



Corpay[^] Complete

The Automation Deficit

Closing the gap between
ambition and execution in
finance automation.

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Executive Summary

Finance leaders know the importance of automation. But while attention has focused on analytics, forecasting, and transformation programmes, one area often overlooked is spend management.

47%

listed accelerating digital transformation and automation as a top priority

Manual processes and fragmented systems continue to absorb time, limit visibility, and erode confidence in financial data. The result is a growing automation deficit, a gap between ambition and execution that slows progress and keeps finance locked in routine.

Yet this is where opportunity remains untapped.

Automating and connecting spend management across payables, payments, expenses, and the resulting supplier expense management doesn't just improve efficiency; it strengthens the foundations for growth. It replaces friction with flow, freeing finance teams to focus on strategic initiatives, risk management, and future planning.

Corpay's independent research with Censuswide,¹ based on a survey of 150 CFOs across three sectors (retail, wholesale and manufacturing), reveals that they already recognise the potential:

- **47% listed accelerating digital transformation and automation** as a top priority for optimising their finance function over the next 12 months, and only **1.3% said they had no automation planned**. This is corroborated by McKinsey's research, which states that **98% of CFOs digitised processes in 2024**.²
- The top three priorities for finance and payments processes are to expand automation, improve reporting and analytics, and strengthen fraud controls.
- **Integration remains a primary barrier**, underscoring the need for connected, ERP-integrated solutions that scale with the business.



This white paper explores the automation deficit through that lens, showing how closing the gap in spend management can create measurable value today and strategic agility for tomorrow.

Piero Macari, Vice President of Products at Corpay, said:

“CFOs know that automation isn’t optional, it’s the foundation of modern spend management. Yet the gap between ambition and execution remains stubbornly wide. Despite significant investment, many leaders tell us they still struggle to connect systems, scale progress, and realise full value. The automation deficit isn’t about vision; it’s about efficiency and enablement.

*That’s the design philosophy behind **Corpay Complete**: connecting payments, accounts payable, expenses and the resulting supplier expense management into one integrated automation layer. It’s built for the realities of modern spend management and domestic and international payments, with **compliant workflows** to reduce risk, and **corporate cards that can help generate ROI**, not just spend.*

*And because every business evolves differently, **Corpay Complete grows with you**, scaling effortlessly as your needs expand. By uniting these capabilities, we’re helping finance teams close the gap between intent and impact, turning automation from a project into performance.”*

When finance connects the everyday, it unlocks the exceptional.



CFOs know that automation isn’t optional, it’s the foundation of modern spend management. Yet the gap between ambition and execution remains stubbornly wide.”

Piero Macari,
Vice President of Products at Corpay



The New Reality for CFOs

The role of the CFO has evolved far beyond financial stewardship. Today's finance leaders shape growth, steer transformation, and safeguard resilience, balancing control with agility in an increasingly complex landscape.



That shift has made automation a strategic imperative.

According to PwC,³ finance leaders are now technology champions and enterprise connectors, responsible for joining insight, automation, and strategy across the organisation. McKinsey & Company⁴ and BCG⁵ echo this yet warn that too many digital initiatives remain trapped in pilot purgatory, promising efficiency but never reaching scale.

At a policy level, HM Treasury⁶ and the Bank of England⁷ have reinforced the link between **automation, resilience, and competitiveness**, confirming that digital readiness is now both a matter of financial stability and efficiency.

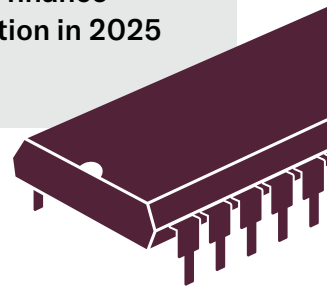
Our 2025 CFO survey reveals that progress in automation remains uneven.¹

While the will to automate is near universal² (only 1.3% state they have no automation currently planned), execution is fragmented. Legacy systems, manual processes, and disconnected tools slow momentum, particularly in **spend management**, where complexity and oversight often collide.

This paper examines how unifying automation across the spend management ecosystem could free finance teams from repetitive tasks, help improve control and visibility, and create the space to focus on what matters most, performance, partnership, and growth.

98.7%

plan to automate their finance function in 2025



Spend management may sit behind the scenes, but when it's connected, it powers the progress of the entire business.

Appetite vs Execution

From ambition to inertia, why finance transformation still struggles to scale

Finance teams are under mounting pressure to do more with less, to deliver accuracy, insight, and control in real time, even as budgets tighten and data volumes surge.

The acceleration of AI and automation has raised expectations faster than most infrastructures can adapt. Against this backdrop, the gap between what CFOs want to achieve and what their systems can deliver has never been more visible.

CFOs know that automation isn't optional, it's the foundation of modern spend management.

Yet progress remains uneven. Legacy systems and the manual processes that surround them continue to slow execution, limiting the impact of even the most ambitious transformation efforts.

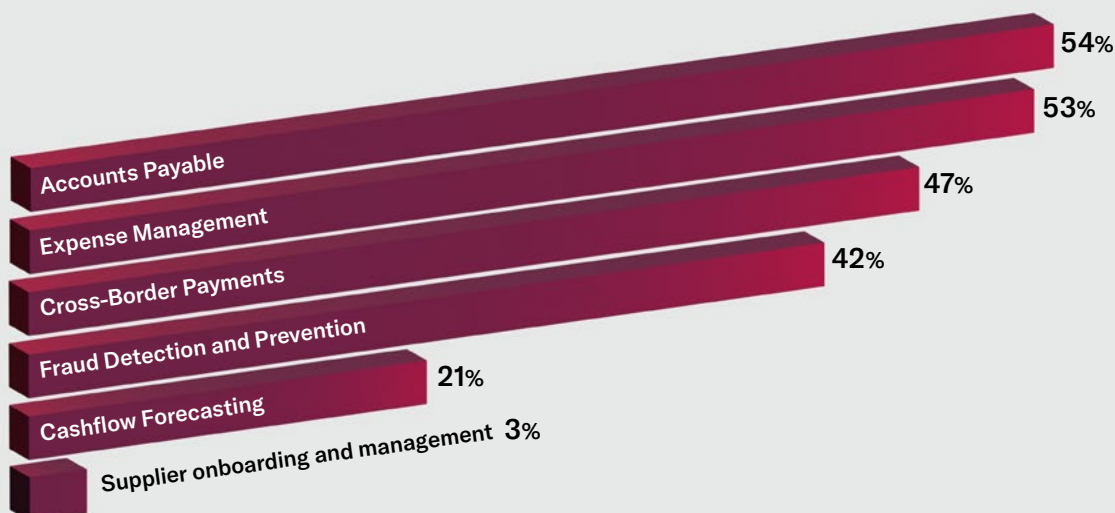
The **Censuswide CFO Survey**,¹ commissioned by Corpay, reveals both the depth of ambition and the barriers that stand in its way. Most CFOs agree on where spend management automation is needed. **Accounts Payable tops the list**, closely followed by expense management, cross-border payments, and fraud detection. In short, the appetite for automation

extends across almost every area of spend management.

But intent alone isn't enough. **Integration remains one of the most significant barriers** to progress, cited by 47% of respondents. Close behind are **resistance to change (41%)** and concerns about **data privacy (37%)**.

Not one CFO in the study said automation wasn't a priority, confirming what most already know: **the will to transform exists, but the means to do it effectively often don't.**¹

Areas that CFO want to improve through automation in their finance operations, 2025





30%

of organisations
achieve meaningful
scale.

Why Progress Stalls

This pattern echoes across the industry. McKinsey (2022) reports that around **70% of digital transformations fail** to meet their objectives,⁸ while BCG (2024) estimates that only **30%** of organisations achieve meaningful scale.⁵ The World Economic Forum describes this pattern as a digital “**scaling slump**,” in which initial pilot successes fail to translate into scalable, sustainable network-wide impact, with 88% of executives struggling to extend pilots into enterprise-wide change.⁹

The problem isn't a lack of strategy, but rather a lack of scalability.

The Human Impact

Stalled transformation isn't just a technical inconvenience; it's a drain on time, morale, and strategic bandwidth. Manual processes that support fragmented systems create friction: repeated data entry, reconciliation delays, and approval bottlenecks prevent finance from focusing on higher-value work. In fact, the percentage globally of those manually entering invoice data into their ERP is on the increase, up 6% from the previous year to 66%.¹⁰

Every time information is re-keyed or systems fail to sync, finance loses visibility, inaccuracies occur and, with it, the ability to act quickly. **Teams remain busy but not better.**

The Opportunity

Closing this gap means rethinking automation not as a patchwork of projects, but as an ecosystem. When automation is unified, when data, payments, and approvals move together, finance gains momentum.

Visibility improves, decisions accelerate, and teams reclaim time to focus on the work that drives long-term value. Automation at scale doesn't replace people; it amplifies them.

It gives finance back what fragmentation has taken away; time, control, and clarity.

The Hidden Cost of Fragmentation



Why disconnected processes quietly erode confidence and control

Fragmentation is one of finance’s most expensive habits, and often one of its least visible.

Disconnected tools, manual processes, and duplicated data don’t just slow operations; they erode trust in information, obscure risk, and drain capacity from the people who could be driving performance.

Our research reveals a consistent story. Most finance leaders describe their systems as resilient, able to withstand a cyber threat, yet few claim they operate seamlessly on a day-to-day basis.¹

The message isn’t about numbers, it’s about imbalance. CFOs are building resilience for tomorrow while fighting inefficiency today. Manual workarounds persist because fragmented systems make end-to-end automation difficult to achieve and processes impossible to scale.

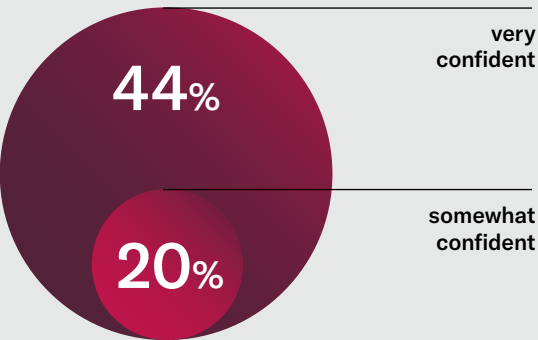
57%

of executives experience core system flaws that disrupt operations each week.

Perception vs Performance: Finance Process Health, 2025

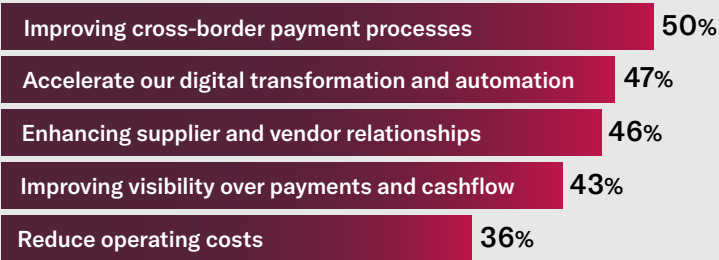
Perception

How confident are CFOs that payment processes are fully optimised for cost control and efficiency?



Performance

What are the top priorities for CFOs optimising finance?



Sources: Censuswide x Corpay CFO Survey 2025 (UK Findings)



The Risk Beneath the Surface

KPMG's Global Tech Report 2024 found that **57% of executives** experience core system flaws that disrupt operations each week.¹¹

That instability shows up in the data:

- **3.31 million** UK fraud cases recorded in 2024, **worth £1.17 billion** in losses, a 12% increase year-on-year.¹²
- PwC's Global Economic Crime Survey 2024 lists procurement and payment fraud among the most disruptive corporate crimes.¹³

For CFOs, the connection is clear. Fragmented processes create weak links, inconsistencies in approval chains, duplicate supplier records, and delayed visibility that make fraud and error harder to detect.

The Strategic Impact

Fragmentation isn't just operational clutter; it's a strategic barrier. It slows decision-making, clouds forecasting, and undermines confidence in the numbers that drive board-level conversations.

Finance leaders want to spend time interpreting data, not hunting for it. But every manual reconciliation or disconnected dashboard pulls focus from analysis and strategy, replacing insight with administration and control with risk.

The cost of fragmentation isn't just revealed in money or time; it's in lost momentum and missed opportunity.

The Opportunity

When finance connects its ecosystem, linking accounts payable, payments, expenses, and the resulting supplier expense management into a single continuous workflow, the benefits compound quickly.

Visibility becomes instantaneous, risk detection improves, and teams regain the hours they need for value-added work.¹⁴

Unified spend management doesn't just reduce friction; it restores confidence. It replaces effort with impact, and gives CFOs the control and clarity to lead, not just manage.

3.31_m

UK fraud cases recorded in 2024, worth £1.17 billion in losses.¹²



The Regulatory Wake-Up Call

3

Why automation is now a matter of resilience and reputation



For years, automation was framed as a choice: a way to modernise operations, improve accuracy, or save cost.

That's changed. In the UK, automation and data resilience are now **pillars of national financial stability**, not just corporate efficiency.

HM Treasury's Financial Services Growth and Competitiveness Strategy (2025–2035)⁶ sets a clear direction. Innovation and operational resilience are no longer competing priorities, but highlighted as two sides of the same coin. And, the **Bank of England's 2025 Financial Stability Paper⁷** places **technological and operational resilience** at the centre of its policy agenda with a focus on payments, data integrity, and liquidity management.

When we look at the **FCA's Strategy 2025–2030**,¹⁵ it also encourages financial services to adopt automation and Open Finance to improve transparency, efficiency, and consumer protection.

Across all three institutions, the conclusion is consistent:

Automation is no longer an upgrade; it's a compliance expectation.

94%

plan to increase cybersecurity investment



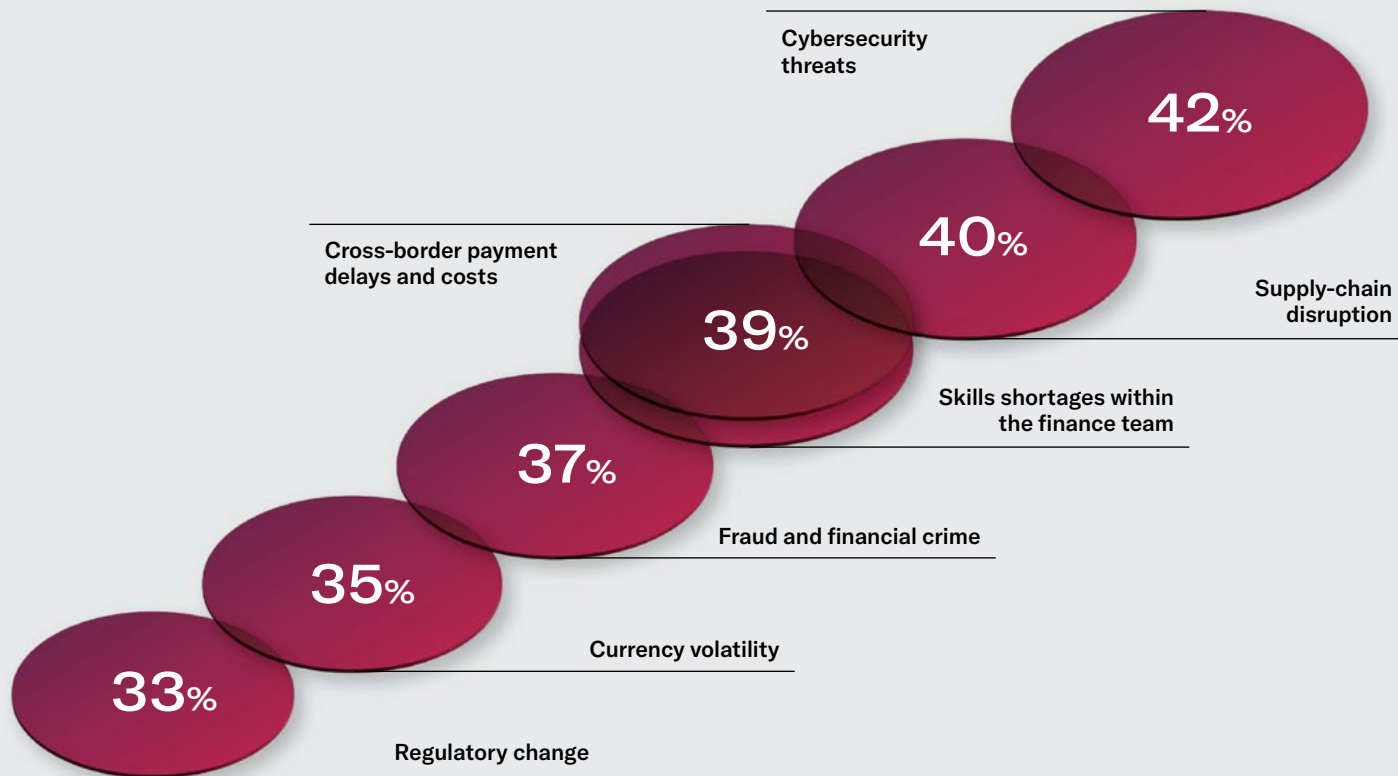
The New Reality for CFOs

This shift puts finance directly in the regulatory spotlight.

In our CFO survey, the growing sense of exposure is clear. AP-related cyber incidents are almost ubiquitous. **99% have experienced a real or attempted incident in the last two years.** As a result, they have become a top operational risk, with nearly all organisations planning to increase cybersecurity and automation investments in 2025.¹

- **94% plan to increase cybersecurity investment in 2025**, with 51% describing it as a “significant uplift.”¹
- **Only 1.3% stated they do not plan to automate their finance and payments processes in 2025.**¹

Top Operational Risks for CFOs, 2025



Source: Censuswide x Corpay CFO Survey 2025 (UK Findings)¹

These figures paint a picture of finance teams that are not complacent, but cautious, aware that every payment, every supplier connection, and every system interaction is a potential point of vulnerability.

For CFOs, **resilience is a reputational issue.**

99%

of CFOs have experienced a real or attempted cyber incident in the last two years

From Compliance to Competitive Advantage

The irony is that the same systems and controls designed to protect the business can also help it perform better.

Automation, when executed correctly, strengthens both assurance and agility, improving audit readiness, accelerating reporting, and strengthening controls without increasing manual workload.

Regulation may be forcing the pace, but forward-thinking CFOs are reframing it as an opportunity: to simplify, standardise, and lead with confidence.

This is where the new generation of spend management platforms play a strategic role, replacing fragmented tools with connected automation that meets governance standards by design.

In a world where resilience and regulation are intertwined, control becomes a competitive advantage.

Building the Modern Finance Stack

4

From isolated tools to connected, scalable solutions

CFOs aren't resisting transformation, they're refining it. Most already have a vision for automation; what's less clear is which solutions will connect their finance ecosystem and deliver value that lasts.

The challenge isn't about doing more; it's about doing it better. Adding the wrong technology only multiplies complexity, while the right, integrated solutions strengthen what's already in place.

The principle is clear, yet execution remains fragmented. Many organisations have invested heavily in automation over the past decade. However, their finance environments remain cluttered, a mix of legacy systems, manual approval processes, and overlapping solutions that fail to share data effectively.

In our CFO survey¹ **47%** of finance leaders said **integration challenges** remain one of the most significant barriers to automation. **41%** cited **resistance to change**, and **37%** flagged concerns about cybersecurity and **data privacy**.

At the same time, **47%** said they are prioritising **cross-border payments automation**, indicating that CFOs are seeking truly global, connected finance solutions.

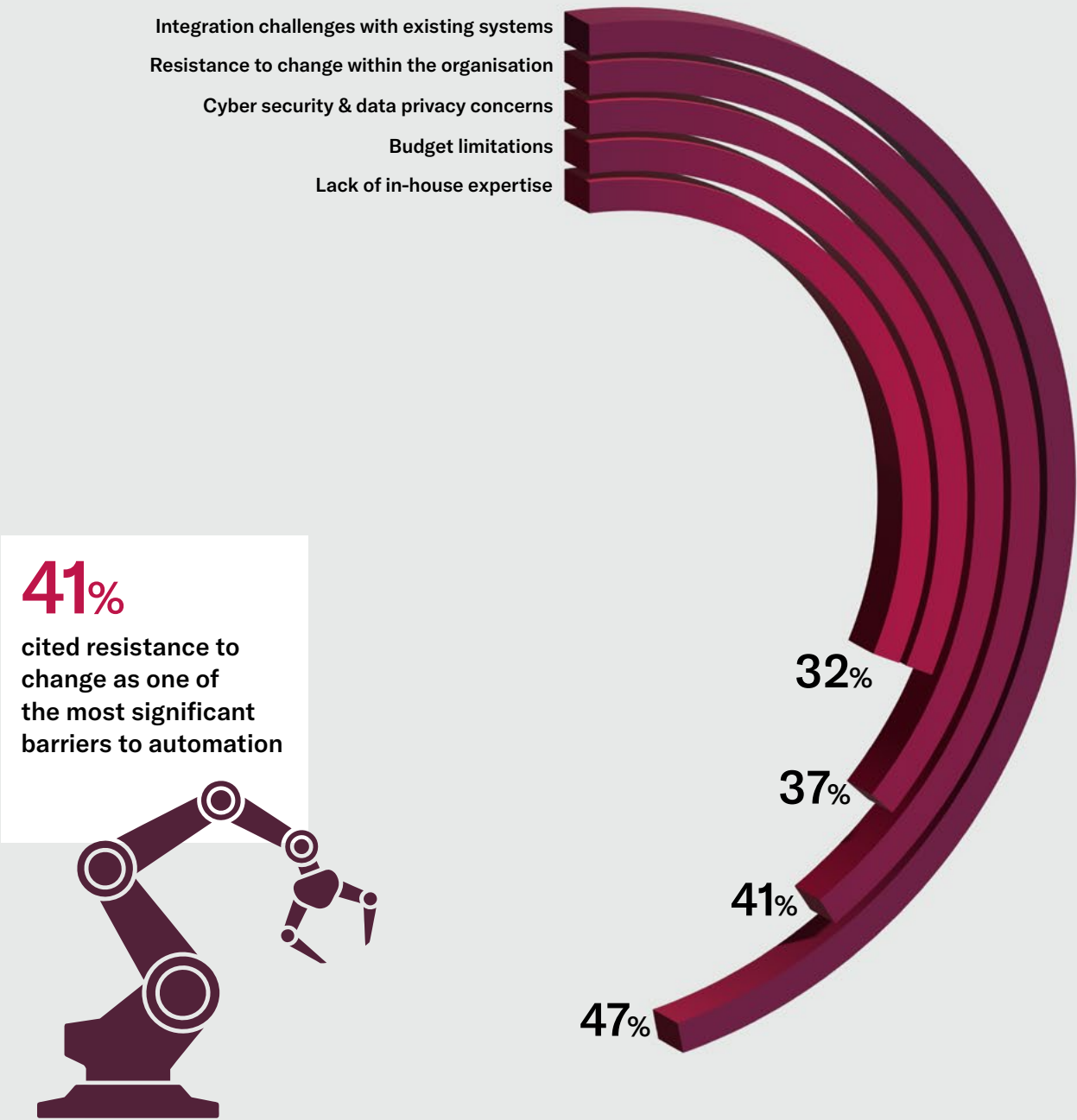
Almost all respondents (**94%**) believe that **real-time visibility** of finance and payments data is important to their role, a strong signal that finance leaders understand what's missing.¹

47%

of finance leaders said they are prioritising cross-border payments automation



Barriers to implementing finance and payments process automation, 2025



Source: Censuswide x Corpay CFO Survey 2025 (UK Findings)¹

The Anatomy of a Modern Finance Stack

A modern finance stack isn't about replacing the ERP, it's about building on it.

At its base sits the **ERP or general ledger**, acting as the single source of truth.

Above that, an **automation and control layer** streamlines core processes such as AP, payments, expenses, and supplier expense management, removing silos and increasing resilience.

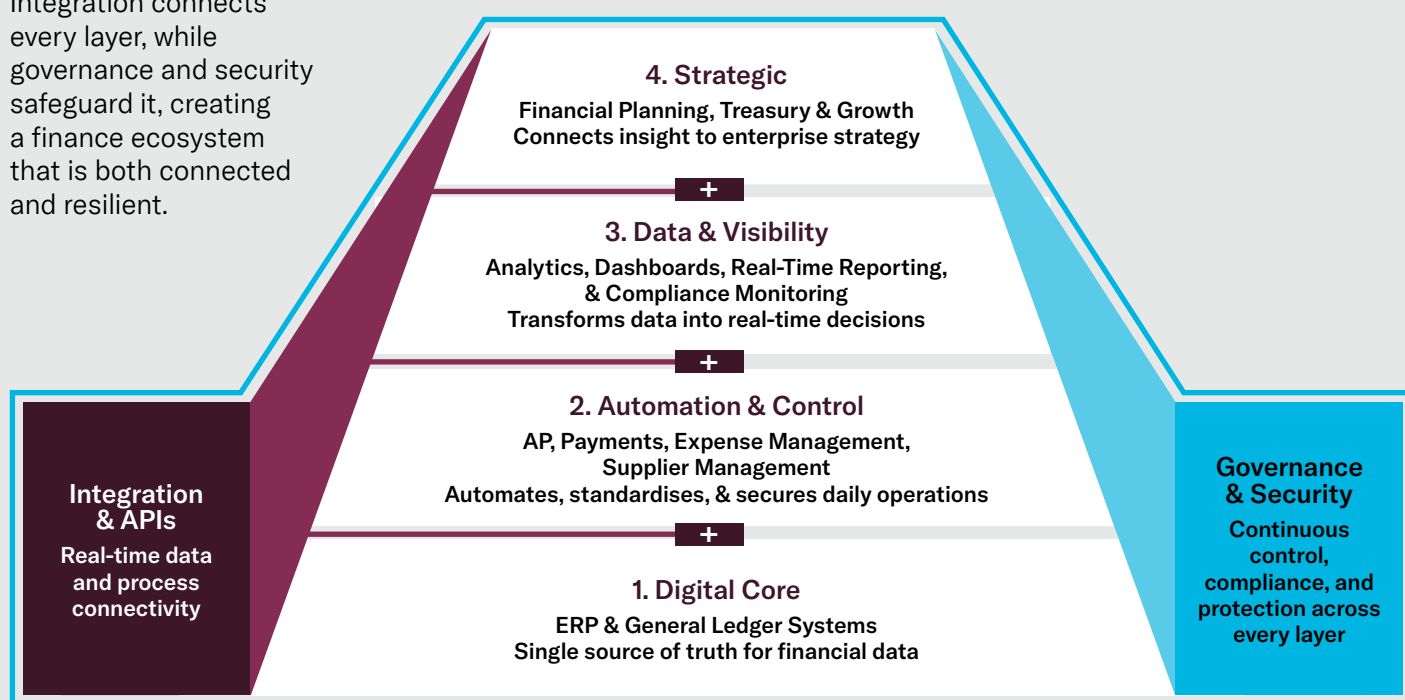
A **data and visibility layer** translates real-time information into insight, while **integration and governance pillars** ensure consistency, compliance, and scalability.

Modern spend management bridges the deficit by adding agility, visibility, and intelligence across payments, invoices, and supplier management. It's the layer that connects financial operations, turning systems of record into systems of performance.

This connected architecture allows finance teams to automate workflows end-to-end, not task by task. It replaces manual reconciliation with real-time reporting and eliminates data silos that have long slowed decision-making.

The Modern Finance Stack

ERP-integrated, data-driven, and agile. Integration connects every layer, while governance and security safeguard it, creating a finance ecosystem that is both connected and resilient.



The Payoff

When systems connect, performance compounds.

Research from Accenture (2024) shows that organisations investing in a strong digital core combining ERP integration with intelligent automation report up to **60% higher revenue growth** and a **40% boost in profitability** compared to their peers.¹⁶

Meanwhile, Deloitte (2025) highlights that successful transformation depends as much on **adoption and talent enablement** as on technology itself, a reminder that automation is a people story as much as a process one.¹⁷

A modern finance stack doesn't just make spend management more efficient. It builds the operational resilience and scalability that every CFO needs to support future growth.

Unified architecture doesn't just improve efficiency; it builds resilience, clarity, and capacity. By reducing fragmentation, finance gains the visibility to move faster, and the confidence to focus on strategy, growth, and innovation.

This is the design philosophy behind Corpay Complete, connecting payments, AP, and supplier expense management into one integrated automation layer.

The Opportunity

Building the modern finance stack provides CFOs with a scalable foundation, one that evolves with the business, rather than holding it back. It helps CFOs to shape growth, steer transformation and safeguard resilience.

It's a shift from disconnected tools to an ecosystem that grows, learns, and adapts, enabling finance to drive value long after technology is implemented.

Automation stops being a series of fixes and becomes a continuous advantage.

And that's where high-performing teams are made, not in more complexity, but in smarter connection.

When finance systems work together, finance teams can too.

An illustration featuring two dark purple coins falling from the top right towards a stack of similar coins at the bottom right. The stack consists of several coins piled on top of each other. The entire scene is set against a light gray rectangular background.

60%

of organisations investing in a strong digital core reported higher revenue growth

From Deficit to Dividend



Turning automation into advantage

The automation deficit isn't a technology gap, it's a value gap.

Most CFOs already know where automation can help; what they need is the ability to connect those processes so that improvements scale and results compound.

When automation works end-to-end across invoices, payments, expenses, and supplier management the impact is immediate and measurable: faster cycles, lower risk, stronger compliance, and richer insight.

It transforms spend management from an operational function into a foundation for growth.

Momentum and Measurable Return

Our independent CFO survey shows that the shift is already underway: **94% of CFOs plan to increase investment in cybersecurity, and 98.7% have some level of automation planned**, signalling a move from efficiency projects to enterprise performance.¹

CFOs who have already automated report tangible gains: tighter cost control, faster approvals, and fewer process errors, proof that automation delivers resilience as well as ROI.¹⁴

Outcomes, not outputs, increasingly define automation success.

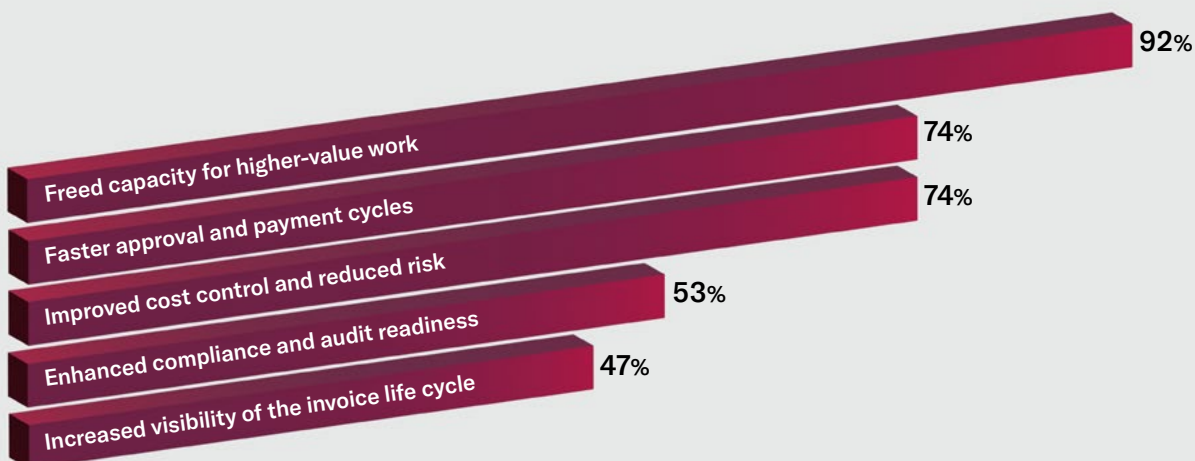
CFOs measure value through the time it saves, the control it strengthens, and the confidence it builds, with efficiency gains now matched by improvements in cost control, data accuracy, compliance, and strategic capacity.¹⁸

The pattern is clear: automation pays twice, first in productivity, then in performance. It reduces manual workload today while laying the groundwork for smarter, more scalable finance tomorrow.

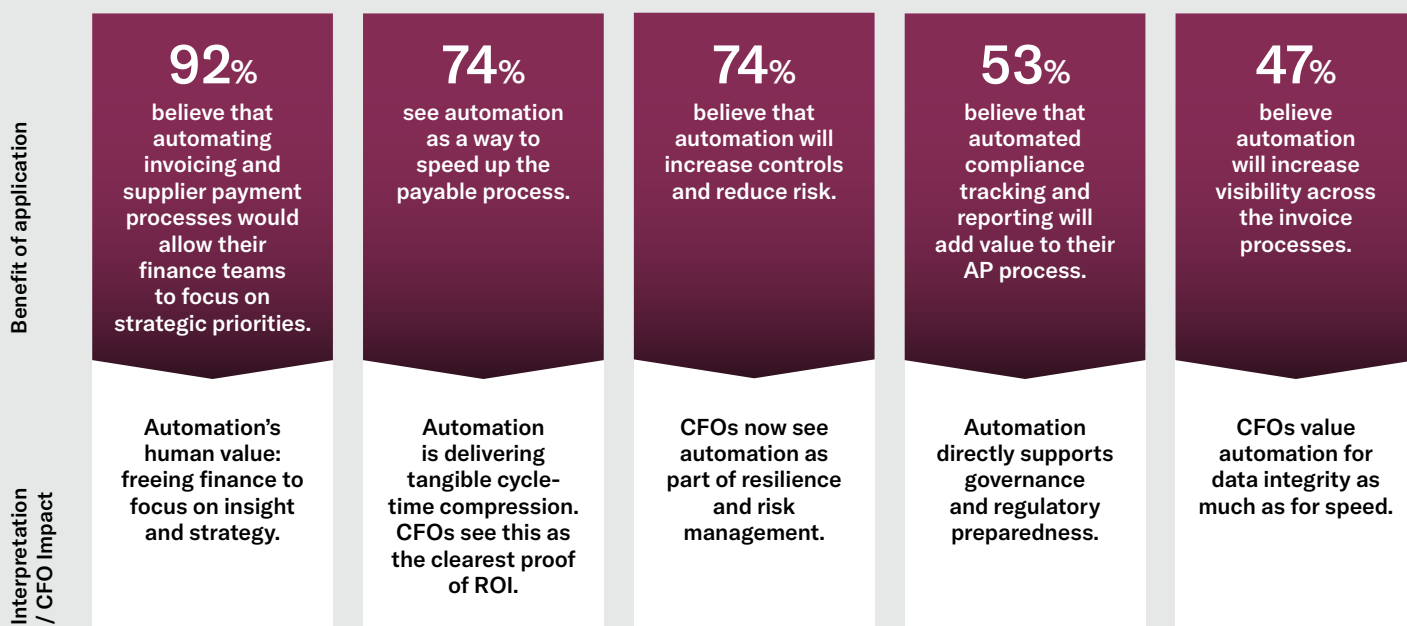
Efficiency is only the beginning.

When automation connects spend management end-to-end, it frees finance to focus on what drives future growth.

The benefits of automating finance operations



The benefits of automating finance operations



Evidence from the Market

Independent benchmarks reinforce this momentum.

- Hackett Group (2024) states that Digital World-Class procurement teams deliver **58% shorter requisition-to-purchase-order cycles** and **24% faster sourcing** than their peers.¹⁹
- Accenture's 2024 study** found that organisations modernising their digital cores with automation and AI are **significantly more likely to exceed transformation goals**.¹⁶
- Deloitte (2025). Note that **83% of UK CFOs** do not feel that it is a good time to take greater risk onto their balance sheets, proof that **low-friction, integrated change** is essential for progress.²⁰
- BCG (2025). State that finance functions are **ripe for cost optimisation**.²¹

The Opportunity

For CFOs, unified automation turns spend management into a lever for growth.

By consolidating payments, AP, expenses, and supplier management within an ERP-integrated platform, finance teams gain real-time visibility and control while freeing capacity for higher-value work, forecasting, analysis, and strategy.

It's not just about saving time; it's about using that time differently. Automation doesn't replace financial talent; it **releases** it, allowing teams to shift their focus from process to performance.

When efficiency becomes insight and control becomes confidence, automation stops being a cost centre and starts delivering a dividend, in resilience, agility, and strategic influence.



83%

of UK CFOs do not feel that it is a good time to take greater risk

Closing the Gap

Bringing clarity, control, and confidence back to spend management. The automation deficit is no longer a technology challenge, it's a test of leadership and integration.

While finance has focused on analytics, transformation, and forecasting, the everyday mechanics of **spend management** have often been overlooked: manual approvals, fragmented workflows, and disconnected data quietly drain time and energy from finance teams.

Yet this is where transformation can have a significant impact.

When spend management is automated, connected, and ERP-integrated, it fills the gap that's been holding finance back, the missing link between operational control and strategic influence.

From Overlooked to Essential

Our research confirms what many CFOs already sense: automation in spend management is not a minor efficiency play; it's a strategic unlock.¹

It streamlines complexity, reduces friction, and restores the visibility needed to move faster and lead with confidence.

It frees finance teams from repetitive, transactional tasks and enables them to focus on insight, partnership, and planning for the future.



The Leadership Opportunity

For CFOs, the deficit in spend management automation represents one of the last untapped areas of value in finance transformation.

Closing it builds stronger operational foundations and creates headroom for innovation and growth.

It's not only a shift in systems, but in mindset, from managing spend to managing progress.

Spend management automation delivers discernible value today and strategic capability tomorrow. It makes the everyday run smoother, allowing finance to focus on what truly drives performance.

It isn't about replacing people; it's about elevating them, giving finance professionals the space and systems to think strategically rather than reactively.

Corpay Complete helps finance leaders close the automation deficit, enabling clarity, control, and confidence across every payment.

From Deficit to Dividend

Corpay Complete is designed to help finance teams close the gap between ambition and execution.

It integrates seamlessly with existing ERP systems, consolidating payments, accounts payable, expenses, and supplier management into one secure platform.

The result, spend management operations that scale, adapt, and support resilience in a changing world.

When the ordinary work of finance becomes extraordinary in its impact, the automation deficit doesn't just close, it pays dividends.

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Corpay[^] Complete

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