



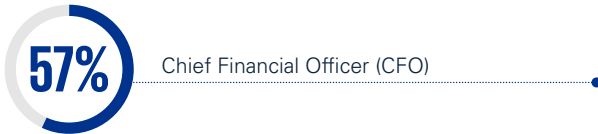
At-a-glance highlights for tax leaders in the consumer & retail sector

Global Tax Function Benchmarking Survey

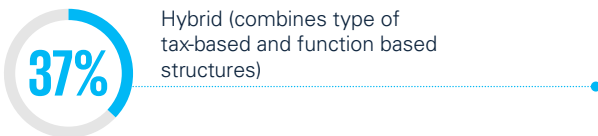
KPMG International conducts an ongoing survey of tax leaders that enables benchmarks across tax function structure and resourcing, performance measurement and metrics, use of technology and data, and initiatives supporting ESG. Below are some of the highlights of the survey data by respondents in the consumer & retail sector.

Structure and resourcing

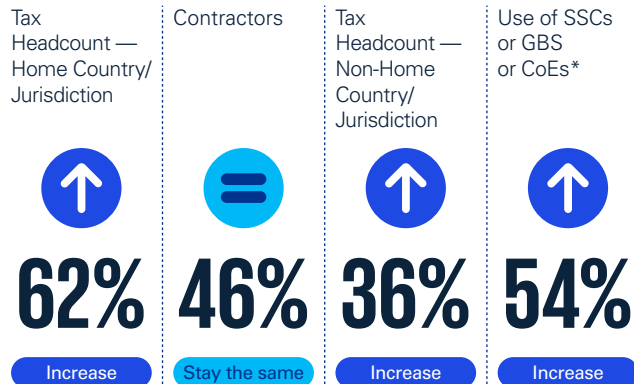
- Most Chief Tax Officers (CTOs) or tax leaders report to:



- Most common organizational design:

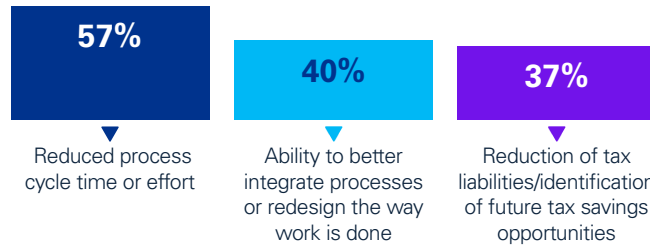


- Expected resourcing model changes in the next 5 years:

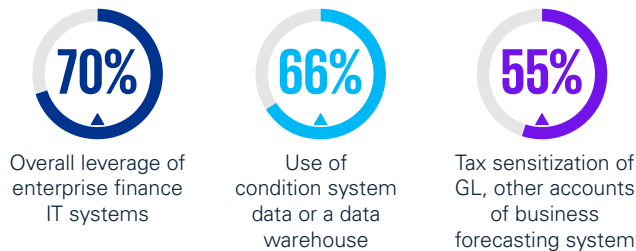


Transformation, technology and data

- Top 3 benefits of tax transformation/technology initiatives cited:



- Anticipated technology use increases in the next 5 years:

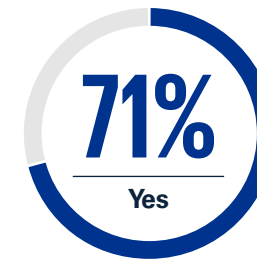


Most challenging data issues experienced cited are usability and accessibility.

ESG and the tax function

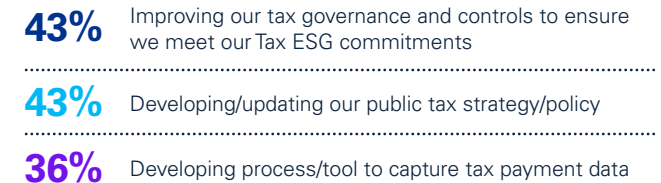
- 51% of organizations in the consumer & retail industry do not have a policy that considers the ESG impacts of tax-related business decisions.

- Of those with policy that considers ESG impacts:



More than half report that Tax is consulted but not really involved in company ESG strategy.

- Top 3 immediate term Tax ESG priorities include:

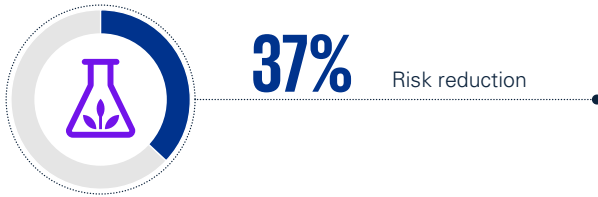


No organization in the consumer & retail sector use data and analytic tools to prepare ESG analysis.

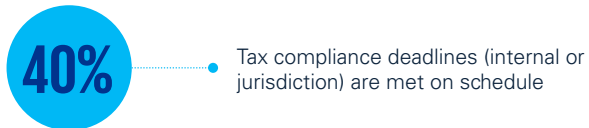
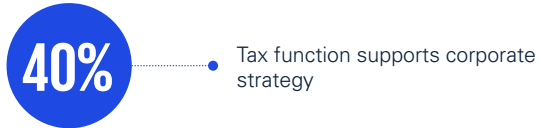
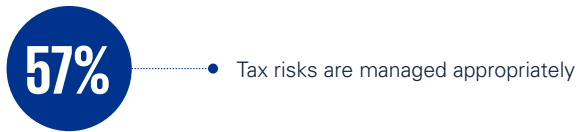
* SCC: Shared Service Centers, GBS: Global Business Services, and COE: Centers of Excellence.

Strategy, performance and business impact

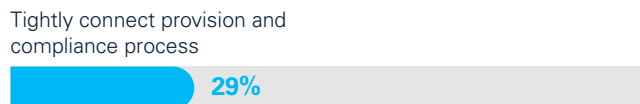
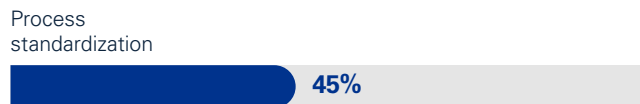
- Most tax leaders in the consumer & retail industry describe their tax function's primary strategy as aligned to:



- Performance is often measured by the impact the tax function has on the business across a range of metrics, with these topping the list of importance:



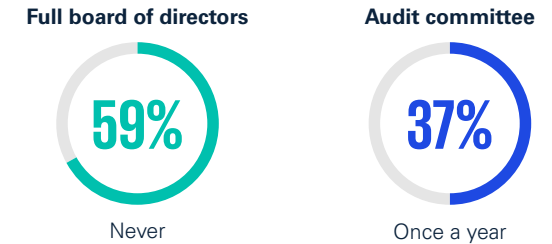
- Top 3 desired process improvements:



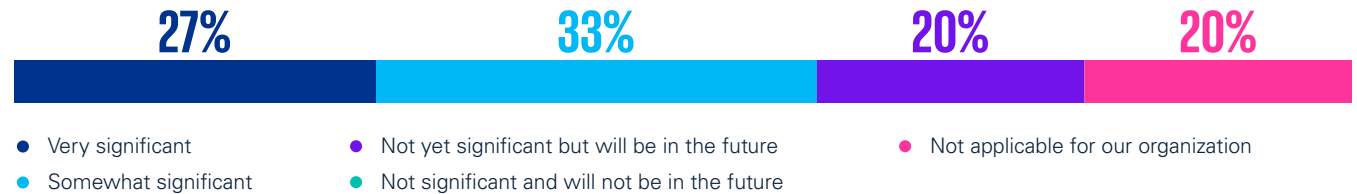
- Top disruptor to the organization in the last year:



- Frequency of CTO meetings with:



- Expected significance of BEPS Pillar 2 on the organization:



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