



 **9 September 2025**

 **HFW, 8 Bishopsgate,  
London, EC2N 4BQ**

# 2025 POST-EVENT REPORT

An exclusive event for law firm finance leaders



**2025  
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# IN SUMMARY

This year, CFOs, finance directors and senior leaders from the UK's top law firms came together at **Briefing Finance Leaders** to debate the sector's most pressing challenges, share strategic insights, and explore how the right partners can help them strengthen profitability, improve efficiency, and future-proof their firms.

This exclusive, half-day gathering united the most senior finance leaders — from chief finance officers to finance directors — across leading law firms. Focused on the evolving demands of the legal sector, the event offered a highly curated and collaborative environment where strategic insight meets peer-to-peer learning.



## WHAT WE COVERED IN 2025

- Weathering economic uncertainty and geopolitical shifts
- Optimising working capital and enhancing profitability
- Overhauling legacy systems for transformation
- Embedding commercial acumen within fee-earner teams
- Addressing the AI and pricing challenge
- Balancing tech investment amid mounting IT demands
- Innovating motivation beyond traditional bonuses
- Aligning skills, roles, and tools for smarter resourcing



# OUR



# KEY TAKEAWAYS

It is genuinely exciting to launch an event, then watch it grow and reach new leaders and brands! At the second Briefing Finance Leaders conference, CFOs from large law firms dived into some of the thorniest issues they're tackling, from delivering profitability in an era of unprecedented volatility and the impact of genAI on law firm pricing models, to strategies for improving WIP to lockup, and the ongoing transformation of the law firm finance function. I look forward to welcoming you for the 2026 conference



**HELEN DANZEY**  
SENIOR CONFERENCE  
PRODUCER



## PLAN FOR UNCERTAINTY

While the UK economy is relatively stable, volatility in energy prices, inflation, and global policy means law firms must double down on data-driven decision-making and scenario planning



## FINANCE TRANSFORMATION IS URGENT

CFOs are challenged to lead holistic change — aligning people, processes, and technology — to drive profitability and resilience. Working capital management, pricing innovation, and horizon-scanning are now core strategic levers.



## AI IS A CATALYST NOT A CURE-ALL

AI's short-term impact is often overstated, but its long-term potential is transformative. Firms must measure ROI beyond time saved and collaborate with clients to design fair, transparent pricing models.





# 2025 SPEAKING FACULTY



**Yael Selfin**  
Vice chair and  
chief economist  
**KPMG**



**Andy Stephens**  
Chief financial  
officer  
**Browne Jacobsen**



**James Webb**  
Chief financial  
officer  
**Clifford Chance**



**Chris Stanton**  
Chief financial  
officer  
**Shoosmiths**



**Mike Giles**  
Chief financial  
officer  
**HFW**



**Paul Suffield**  
Managing director  
**Attest Group, Board  
Legal Adviser**



**Jenny Elgie**  
Chief financial  
officer  
**Womble Bond  
Dickinson**



**James Brown**  
Senior partner &  
managing director UK  
**Simon Kutcher &  
Partners**



**Rhona Ibrahim**  
Commercial  
pricing manager -  
finance  
**Fieldfisher**



**Tom Williams**  
Partner  
**PwC**





# KEY TAKEAWAYS

## KEYNOTE: STEERING A COURSE THROUGH ECONOMIC UNCERTAINTY AND GEOPOLITICAL CHAOS

- **Plan for volatility:** Ongoing geopolitical and energy instability requires cautious forecasting and scenario planning.
- **Rates and growth are steady:** Falling interest rates and slow but stable growth call for disciplined cost management.
- **Tech skills are a bottleneck:** Investment in people and capability-building is key to unlocking productivity and ROI.



## LEADERS PANEL: GROWTH, PROFITABILITY AND BUSINESS PLANNING IN UNCERTAINTY

- **Data must drive growth:** Profitability insights reveal opportunities to cross-sell and expand services.
- **Cash flow discipline is critical:** Stronger billing processes, incentives, and tech support reduce lockup.
- **Hybrid work affects costs:** Finance leaders must plan for future office use and resourcing models.



# KEY TAKEAWAYS

## FINANCE FOCUS: AI AND THE PRICING/COST CONUNDRUM

-  **AI is reshaping profitability:** Firms must decide whether to reinvest time savings into more output or transition toward value-based pricing models.
-  **Pricing models need rethinking:** Collaborative pricing, subscriptions, and other alternatives can better align value creation with client expectations.
-  **ROI must go beyond time saved:** Finance leaders need frameworks to measure and reinvest AI-driven efficiency gains for long-term growth.



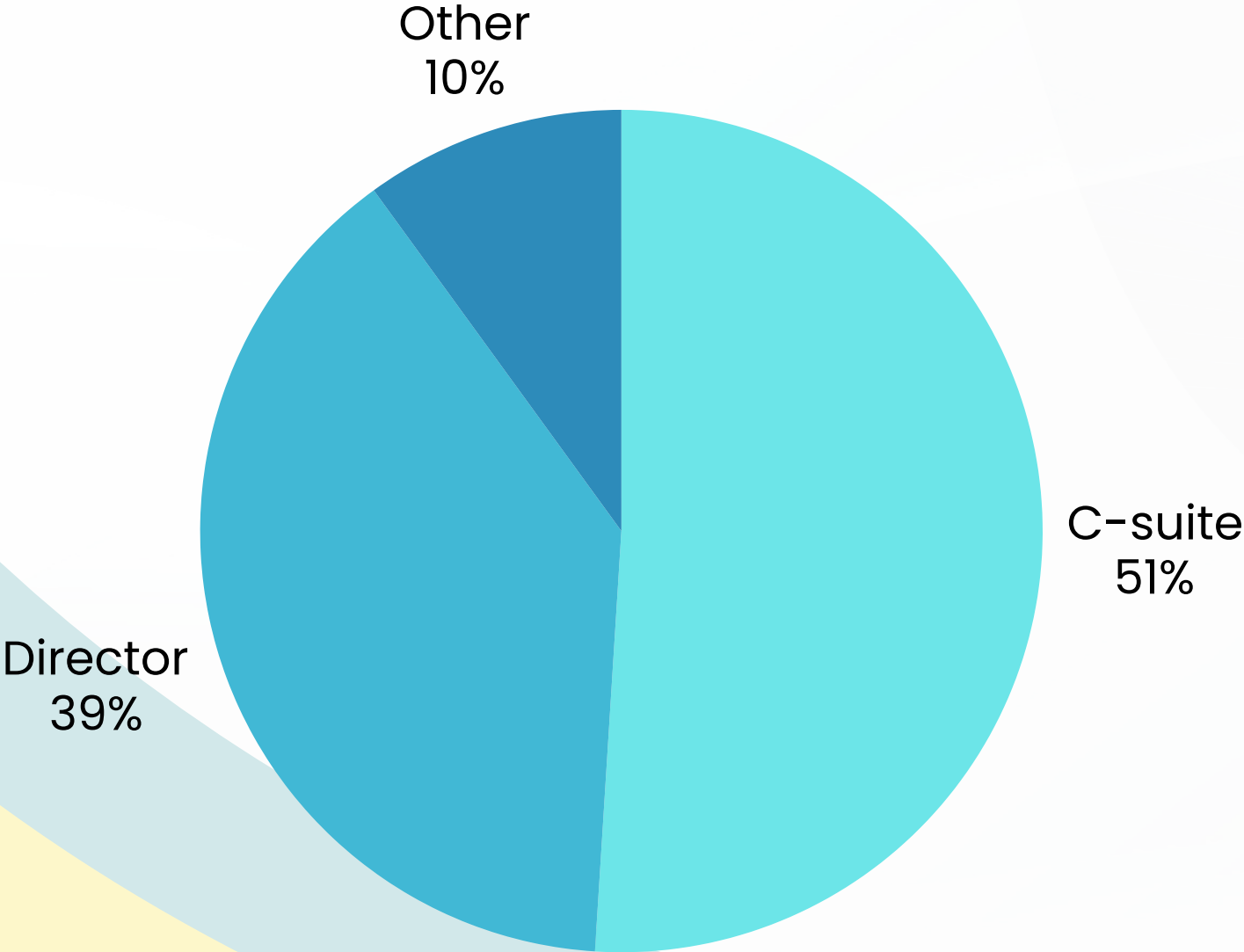
## KEYNOTE: ALL CHANGE – WHY FINANCE TRANSFORMATION NEEDS TO BE A TOP PRIORITY

-  **Five forces demand change:** Climate, tech disruption, demographics, social instability, and geopolitics make finance transformation urgent.
-  **Finance drives firm resilience:** CFOs must lead on clarity, working capital optimisation, and aligning strategy across people, process, and performance.
-  **Tech must be orchestrated:** AI, analytics, and digital tools deliver value only when embedded in a business-led, firmwide transformation strategy.



# AUDIENCE BREAKDOWN

## JOB SENIORITY



## 2025 FIRMS REPRESENTED

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Wells



A great, focused event for like-minded finance leaders to share ideas in an open and positive forum. The agenda was slick and punchy.

— **Blake Gaffney**, chief financial officer, **Payne Hicks Beach**



As always, the Briefing Finance Leaders conference provides the opportunity for excellent discussion, a brilliant network and a chance to take time out from busy desks to pause and reflect on community legal finance challenges.

— **Neil Demuth**, head of commercial finance, **Burges Salmon**



Excellent event with law firms of a substantive size, combining the right mix of external speakers on relevant subjects (including economic outlook) and the opportunity to interact with colleagues from across the sector.

— **Paul Bird**, group chief financial officer, **Shakespeare Martineau**







# ON LINKEDIN



**Peter Gill** • 2nd  
Sales Director / Legal Tech / SaaS / Enterprise Sales / ERP Soluti...  
2w •

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The rail strike in London hasn't prevented almost every delegate from joining the [Burlington Media Group](#) Briefing Finance Leaders event [#BriefingFL25](#)

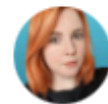
[Aderant](#) is delighted to sponsor the event and be part of the conversation once again.

Work-to-Cash was a hot topic, as ever. The discussions dived into the murky depths of setting up the matters correctly, getting things right first time to issue the correct bill and collect cash efficiently.

Systems & processes are available, just ask [Karen Bailey](#) to share insights.

Finance Leaders event nailed. 🍌 Well done team Burlington.

[Sarah Cox](#) [Rupert Collins-White](#) [Richard Brent](#)



**Olivia Magnelli** • 2nd  
General Manager  
2w • Edited •

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What a fantastic morning at Briefing Finance Leaders 2025 with [Siân-Elizabeth Sogbesan](#). Incredible insights from the panels and thought-provoking roundtable discussions — so many ideas to take back and build on. Definitely worth navigating London mid tube strike for. [#BriefingFL25](#) [#williamslea](#)



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Last week, we attended [Briefing Legal](#)'s 'Finance Leaders 2025,' generously hosted by [Mike Giles](#) of HFW in London – a valuable forum for exploring the financial and strategic challenges facing today's law firms.

Throughout the day, speakers tackled themes spanning economic uncertainty, balancing growth with productivity, and using AI to reshape pricing models.

We were honored to further the conversation during our hosted roundtable as we discussed how to build commercial awareness across the partnership, focusing on three key areas:

- Bringing finance to the front line by giving lawyers real-time visibility into matter economics
- Embedding financial literacy by fostering a culture where profitability and cash flow are widely understood
- Aligning incentives by ensuring behaviors around billing and cash flow support the firm's financial goals

The message was clear: firms that integrate financial thinking into everyday practice will be best placed to thrive in a tighter market.

At Fulcrum GT, we are committed to helping firms achieve these ambitions with the right operating models, technology, and data.

Photography by Jonathan Goldberg <https://lnkd.in/gpKu7EpA>

[#FulcrumGT](#) [#legaltech](#) [#BriefingFL25](#)





# THANK YOU TO OUR 2025 PARTNERS

## PLATINUM PARTNER

The logo for 'board' features a stylized lowercase 'b' with a vertical bar on its left side, composed of three colored segments: green, yellow, and red. The word 'board' is in a dark blue, sans-serif font.

## EVENT PARTNERS

The logo for Aderant, with the word 'Aderant' in a red, sans-serif font.The logo for ayora, featuring a blue bird icon above the word 'ayora' in a bold, black, sans-serif font.The logo for fulcrum GT, with 'fulcrum' in a black, italicized, serif font and 'GT' in a black, sans-serif font with a trademark symbol.The logo for sa.global, with 'sa.global' in a blue, sans-serif font and the tagline 'AGILE, CAPABLE AND COMMITTED' in a smaller, orange, sans-serif font below it.The logo for williams lea, featuring a green circular icon with a white cross-like shape inside, followed by the words 'williams lea' in a dark green, sans-serif font.



# WHY PARTNER WITH



## WHAT'S IN IT FOR YOU?

- **Partner with a trusted brand:** Align with a deeply respected, peer-focused event and community
- **Connect authentically:** Engage one-on-one with CFOs and FDs who shape their firms' strategic trajectories
- **Showcase thought leadership:** Position yourself as a solutions-oriented partner, trusted for their insight
- **Build brand credibility:** Avoid over-selling and engage with your target market in a more supportive fashion

## DON'T JUST TAKE IT FROM US

*Excellent event with law firms of a substantive size, combining the right mix of external speakers on relevant subjects and the opportunity to interact with colleagues from across the sector"*

— Paul Bird, Group chief financial officer,  
**Shakespeare Martineau**

*Briefing Finance leaders is a fantastic way to get up to speed on what's happening in the wider economy, and an invaluable opportunity to share thoughts and opinions with peers in your sector. You'll leave this brilliantly organised with an abundance of practical ideas to take back to your desk.*

— Mark Johnson, Head of commercial finance,  
**Browne Jacobson**







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[markp@burlingtonmedia.co.uk](mailto:markp@burlingtonmedia.co.uk)



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