

# EY Client Tax Reporting Survey 2025

Enabling competitive advantage through “tax-aware” services



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The better the answer.  
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# Editorial

Disruptive market changes are forcing banks to reimagine their operating models and address new tech-driven risks and opportunities, client demands and regulatory challenges.


Within client tax reporting (CTR) specifically, these global trends coincide with an overall market shift: some key providers are centralizing their activities in Europe and others are moving entirely to the cloud. At the same time, amid an increasingly complex tax landscape, CTR is rapidly evolving from a premium service for offshore banked clients to a must-have element of exceptional client service. Indeed, while the perceived quality or coverage of CTR is rarely a pull factor for clients entering into a new banking relationship, our experience is that clients may leave banks that consistently provide inaccurate or delayed reporting.

As an experienced market leader in Tax Managed Services, EY Financial Services Tax Switzerland wanted to understand developments in client tax reporting amid a wider picture of market, sector or business landscape transformation. With this first ever EY Client Tax Reporting Survey in Switzerland, we set out to capture an independent view of where the market stands today. Quantitative and open-ended questions were combined to enable benchmarking and a deep-dive analysis in three key areas of client tax reporting:

- Service offering
- Operating models
- Technical tax expertise

The survey reveals a market in transition: one where end-customer demand, regulatory pressure and technology adoption are reshaping the way reporting services are delivered and valued. Combining the survey results with our extensive experience as trusted client advisors, our analysis extends beyond the current landscape and outlines a path forward.

We see an emerging role for financial institutions as “tax-aware” advisors, with client tax reporting integrated into the broader wealth management value proposition. In sharing our insights, we hope to empower financial institutions to position themselves in the future wealth management landscape.



Charlie Hainsworth  
Partner, Head of Client Taxes in Financial Services  
EY Switzerland





# Study design

## What is client tax reporting?

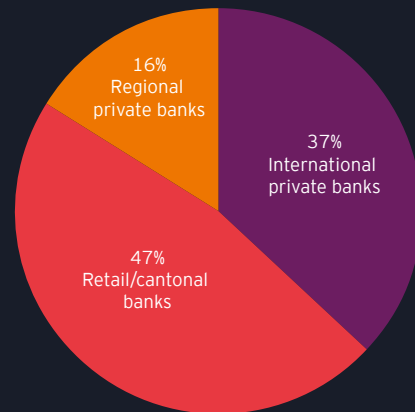
In a complex and evolving cross-border tax landscape, financial institutions and wealth managers are experiencing growing client demand for tax reporting services. Clients need to understand the applicable tax treatment of their portfolios, both to report to “home” tax authorities in their tax jurisdiction and, in some cases, to take investment decisions. Servicing this need spans preparation, review and timely delivery of tax reports across multiple jurisdictions. This requires specialist knowledge – either in-house or from providers – of global regulations and local tax rules.

## About the survey

- The survey was designed by EY Financial Services Tax Switzerland and conducted across July, August and September 2025.
- Nineteen banks in Switzerland and Liechtenstein took part, with answers provided by heads of tax, heads of operational tax, heads of tax reporting teams and COOs.
- Both quantitative and open-ended questions were included, with follow-up questions designed to deliver deeper insights into the market, operating models and approach to technical tax expertise.
- For some questions, multiple selections were allowed, meaning that not all graphs add up to 100%. The % denotes the percentage of respondents that selected a specific response.
- Due to the focused sample size, some benchmarking data is based on a limited number of responses.
- To better highlight how differences in the client base and local market affect CTR strategies, some results are presented broken down by bank segment or by location.
- The number of respondents, segment and region, as relevant, are indicated in the survey results.

To assess the client tax reporting offerings across Swiss banks and wealth managers, we conducted a targeted survey involving institutions from three distinct segments: regional private banks, international private banks, and retail/cantonal banks. This segmentation reflects the diversity of client profiles served – from locally based high-net-worth individuals (HNWIs) to globally mobile ultra-high-net-worth individuals (UHNWIs) and retail clients – ensuring a comprehensive view of market practices and capabilities.

## Respondents, broken down by segment

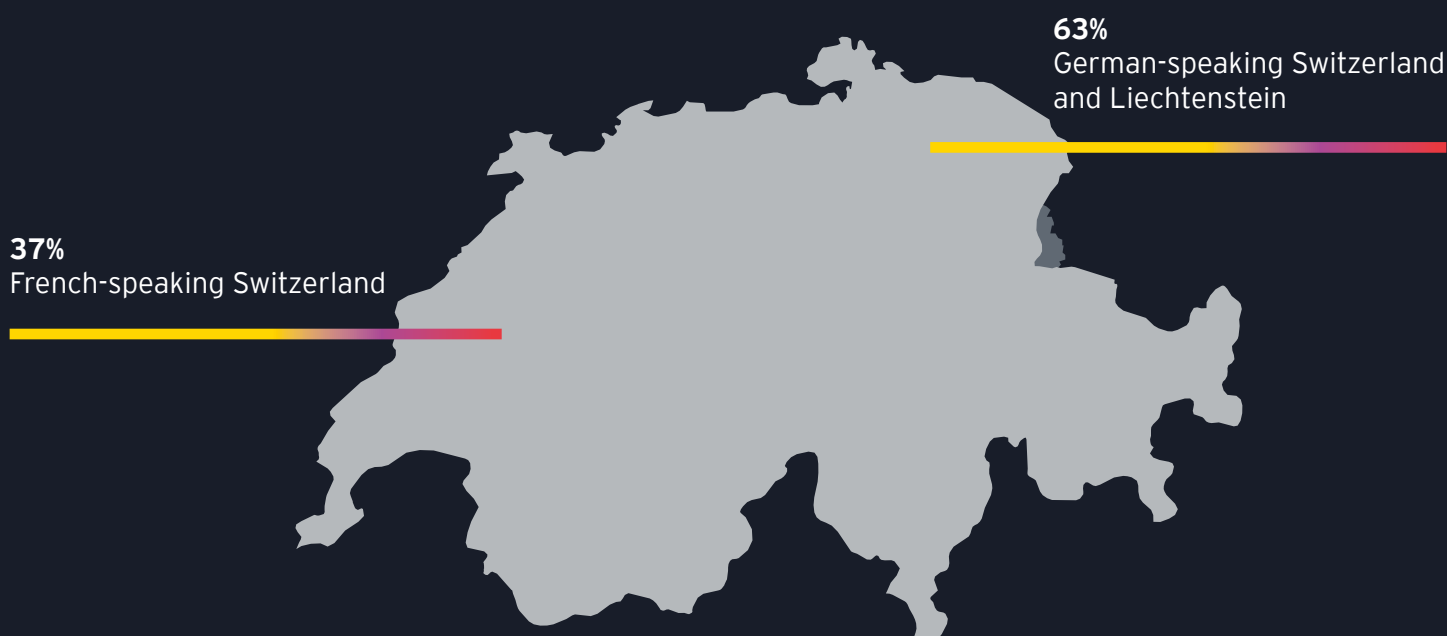


- Regional private banks deliver wealth management solutions primarily to HNWIs and entrepreneurs within their local markets.
- International private banks have a higher concentration of UHNWIs and globally mobile clients within their client base.
- Retail and cantonal banks focus mainly on retail clients in Switzerland, with any offshore clients typically domiciled in countries that border Switzerland.

The survey gathered insights from institutions located across Switzerland's major linguistic regions, with a majority based in German-speaking Switzerland and Liechtenstein, and the remainder from French-speaking Switzerland. This geographic distribution ensures that the findings reflect a broad spectrum of operational environments and client servicing approaches within the Swiss financial sector.

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### Respondents, broken down by location



There are some key differences between wealth management in the German-speaking part of Switzerland and Liechtenstein, and the French-speaking part of Switzerland.

While both regions serve Swiss clients, the German-speaking part primarily serves cross-border clients from neighboring Germany and Austria, with a focus on structured investment products and efficient tax reporting for these markets. Client bases here tend to include HNWIs and affluent border clients with relatively straightforward needs.

The French-speaking part of Switzerland is built around the financial hub of Geneva and focuses on a more international and diverse client base not only from neighboring France, but also UK, Spain, Belgium and further afield. Its wealth management offering is typically more complex.

# Highlights



## Service offering

Swiss financial institutions currently prioritize **country-specific** client tax reporting.

**Generic** client tax reporting remains useful for smaller, non-European markets with less need for customized solutions.

Although not yet widely offered, **simulation reporting** is emerging as a valued service – particularly for UK clients; we anticipate growing demand for the UK and other European markets due to changes in the tax law (Belgium and Netherlands introducing capital gains tax on financial transactions).

**Expanding country coverage** and onshore (for branches or subsidiaries outside Switzerland) or simulation reporting multiply the need for specialist expertise, strong Quality Assurance (QA) processes and efficient outsourcing models.

While pricing strategies remain diverse, we believe client tax reporting has the potential to be a profit – not a cost – center, especially with an operating model focused on scalability, flexibility and quality.



## Operating models

Nearly two-thirds (63%) of institutions now use a **hybrid** client tax reporting production model – combining **in-house resources** for Swiss reports with **managed services** for other jurisdictions – to balance control, flexibility and expertise.

**Robust QA processes** – from data reconciliation to expert sample reviews – remain central to accuracy and compliance. Larger and international banks often engage external tax advisors, while smaller ones rely more on in-house expertise.

**Core banking systems** dominate in-house models, while managed service providers bring deep tax expertise and leverage **ready-made technology solutions** such as Regnology's EasyTax or Tech Mahindra's SaveTax.

**Cloud adoption** is growing as leading providers migrate to the cloud and Swiss confidence in related data protection improves.



### Technical tax expertise

Over half (53%) of respondents currently use a **tax watch service**, with usage rising to 60% among private banks. This is linked to the higher complexity of tax needs among the HNWI and UHNWI client base.

Institutions without access to a tax watch service typically have their own strong **in-house expertise**, supported by external advisors and industry associations.

**External advice** is still an important aspect for banks with internal capabilities, particularly if there is a need to cover specific jurisdictions or new reporting modules are planned.

**Expertise and quality** are clear differentiators for managed services: 80% of outsourcing users cited technical tax expertise from the outsourced provider as a **top benefit**, compared with 28% for in-house models.

As tax rules grow more complex and reporting frequencies expand beyond annual cycles across Europe, having readily accessible tax expertise is no longer optional but essential.

“

We see an emerging role for financial institutions as “tax-aware” advisors, with client tax reporting integrated into the broader wealth management value proposition.

Charlie Hainsworth  
Partner, Head of Client Taxes in Financial Services  
EY Switzerland

# 1

## Service offering

# Market

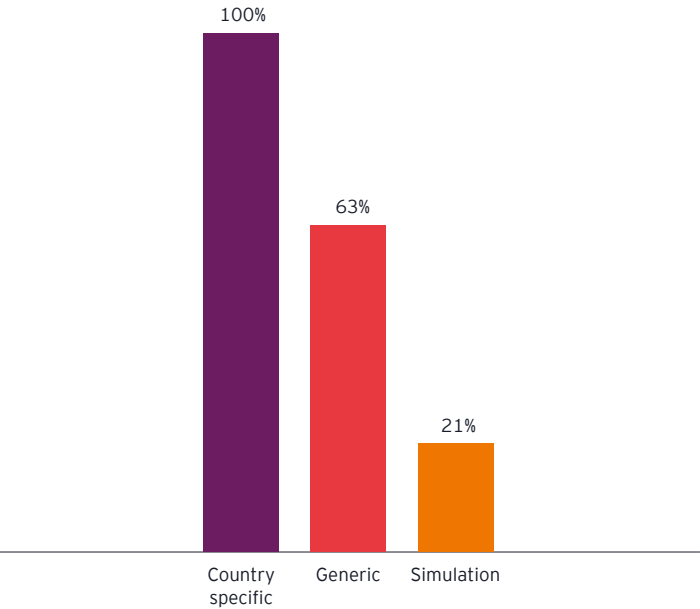
Banks in Switzerland tailor their reporting offering to meet client demand and regulatory requirements across jurisdictions. Responses to questions about reporting type highlight the Swiss market focus and reveal potential for business development in an evolving tax landscape.

Our survey focused on the three main types of report offered by financial institutions in Switzerland:

- **Country-specific reports**, which apply the tax rules and formats of a particular jurisdiction to enable compliance with local requirements
- **Generic reports**, which follow standardized calculation methods to provide indicative tax information for markets without a dedicated country-specific solution
- **Simulation reports**, which model potential tax outcomes based on current holdings and market values

### Which types of report do you offer?

(Multiple selections allowed – covers all respondents)



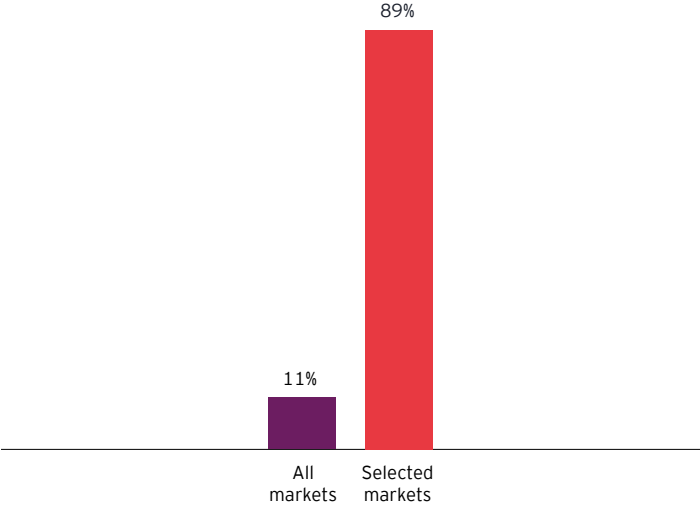
Total respondents: 19.  
Respondents could select more than one report type. Percentages represent the proportion of respondents who selected each option.

All respondents offer country-specific reports to their main markets based on target clients.

63% offer generic reports, typically to cover markets where country-specific solutions are unavailable or volumes are too low and the business case for a country specific solution is not viable. Only 21% offer simulation reporting to their clients.

### Where country-specific reports are offered, which jurisdictions do you cover?

(Covers all respondents)



Total respondents: 19.

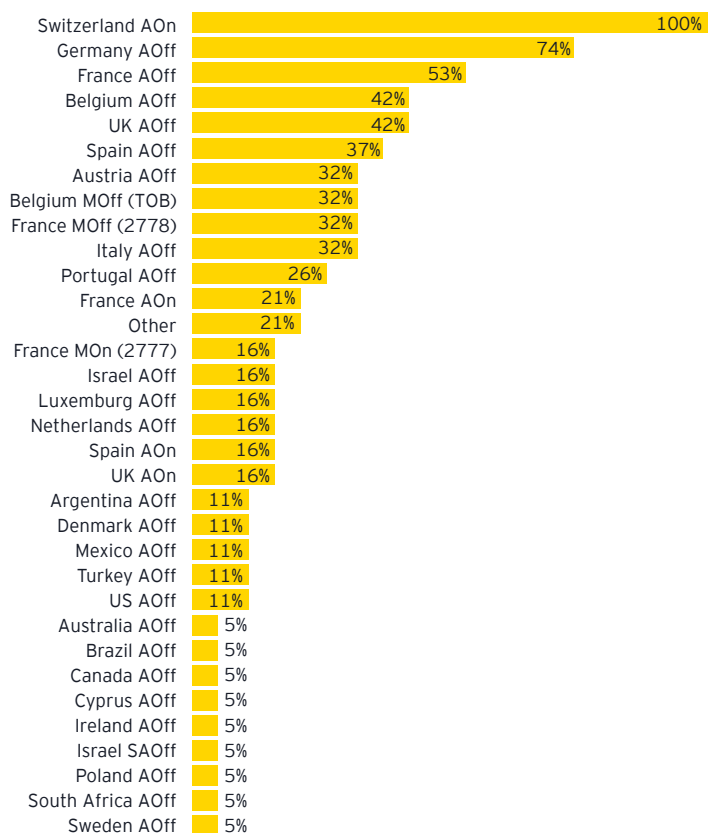
Of those offering country-specific reporting, the vast majority (89%) of respondents offer reports for selected markets, with only 11% offering country-specific reporting for all markets served.

“Simulation reporting shifts the focus of CTR services from compliance to forward-looking insights – a valuable asset in today’s complex tax landscape.

Guillermo Merck  
Director, Client Taxes in Financial Services  
EY Switzerland

### For which countries do you offer country-specific reports?

(Multiple selections allowed – covers all respondents)



Total respondents: 19.

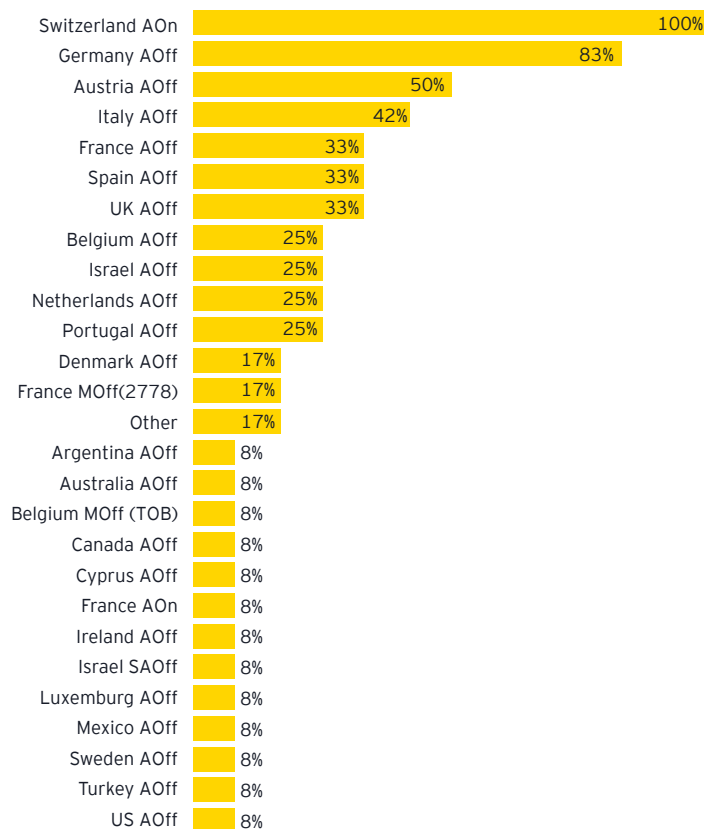
Respondents could select more than one report type. Percentages represent the proportion of respondents who selected each option.

AOn = annual onshore, AOff = annual offshore, MOff = monthly offshore, SAOff = semi-annual offshore, MOff = monthly offshore, MOn = monthly onshore

**Across Switzerland**, the respondents' key markets are Switzerland and its bordering countries as well as the UK, Belgium and Spain.

### For which countries do you offer country-specific reports?

(Multiple selections allowed – covers German-speaking part of Switzerland and Liechtenstein)



Total respondents: 12.

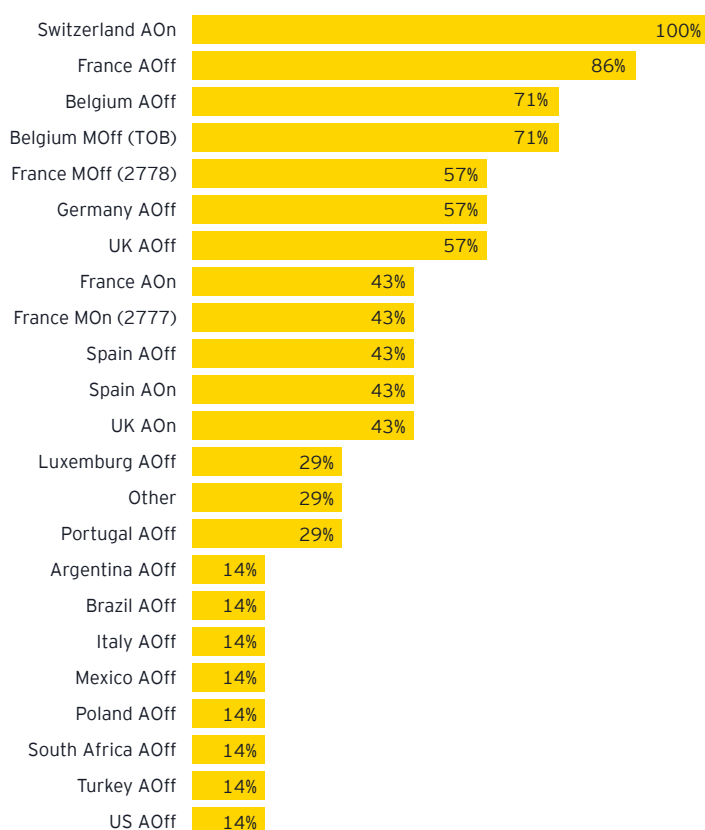
Respondents could select more than one report type. Percentages represent the proportion of respondents who selected each option.

AOn = annual onshore, AOff = annual offshore, MOff = monthly offshore, SAOff = semi-annual offshore

Key markets in the **German-speaking part of Switzerland and Liechtenstein** are Germany and Austria, and these are generally covered with country-specific client tax reporting.

### For which countries do you offer country-specific reports?

(Multiple selections allowed – covers French-speaking part of Switzerland)



Total respondents: 7.

Respondents could select more than one report type. Percentages represent the proportion of respondents who selected each option.

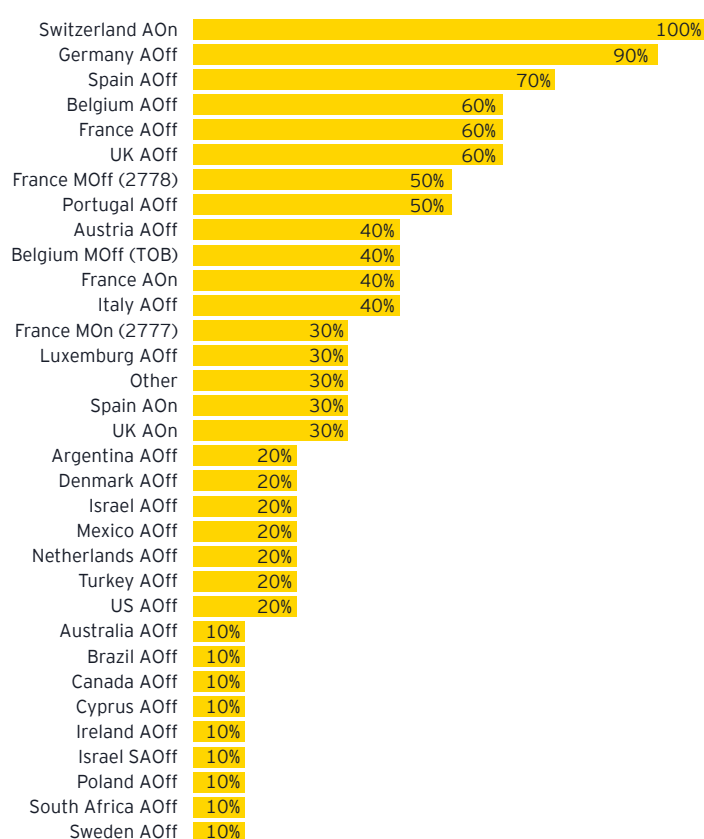
AOn = annual onshore, AOff = annual offshore, MOff = monthly offshore, MOn = monthly onshore

In the **French-speaking part of Switzerland**, the main markets supported with country-specific client tax reporting are Switzerland, France, Belgium, Germany, Spain and the UK.

As expected, countries that border Switzerland account for the highest volume of offshore clients in both the German- and French-speaking parts of Switzerland. Markets without a direct border with Switzerland are represented in both regions. There were no regional differences in tax reporting for the UK, Belgium and Spain, with all being selected as key markets for country-specific client tax reporting by Swiss banks.

### For which countries do you offer country-specific reports?

(Multiple selections allowed – covers international and regional private banks across Switzerland and Liechtenstein)



Total respondents: 10.

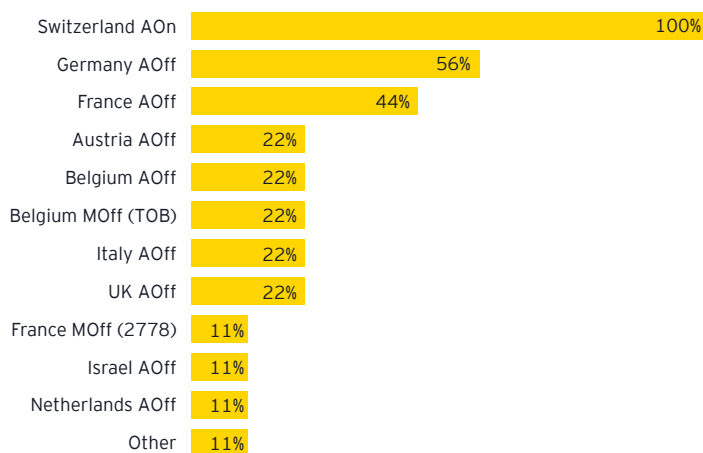
Respondents could select more than one country. Percentages represent the proportion of respondents who selected each option.

AOn = annual onshore, AOff = annual offshore, MOff = monthly offshore, SAOff = semi-annual offshore, MOn = monthly onshore

**Private banks** tend to use more country-specific client tax modules due to the nature of the client base (UHNWIs and HNWIIs) and the complexity of securities offered.

### For which countries do you offer country-specific reports?

(Multiple selections allowed – covers retail/cantonal banks across Switzerland and Liechtenstein)



Total respondents: 9.

Respondents could select more than one report type. Percentages represent the proportion of respondents who selected each option.

AOn = annual onshore, AOff = annual offshore, MOff = monthly offshore

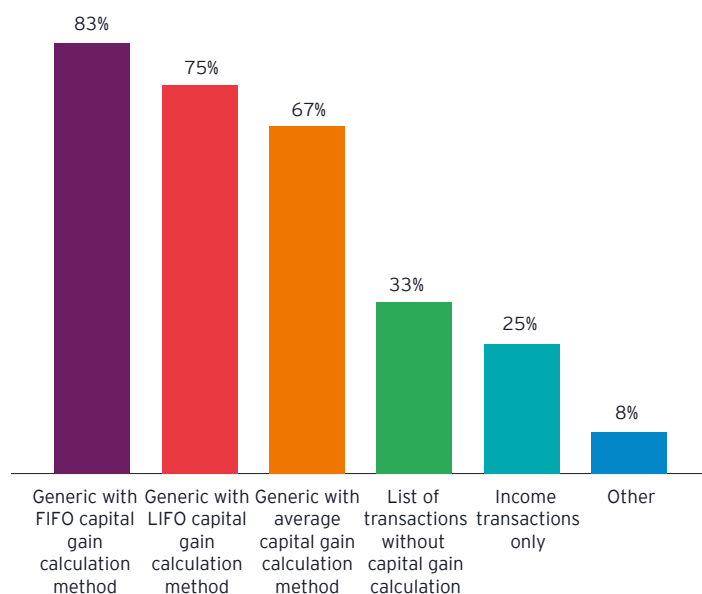
Some **cantonal banks** serve mainly border clients. Within this offshore client base, most clients are:

- Employees of Swiss companies living in Germany, Austria, France or Italy; or
- Individuals who have been working in Switzerland and have now retired or moved to a border country for retirement or work.

Such clients hold their funds and assets at the Swiss bank and need to declare them at their new country of domicile, meaning that the scope of securities is less complex and more restrictive in the offering. As a result, simulation reporting is generally not necessary, with country-specific and generic client tax reporting sufficient to cover the relevant markets.

### What types of generic reports do you offer?

(Multiple selections allowed – covers respondents offering generic reports)



Total respondents: 12.

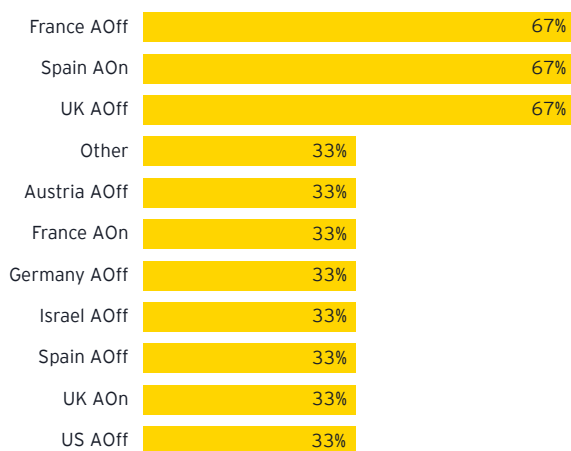
Respondents could select more than one report type. Percentages represent the proportion of respondents who selected each option.

Comments from respondents confirmed that smaller markets are covered with country-specific client tax reporting only if there is a solid business case. Otherwise, generic client tax reporting is offered. The calculation methods used in generic reports vary across the market.

Anecdotal evidence combined with the results of the survey suggest that the further from Europe a country is, the more likely it is that generic client tax reporting will suffice. This could be attributable to smaller client numbers and also perhaps, with a few notable exceptions, the fact that the tax ruleset for many markets outside of Europe is more straightforward. As a result, generic capital gain calculation rules tend to be adequate to meet reporting needs.

### For which countries do you offer simulation reporting?

(Multiple selections allowed – covers respondents offering simulation reports)

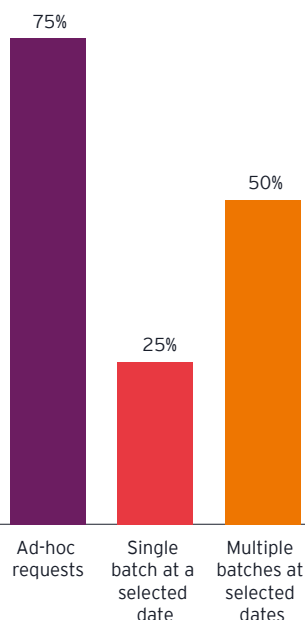


Total respondents: 4.  
Respondents could select more than one jurisdiction. Percentages represent the proportion of respondents who selected each option.

AOn = annual onshore, AOff = annual offshore

### When are simulation reports produced?

(Multiple selections allowed – covers all respondents offering simulation reports)

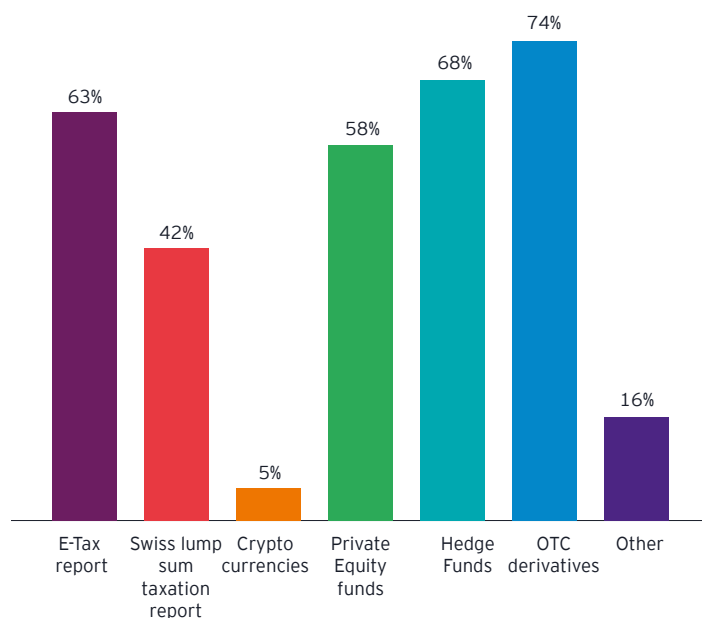


Total respondents: 4.  
Respondents could select more than one trigger type. Percentages represent the proportion of respondents who selected each option.

Only four respondents confirmed that they currently offer simulation reports, although this service is typically reserved for larger, managed accounts. Three-quarters issue such reports on request. Half provide batch reporting as of selected dates, while one-quarter produces a single batch as of a certain date. Of those offering simulation reports, only one respondent did so for all countries where they already offer country-specific reports. Most only offer simulation services for selected jurisdictions.

### Which services and products are covered within your country-specific reports?

(Multiple selections allowed – covers all respondents)



Total respondents: 19.  
Respondents could select more than one product/service type. Percentages represent the proportion of respondents who selected each option.

Overall product coverage focuses on traditional areas of client tax reporting: OTC derivatives (74%), hedge funds (68%), e-tax reports (63%), private equity funds (58%) and Swiss lump-sum taxation reports (42%). The inclusion of crypto currencies (5%) and other products (16%) reflects the arrival of new asset types in scope of client tax reporting, which impacts the scope of transactions linked to these new asset types.

## EY point of view

In our practice, we note an overall European market trend toward country-specific client tax reporting to the detriment of generic client tax reporting. This is driven in part by growing political efforts in Europe to increase tax revenues, as seen in Belgium and the Netherlands where, at the time of writing, new capital gains taxes are to be levied as of 2026 and 2028, respectively. As national budget deficits grow, it is likely that other governments will develop new fiscal instruments to tax financial products and transactions.

In this environment, generic client tax reporting may prove inadequate to reliably capture the nuances of country-specific regimes and the complexity of exceptions and compensation rules, such as the treatment of tax lots for capital gains and losses, the handling of compensation items or the reliance on external tax data for proper classification. As jurisdictions refine their tax codes, such details become decisive for both accuracy and compliance. For clients, these circumstances can trigger uncertainty and “what if” questions. For banks and wealth managers, the shift underscores the need to invest in reporting capabilities that go beyond generic templates and offer novel insights.

Growth potential is particularly strong for simulation reporting, an emerging client tax reporting product. Currently most common among banks serving large, managed clients, it provides a real-time, “what-if” snapshot of the client’s portfolio, simulating the impact of a potential transaction. Demand for simulation reporting is driven in part by regulatory developments, as we saw recently with the changes to the UK’s non-dom regime. For clients, understanding and anticipating the potential tax implications of portfolio restructurings before they occur enables better planning and more informed decision-making. For banks, simulation reporting is a value-adding service that strengthens the client-advisor relationship and positions the bank as a trusted provider of “tax-aware” wealth management services.

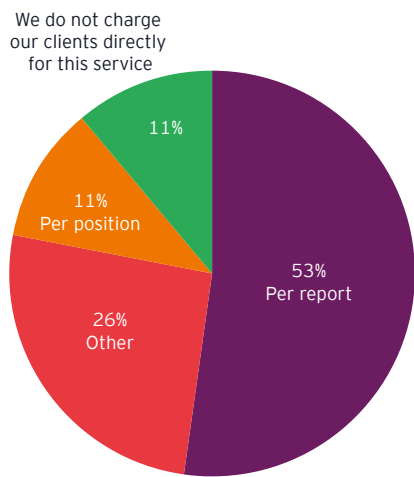


# Pricing

Pricing strategies for client tax reporting vary widely and often reveal how banks perceive the service, i.e., as a cost center or a potential profit center. Pricing models applied to various report types depending on market maturity and client expectations.

## What pricing model do you apply?

(Covers all respondents)

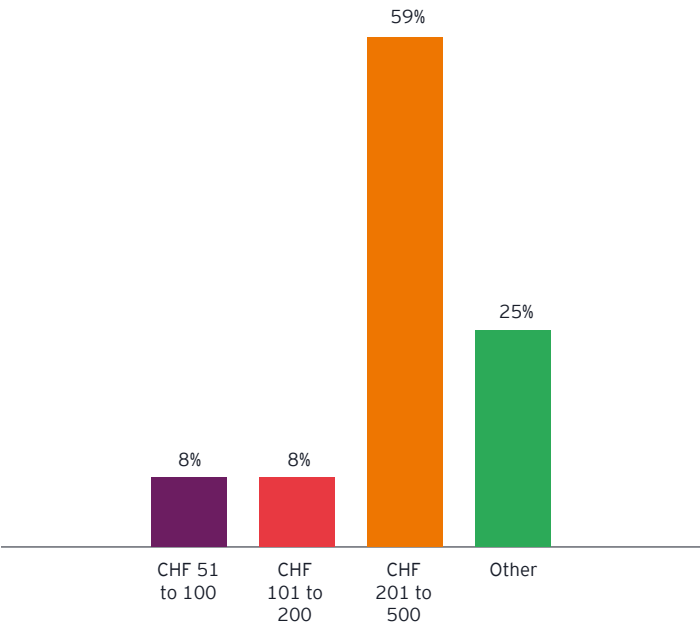


Total respondents: 19.

Over half of respondents (53%) charge clients per report, while 26% apply models that depend on factors such as client, location or report type. A small minority (11%) invoices clients for reporting per position. The same percentage of respondents levies no additional charge for the service, with some stating that it is deemed to be included in the all-in management fee.

## On average what do you charge clients for delivery of a yearly country-specific report?

(Covers respondents charging directly for country specific reports)



Total respondents: 12.

When it comes to country-specific reports, based on response selections and other comments provided, CHF 500 is the maximum amount charged for country-specific reports with only a small minority charging less than CHF 200.

### Do you apply a different pricing model for annual ad-hoc country-specific reports?

(Covers respondents charging directly for country specific reports)

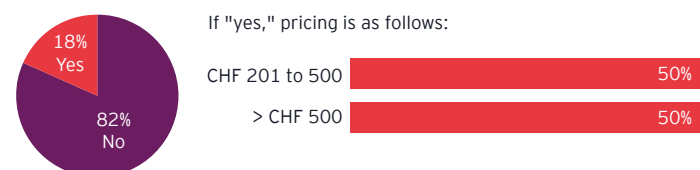


Total respondents: 12.

Of the 12 respondents offering ad-hoc country-specific reporting, only one third have a separate pricing policy to that of their standard country-specific model. Where separate pricing is applied, most charge over CHF 500 suggesting a premium pricing approach for such occasional and specialised requests.

### Do you apply a different pricing model for annual country-specific historical reports?

(Covers respondents charging directly for historical reports)

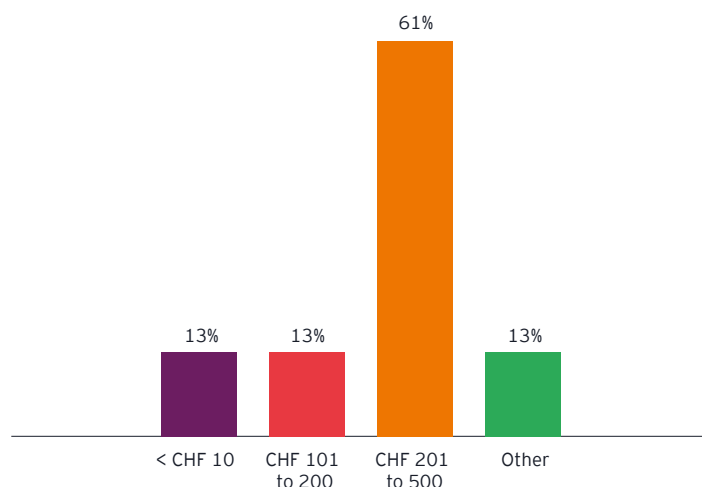


Total respondents: 11.

Of the 11 respondents offering historical reporting, 82% maintain consistent pricing to that of standard country-specific reports indicating no perceived added value for historical data.

### How much do you charge for generic reporting?

(Covers respondents charging directly for generic reporting)



Total respondents: 8.

Over half of the respondents (61%) price generic reporting in the CHF 201-500 range, making this by far the preferred pricing model.

Simulation reports are not offered by many respondents (4). Those that did produce such reports apply varying pricing strategies: some offer them free of charge to large, managed clients, while others charge around CHF 500 annually regardless of volume.

Across Swiss banks and wealth managers, pricing for client tax reporting generally falls within the CHF 201-500 range, with few including reports in standard fees or charging below CHF 200. Ad-hoc and historical reports are often premium-priced when differentiated. Overall, pricing is mostly uniform, with complexity and frequency driving higher costs and bespoke arrangements appearing occasionally.

## EY point of view

Pricing is a key consideration for financial institutions. The survey shows that costs paid by investors are generally in the higher brackets, which we believe reflects the significant effort and resources involved in producing client tax reports. It is notable that a minority of respondents absorb this cost and include CTR within the all-in management fees – despite expenses and resources involved in production – in order to meet client expectations.

We see potential for CTR to become a differentiated, revenue-generating service that strengthens client relationships and loyalty. By treating all kinds of CTR as a profit, not cost, center, banks and wealth managers will not just recover the costs of delivery but also signal the value they place on this service. At the same time, institutions will need to carefully decide on the operating model underpinning their CTR offering – in-house, managed services or hybrid – and align it with their chosen pricing strategy.

Over time, as demand grows, CTR may evolve into a standard feature of wealth management. Institutions that invest now in scalable, flexible and high-quality reporting solutions can set the benchmark and position their organization for long-term value creation.

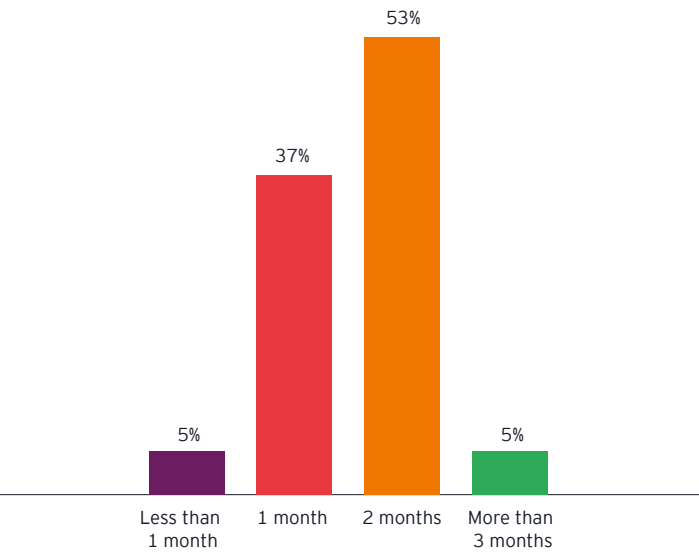


# Delivery timelines

Delivery timelines for client tax reporting are closely tied to external filing deadlines and jurisdictional tax calendars. We set out to understand how financial institutions manage production schedules for different report types.

## How many months before the relevant filing deadline do you generally aim to deliver annual reports?

(Covers all respondents)

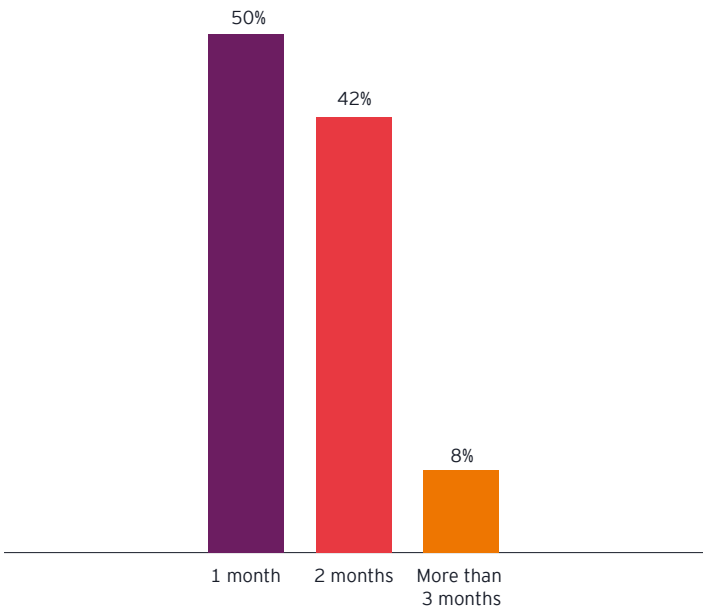


Total respondents: 19.

All respondents follow a defined reporting timeline, typically delivering reports to clients two months before the relevant filing deadline in case of annual reports. Respondents signaled that timely production of client tax reports means sending the report to the end-client (i.e., the private individual and not the bank in case of outsourcing) no later than one month before the filing deadline of the respective market. However, some respondents noted that while this is the aim, delivery can at times be delayed. The market can also impact timelines, with UK reporting, for example, often provided to clients more than 90 days in advance in some cases.

## How many months before the relevant filing deadline do you generally aim to deliver annual reports?

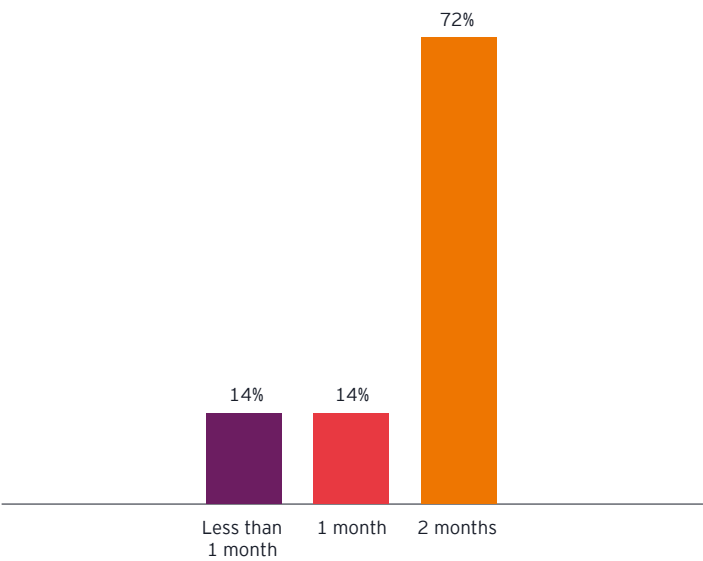
(Covers German-speaking part of Switzerland and Liechtenstein)



Total respondents: 12.

In the **German-speaking part of Switzerland and Liechtenstein**, 50% of respondents deliver reports on average within one month of the filing deadline, while 42% do so two months before the due date.

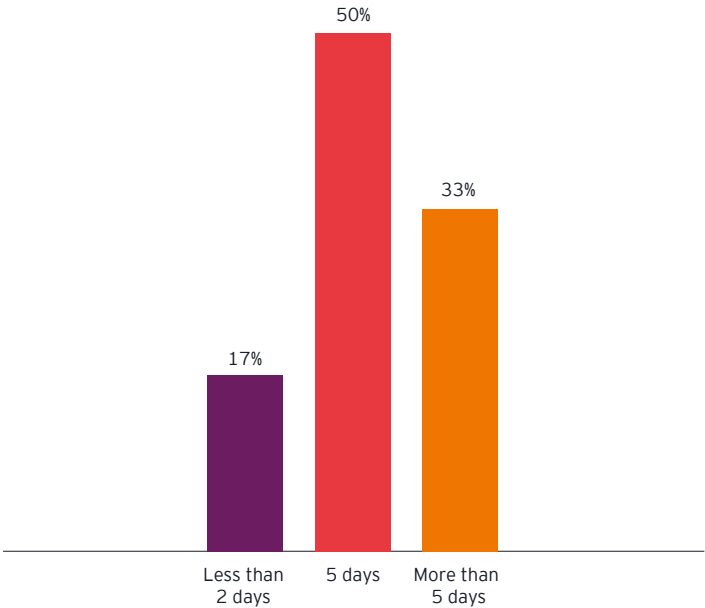
How many months before the relevant filing deadline do you generally aim to deliver annual reports?  
(Covers French-speaking part of Switzerland)



Total respondents: 7.

In the **French-speaking part of Switzerland**, over 70% of respondents typically deliver annual reports two months before the tax filing deadline.

How many days before the relevant filing deadline do you generally aim to deliver monthly reports?  
(Covers respondents offering monthly reports)

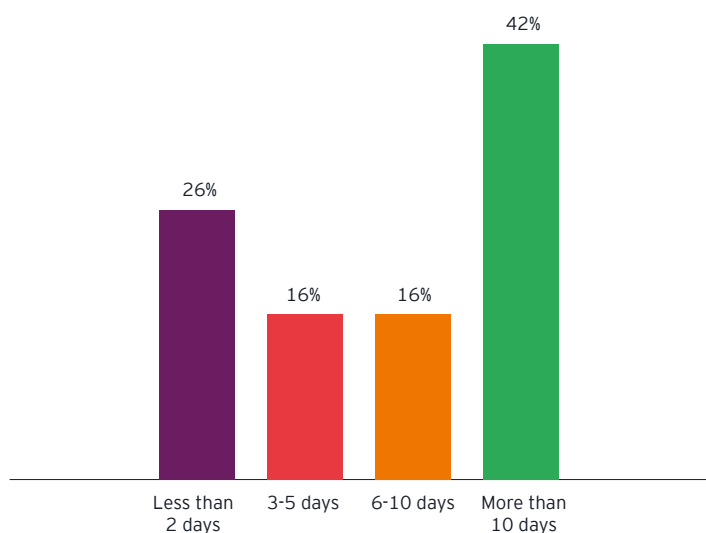


Total respondents: 6.

Where monthly tax reports are offered, 83% of respondents typically deliver the report to clients at least five days before the filing deadline, with 17% stating that they provide the report less than two days before it is due.

### How many days after receipt of an ad-hoc request do you generally aim to deliver the yearly ad-hoc reports?

(Covers all respondents)



Total respondents: 19.

For ad-hoc reporting, 42% of respondents said it takes more than 10 days to deliver annual reports to clients. In some cases, it was noted that it can take up to two months to deliver, depending on the client type and situation.

### EY point of view

Among some Swiss banks, it has traditionally been a point of pride to get the client tax reports produced and in the hands of clients as quickly as possible after the end of the relevant fiscal year. For some jurisdictions, this is a requirement to enable clients to fulfill their tax obligations, but for others it is more about “perceived” client service.

There are challenges with getting reports out immediately following the fiscal year. Notably not all external information, such as excess reportable income (ERI), is available at the point of production, and some jurisdictions do not confirm the details of updates to tax regimes until the end of the fiscal year. Banks need to prioritize, based on when the majority of external data is available and when technology providers are able to release jurisdictional updates. In our view, managing end-client expectations as to when reports will be delivered is more important than an arbitrary rush to get the reports out as early as possible. Where external data is not available at the time of report production there should be clear disclaimers on the reports.

Banks themselves are also increasingly considering the date on which revenue income figures are reported when selecting investment funds. The earlier the investment funds report revenues/income to the external data source provider, the earlier client tax reports can be produced, including the full set of revenue information for the fiscal year to be reported.

## Spotlight on complexity

In client tax reporting, a wider scope of covered markets goes hand in hand with growing complexity. Each jurisdiction applies fiscal rules that must be monitored and accurately considered in the reporting process. This drives significant operational strain, from deploying and testing multiple software releases for each country module, to integrating additional external data such as WM Daten, OeKB or SIX FI.

Each new market also multiplies the quality assurance demands as reporting must be validated to ensure that it is correct, complete and compliant. Managing this level of complexity internally stretches resources thin and amplifies the risk of errors.

The complexity challenge is not just about geography but also about the type of reporting offered. Offshore reporting, typically produced annually, already requires careful data aggregation and validation. Some onshore reporting may add another dimension, as it may demand real-time calculations and withholding at the transaction level, significantly increasing reporting frequency and operational demands.

Simulation reporting sets another high standard, requiring client and transaction data to be combined with live market prices and exchange rates to deliver accurate “what-if” scenarios.

# 2

## Operating models

# In-house vs. outsourcing

Banks determine the right model based on resources, reporting scope and strategic priorities.

There are three main delivery models adopted by financial institutions for client tax reporting:

- **In-house solutions**, with resources and expertise covered entirely by the organization's own FTEs
- **Managed services**, where an outsourcing provider delivers the reports to the financial institution for forwarding to the client
- **Hybrid approach** combining in-house and external resources

If the bank has an in-house solution for country-specific reports, generic reporting is also mostly produced internally. Otherwise, the bank engages a managed services solution to produce generic client tax reporting following different capital gain calculation rules (FIFO, LIFO, average method), in different currencies and in the client's preferred language.

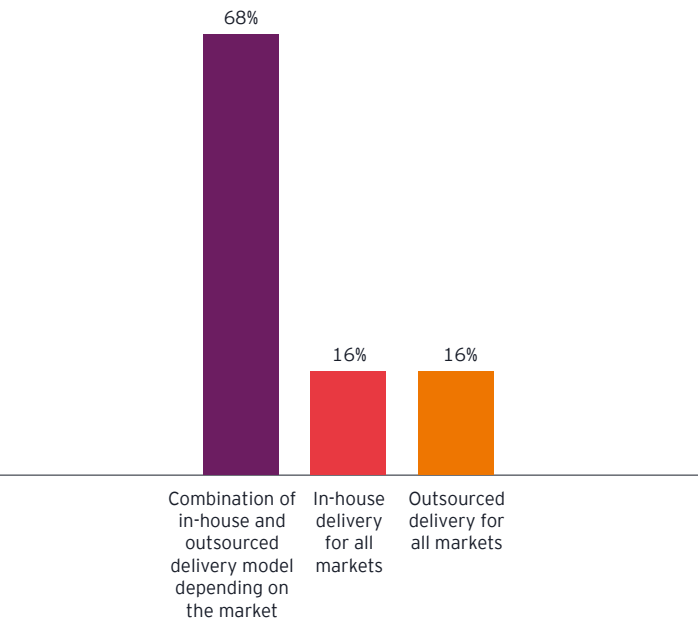
Scalability is managed through a mix of internal staff and external support across both in-house and outsourced operating models. In case of country scope updates, time to market is generally within six months, although one respondent stated that it can take up to two years.

Various reasons were given for considering or effectuating a change in operating model, including:

- Volume of clients requiring a particular report type
- Complaints from clients
- Front-office business case made as part of the bank's growth strategy

## What delivery model do you use?

(Covers all respondents)



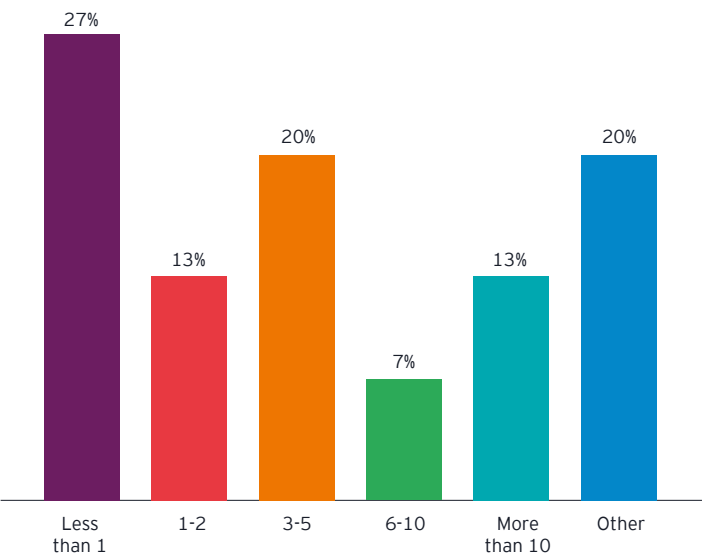
Total respondents: 19.

Our survey showed that 68% of respondents apply a hybrid model, with a tendency to use in-house resources for Swiss reports and managed services for reports relating to other jurisdictions. An equal proportion of respondents (16% each) has chosen an entirely in-house or outsourced delivery model for all markets.

# Team size

The resources allocated to client tax reporting depend largely on a bank's operating model, client base and the complexity of its reporting requirements. The survey was designed to explore how institutions structure their teams to balance scalability with efficiency.

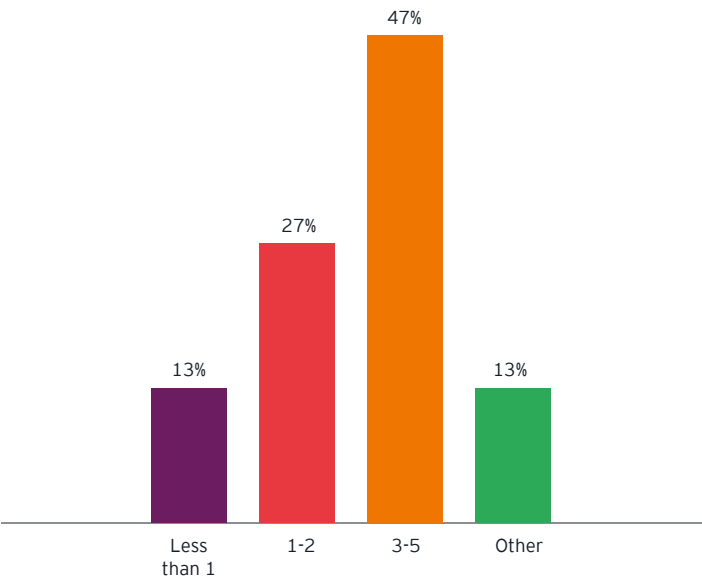
**How many FTEs are involved in report production with your in-house model?**  
(Covers respondents using an in-house and/or hybrid delivery model)



Total respondents: 15.

In terms of human resources, banks with an **in-house model** maintained widely varying team sizes. "Other" reflected some teams with varying FTE numbers, demonstrating the seasonal nature of busy periods and staffing needs across the year. Based on results, most respondents (93%) dealt with scalability by staffing CTR teams on other day-to-day activities outside peak periods.

**How many FTEs are involved in report production with your outsourcing model?**  
(Covers respondents using an outsourcing and/or hybrid delivery model)



Total respondents: 15.

Among respondents applying an **outsourcing model**, an average of 3-5 FTEs work on client tax reporting. Included under "Other" are comments which revealed that internal staff work on IT infrastructure, data extraction and other "bank side" IT support-related activities.

Interestingly, the team size is significantly influenced by the technologies used. For in-house solutions, we can infer a strong correlation between the number of markets, the number of in-house technologies and the number of FTEs. The volume of reports has a much lower impact on the number of FTEs. Where outsourced technologies are used, we can infer some correlation between the number of markets, the volume of reports and the number of FTEs, but less so than for in-house solutions.

# Key benefits

Decisions about which operating model to apply are sometimes historical but also guided by the perceived benefits each offers. The final choice will depend on the needs and goals of the bank in question.

## What do you perceive as being the top benefits to your in-house model?

(Multiple selections allowed – covers respondents using an in-house and/or hybrid delivery model)



Total respondents: 15.  
Chart shows the top 5 benefits of using an in-house operating model.

Expertise was cited as a top or second-ranked benefit by 85% of respondents using outsourcing models, compared with only 67% for in-house solutions. Quality also stood out, ranking among the top two benefits for over half of respondents (80%) using managed services – more than twice the level reported by respondents with in-house models (23%). Flexibility was seen as a strength of both models.

In terms of challenges, the top three challenges cited for the in-house model were expertise, regression testing and quality – all issues that can be effectively addressed through a managed services model.

## What do you perceive as being the top benefits to your outsourcing model?

(Multiple selections allowed – covers respondents using an outsourced and/or hybrid delivery model)



Total respondents: 15.  
Chart shows the top 5 benefits of using an outsourced operating model.

### EY point of view

The choice of operating model is increasingly a strategic one, driven by various factors.

Evolving country-specific rules add complexity that must be addressed through constant updates, rigorous QA and specialist knowledge. Banks may struggle to maintain such resources internally.

Volume and market relevance also play a role. High reporting volumes with clear seasonal peaks make it costly to scale internal teams, while strategically important client segments are often best served by external providers equipped to safeguard accuracy and timeliness. A managed services model also enables rapid access to relevant regional expertise. In Switzerland, for example, German tax know-how is a critical success factor and something that an external provider may address more efficiently than an in-house team.

When working with providers of managed services, stability is essential. The most reliable providers are profitable, not dependent on a single technology and able to scale with volume. Given the complexity of setup – data integration, technology and security – outsourced client tax reporting is inherently a long-term partnership. Banks should aim to work with established firms that will help them focus on data quality as the single most critical aspect in delivering accurate reports on time. Leading providers will offer deep market and technical expertise, coupled with experience and resources. This translates into flexibility, adaptability and lasting value for the bank and its clients.



## Spotlight on risk

Banks must take various risks into account when deciding whether to offer client tax reporting, and if so, whether to choose an in-house or managed services model. We shine the spotlight on the three main risk categories – functional, financial and contractual.

### Functional and compliance risk

#### **In-house**

Banks that manage client tax reporting internally retain the functional risk. They need to purchase or develop and maintain tax calculation software, acquire external tax-relevant data and allocate IT and operations resources. In-house solutions generally also work with external tax advisors or competence centers for QA purposes. Banks bear the full risk of issues with reporting quality or delivery deadlines.

#### **Managed services**

In an outsourced model, functional risk shifts to the provider, who commits to delivering accurate, timely reports and supporting the bank in responding to end-client or tax advisor queries. If issues arise in the production value chain, responsibility lies with the provider rather than the bank.

### Financial risk

#### **In-house**

Banks with in-house CTR capabilities face a fixed cost structure. Rising expenses for software, data or quality assurance directly impact production costs, which may not be fully recoverable from clients. Additional unplanned activities, issues with tax software or shifts in target markets can drive further inefficiencies. As a result, in-house reporting often ends up as a cost center rather than a profit center.

#### **Managed services**

Providers often offer a variable, scalable “pay-as-you-go” model. Banks are charged for the specific volumes and types of reports ordered, with flexibility to adjust target markets annually, request additional volumes or order ad-hoc reports without a heavy internal cost base. This improves cost predictability and allows banks to structure CTR as a profit center, while also strengthening the advisor-client relationship.

### Contractual risk

#### **In-house**

Banks must manage multiple contracts with various partners and providers involved in the CTR value chain. Each provider is only accountable for its specific task, leaving the bank as the single point of contact and ultimately responsible for delivering accurate, timely reports.

#### **Managed services**

With outsourcing, the bank maintains a single contractual relationship with the provider, who assumes responsibility for the end-to-end production process. Service-level agreements and KPIs can be agreed to ensure accountability, with contractual penalties applied for delays or quality issues.

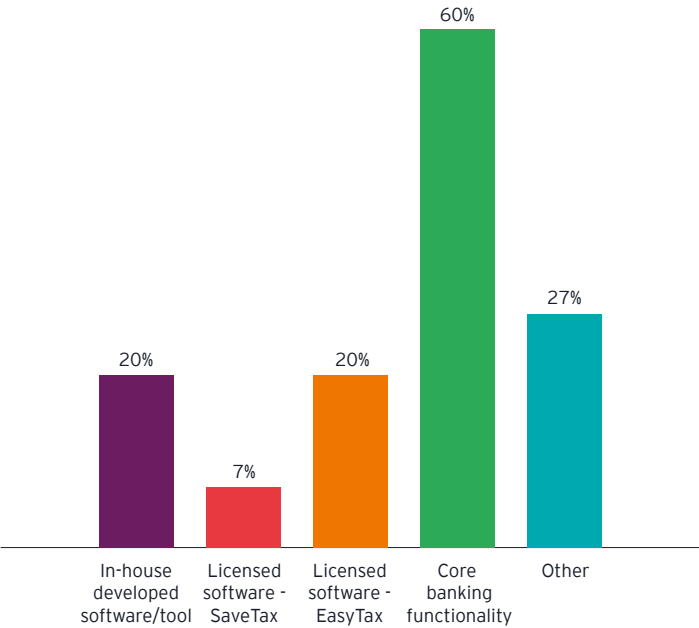
# Technology

Technology underpins every stage of client tax reporting, from data processing to report generation and delivery. Different technological frameworks are available, including core banking modules, licensed software and cloud-based or SaaS solutions.

There is a clear division between technology choices depending on whether the bank applies an in-house or managed services delivery model.

## What technology solution do you use in-house?

(Multiple selections allowed – covers respondents using an in-house and/or hybrid delivery model)



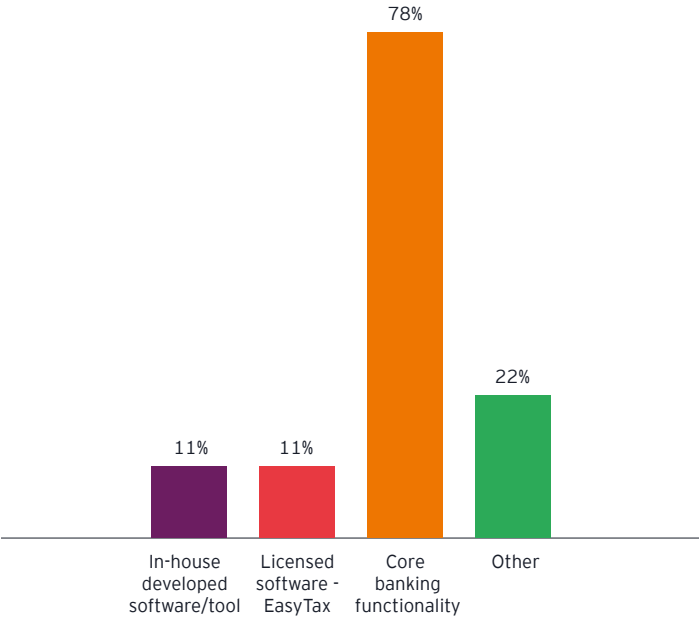
Total respondents: 15.  
Percentages represent the proportion of respondents who selected each option.

## Technology used in-house

For in-house models, core banking functionality is the technology of choice (60%). The category “other” covers some satellite features provided by the core banking system, suggesting that the preference for core banking solutions is even higher than it appears at first glance.

## What technology solution do you use in-house?

(Multiple selections allowed – covers regional private banks, retail/cantonal banks using an in-house and/or hybrid delivery model)

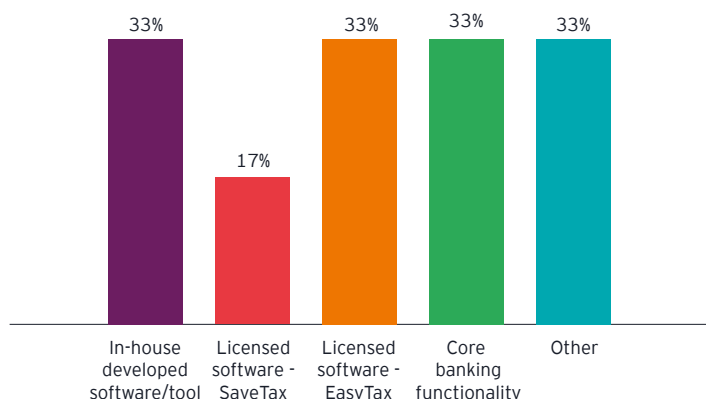


Total respondents: 9.  
Percentages represent the proportion of respondents who selected each option.

Among banks serving primarily the **local market** (regional private banks, retail or cantonal banks), the trend is even more pronounced, with 78% producing client tax reporting from their core banking platform.

### What technology solution do you use in-house?

(Multiple selections allowed – covers international private banks using an in-house and/or hybrid delivery model)



Total respondents: 6.  
Percentages represent the proportion of respondents who selected each option.

For banks focusing more on **international markets**, there is a more balanced distribution of in-house solutions. Banks with an exclusively in-house delivery model only use licensed software. In such cases, core banking functionalities or proprietary tools are always supplemented with licensed ones.

### Satisfaction with in-house technologies

The top benefit for all in-house technologies is flexibility (selected 60% of the time). The responses do not point to any clear benefit for core banking functionality or licensed software specifically. There is, however, a general trend toward cost efficiencies for both. The top challenge for all in-house technologies is expertise (selected 73% of the time). We can see quality as being the second top challenge for core banking functionality, whereas regression testing would be the second top challenge for licensed software.

### Satisfaction with third-party technologies

There are two main third-party technologies used in the market:

- SaveTax, provided by Tech Mahindra
- EasyTax, provided by Regnology.

We note that when outsourcing, regional private banks, retail and cantonal banks tend to rely exclusively on Regnology's EasyTax (over 77%). Some outsourcing providers use their own in-house developed technologies, but these were not prevalent

in our survey. The technology used in managed services models is closely tied to the provider engaged.

The top benefit for all third-party technologies is expertise (selected 87.5% of the time), with quality, compliance and release management also scoring highly. The top challenge for all third-party technologies was IT/data security concerns (selected 56% of the time) where data is hosted in the cloud. Coordination and response time are seen as the second top challenges, specifically around issue resolution.

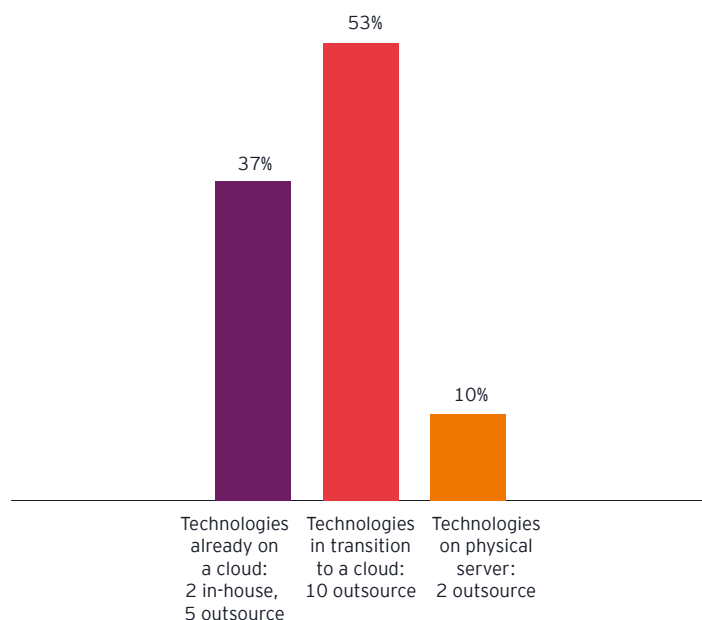
### Quality assurance

The survey also points to a strong correlation between delivery model and source of tax watch or review services: in-house technologies are more likely to rely entirely on advisory firms for tax reviews, whereas tax reviews for outsourced technologies are exclusively performed in-house.

### Data residency

#### Cloud adoption, broken down by sourcing model

(Covers all respondents)



Total respondents: 19.

Most survey respondents are already working with cloud-based technologies or solutions that are in the process of transitioning to the cloud (90% in total). Just 10% use technologies on a physical server.

## EY point of view

Given the complexity, very few banks have chosen to implement client tax reporting technology themselves. Banks exclusively supporting onshore Swiss and generic reporting may be able to utilize modules of their core banking platform. For banks with more complex requirements, the cost and overhead required does not warrant the additional effort needed to maintain CTR software in-house.

We believe that in the current market, there are existing strong third-party software offerings that can allow sufficient configuration and customization to enable banks and managed services providers to produce high-quality bank branded reports. In our view, when deciding which technology to use, and indeed whether to go via a managed services provider, it is important to focus on core competencies of potential providers. Software providers are usually best to develop and maintain the technology. Tax managed service providers are typically best at providing a full service, producing high-quality reports at scale with the relevant focus on technical tax quality and client service.

Engaging indirectly via a tax managed services provider that has a strong relationship with the key technology providers enables banks to get the optimum solution: a high-quality professional service, delivered with market leading technology as a comprehensive service.

Operating models and technology choices these days inevitably include questions around the cloud. While traditionally a difficult topic for Swiss banks, we observe growing adoption of cloud-based offerings, not least following the introduction of Regnology's RCloud solution. In our experience, most banks are getting comfortable with their data being stored in the cloud, provided data is pseudo-anonymized, hosted in Switzerland and remains subject to Swiss legal protections. Still, concerns remain over issues such as vendor lock-in, access to underlying databases and rising cloud costs. The migration path, particularly for clients with large volumes of data, is complex.

Finally, no discussion of technology would be complete without mentioning the disruptive power of (generative) AI. Its ability to automate data validation, detect anomalies and accelerate report production holds significant potential. Well-designed chat bots can enhance the customer experience and reduce the human workload by providing rapid responses to client queries. While the technology is not yet mature enough for widespread adoption in client tax reporting, its rapid evolution could make AI-driven reporting and review capabilities a defining feature of leading operating models in the medium term.





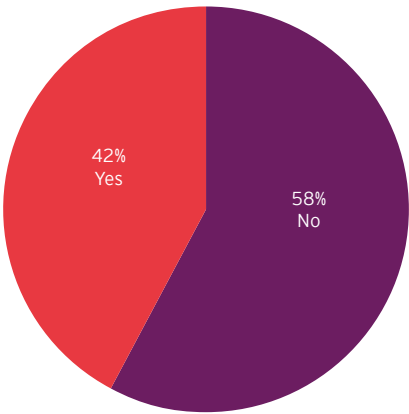
# 3

## Technical tax expertise

# Quality assurance

The QA process encompasses ensuring the correctness, completeness and accuracy of the underlying data. Robust QA processes cover the reconciliation of balances, loading of double-tax-treaty data and other external sources, as well as the validation of calculation logic and template configuration files. To provide additional assurance, sample reports are typically reviewed by local tax experts, whose knowledge of jurisdiction-specific requirements helps to identify errors and ensure reports meet the highest standards of compliance and reliability.

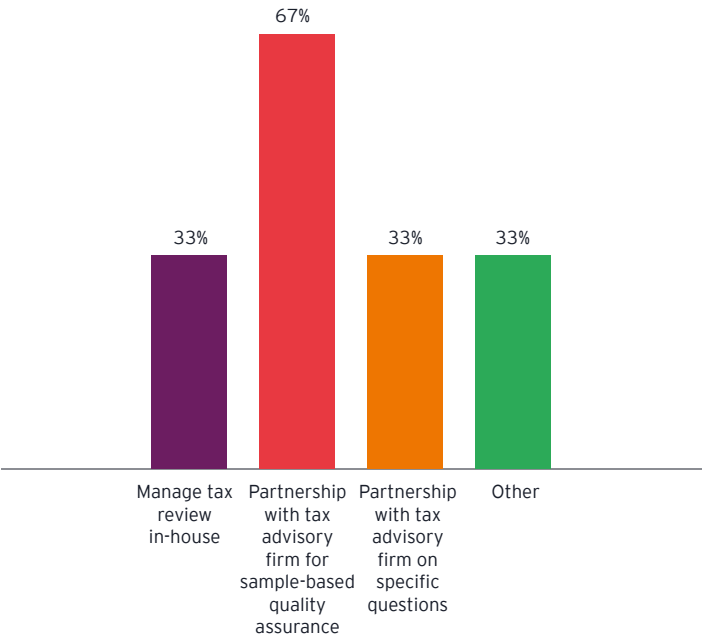
**Do you use any tax technical advice as part of your production cycle?**  
(Covers all respondents)



Total respondents: 19.

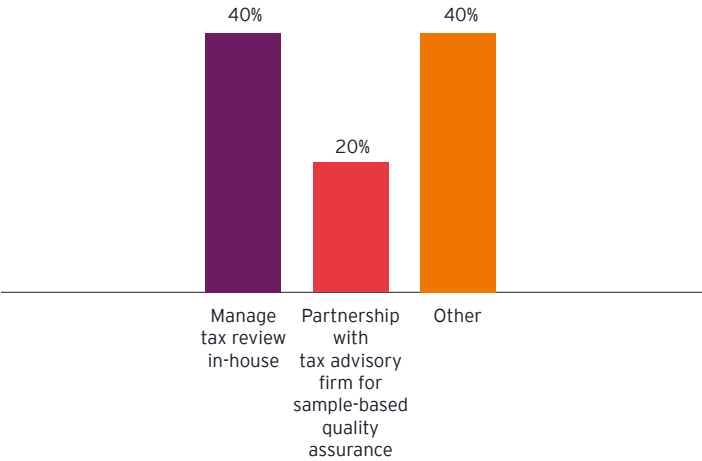
Around 40% of participating banks – across bank types and delivery models – include a technical tax review during production cycles.

**What is the source of your tax technical advice?**  
(Multiple selections allowed – covers international private banks)



Total respondents: 3.  
Percentages represent the proportion of respondents who selected each option.

**What is the source of your tax technical advice?**  
(Multiple selections allowed – covers regional private banks, retail and cantonal banks)



Total respondents: 3.  
Respondents could select more than one option but in this case did not.

In terms of tax technical support during the production period, the survey revealed a wide range of approaches. Fifty-eight percent of respondents noted that they do not generally rely on an external tax review service. However, this depends on the jurisdiction and whether or not there are newly implemented modules. Respondents generally believe that clients will seek their own tax advice beyond their relationship with the bank and note that clients are satisfied with the quality of reports.

Differences can also be observed in the source, with international banks more likely to use external advisory firms (67% for sample reviews), whereas regional private banks, retail and cantonal banks maintain that knowledge internally more often (40%).

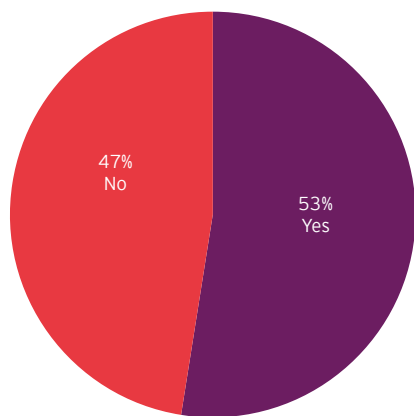


# Tax watch services

A tax watch is an external service to monitor regulatory and legislative changes across jurisdictions of relevance. The service involves tracking new laws, amendments and (local) tax authority guidance in order to get early visibility into upcoming changes. This allows the financial institution to clarify the operational impact and adjust systems, data flows and processes in a timely manner. In client tax reporting, tax watch services help ensure that reports remain accurate and compliant in all markets served.

## Do you have access to a tax watch service?

(Covers all respondents)



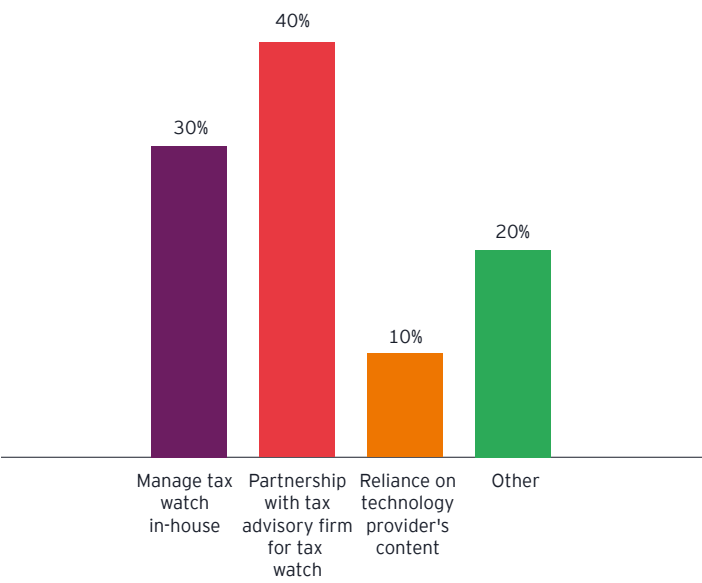
Total respondents: 19.

Tax watch services are accessed by 53% of respondents regardless of the size of the bank.

Those with no access to such a service generally quoted the reason as being that the knowledge was covered in-house, supported by various external sources of know-how including information provided by advisors and industry associations. In some cases, where in-house expertise is available e.g., for Switzerland only, access to tax watch services is jurisdiction specific. The use of tax watch services increases marginally when considering only private banks: 60% of respondents in this segment access such a service.

## What is the source of your tax watch service?

(Covers all respondents)



Total respondents: 10.

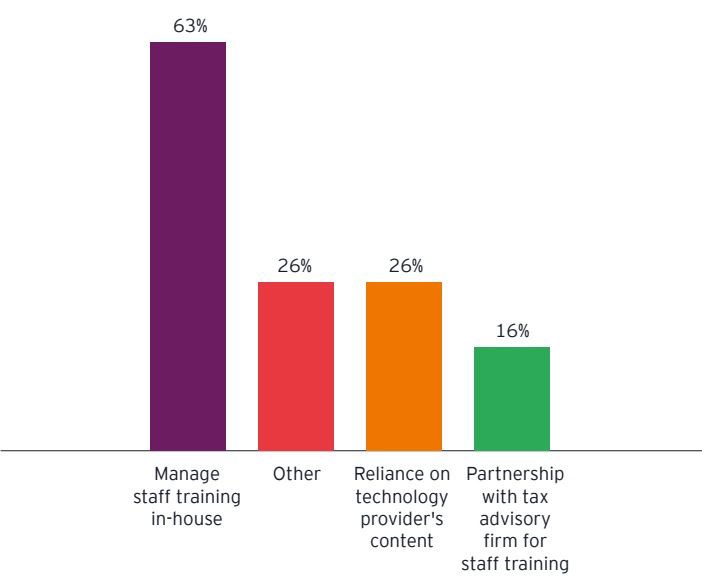
A tax watch service is commonly delivered through a tax advisory firm. Just 10% of respondents rely on their technology provider's content. Among the 30% managing in-house, advisors are used for outsourced elements of production and for specific jurisdictions where know-how is not available within the organization. This confirms the value placed on input from external advisors.

# Training

Training considers the availability of knowledge updates for staff working in the CTR area. This is important as it ensures that in-house teams remain proficient in both the technical and tax aspects of client tax reporting.

## Do you provide staff training?

(Multiple selections allowed – covers all respondents)



Total respondents: 19.  
Percentages represent the proportion of respondents who selected each option.

Although the number of FTEs varies quite significantly between in-house and outsourcing technologies, we note no major variance in terms of training, with over 63% being trained in-house and around 42% trained by the provider or tax advisory firm. This aligns with the key benefits and challenges reported for each model – flexibility versus expertise for in-house solutions, and expertise versus IT and data security for outsourced ones – as training tends to focus on understanding the technology, managing internal change and ensuring compliance.





### EY point of view

Typically, global, multi-jurisdictional tax expertise is a pre-requisite in the process of producing high-quality client tax reports. There are a number of ways to incorporate this expertise.

Some banks choose to have their reports produced directly by a global tax service provider. The advantage of this is that the relevant in-country experts can take a holistic view across securities and corporate actions to determine the relevant tax treatment to be displayed on the report. We see this as the most effective way of ensuring that all clients receive high-quality reports.

Where reports are produced in-house (or by a third-party provider whose core competence is not tax), a global tax provider is engaged for local country teams to review and provide feedback on a sample of the reports. This is a halfway house, with the majority of issues caught in the reporting sample but some margin of risk remaining.

Client tax reporting technology providers such as Tech Mahindra (SaveTax) and Regnology (EasyTax), also engage a global tax provider to review their software and provide tax watch services.

An external expert tax review is important to provide comfort that the software is operating in line with current tax regimes, but is not in isolation sufficient to ensure full accuracy as the bank's specific securities and products must also be classified correctly from a tax treatment perspective. This, too, demands technical tax expertise. We believe offshore clients will increasingly seek tax advice externally as tax filing requirements are more challenging in terms of complexity, type of reporting to be provided and delays. Examples driving increased support in the near term include the introduction of capital gain taxes in some of the Benelux markets, and the new rules for resident non-domiciled individuals in the UK.

Our survey findings highlight the advantage of leveraging providers with specialized regional knowledge, proven QA frameworks and the capacity to manage evolving fiscal requirements.

# Outlook

## The path forward – responsive, personalized and tax-aware services

The future of client tax reporting is being shaped by regulatory changes, technology and shifting client expectations.

The general political trend toward maximizing tax revenues has already given rise to new tax regimes, and further tax obligations could follow. Financial institutions must ensure their reporting capabilities keep pace with regulatory shifts and client demand for informed tax planning.

On the technology side, migration to the cloud is clearly well under way and this development is set to continue. While AI is still some way from generating robust, reliable tax reports, its role in quality assurance and data correction could evolve rapidly in the medium term.

Financial institutions should evaluate now how they wish to position themselves not just in terms of client tax reporting but also more generally as wealth managers. Insights from our 2025 EY Global Wealth Research Report show that satisfaction alone does not secure loyalty. Clients remain alert to alternatives and are increasingly drawn to firms that combine excellent service with an attractive value proposition.

Tax planning stands out as a powerful lever. According to the 2025 EY Global Wealth Research Report, investors who use tax services are more than twice as likely to feel fully prepared to achieve their financial goals. While globally the adoption of tax planning services (64%) is nearly as high as that of basic financial planning (65%), these services are often delivered separately, with limited collaboration between professionals managing each component. This separation places the burden on clients to bridge communication gaps and align two distinct strategies, resulting in less effective outcomes.

In Switzerland, regulatory risk, cross-border complexity and the legacy of past controversies continue to make Swiss banks particularly cautious about being perceived as offering direct tax advice – and certainly more so than equivalent banks in the UK or US. There is a middle road, however, and we see high potential in Swiss financial institutions that position themselves as “tax-aware” advisors. Especially when realized through managed services, the “tax-aware” advisor approach could be an attractive option for Swiss financial institutions keen to accommodate client demand for tax support while minimizing their own exposure to legal and regulatory risk.

Initially a competitive edge for wealth managers, we believe integrated tax reporting and service may become a standard – and expected – feature of wealth management. Working with external tax advisors and providers allows banks to assist clients in navigating increasingly complex tax obligations.



**Read the 2025 EY  
Global Wealth Survey  
for further insights.**

## Six ways to enhance the wealth management value proposition

Tax-aware services elevate the customer experience, which builds trust and loyalty. Financial institutions may choose to tweak their existing services and products or add new ones to meet client demand without offering outright tax advice.

### **1** Educational primers

Financial institutions can help clients understand their reporting duties by providing accessible, jurisdiction-specific materials that explain key tax rules and obligations. Videos, flyers and checklists can reduce uncertainty, without crossing the line into formal tax advice.

### **2** Tax-suitable products

Banks could design a matrix of investment products that account for tax treatment in different jurisdictions. For example, they could flag assets subject to less favorable taxation to ensure that both the front office and clients can be made aware of such products and potential alternatives. This could include offering segregated accounts for capital and income, allowing clients to identify and access tax-relevant income streams more easily.

### **3** Simulation reporting

By generating “what-if” reports on potential tax impacts before transactions or investments are made, financial institutions can help clients make fully informed decisions – and avoid surprises come filing season.

### **4** Country-specific reports

Clients appreciate reports that are tailored to requirements of their personal jurisdictions of relevance. Documentation that aligns with local filing standards, is particularly valuable for clients with cross-border activities who must comply with multiple tax regimes.

### **5** Tax software integration

Delivering files in formats that can be directly imported into widely used tax preparation software saves clients time, reduces errors and makes for a seamless reporting process.

### **6** Ecosystem access

By collaborating with other strong players in the financial, tax and technology ecosystem, institutions can give clients access to a wider range of capabilities and solutions – without exposing themselves to additional regulatory risk.

# Glossary

<b>CTR</b>	Client tax reporting
<b>ERI</b>	Excess reportable income
<b>FTEs</b>	Full-time equivalents
Forms <b>2777</b> and <b>2778</b>	French tax forms for the withholding and declaration of taxes on investment income and financial transactions, respectively
<b>HNWI</b>	High net worth individual
<b>Offshore</b>	For CTR purposes, offshore means accounts or relationships held outside the holder's country of residence and offering benefits like asset protection, ability to conduct financial transactions in a foreign jurisdiction or currency diversification
<b>Onshore</b>	For CTR purposes, onshore means accounts or relationships held in the holder's country of residence and designed to support domestic banking requirements
<b>TOB</b>	Taxe sur les opérations de bourse, a French financial transaction tax
<b>UHNWI</b>	Ultra-high net worth individuals

# Contact



**Charlie Hainsworth**  
Partner  
[charlie.hainsworth@ch.ey.com](mailto:charlie.hainsworth@ch.ey.com)



**Guillermo Merck**  
Director  
[guillermo.merck@ch.ey.com](mailto:guillermo.merck@ch.ey.com)



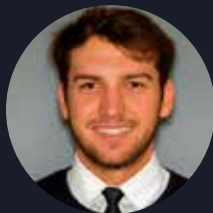
**Lisa Michael**  
Associate Director  
[lisa.michael@ch.ey.com](mailto:lisa.michael@ch.ey.com)



**Régis Vogel**  
Senior Manager  
[regis.vogel@ch.ey.com](mailto:regis.vogel@ch.ey.com)



**Oliver Park**  
Senior Manager  
[oliver.park@ch.ey.com](mailto:oliver.park@ch.ey.com)



**Nihad Hodzic**  
Manager  
[nihad.hodzic@ch.ey.com](mailto:nihad.hodzic@ch.ey.com)

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