

How can tax and finance leaders build agile functions that thrive?

2025 Tax and Finance Operations survey

Nordic Findings and insights



The better the question. The better the answer. The better the world works.



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with confidence

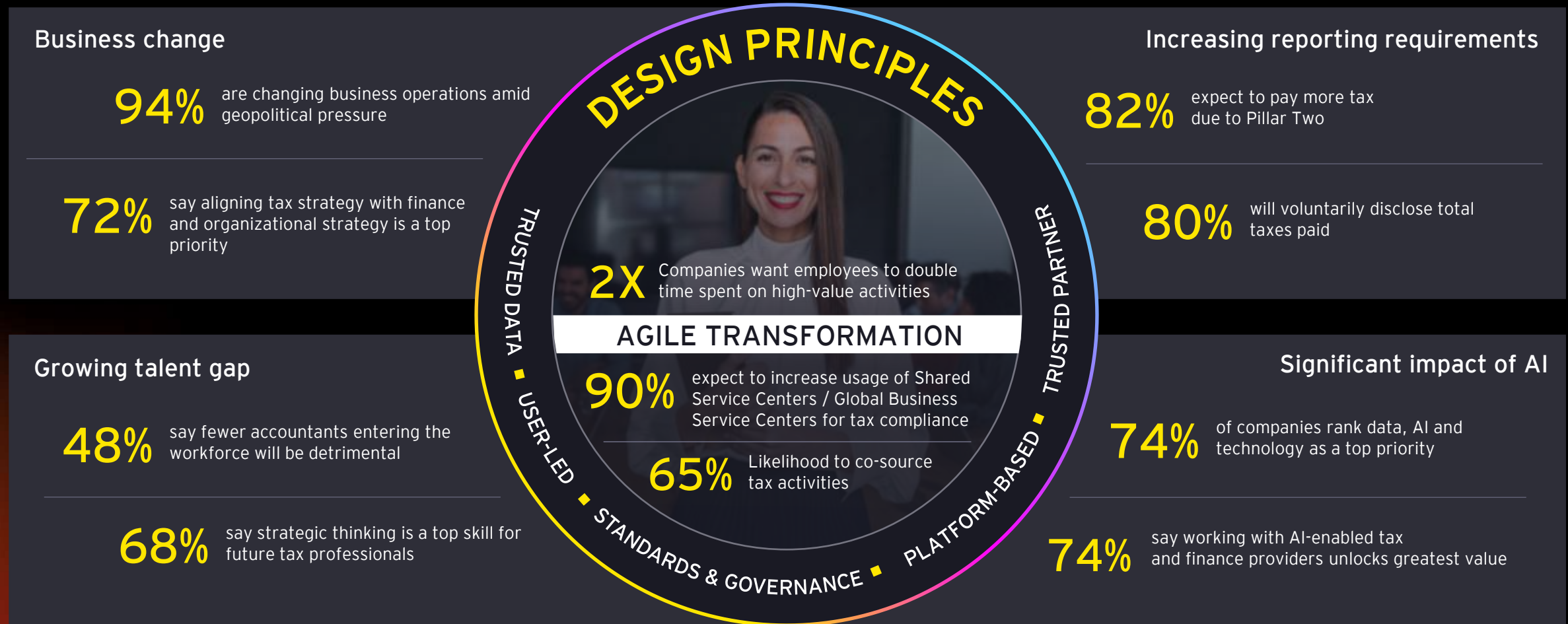
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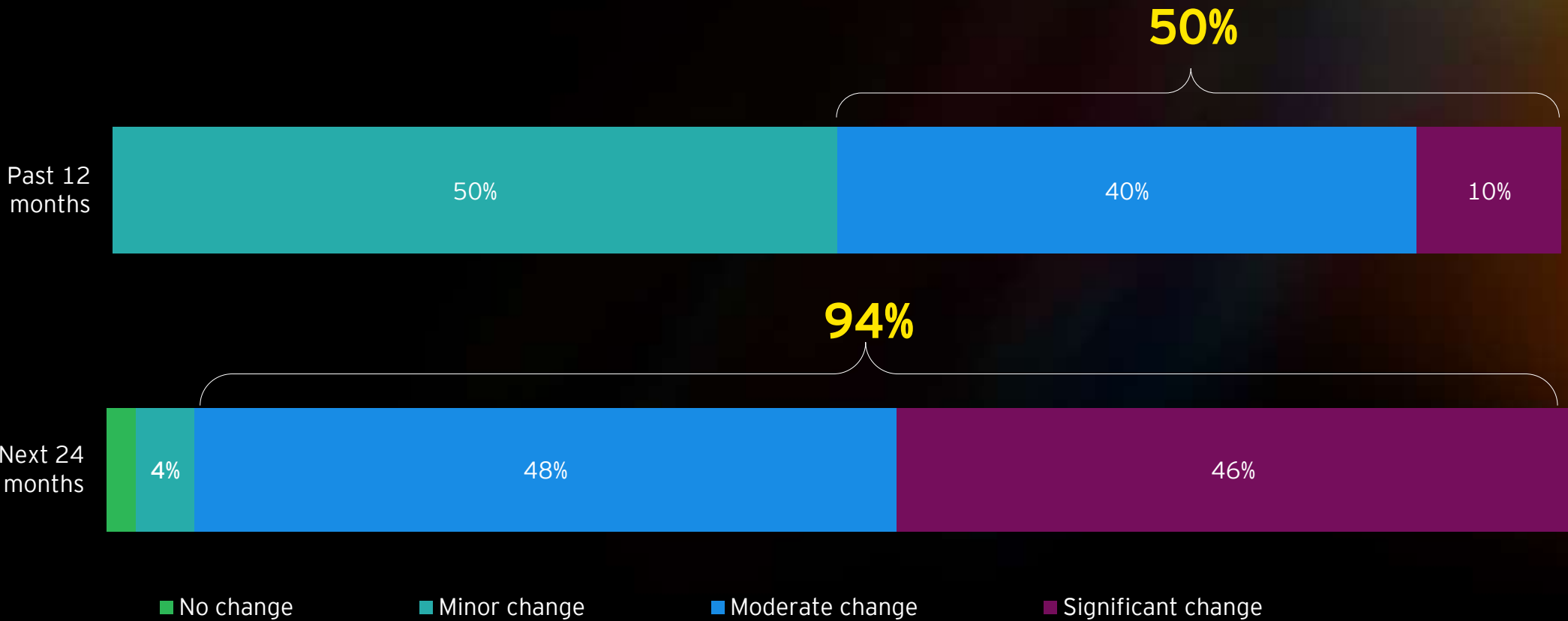
How are companies responding?



2025 EY Tax and Finance Operations Survey;
Anonymous survey administered by Oxford Economics

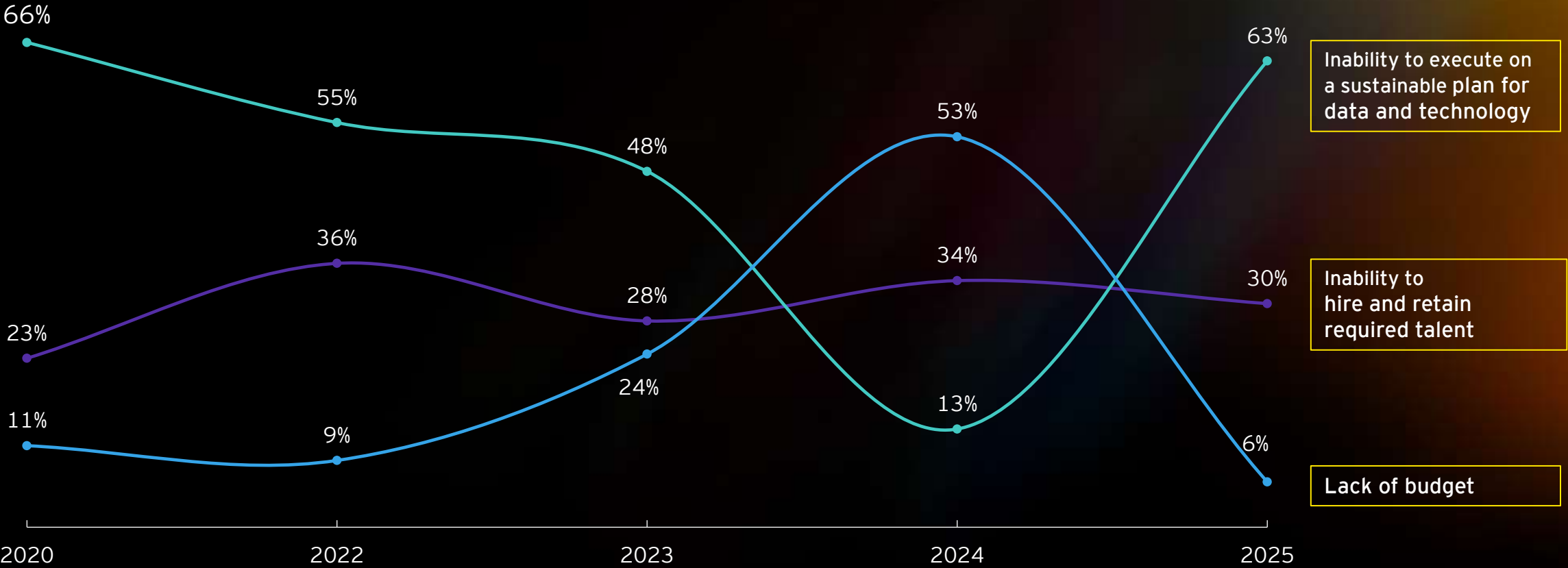
Nordics n=50

Businesses are changing operations (e.g., supply chain) in response to geopolitical pressures (e.g., trade, tariffs, national security)



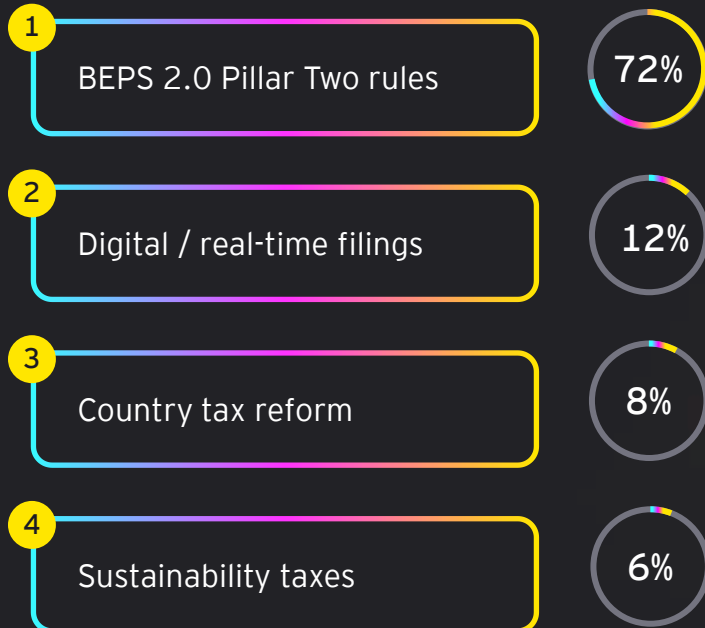
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What is the biggest barrier preventing your finance and tax functions from delivering their purpose and vision?

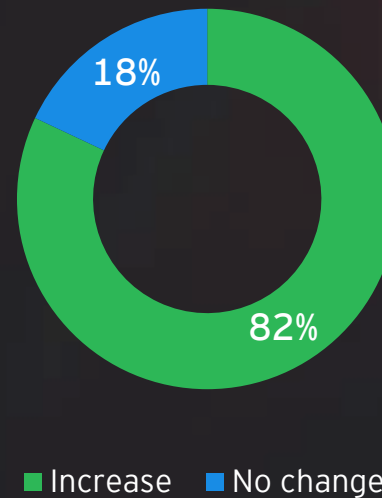


Burden of increased reporting requirements

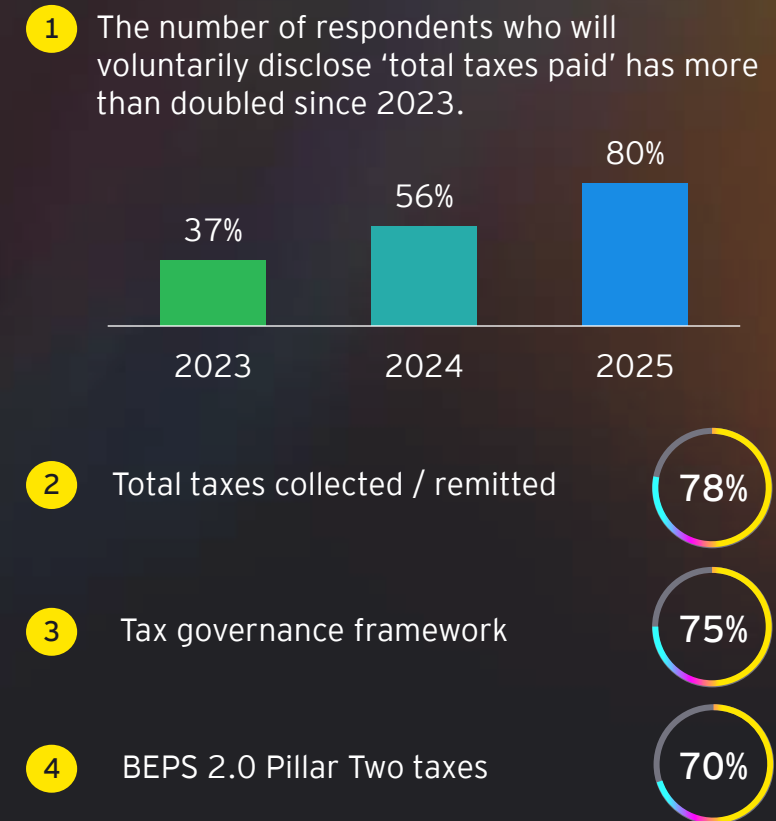
Most impactful regulatory changes



Impact of BEPS 2.0 Pillar Two on overall Tax Liability



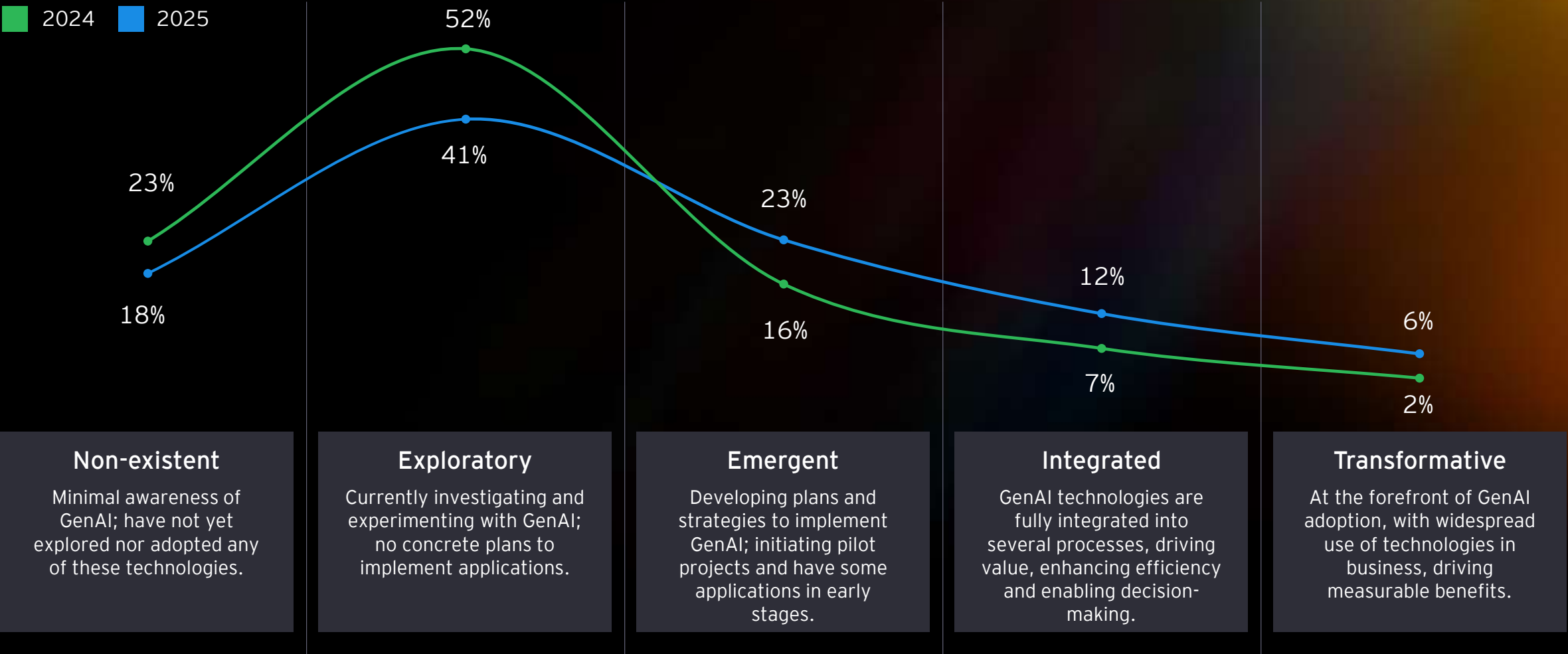
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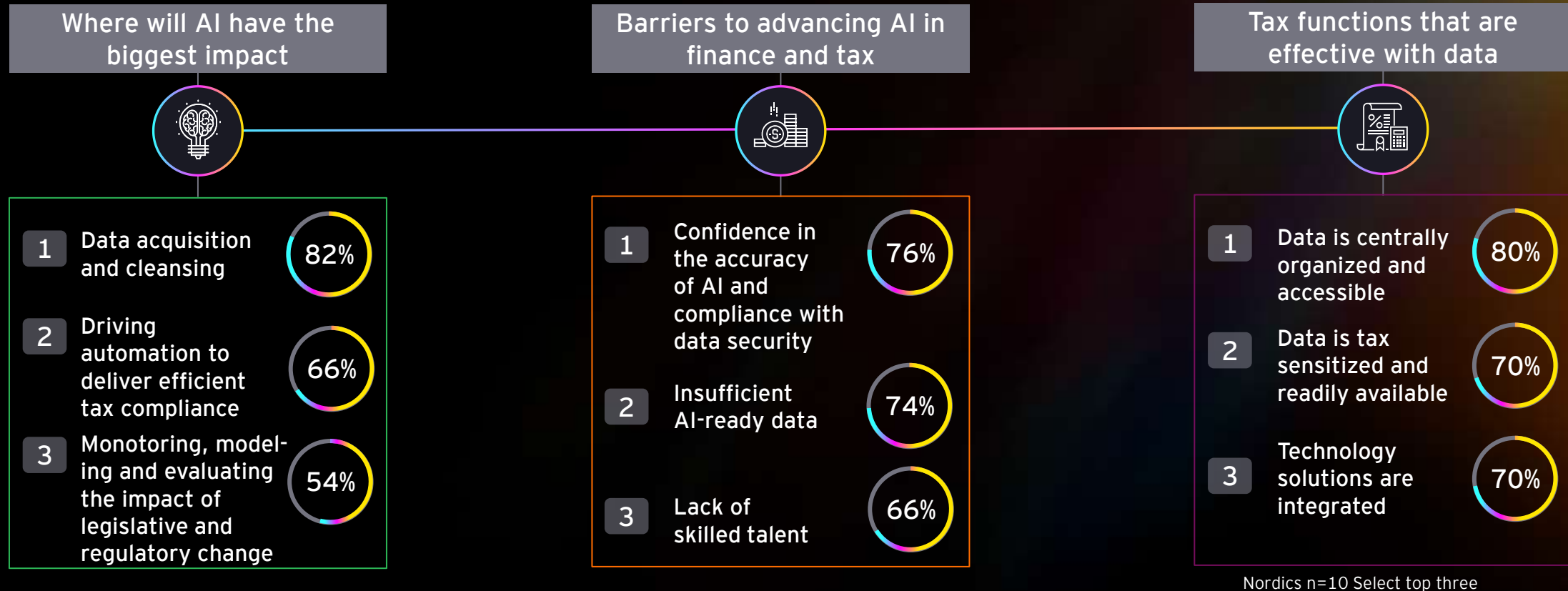
Nordics n=50

* 100% of global respondents n=1600 leaders

Company AI maturity



74% say leveraging data, AI and technology is a top priority.

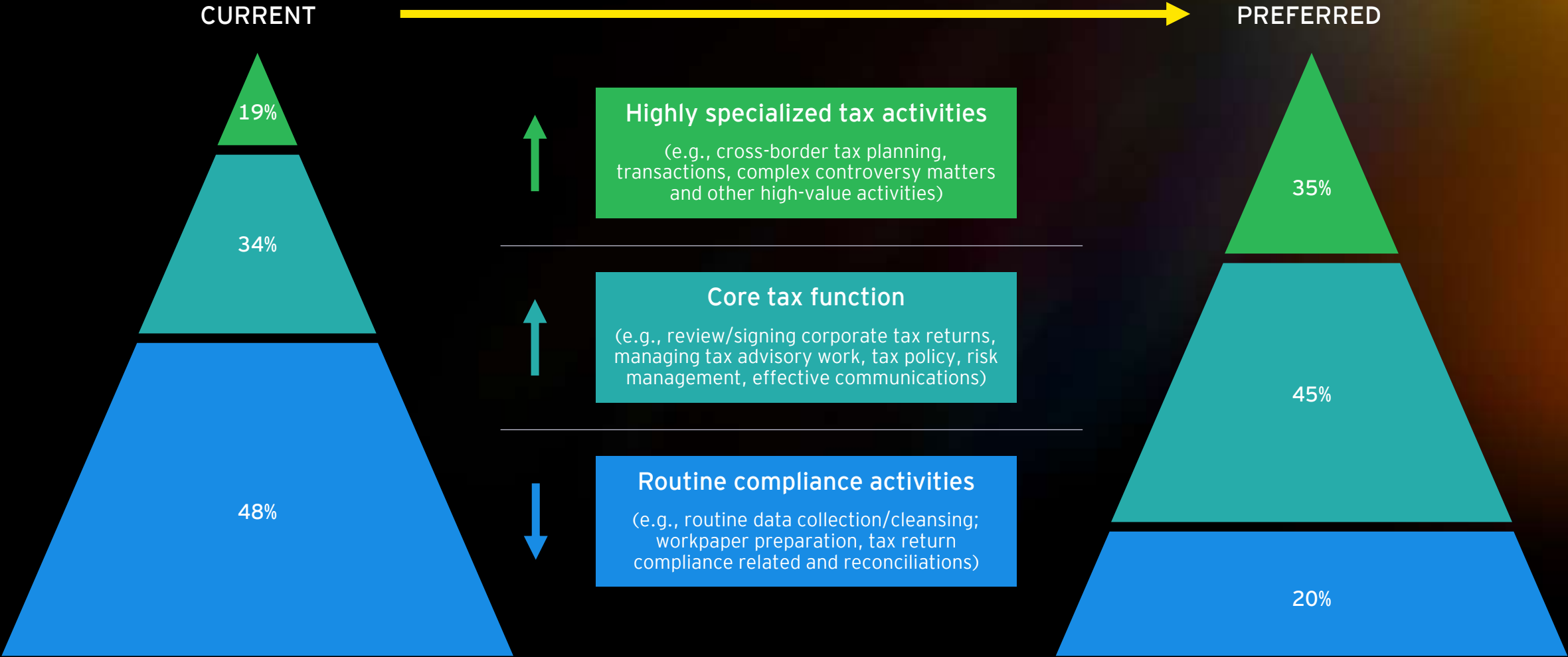


74% say working with AI-enabled tax & finance providers unlocks greatest value.

Nordics n=50

Transformation of the Tax Function

Companies want employees to double time spent on high-value activities



Operating model

How companies are prioritizing changes to operating models

1

Driving increased automation internally with data, AI and technology

2

Co-sourcing with a provider that has sufficient capabilities in data, AI and technology

3

Develop tax technical resources out of an internal center of excellence in a lower-cost labor market

Companies are working with third-parties

Benefits of co-sourcing

1

Focus on high-value activities

84%

2

Respond to regulatory developments

76%

3

Effectively manage your overall tax budget

58%

4

Proactively manage tax risk

42%

5

Drive an effective talent strategy

42%

Operating model (continued)

How companies are preparing their talent

Top skills needed



- 1 Tax technical expertise
- 2 Communication and collaboration
- 3 Data and technology
- 4 Strategic thinking and problem-solving
- 5 Critical thinking

Talent priorities



- 1 Hiring more data scientists and tax technology specialists
- 2 Hiring more AI-skilled professionals
- 3 Reskilling and upskilling the current workforce

Leveraging Shared service centers (SSCs) and Centers of Excellence (CoEs) in low-cost on-/near-shore locations

Shared Service Centers

Planned use of SSCs

Tax compliance: **90% ↑**
Tax advisory: **42% ↑**

How companies are benefiting from offshore SSCs?

76% co-sourcing with third-party providers with strong SSC capabilities
24% building capabilities in-house

CoE use for high-value activities

Companies delivering high-value tax activities

46% - Yes
50% - No, but planning to implement

Top activities performed

- Tax data work
- Transfer pricing
- Monitoring and evaluating tax policy developments
- Preparing and reviewing complex returns

Get in touch to learn more

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