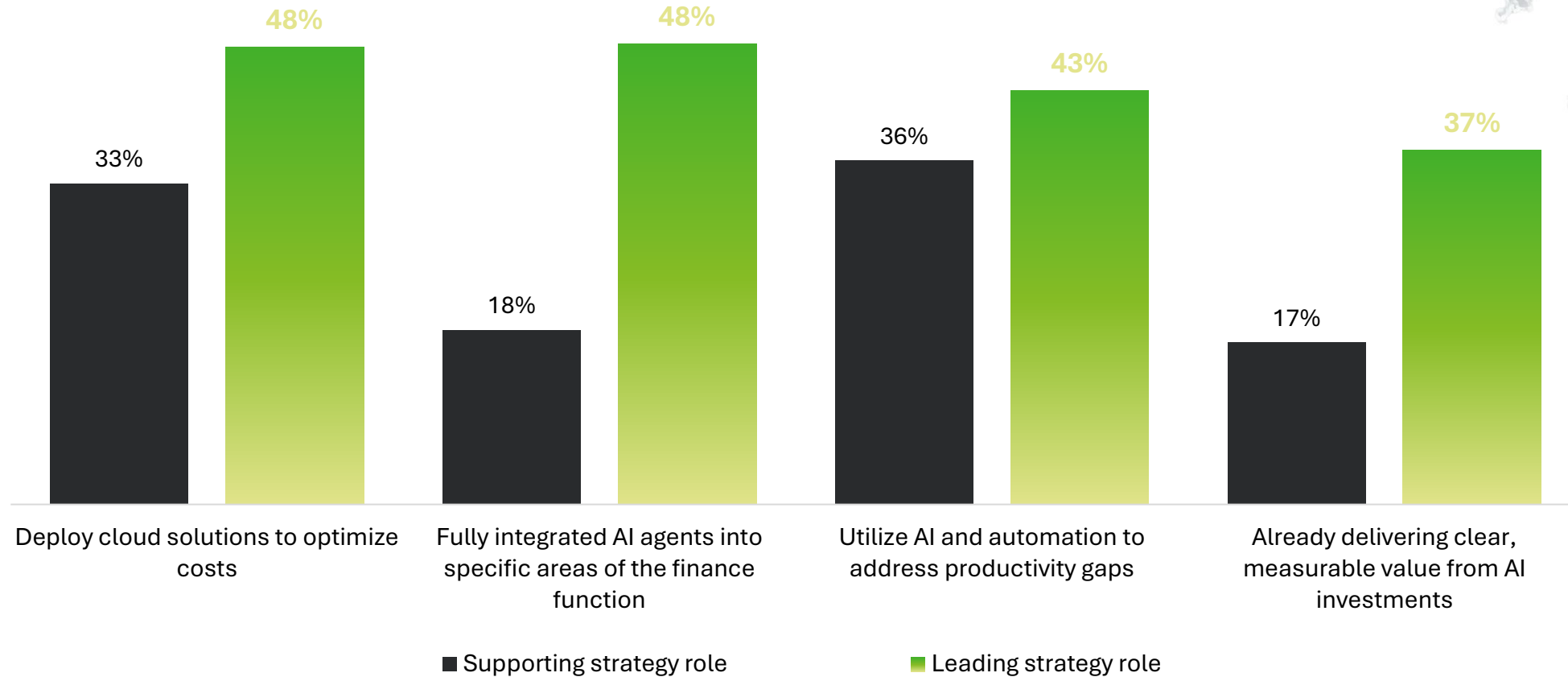
- Marie Myers, CFO of Hewlett Packard Enterprise

REPORTED LEVEL OF INFLUENCE ON ENTERPRISE STRATEGY BY RESPONDENTS



Which level of influence on enterprise strategy does your function have? n = 1,326

# The most strategically influential leaders regularly use cloud and AI



Which of the following cost management practices does your organization currently use? Please select all that apply. Use cloud-based solutions to optimize costs. Please indicate whether your finance function is taking any of the following actions to address talent acquisition and retention challenges? Please select all that apply. 6 = Utilizing AI and automation to address productivity gaps. How would you rate the impact of your organization's AI investments in delivering value so far? How would you describe the current level of exploration into the use of AI agents within your organization's finance function? "We have fully integrated AI agents into specific areas within the finance function" **n = 1,326**

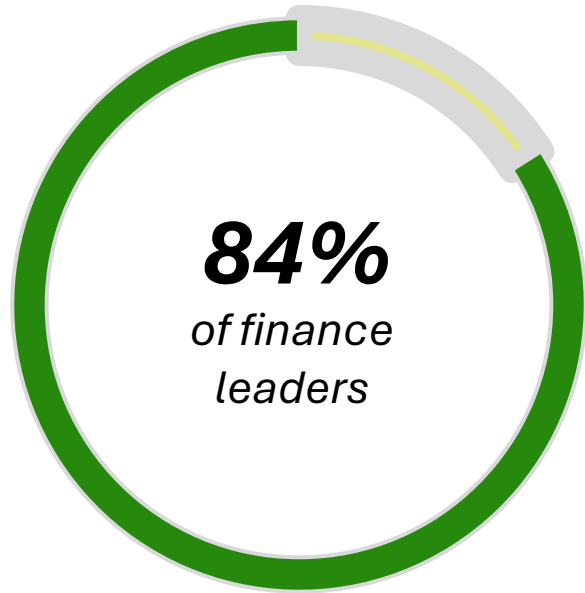
# TREND 3

**Focus. Precision. Discipline.**

How finance-led cost management helps drive measurable value

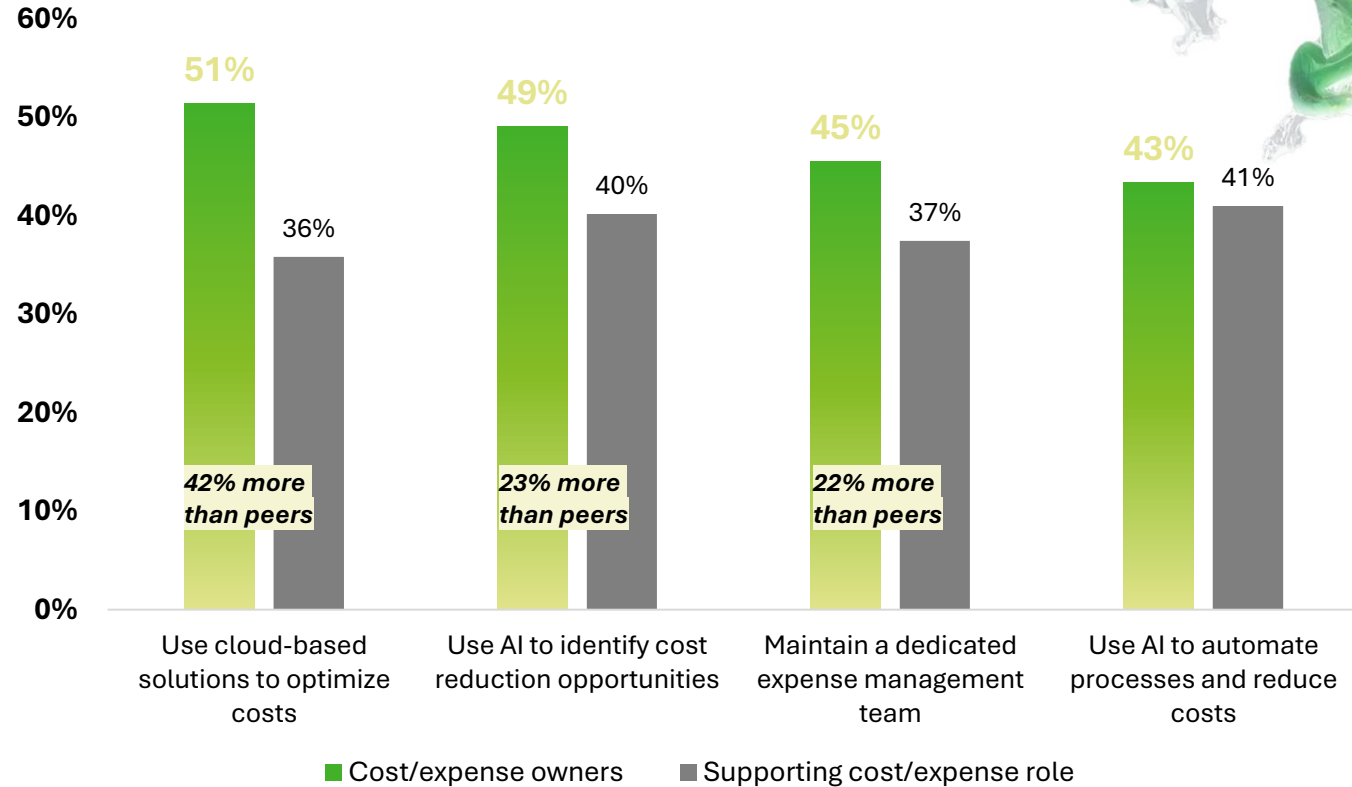


# Cost and expense owners more often prioritize cloud solutions, AI, and dedicated expense teams compared to their peers



who own cost & expense management leverage at least one of the following:

## COST MANAGEMENT PRACTICES BY OWNERSHIP



### CLOUD SOLUTIONS | AI INSIGHTS | DEDICATED TEAMS

Which of the following responsibilities are you primarily accountable for at your organization? Please select only those responsibilities for which you have primary accountability, not those that are share with others. “Cost and expense management” (n = 477)  
Which of the following cost management practices does your organization currently use? Please select all that apply.

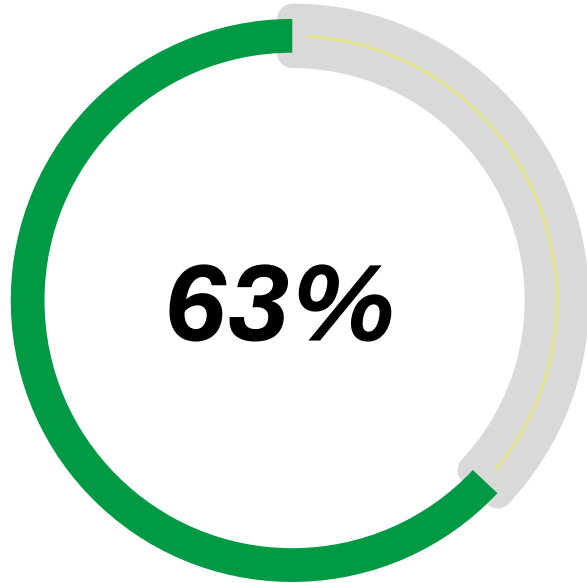
## TREND 4

# The journey to agentic insights

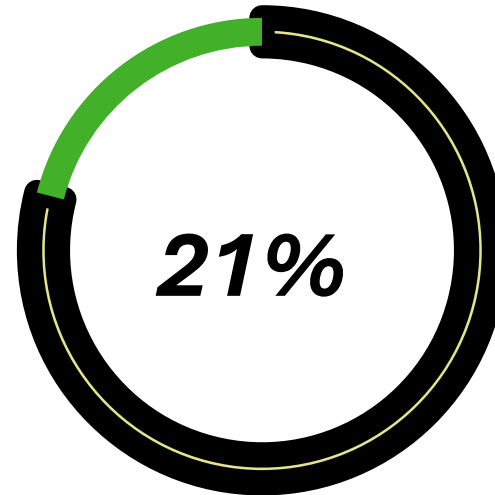
Many finance teams embrace AI, but ROI and agentic implementations often lag



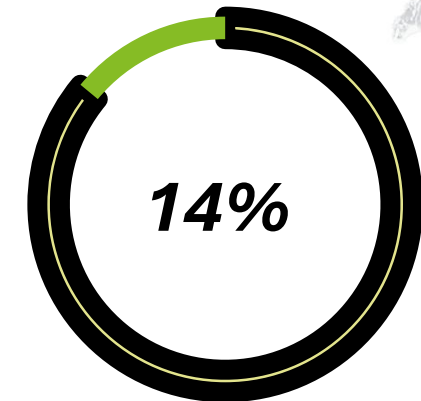
# The gap from early AI deployment to demonstrating clear value capture and agentic AI



of finance leaders have **fully deployed and actively use AI within their function**



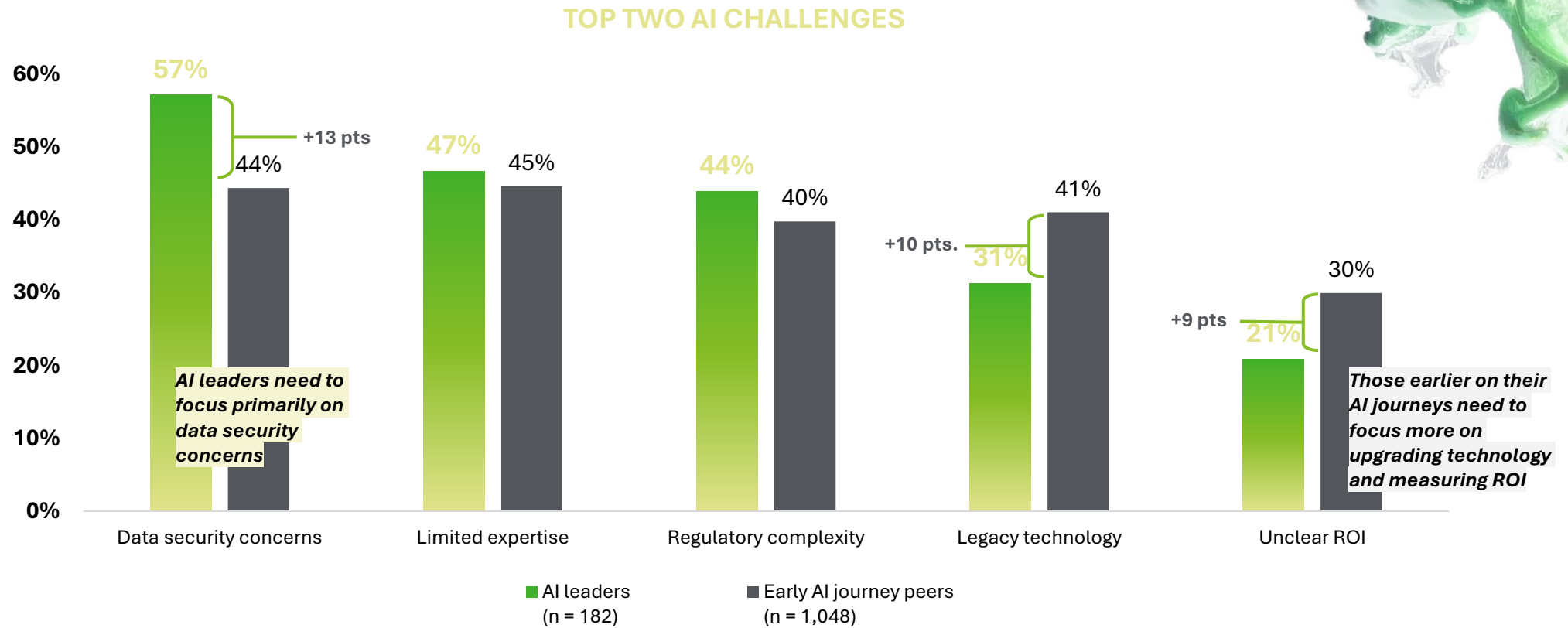
of finance leaders have **fully deployed** and already see those investments **delivering clear, measurable value**



of those delivering clear value have already **fully integrated AI agents** into specific areas within the finance function

- Thinking about AI use cases you selected in the previous question, how would you describe your organization's current stage of implementation? "We're still figuring out how to apply them" vs "We're fully deployed and actively using them"
- How would you rate the impact of your organization's AI investments in delivering value so far? "Already delivering clear, measurable value"
- How would you describe the current level of exploration into the use of AI agents within your organization's finance function? "We have fully integrated AI agents into specific areas within the finance function" n = 1,326

# Those further along their AI journeys are often addressing a different set of AI challenges



- Which do you see as major barriers to AI adoption in the finance function within your organization?
- “AI leaders” = those who have fully deployed AI use cases (Q16), have delivered clear, measurable value (Q17) and have fully integrated AI agents into specific areas within the finance function (Q20) **n = 182**
- “Early finance journey peers” = those who have either not fully AI use cases (Q16) and/or have not delivered clear, measurable value (Q17) **n = 1,048**

# TREND 5

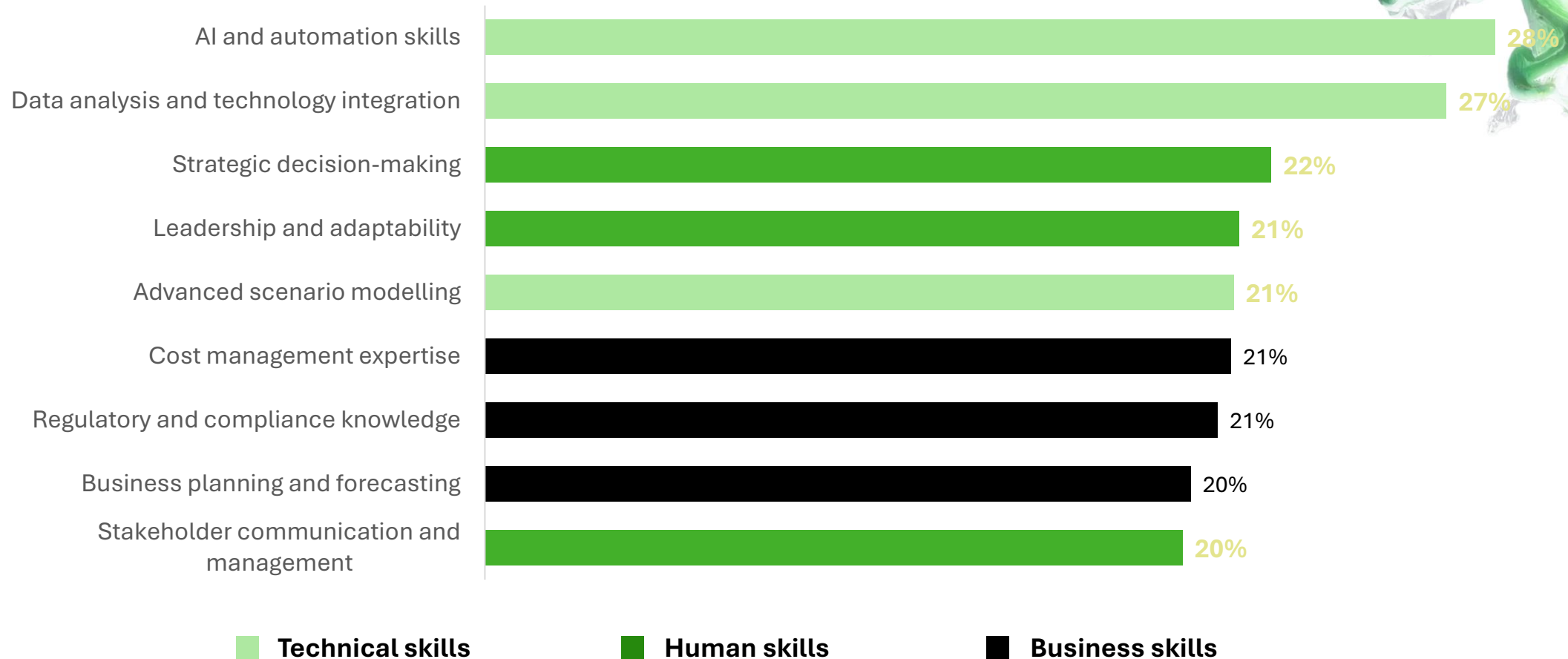
## Infusing tech talent in finance

Where data scientists and accountants meet



# Sixty-four percent of respondents chose at least one technical skills as a top development priority through 2026

## TOP SKILLS DEVELOPMENT PRIORITIZED FOR FISCAL YEARS 2025 AND 2026



Looking ahead across fiscal years 2025 and 2026, which skills and capabilities will your finance team focus on developing most? Please select two responses. n = 1,326

# 04

## Leading finance into the future: Key takeaways from our interviews



# An AI-enabled Future of Finance

There are three roles of the Finance function that will emerge in support of AI-enabled transformation. Despite this change, Finance's core responsibilities will remain consistent.

## Finance for Finance

**Optimizing traditional Finance operations** by leveraging technology and data to deliver scalable, agile, and cost-effective services from the right locations to maximize efficiency

## Finance for the Enterprise

**Acting as a strategic business partner and adviser** by providing timely insights and decision support, managing risk, uncovering new business opportunities, and driving efficient capital allocation

## Finance for the Market

**Serving as a storyteller to the investor community that builds trust, enhances value, and boosts consumer confidence** through clear and reliable communications that improve stakeholder sentiment

 **Manage compliance and risk** to ensure organization's integrity and long-term sustainability


 Track financial & operational metrics to **measure performance & identify improvement areas**

 **Building trust and transparency with investors** through clear, consistent communication

 **Process receivables and payables** consistently

 Use **data-driven planning, modeling, & forecasting** to anticipate future resource needs

 **Translate strategic initiatives** into measurable value drivers (revenue, margin, cash)

 **Deliver reliable financial statements** for accurate, timely reporting


 **Identifying new risks & opportunities** to inform capital allocation & strategic moves (e.g., M&A)

 Benchmark peer KPIs & disclosures to **sharpen differentiation to lowered perceived market risk**

**Finance will be expected to deliver today's work and tomorrow's demands, without added resources. AI is the lever that makes it possible.**

# Leading finance into the future: Top takeaways from our interviews

Throughout our interviews, leaders continually acknowledged that the sliding doors of opportunity seem to open and close at a breakneck pace. Still, we found the following recommendations continued to rise to the surface:




### AI FOR AUTOMATION AND INSIGHTS

Challenge: Teams needed to reduce costs across accounts receivable portfolios.  
 What Changed: AI prioritized scanning and outreach workflows.  
 How It Works:

- Scans accounts receivable for anomalies
- Flags delinquency risk for outreach


Value Delivered:

- X% faster at-risk account detection
- X hours reduced manual review.



### FINDING FLEXIBILITY IN THE CLOUD

Leaders stressed that cloud-based solutions can minimize upfront expenditures for hardware and provide more scalable infrastructure to conduct analysis for identifying cost-saving opportunities.




### POSITIONING FINANCE TO TAKE ON MORE VALUE-ADDED WORK

Challenge: Leaders gained broader roles, leaving little time.  
 What Changed: Workflow tech standardized handoffs and execution.  
 How It Works:

- Standardizes workflows and handoffs
- Automates routine work steps

Value Delivered:

- X hours shifted to analysis
- X% faster routine process cycles




### INVESTING IN THE TECHNOLOGICAL INFRASTRUCTURE

Challenge: Legacy platforms blocked scalable AI across finance processes.  
 What Changed: Multiyear ERP upgrade built an AI-ready foundation.  
 How It Works:

- Standardizes core data and governance
- Integrates finance data for AI


Value Delivered:

- X% faster close and reporting
- X% fewer manual workarounds




### DATA + AI FOR SCENARIO PLANNING

Multiple leaders acknowledged they are feeding more data sources into their scenario planning models, including pricing data, inventory levels, and customer and competitor trends.




### DEPLOYING AGENTIC AI TO IDENTIFY "PROFIT POOLS"

Early agentic AI opportunities in finance regularly pertain to better managing sales and profitability. For instance, one automotive company's finance function has started using intelligent AI agents to help "identify profit pools that align with its strategic focus."




### PINPOINTING THE DATA STEWARDS

Some companies are working to identify "data stewards" for each relevant AI use case. These can range from traditional finance responsibilities (e.g., FP&A, capital allocation) to more cross-enterprise initiatives (e.g., supply chain and product development).



### AI AS A MEANS TO SCALE FINANCE'S INFLUENCE

Leaders regularly suggested they are targeting traditional finance tasks, like accounts receivable and invoice processing as initial piloting grounds for using AI to automate their work



### BUILDING THE DATA SCIENCE + FINANCE GOVERNANCE

New teams are forming in finance that pair data scientists and engineers with accountants and finance professionals to match business expertise with technical capabilities to solve the most complex problems in finance.

# Key Finance Trends in Bermuda



# Key Finance Trends in Bermuda

Based on our experience working with clients, these are the top three key finance trends we're seeing in Bermuda.

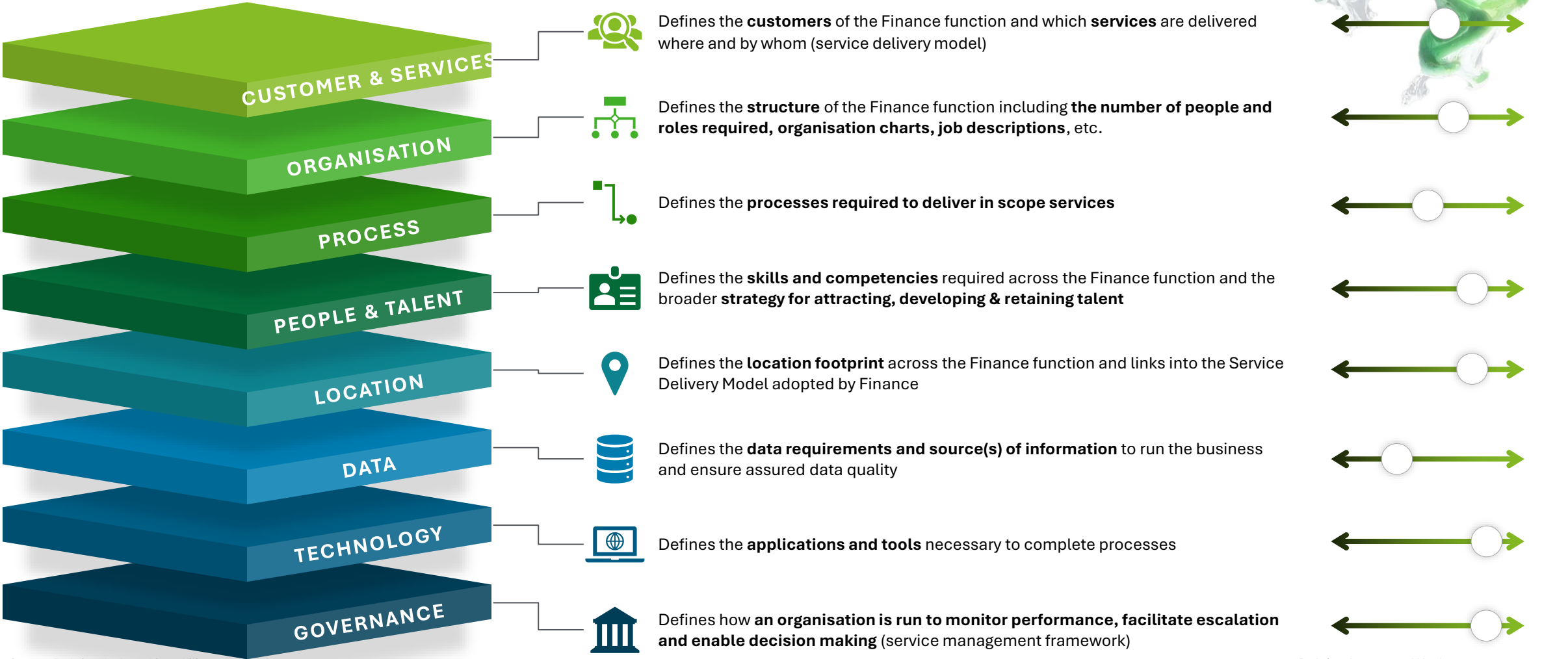
- Finance Operating Model**
- Technological Infrastructure**
- AI for Finance**

# Finance Operating Model



# Finance Operating Model

The different layers to consider when structuring and integrating Finance.

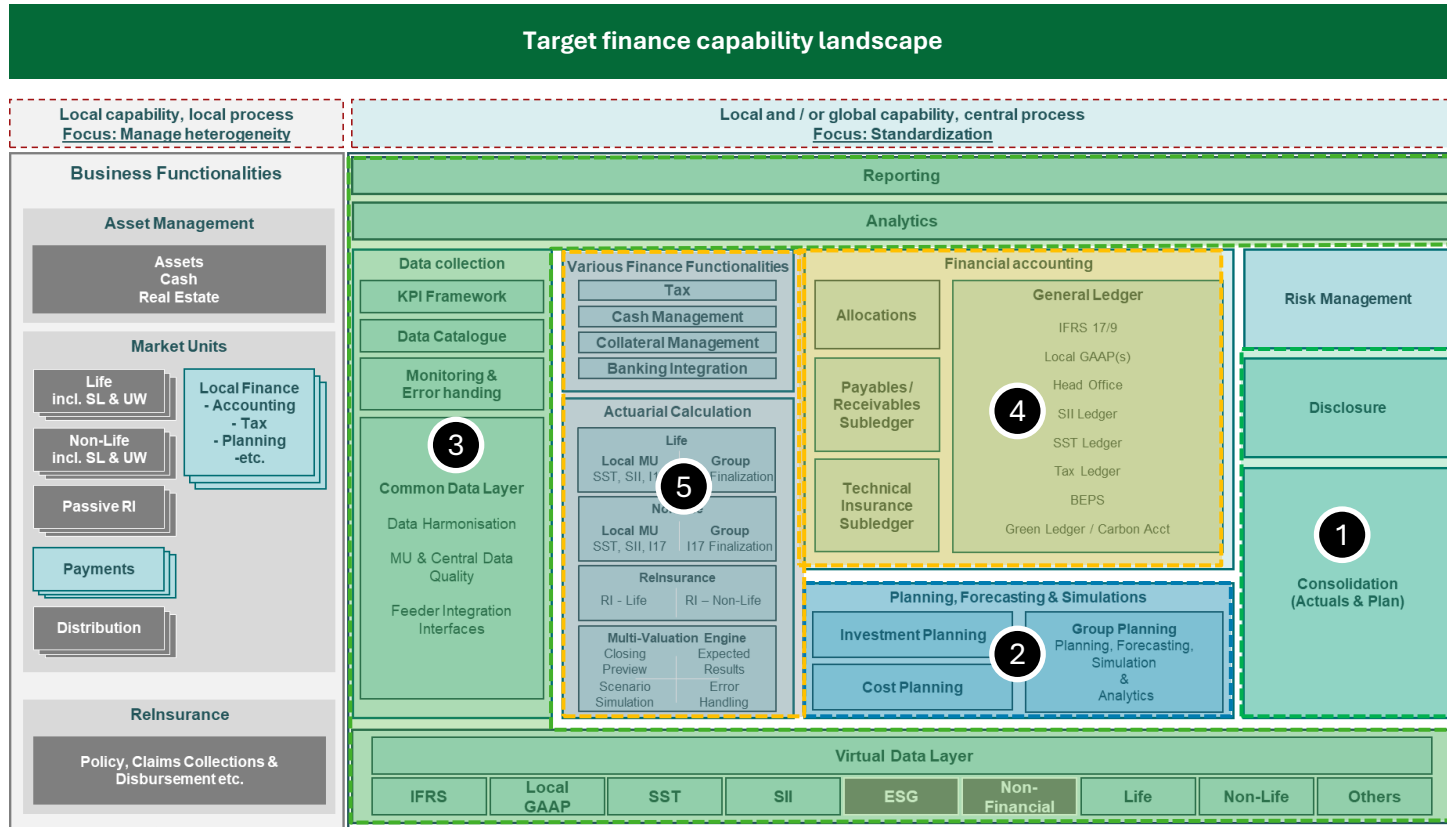


# Technological Infrastructure



# Technological Infrastructure: Target finance architecture & capability landscape

The target capabilities landscape summarizes the required capabilities and key design decisions for the modern finance architecture to meet current and future requirements in a modern finance system landscape



**1. Consolidation:**  
A unified consolidation solution with harmonized process for both actual and plan data based on required data granularity that allows drill-through on Business Unit level.

**2. Planning, Forecasting & Simulations:**  
A harmonized planning, forecasting, and simulation framework enhancing steering capabilities at group and Business Unit levels while driving process efficiencies.

**3. Data Model & Analytics:**  
A common data layer with standardized integration, improved data quality, and harmonized models for financial and non-financial data.

**4. Integrated GL**  
A centralized General Ledger framework with standardized chart of accounts, real-time integration, and multi-ledger support for seamless reporting across entities and accounting principles.

**5. Other Finance Systems Integration**  
Seamless interoperability between finance systems with standardized interfaces, enabling end-to-end data flow, process automation, and enhanced accuracy in financial operations.

**Source Systems**

Reengineering data sources requires cross-functional collaboration as part of broader business transformation efforts.

# Technological Infrastructure: Key Aspects of Data Model and Analytics



1	Interfaces	2	Data Quality	3	Common Data Layer	4	Data Management & Governance	5	Virtual Data Layer
	<ul style="list-style-type: none"><li>• All interfaces should be integrated through the central Integration Layer</li><li>• SAP to SAP Interfaces remain in standard</li><li>• Manual .csv or flat files are gradually removed e.g. Actuarial</li><li>• Feeder Integration follows three standard patterns: streaming, rest APIs &amp; bulk load (files)</li><li>• Minimal data standards are agreed for the data model and interfaces</li><li>• Goal to achieve daily data delivery from Market Units (ideally near-realtime)</li><li>• De-coupling of the heterogeneity of the Market Units</li></ul>		<ul style="list-style-type: none"><li>• Data quality issues need to be resolved on MU level. Methodology, Approach, Tools is recommended on Group level to increase importance &amp; acceptance.</li><li>• Leverage the central integration layer G-DPS to optimise data quality checks and resolution of data quality issues</li><li>• Data Quality checks should consider materiality and thresholds</li><li>• Controls of manual data inputs &amp; adjustments is an important improvement area</li></ul>		<ul style="list-style-type: none"><li>• Build the foundation for the Group Finance data models</li><li>• Technical basis of the IFRS central integration layer G-DPS to be leveraged for a common data layer solution</li><li>• Pre-harmonization of data delivery by MUs is required in order to improve upstream data quality</li><li>• Enable Self-Service for the Market Units based on the Common Data Layer</li></ul>		<ul style="list-style-type: none"><li>• Data Catalog should be automatically generated and maintained for all interfaces.</li><li>• Definition of an overarching Governance from Group to Market Units. Agreed and centrally structured, locally managed and executed, possibility for Local and Group steering</li><li>• Comparability to be improved through a common data catalogue / data dictionary</li><li>• Implement robust data governance practices and security measures to ensure data integrity, privacy, and compliance</li><li>• Establish a KPI Framework and standardized approach for all Finance and non-Finance data domains.</li></ul>		<ul style="list-style-type: none"><li>• Central cockpit with integrated view on views on IFRS, local GAAP, SST and others with a new Group Finance Data Model for better steering</li><li>• Establish a groupwide data model/s comprising financial and non-financial data</li><li>• Leverage synergies and enable simplification for Actuaries through aligned data models for IFRS &amp; SST</li><li>• Drill-down from Group to operational Market Unit data through aggregated views on domains e.g. Portfolio Level</li><li>• Virtualization approach is recommended to make data available in the required granularity</li></ul>

# AI for Finance





In ~4 years, we will see...



**Artificial Intelligence everywhere** in society



A new generation of **children “born with AI”** (at their fingertips) will have begun



**Digital assistants** will be **with us nearly every minute of the workday** (like our smartphones are today)



Finance will have **AI assistants who know more about policies, trends, data** than we could possibly keep track of ourselves



The **size and structure** of the CFO organization will be completely different



The **skillset / talent needed in Finance** will change (especially at junior levels)



**CFOs will contend** with new **laws, regulatory considerations, and risks**



We'll still be **lasered focused on the customer**



**Human connections** will be as important as ever



# Finance in 2030



FINANCE FOR **FINANCE**



FINANCE FOR THE **ENTERPRISE**



FINANCE FOR THE **MARKET**

Finance in 2030 could realize its ambitions to harness hindsight, insight, and foresight to elevate itself from a necessary cost to a value-creating entity. It is a future enabled through automation, augmentation, and human + data + machine collaboration.

Together, humans and AI can unlock new capabilities across three roles of the finance function: Finance for Finance, Finance for the Enterprise, and Finance for the Market.

# Finance for *finance*



FINANCE FOR **FINANCE**



FINANCE FOR THE **ENTERPRISE**



FINANCE FOR THE **MARKET**

Imagine if... the promise of autonomous finance becomes a reality.

# Finance for *finance*

## PRIMARY IMPACT



Optimize cost



Accelerate growth



Create value

## POTENTIAL ROLE OF FINANCE 2030



An agentic workforce seamlessly blends machines and humans to shift from labor intensive work to value added insight generators.



Humans are interventionalists that focus on AI model management and data stewardship to maintain information integrity.



Real-time actions may likely be taken to solve age-old problems to create financial value for the company.

## QUESTIONS FOR FINANCE LEADERS TO CONSIDER ASKING:

- ? How can you break down data silos and improve data quality and integrity?
- ? How will you source the capabilities and skills needed in the future?
- ? What metrics will you measure to drive your Future of Finance?

# Finance for the *enterprise*



Imagine if... finance emerges as a strategic adviser and partner.

# Finance for the *enterprise*

## PRIMARY IMPACT



Optimize cost



Accelerate growth



Create value

## POTENTIAL ROLE OF FINANCE 2030



Finance identifies new monetization options to drive company growth, cost leadership, and capital efficiency.



Advanced analytics, AI, machine learning, and predictive modeling are embedded into daily tasks and decisions.



The Finance Scorecard changes to reflect ongoing value creation across shareholders, customers, suppliers and employees.

## QUESTIONS FOR FINANCE LEADER TO CONSIDER ASKING:



How will you leverage technology investments to provide “Finance for the Enterprise”?

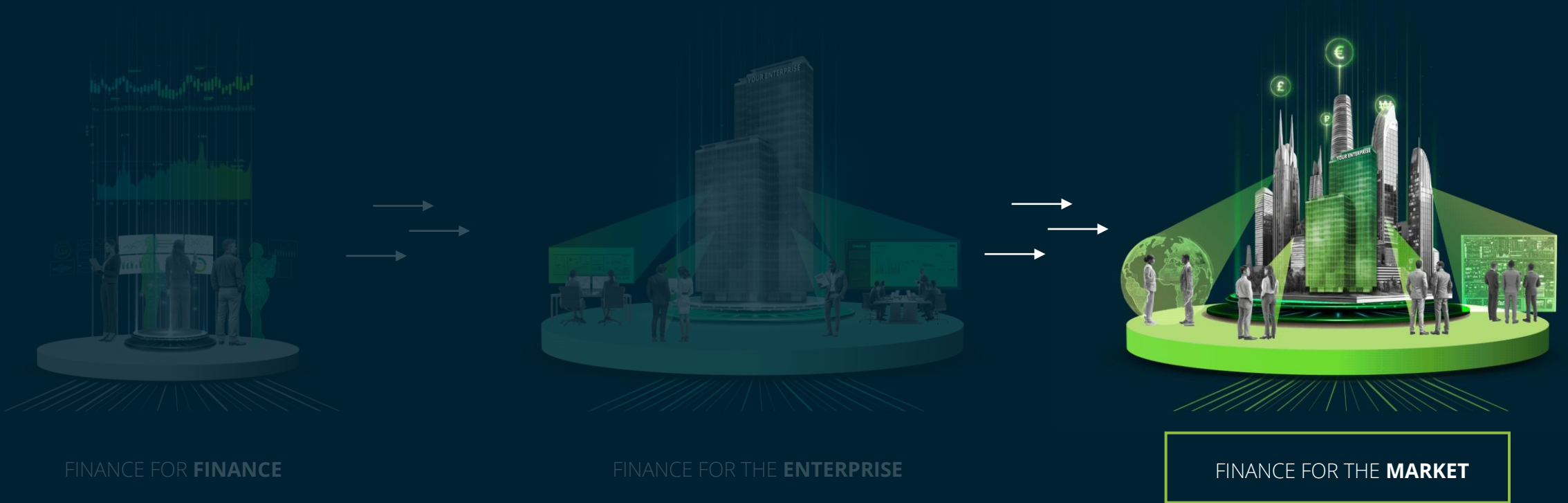


What will your Finance Scorecard say about your function and organization?



How will you shape career pathways for finance talent to build business acumen in R&D, operations, supply chain, regulatory, etc.?

# Finance for the *market*



Imagine if... finance drives trust, consumer confidence, and market value.

# Finance for the *market*

## PRIMARY IMPACT



Optimize cost



Accelerate growth



Create value

## POTENTIAL ROLE OF FINANCE 2030



Finance influences and steers outward from the organization to build credibility and value in the marketplace.



Leverages AI and external data to promote growth and consumer purchasing power.



Ensures external communications are clear and reliable to improve stakeholder sentiment and trust.

## QUESTIONS FOR FINANCE LEADER TO CONSIDER ASKING:



What relationships and partnerships do you need to drive progress for the business?



What new sources of external and non-traditional data should you monitor to detect “blind side” risks?



How will you ensure AI models follow ethical guidelines to avoid biases and maintain fairness?

# **Enabling** the future of finance



## INTELLIGENT **TECH & DATA**

Core and edge technologies converge with data readiness.



## ADAPTIVE **WORKFORCE**

Human teams supported by an adaptable agentic workforce.



## AGILE OPERATING **MODELS**


Flexible structures and operating models for delivery.



## DYNAMIC **ASSURANCE**

Enhanced governance and compliance frameworks.

To summarise – what work are we doing today, in our market



<b>Finance Operating Model</b>
<b>Technological Infrastructure</b>
<b>Learn by doing..adapt, evolve</b>

**Thank you!**





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