



2026 KPMG Global Tax Readiness Dividend

How leading tax functions are creating
enterprise advantage



> Foreword

Operational readiness is becoming the defining advantage in tax

Tax functions today are required to operate in an environment defined by continuous complexity. Global tax policy is undergoing seismic shifts, regulatory requirements are expanding and organizations expect tax leaders to contribute more directly to enterprise strategy, risk management and transformation decisions.

As these demands intensify, a widening divide is emerging between tax functions built for speed, coordination and scalability and those still constrained by fragmented systems, disconnected data and reactive execution.

The organizations leading in tax readiness are not simply investing more heavily in modernization. They are building integrated tax functions that connect people, processes, technology and decision-making in ways that enable faster execution, greater adaptability and stronger strategic influence across the enterprise.

Yet very few organizations have reached this level of maturity. Only 11 percent describe their tax function as fully integrated and enterprise-aligned, underscoring how difficult scalable readiness remains to achieve in practice.

What is clear is that this readiness advantage is already translating into materially different outcomes. Organizations with stronger readiness are better positioned to adapt to disruption, integrate

artificial intelligence (AI) more effectively, navigate cross-border complexity and support faster, more informed enterprise decision-making. Many organizations, however, still lack a clear understanding of which operational capabilities most directly shape scalable readiness and long-term performance.

AI is making these readiness gaps increasingly visible. Most organizations are rapidly accelerating investment in tax-related AI tools and systems, but far fewer have built the operational foundations required to integrate AI effectively into day-to-day tax workflows and translate adoption into sustained operational value. The strongest outcomes are emerging from tax functions with more reliable data environments, clearer governance and operating models capable of supporting AI at scale.

This report, based on a survey of more than 2,000 senior leaders across 25 jurisdictions, examines what separates organizations leading in operational readiness in tax from peers and identifies the operational strengths most associated with scalable readiness. It also challenges leadership teams to assess whether their current operating model is equipped for today's complex and interconnected business environment.

The challenge for leadership teams is no longer simply modernizing tax, but building the operational readiness required to perform effectively under continuous change.



David Linke

Global Head of Tax & Legal
KPMG International

David Linke leads the KPMG Global Tax & Legal network, assisting organizations in navigating new regulatory trends and creating value. He has extensive experience working with multinational corporations around the world on a range of tax and legal matters. With a particular focus on structuring and cross-border mergers, David is passionate about accelerating the digitalization of tax. As tax and legal leaders strive to evolve their functions to meet emerging complexities, David is committed to supporting KPMG professionals as they help clients achieve their targeted operating models, adapt to regulatory changes and enhance value for their businesses and beyond.

Contents

04 The tax readiness advantage

06 Operating models under pressure

09 The modernization gap

12 The readiness dividend

14 AI and readiness

17 Building readiness to scale

19 The leadership agenda

20 Assess your tax readiness

21 About the research

> The tax readiness advantage



When the five dimensions of tax readiness work together, tax can bring decision-grade data, consistent execution and actionable insights that matter to CEOs and CFOs. Tax can show up with numbers the business trusts, controls that meet regulators expectations, and insights leaders can act on. It's about having confidence in the outcomes, not dealing with surprises."

Jay Ayrton

Partner and Head of Tax Reimagined in Europe, Middle East and Africa
KPMG UK

From tax readiness to enterprise performance

The findings point to a widening divide between organizations building integrated tax readiness and those still constrained by fragmented operating models, disconnected data and uneven capability integration.

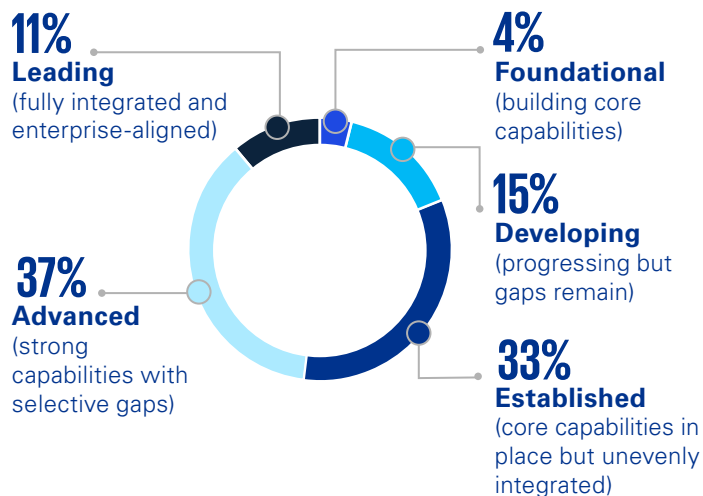
This divide translates into materially different business outcomes. Organizations building integrated readiness are gaining a disproportionate advantage as regulatory, operational and technological demands continue to accelerate.

Tax readiness is more than an operating capability. It shapes how effectively organizations adapt, coordinate decisions and create value across the enterprise.

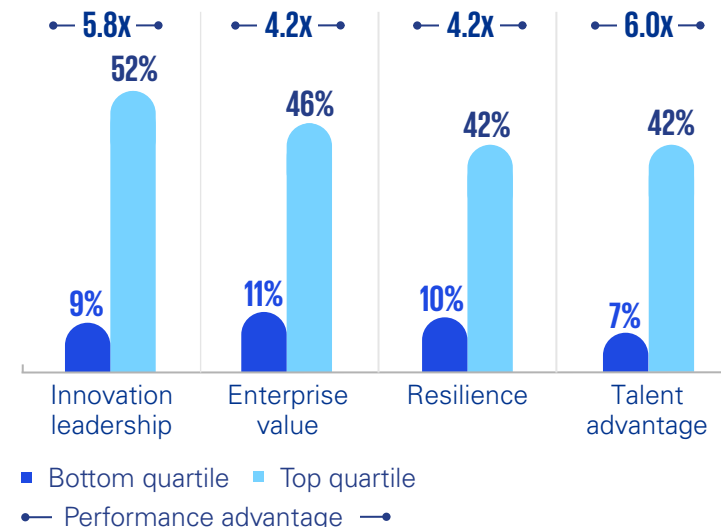
Readiness is becoming a measurable source of enterprise advantage

4-6x > Organizations in the top quartile of tax readiness are **4-6x** more likely than those in the bottom quartile to outperform peers on innovation, resilience, workforce capability and enterprise value.

Only one in 10 organizations self-report fully integrated tax readiness



Enterprise performance by tax readiness quartile





Defining tax readiness

Tax readiness reflects the extent to which a tax function can operate effectively, proactively and at scale under increasing complexity and continuous change.

This research identified five interconnected dimensions that consistently shape operational readiness and distinguish organizations building scalable tax operating models from those still constrained by fragmented modernization.

The five dimensions of tax readiness

Dimension	What it enables
Governance and risk management	Control, trust and adaptability
Process efficiency and workflow management	Scalable execution across jurisdictions
Technology and data infrastructure	Visibility, integration and AI scalability
Talent, skills and workforce capability	Judgment, execution and adaptability
Strategic alignment and organizational influence	Earlier involvement in enterprise decisions

Organizations with stronger readiness demonstrate coordinated maturity across multiple dimensions rather than isolated strength in one or two areas. These capabilities are highly interdependent, and weakness in one area can limit the effectiveness of others.

However, the findings suggest that some dimensions play a more foundational role in enabling scalable readiness. Technology and data infrastructure, governance and risk management, and workforce capability consistently emerged as the strongest predictors of operational coordination, AI enablement and adaptability under continuous change.

Understanding readiness maturity

The report evaluates tax readiness through two complementary lenses:

- **Self-assessed readiness maturity:** Respondents evaluated their organization's current level of readiness from foundational to leading.
- **Readiness quartiles:** An analytical grouping used to compare organizations based on the maturity and integration of key readiness capabilities.

Together, these lenses reveal significant differences in operational effectiveness, AI enablement, workforce capability and broader business performance.

Meet the readiness leaders

Organizations in the top quartile of tax readiness demonstrate stronger ability to operate effectively under increasing complexity and continuous change. These readiness leaders showed materially stronger outcomes across AI enablement, workforce capability, resilience and enterprise performance.

AI enablement

20x

More likely to report access to high-quality data for AI-enabled tax analysis.

9x

More likely to report high value from agentic AI.

Workforce capability

16x

More likely to report having the workforce skills required for future demands.

6x

More likely to report a talent advantage in attracting and retaining high-quality talent.

Operating model flexibility

Nearly

3x

more likely to report that managed services have delivered high value to their tax function in the past year.

> Operating models under pressure

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You don't get a seat at the table if you haven't got your own house in order first. The organizations making tax more strategic are the ones that have strengthened the operational foundations underneath it.”

Melissa Geiger

Global Leader, Strategic Corporates,
Tax & Legal KPMG International
Partner and Chair of the Board
KPMG UK and Switzerland

Operating models are being tested by continuous complexity

Tax functions are now operating in an environment of continuous regulatory, reporting and operational change. Requirements once addressed through periodic compliance cycles now evolve continuously across jurisdictions, disclosure regimes and business operations.

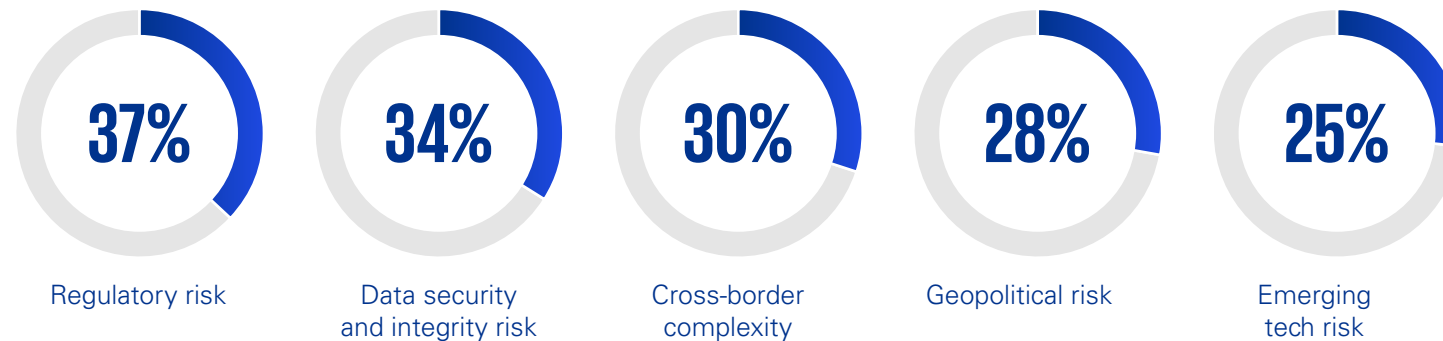
Initiatives such as Pillar Two, real-time reporting mandates, and expanding transparency expectations are forcing tax teams to operate in real time while coordinating across fragmented regulatory and operational environments.

These pressures are becoming more than a compliance challenge. They are now shaping operational risk, business agility and enterprise decision-making.

Thirty-seven percent of organizations identify regulatory risk as a top threat to growth, while 34 percent cite data security and integrity concerns and 30 percent point to cross-border complexity. Geopolitical volatility and emerging technology risks are also viewed as material operational concerns.

Tax leaders are no longer managing isolated compliance obligations. They are navigating interconnected regulatory, operational and geopolitical risks that can directly affect enterprise performance.

Top tax-related threats to growth (% of respondents)



Regulatory and geopolitical volatility are constraining enterprise agility

Fifty percent of respondents report that geopolitical changes are significantly affecting operational efficiency and productivity. Forty-eight percent say that evolving regulatory requirements are constraining business agility, reflecting more complex trade rules, data obligations, and environmental, social and governance (ESG) disclosure requirements.

The implications now extend well beyond compliance. Sixty-five percent of organizations report that regulatory and policy uncertainty has caused them to delay or reconsider potential deals, influencing how investments are evaluated and prioritized.

Tax risk itself is also evolving. Risk is no longer defined solely by legislation and audits, but also by geopolitical volatility, data exposure and the organization's ability to execute consistently across jurisdictions.

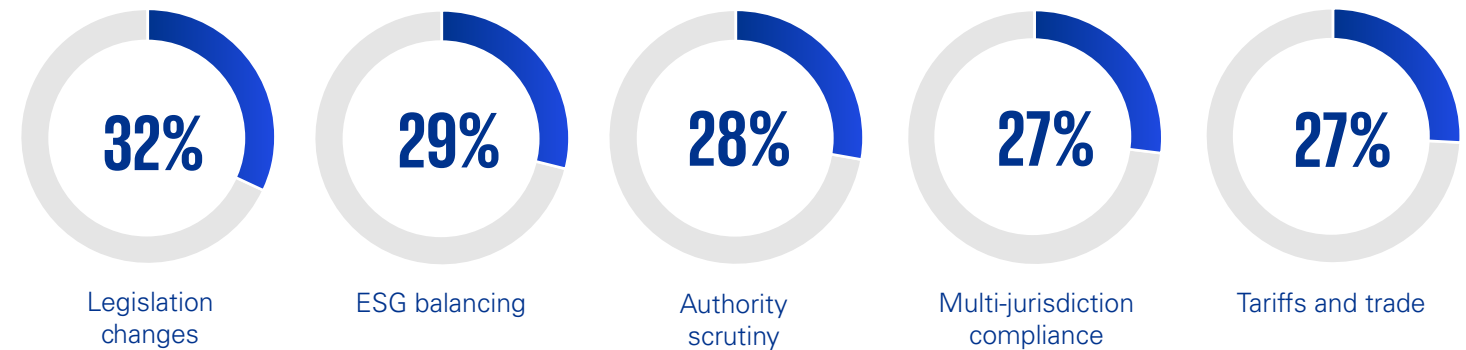
Many legacy tax functions are struggling to scale effectively

Most tax operating models were built around periodic planning cycles and manually managed compliance processes. Today, tax teams are being asked to continuously monitor developments, coordinate globally and adapt in real time as conditions evolve.

Respondents report managing multiple operational and regulatory pressures simultaneously. Legislative change ranks as the top operational challenge identified by respondents (32 percent), followed by balancing tax planning with ESG demands (29 percent), authority scrutiny (28 percent), and multi-jurisdiction compliance (27 percent). Trade disruption and tariffs are adding further complexity across global operations.

Tax leaders are often required to operate as enterprise control towers: monitoring developments globally, translating implications across the business and coordinating responses across finance, legal, procurement, HR and operations. For organizations still operating through fragmented systems and disconnected processes, that coordination challenge becomes significantly harder to scale.

Top operational challenges for tax teams (% of respondents)



Tax operating models designed for periodic change are now being tested by a continuous response environment.

How to emulate the readiness leaders

- **Treat tax as an enterprise capability, not a downstream compliance function**
Readiness leaders position tax closer to strategic and operational decision-making, allowing the organization to respond more proactively and cohesively as conditions evolve.
- **Design operating models for adaptability, not stability**
Leading organizations are moving beyond structures designed for periodic change and building operating models capable of responding continuously as regulatory, business and market conditions shift.
- **Focus on operational alignment rather than isolated modernization**
Readiness leaders strengthen coordination across the tax function and broader enterprise, allowing the organization to operate more effectively as complexity increases.

> The modernization gap

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Being a first mover is not always the same as being operationally ready. Some organizations invested early in fragmented tools and processes that are now difficult to integrate and scale.”

Ija Ramirez

Managing Partner, Head of Tax
KPMG Germany

Modernization is advancing faster than readiness

Organizations have made meaningful investments in technology, governance, process improvement and tax transformation initiatives. But modernization alone does not create operational readiness.

Many organizations are modernizing parts of the tax function without materially improving how the tax function operates as an integrated enterprise capability. As a result, visible modernization progress often masks deeper fragmentation across data, workflows, governance and operating models, leaving underlying coordination and execution challenges unresolved.

Readiness has been reached by many, but mastered by few

Only 11 percent of organizations report operating with a fully integrated and enterprise-aligned tax function, underscoring how difficult scalable operational readiness remains to achieve in practice.

Despite widespread investment in modernization, most organizations continue to operate with limited coordination across data, governance, workflows and operating models. Nearly one in five organizations remain in developing or foundational stages, where significant capability gaps limit operational effectiveness.

The “middle modernization trap” is constraining modernization impact

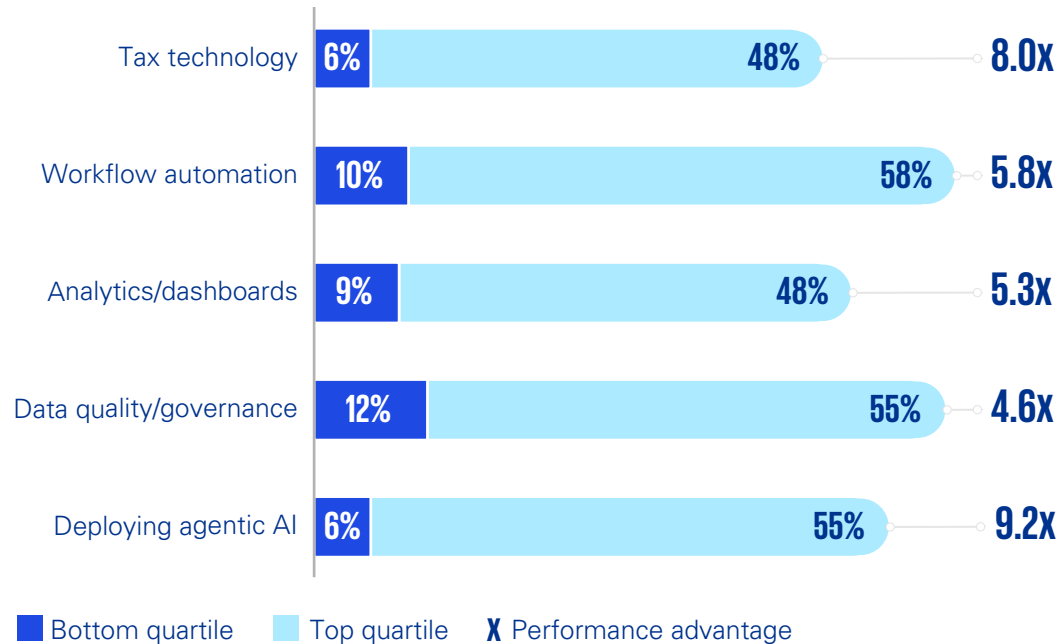
The research points to a growing disconnect between modernization activity and operational readiness. Many organizations are investing heavily in technology, process redesign and transformation initiatives while leaving underlying coordination challenges largely unchanged.

The result is a “middle modernization trap” where modernization activity creates visible progress without materially improving how the tax function operates as complexity increases.

Only 11% of organizations report operating with a fully integrated and enterprise-aligned tax function.

Value derived from modernization activities

(% reporting very high value)



Readiness leaders consistently derive greater value from modernization initiatives, reinforcing the importance of operational integration and coordinated execution at scale.

Fragmented modernization is limiting scalable readiness

Fragmented progress

Isolated improvements across dimensions

Technology- or process-led change

Localized efficiency gains

Reactive to external pressures

Incremental progress

Integrated readiness

Coordinated capability across all dimensions

Operating model-led transformation

Enterprise-wide performance impact

Proactive control over change

Sustained, scalable readiness

Readiness is changing how organizations operate under complexity

Organizations with stronger readiness are improving visibility, strengthening governance and coordinating decisions more consistently across the tax function and broader enterprise. Less mature organizations remain more reactive to geopolitical volatility, cost pressures and regulatory disruption.

Over time, this distinction becomes harder to ignore. Some organizations are building operating models designed for continuous coordination and faster response cycles. Others remain dependent on fragmented processes that become more difficult to scale as complexity grows.

Many organizations are modernizing but not integrating.

Technology investments and process improvements often coexist with disconnected workflows, manual workarounds, uneven governance and fragmented execution. The result is a “middle modernization trap” where isolated improvements fail to translate into scalable operational readiness.

How to emulate the readiness leaders

- **Prioritize operating model integration over isolated modernization**
Readiness leaders strengthen coordination across the tax function and broader enterprise rather than pursuing disconnected modernization efforts in isolation.
- **Measure modernization by operational impact**
Leading organizations evaluate modernization efforts based on measurable improvements in operational performance rather than simply the implementation of new tools or initiatives.
- **Build modernization strategies around long-term resilience**
Readiness leaders design tax operating models capable of adapting continuously as regulatory requirements, business structures and enterprise priorities change over time.

> The readiness dividend

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If organizations have limited investment dollars to allocate, tax is rarely the first function prioritized for technology investment. That makes integration, co-sourcing and smarter operating models even more important.”

David Linke

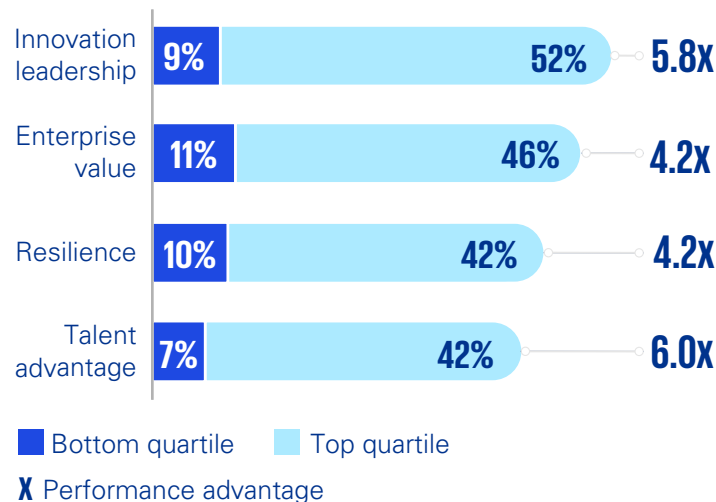
Global Head of Tax & Legal
KPMG International

Readiness is becoming a performance multiplier

Organizations with stronger tax readiness are significantly more likely to outperform peers across innovation, resilience, enterprise value and workforce capability. The findings suggest that operational readiness acts as a performance multiplier, shaping how effectively organizations operate as complexity grows.

This is creating a widening divide between organizations operating with greater coordination and adaptability and those still constrained by fragmented execution and disconnected workflows.

Enterprise performance by tax readiness quartile



The implications extend beyond operational efficiency. Tax readiness is shaping how organizations operate and respond as complexity grows.

The consistency of the performance gap suggests that readiness reflects broader organizational capability rather than isolated tax-function improvements.

Many organizations are pursuing similar modernization initiatives while achieving materially different outcomes. What separates readiness leaders is the ability to embed those capabilities into day-to-day operations at scale.

Readiness is becoming a broader enterprise advantage

The capabilities shaping tax readiness — data visibility, governance, coordination and execution — are clearly tied to broader enterprise performance.

Organizations with stronger readiness are not simply improving tax performance. As operational complexity increases, readiness is becoming a defining factor in how effectively organizations execute, adapt and create enterprise value.

Organizations with stronger tax readiness are not simply operating more efficiently — they are generating materially stronger business outcomes.

How to emulate the readiness leaders

- **Treat readiness as a driver of enterprise performance**
Readiness leaders position tax as a capability that strengthens resilience, improves execution and supports broader business performance under growing complexity.
- **Embed readiness into strategic decision-making**
Leading organizations involve tax earlier in operational, investment and transformation decisions, allowing risks and implications to be addressed more proactively.
- **Build operating models prepared to adapt to change**
Readiness leaders create operating environments that can respond more effectively as regulatory requirements, business priorities and external conditions evolve over time.

> AI and readiness

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Ticking the box that says you're using AI does not make an organization operationally ready. The real challenge is integrating AI into how work actually moves across the tax function.”

Ija Ramirez

Managing Partner, Head of Tax
KPMG Germany

AI adoption is accelerating faster than operational integration

Organizations are accelerating investment in AI across tax operations as they seek to manage growing complexity, improve efficiency and strengthen decision-making. Forty-one percent of organizations report a strong appetite for investing in tax-specific AI capabilities.

But in many organizations, AI is still being layered onto fragmented data environments, disconnected workflows and inconsistent governance structures. In many cases, AI is improving the speed of individual tasks without materially changing how the tax function operates. Some organizations are using AI to improve individual activities, while others are redesigning broader operating processes around AI-enabled execution.

Most AI deployment remains concentrated at the task level

AI is already being applied across a broad range of tax activities, from data extraction and compliance to research and workflow optimization.

Most deployments remain concentrated within individual tasks and workflows rather than embedded across end-to-end operating processes. While many organizations are improving efficiency in specific areas, far fewer have integrated AI into how work is coordinated across the tax function.

AI is being applied broadly across tax activities (% of organizations applying AI across specific processes)

Data extraction and preparation



Tax compliance and filings



Tax research and technical analysis



Process automation and workflow optimization



Provision and reporting support



Transfer pricing and intercompany analysis



Audit support



Knowledge management and training



Scenario modeling and impact analysis





AI is amplifying existing capability gaps

The gap between AI adoption and AI value becomes significantly wider at higher levels of readiness. Fifty-five percent of top-quartile organizations report that agentic AI has delivered high value to their tax function, compared with just 6 percent of bottom-quartile organizations.

The difference is not AI access. It is operational readiness.

Sixty-one percent of top-quartile organizations report access to high-quality data suitable for AI-enabled tax analysis, compared with just 3 percent of bottom-quartile organizations.

Organizations with stronger readiness are significantly more likely to integrate AI into day-to-day operations and scale adoption across the tax function.

Many organizations continue to struggle moving beyond experimentation because the conditions required for scaled adoption remain underdeveloped.

The strongest results are emerging from organizations redesigning how tax operations function end-to-end.

In more advanced organizations, AI is embedded into workflows, governance and operational decision-making rather than operating alongside them as a separate technology layer. This is improving visibility, accelerating response times and allowing organizations to operate more cohesively across jurisdictions and teams.

From adoption-led AI to performance-oriented AI

Adoption-led AI

Task-level use cases

Isolated tools

Siloed efficiency gains

Limited governance

Incremental improvement

Integrated AI

End-to-end process integration

Integrated systems and data

Broad enterprise impact

Embedded governance and trust

Operating model transformation

AI does not eliminate capability gaps — it exposes them.

Organizations with stronger tax readiness are significantly more likely to translate AI adoption into measurable operational value.

How to emulate the readiness leaders

- **Focus on operational foundations required for AI to scale**
Readiness leaders strengthen the conditions that allow AI to deliver sustained value across the tax function rather than limiting deployment to isolated experimentation.
- **Embed AI into operational workflows, not standalone use cases**
Leading organizations integrate AI more directly into day-to-day operations, allowing adoption to support broader execution and decision-making across the tax function.
- **Measure AI success through operational value creation**
Readiness leaders evaluate AI initiatives based on measurable operational impact and business value rather than adoption levels alone.

> Building readiness to scale

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The tax functions that have the strongest data foundations are the ones able to participate in the most strategic business discussions. If the function can't access or interpret data quickly, it tends to remain reactive.”

Ben Travers

Asia Pacific Head of Tax & Legal and National Managing Partner, Tax & Legal
KPMG Australia

Focusing investment on the capabilities that matter most

Organizations are investing across a broad range of modernization initiatives, from automation and AI to outsourcing, governance enhancement and process redesign. But modernization activity alone does not consistently translate into operational readiness in tax.

The organizations building the strongest readiness are not modernizing every capability equally. They are concentrating investment in the capabilities that most directly improve how the tax function operates under increasing complexity.

Organizations with stronger readiness consistently report more integrated data environments, clearer governance structures and workforce models designed to adapt more effectively to evolving operational demands.

Technology and data infrastructure determine how effectively tax functions can share information, maintain visibility across jurisdictions and support coordinated decision-making. Governance is becoming equally critical as tax becomes more closely tied to enterprise accountability, transparency and stakeholder trust.

Certain capabilities disproportionately shape scalable readiness

Capabilities most associated with scalable readiness

What they enable

Technology and data infrastructure



Visibility, integration and AI scalability

Governance and risk management



Coordinated execution, trust and adaptability

Workforce capability



Judgment, execution and adaptability under change

Workforce capability is also emerging as a major differentiator. Top-quartile organizations are substantially more likely to report an ability to attract and retain high-quality tax talent than bottom-quartile organizations (42 percent vs. 7 percent). Sixty-three percent also report having the workforce capabilities required to support future operating demands, compared with just 4 percent of bottom-quartile organizations.

Many organizations are also turning to managed services to address tax capability constraints and improve scalability. Sixty-nine percent report that managed services delivered high value to their tax function over the past year.

Not all modernization contributes equally to operational readiness.

Organizations generating the strongest readiness in their tax functions are concentrating investment in the capabilities that most directly improve operational effectiveness as complexity increases.

The gap between ambition and execution is becoming more visible

As tax becomes more closely tied to transparency, governance and enterprise accountability, the consequences of fragmented capability are becoming more visible.

Organizations are making broader commitments around ESG, transparency and stakeholder accountability. Yet in many cases, the underlying capabilities required to support those commitments have not evolved at the same pace.

The result is growing misalignment between external commitments and the organization's ability to execute consistently across jurisdictions, systems and business units.

Aligning ambition with execution

Aligned organizations

Commitments supported by operating capabilities

Consistent execution across jurisdictions

Integrated data and governance

Transparent and credible reporting

Trust reinforced over time

Misaligned organizations

Commitments exceed operational capabilities

Fragmented or inconsistent execution

Gaps in data, process or control

Increased exposure to scrutiny and challenge

Trust eroded over time

Organizations are being judged not simply by the ambition of their modernization efforts, but by their ability to execute consistently across demanding operating environments.

> The leadership agenda

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Business partnering used to be viewed as a nice-to-have. Now it's expected, particularly as tax becomes more connected to operational and strategic decisions across the enterprise.”

Melissa Geiger

Global Leader, Strategic Corporates,
Tax & Legal KPMG International
Partner and Chair of the Board
KPMG UK and Switzerland

What leaders should prioritize to accelerate tax readiness

Taken together, the data shows that tax readiness is now a critical enterprise capability. The question for most organizations is no longer whether to transform tax, but how to move beyond isolated projects and tools to build an integrated, measurable readiness capability that can keep pace with continuous change. The research points to a focused agenda for tax leaders seeking sustainable tax readiness:

1. Define your tax readiness ambition and metrics

- Clarify tax's role and set a target operating model across strategy, data, technology, governance and workforce.
- Establish a concise set of readiness metrics to track progress and demonstrate value.

2. Embed tax in enterprise transformation and decisions

- Involve tax early in ERP, finance, supply chain and data platform programs.
- Formalize tax's role in strategic planning, capital allocation and ESG.

3. Build an integrated tax data foundation

- Prioritize data quality, standardization and lineage for tax-relevant data.
- Align tax data models with enterprise data strategies and invest in end-to-end data platforms.

4. Break out of the “middle modernization” trap

- Rationalize current tax tools, pilots and process changes.
- Focus on integrating and automating high-impact processes and measure success by risk reduction, efficiency and insight.

5. Invest in AI readiness, not just AI tools

- Develop a tax-specific AI roadmap with clear use cases, risk appetite and governance.
- Underpin AI with trusted data and align with enterprise AI and risk frameworks.

6. Strengthen tax governance, risk and transparency

- Refresh tax governance for digital, real-time and AI-enabled environments.
- Integrate tax into risk management and enhance real-time monitoring of key exposures and disputes.

7. Evolve workforce and operating models

- Invest in hybrid skills (tax, data, technology, transformation, business partnering) and rethink role profiles and career paths.
- Use shared and managed services strategically to supplement internal capability and flex capacity.

8. Measure and communicate the readiness dividend

- Track tax readiness impact on compliance quality, controversy outcomes, cost, speed and strategic contribution.
- Use results to refine the roadmap and maintain executive sponsorship.



> Assess your tax readiness

“

Building readiness in tax isn't just about compliance at speed. It's about building an integrated readiness capability that can keep up with constant change and clearly show how tax maturity affects enterprise value, which can lead to better decisions, fewer surprises and clearer impacts on cash, cost and risk. This is how tax can support the C-suite agenda, shifting from a 'nice-to-have' business partner to an essential, early-stage decision-maker.”

Jay Ayrton

Partner and Head of Tax Reimagined in Europe, Middle East and Africa
KPMG UK

Organizations are being differentiated by how effectively they strengthen and coordinate capabilities across five interconnected dimensions. The following questions are designed to help leadership teams identify capability gaps, uncover constraints on readiness, and assess opportunities to leverage the tax function to strengthen overall enterprise performance.

Operating model and coordination

- Is tax embedded early enough into strategic, operational and cross-border decision-making?
- Can the function coordinate decisions effectively across jurisdictions, business units and external reporting requirements in real time?

Technology and data

- Are data environments sufficiently integrated to support visibility, automation and AI-enabled analysis?
- Can data move reliably across systems, workflows and reporting processes without creating manual workarounds or visibility gaps?

Governance and risk

- Are governance structures keeping pace with growing transparency, regulatory and accountability expectations?

- Can the organization maintain consistent execution and auditability across increasingly complex regulatory environments?

AI and automation

- Is AI embedded into operational workflows or still concentrated within isolated tasks and experimentation?
- Are AI initiatives improving how tax operations execute, respond to and scale amid growing complexity?

Workforce and capability

- Does the organization have the leadership capability, workforce model and adaptive sourcing strategies required to operate and scale under continuous complexity?
- Is the workforce evolving quickly enough, with sufficient technology fluency, to keep pace with growing regulatory, operational and technology demands?

To translate these insights into a practical way forward, leadership teams may wish to participate in an interactive discovery session to benchmark against leading practices and shape a roadmap for a tax function that's ready for the future.

Learn more: kpmg.com/taxreimagined

> About the research

2,084 senior leaders from 25 jurisdictions

surveyed across tax, finance, legal, risk, operations, strategy, technology and executive leadership roles.

The survey was conducted between **4 March and 9 April 2026** and included organizations across banking, asset management, insurance, consumer and retail, healthcare, life sciences and pharmaceuticals, energy and natural resources, and technology, with annual revenues ranging from **US\$500 million to more than US\$50 billion**.

Geography

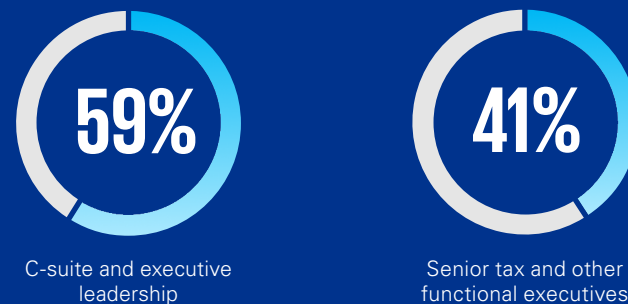


Organization type

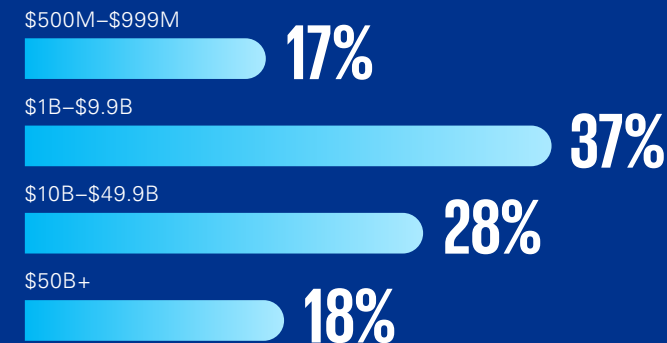


Respondent seniority

Respondents included board members, CEOs, C-suite leaders and senior functional executives:



Annual revenue (US\$ equivalent)



> How KPMG can help

Unlock outcome-driven tax transformation

KPMG Tax Reimagined helps you fundamentally rethink your tax function, so you can close the tax readiness gap.

Built as a flexible framework, not a single solution, Tax Reimagined brings together:

- **Operating models ready for the future**

Design and implement a tax operating model that aligns people, processes, technology and governance across your business, so it's efficient, scalable and built to evolve.

- **Streamlined global compliance**

Use a blend of centralized and local delivery through managed services to enhance accuracy, reduce risk and administrative burden and free your teams to focus on higher-value activities.

- **Accelerated transformation**

Modernize systems, respond to global reform and connect your tax vision to measurable outcomes in performance, resilience and trust, using KPMG's global tax transformation experience.

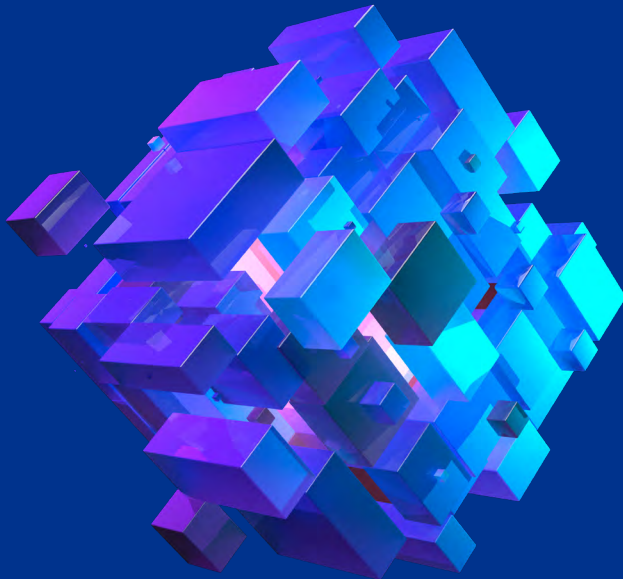
- **Integrated tax technology**

Leverage KPMG Digital Gateway and advanced tools, including analytics, automation and Gen AI, to unlock data, improve insight and support real-time decision-making across jurisdictions.

With KPMG Tax Reimagined, you can build, implement and run a tax function that is fit for today and ready for tomorrow.

Are you ready to make the difference?

kpmg.com/taxreimagined



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Designed by Evalueserve.

Publication name: 2026 KPMG Global Tax Readiness Dividend

Publication number: 140554-G

Publication date: June 2026