

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

2025 Tax and Finance Operations survey

Nordic Findings and insights



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How are companies responding?

Business change

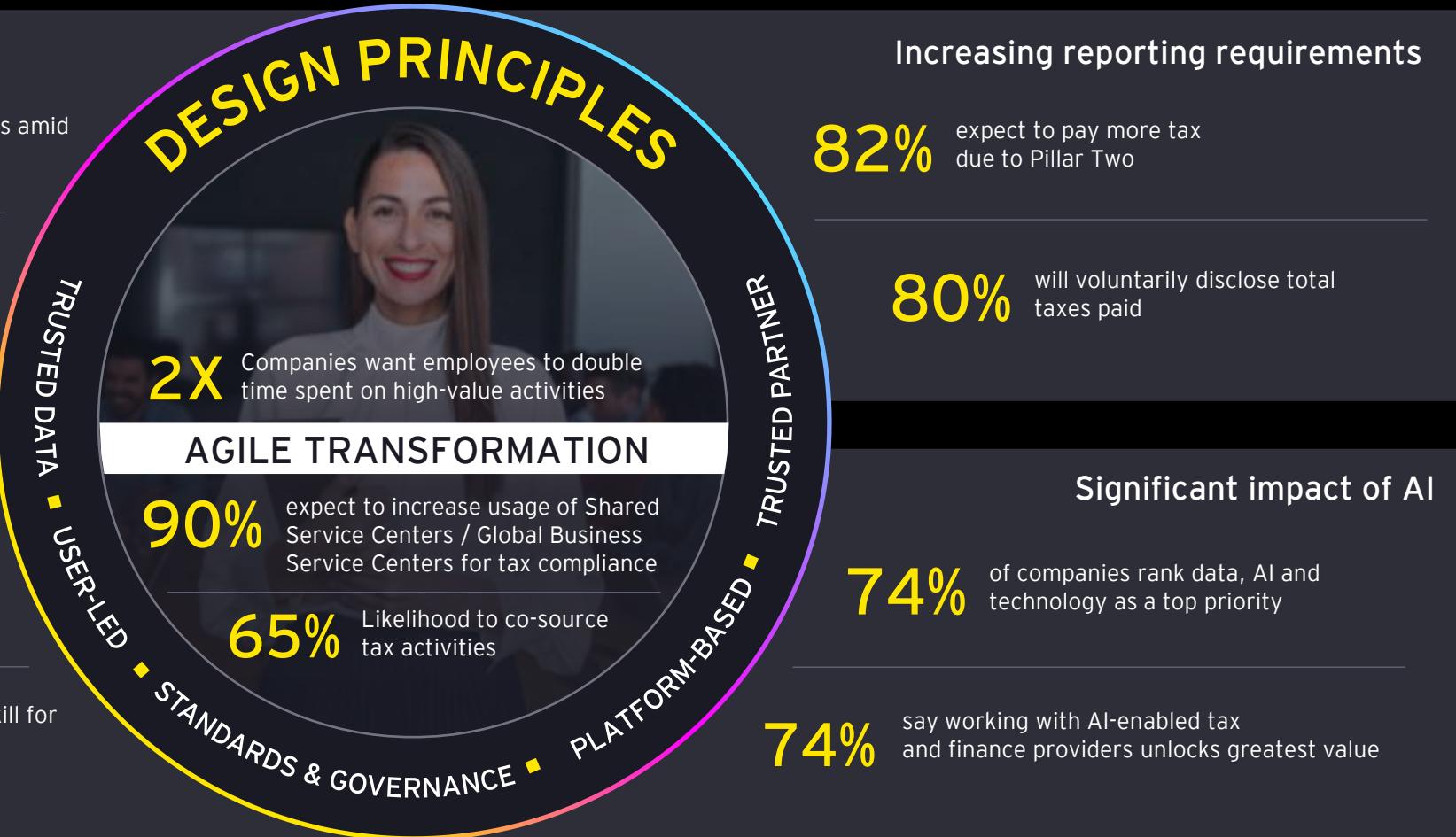
94% are changing business operations amid geopolitical pressure

72% say aligning tax strategy with finance and organizational strategy is a top priority

Growing talent gap

48% say fewer accountants entering the workforce will be detrimental

68% say strategic thinking is a top skill for future tax professionals



Increasing reporting requirements

82% expect to pay more tax due to Pillar Two

80% will voluntarily disclose total taxes paid

Significant impact of AI

74% of companies rank data, AI and technology as a top priority

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

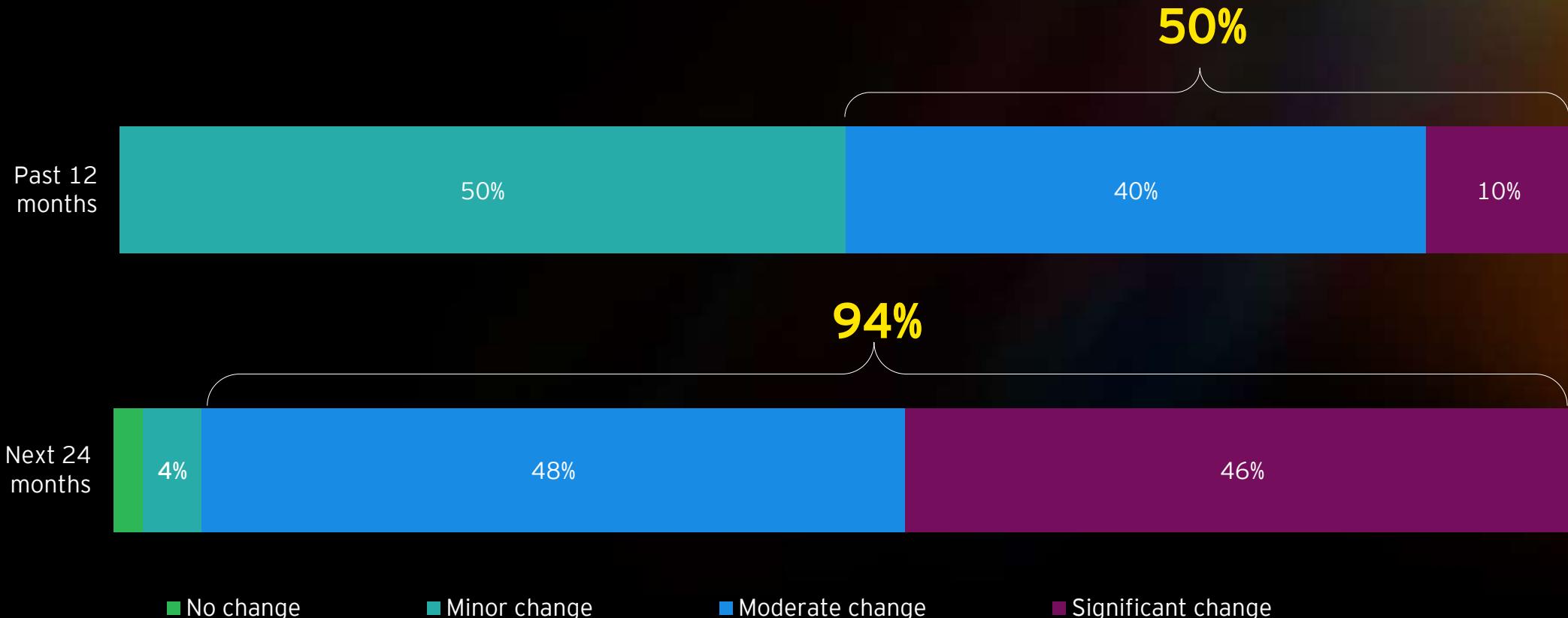
2025 EY Tax and Finance Operations Survey;
Anonymous survey administered by Oxford Economics

Nordics n=50

3 | 2025 Tax and Finance Operations Survey

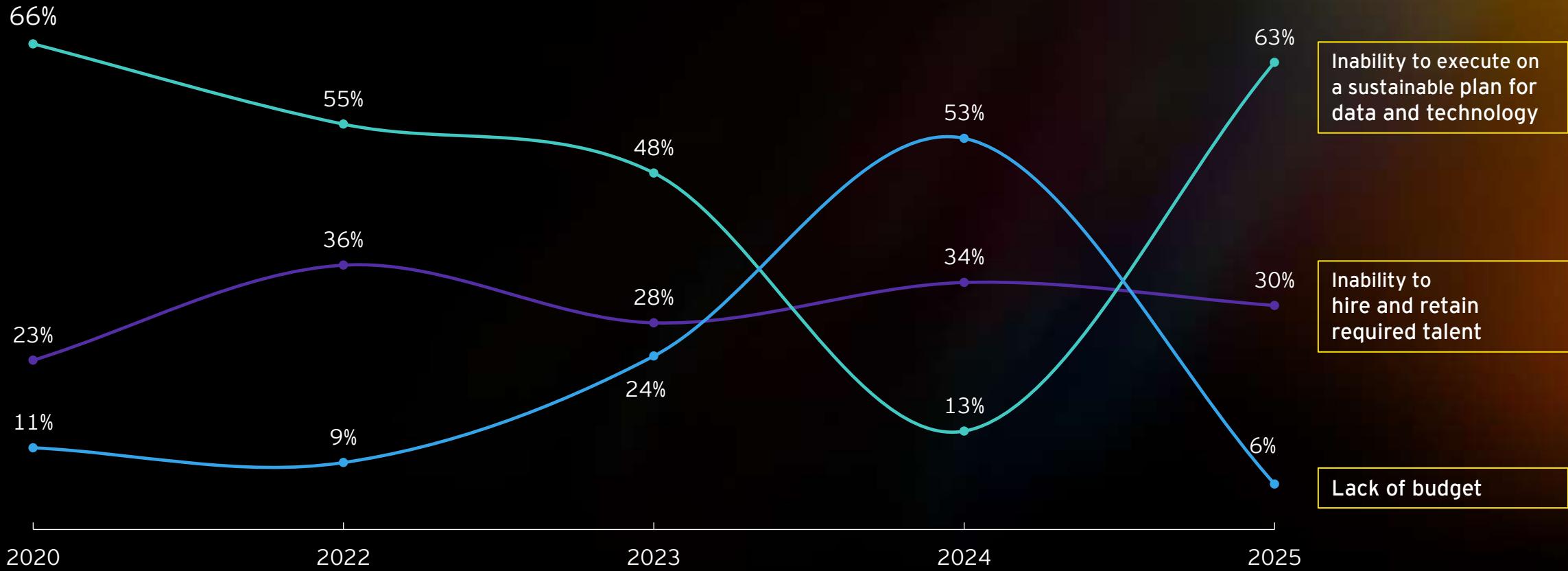


Businesses are changing operations (e.g., supply chain) in response to geopolitical pressures (e.g., trade, tariffs, national security)

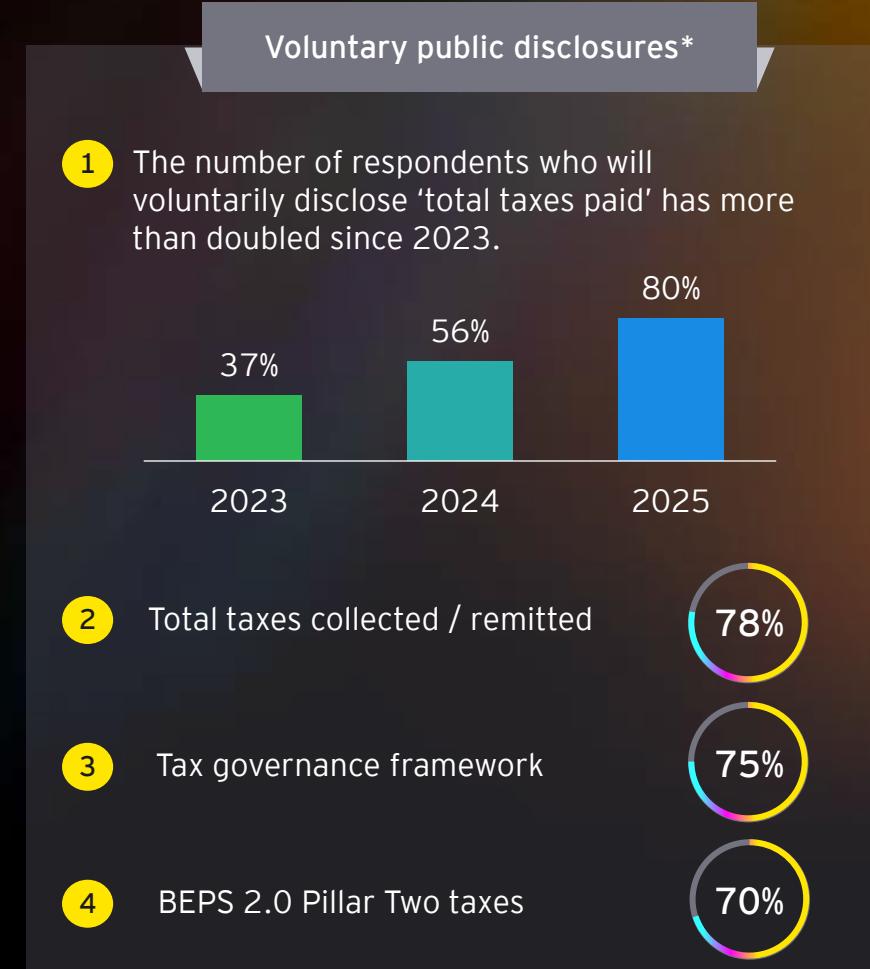
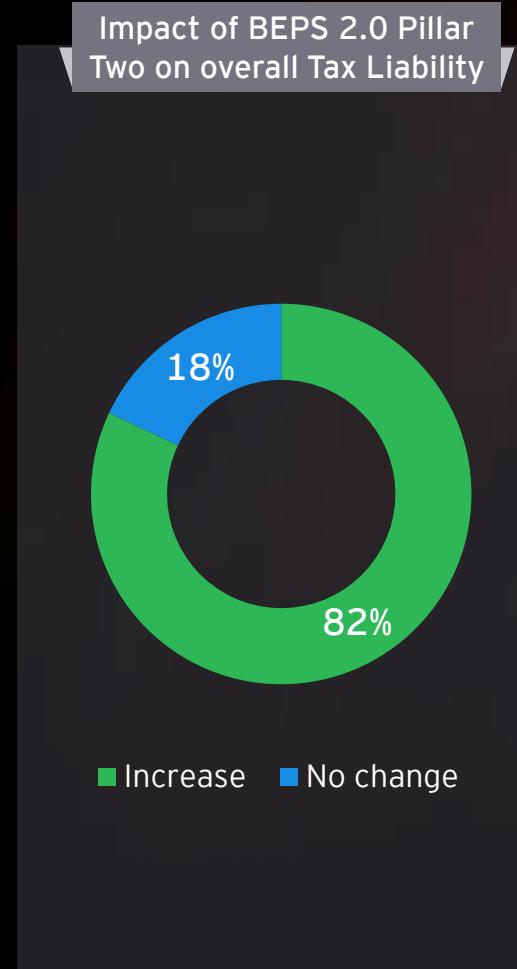
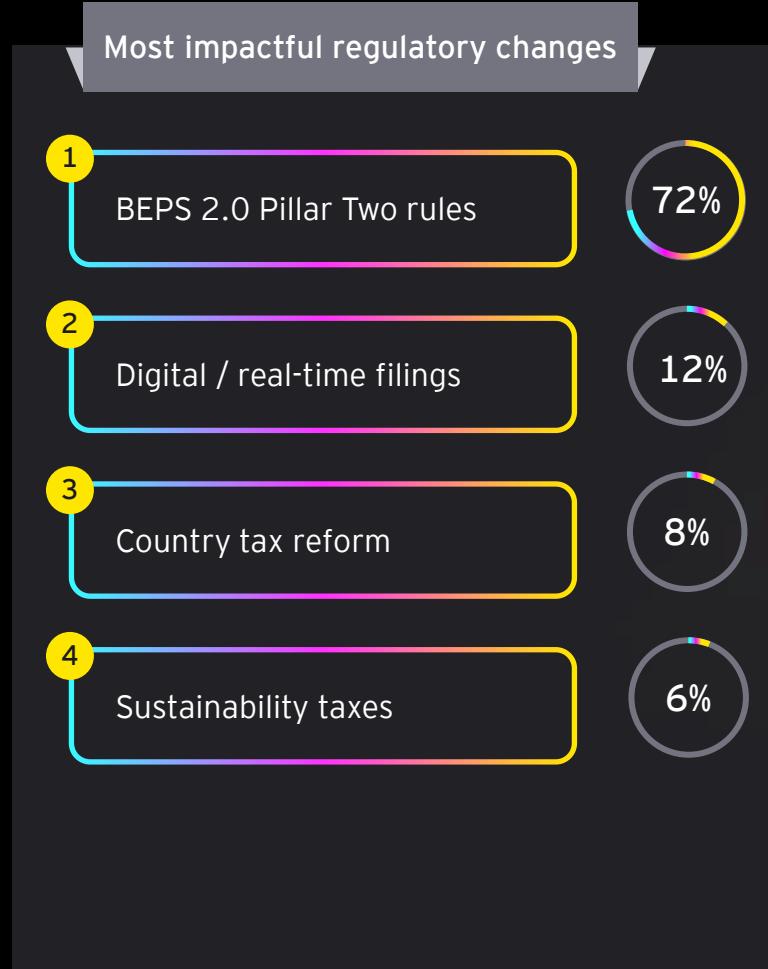


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What is the biggest barrier preventing your finance and tax functions from delivering their purpose and vision?

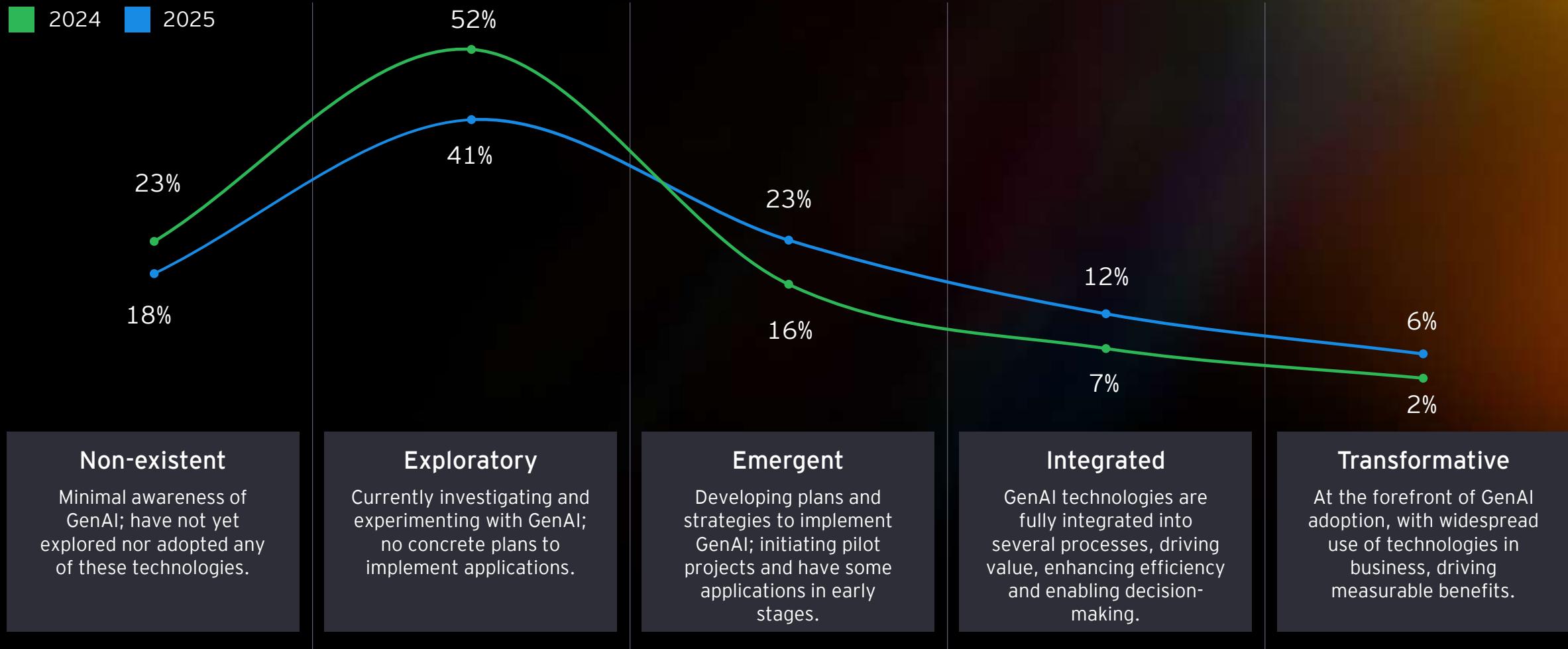


Burden of increased reporting requirements

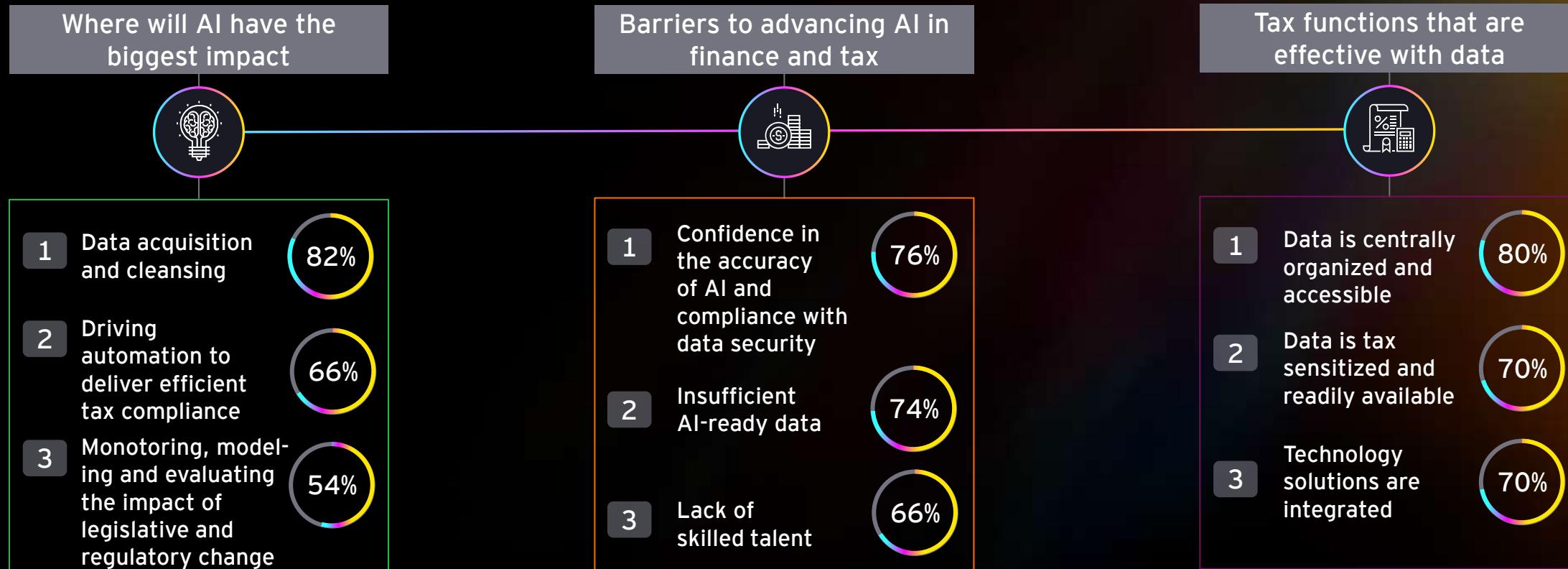


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Company AI maturity



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



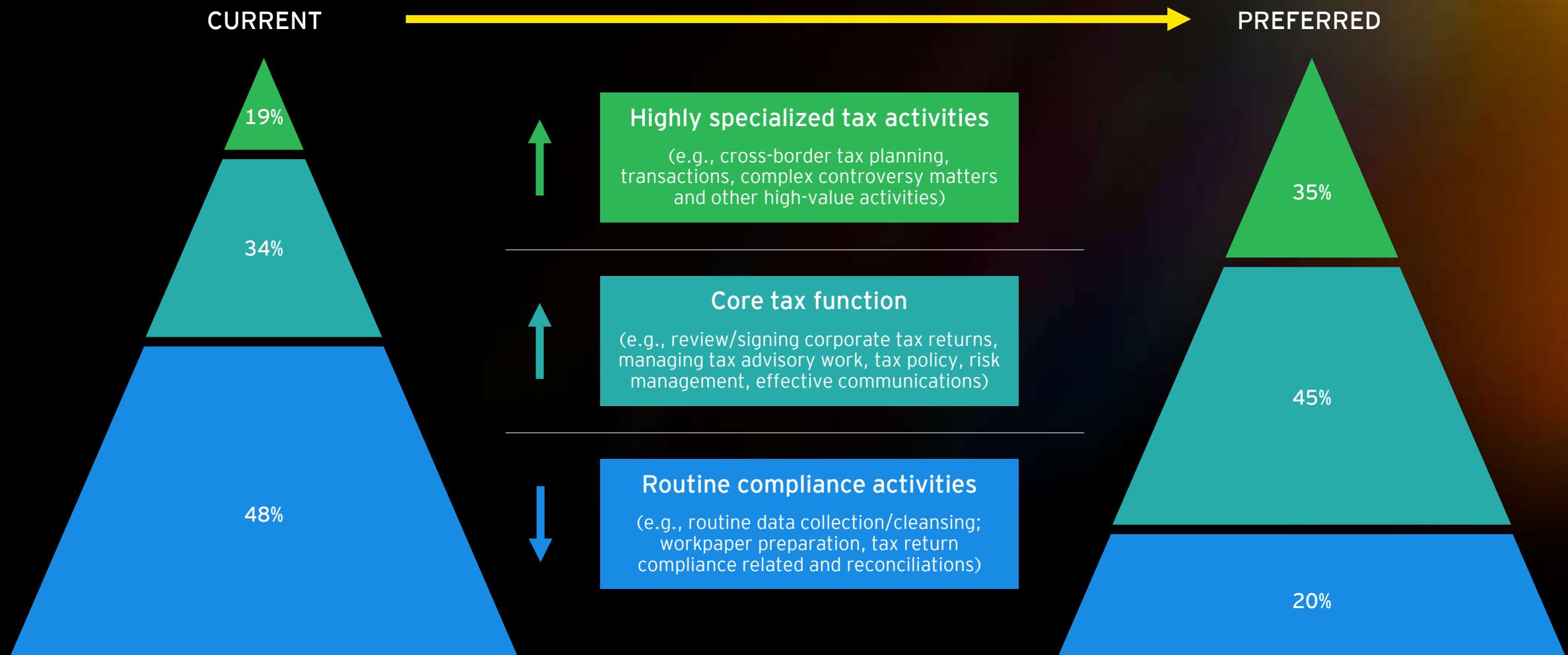
Nordics n=10 Select top three

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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