

2025 Global Tax Policy Survey
Shaping the path forward





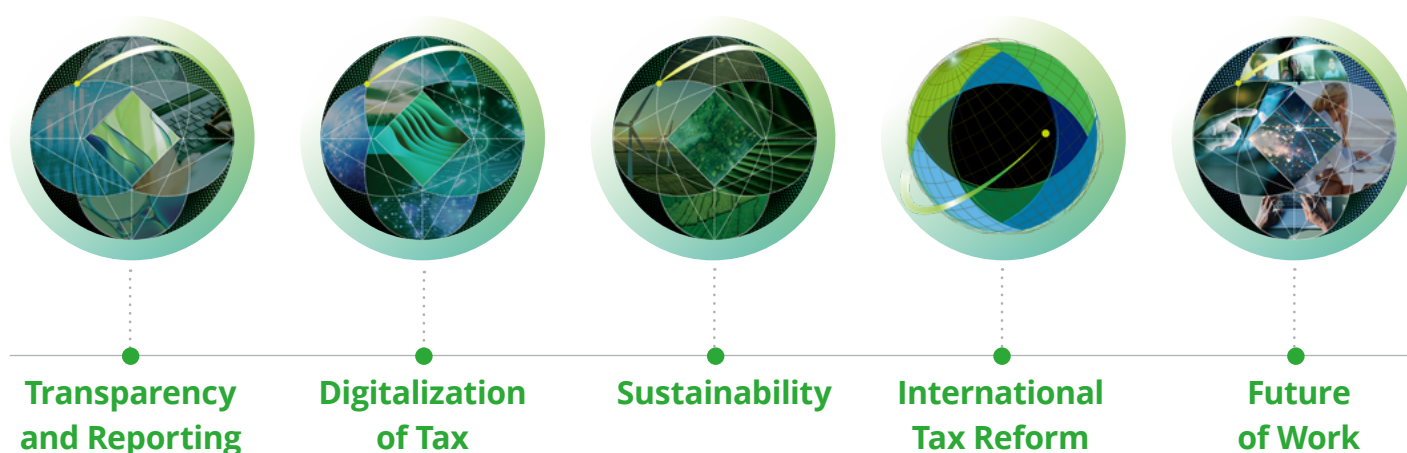
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Executive Summary

The 2025 Global Tax Policy Survey explored the key topics emerging around the world through the lens of the five global policy themes which are shaping the tax landscape.

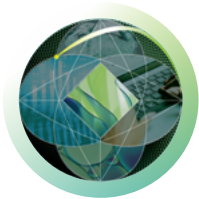
Our respondents ranked the impact of the five themes on their business as follows:



As in the 2024 Global Tax Policy Survey (the 2024 Survey), Transparency and Reporting and the Digitalization of Tax are reported as having the greatest impact on respondents' businesses.

Relative priorities have shifted on the other themes. The Sustainability theme has risen in the rankings from fifth to third place, leapfrogging International Tax Reform and the Future of Work.

While 2025 promises to be a year of significant change and uncertainty, the survey reveals many areas of stability and continuity where established global tax policy processes continue to evolve.

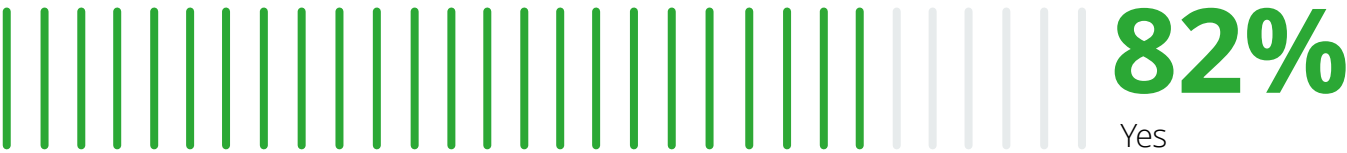


Transparency and Reporting

The global tax policy landscape continues to be dominated by Transparency and Reporting. Respondents confirmed the position reported in the 2024 Survey, ranking this the most impactful of the five themes explored.

Reported expectations on future increases in public transparency disclosures suggested that this theme will continue to be at the heart of future tax policy thinking, with a strong expectation that levels of public disclosure will increase over the next few years. Impacts in this area continue to be driven by mandatory reporting regimes (including public country-by-country reporting and environmental, social, and governance [ESG] reporting) as well as by voluntary disclosures. The survey was fielded before the European Commission announced a major simplification of sustainability reporting requirements in its *Omnibus I* legislative proposal – it will be interesting to see in the 2026 survey whether and how it may impact the responses.

► **Expect increased public tax disclosure in the next 2-3 years?**



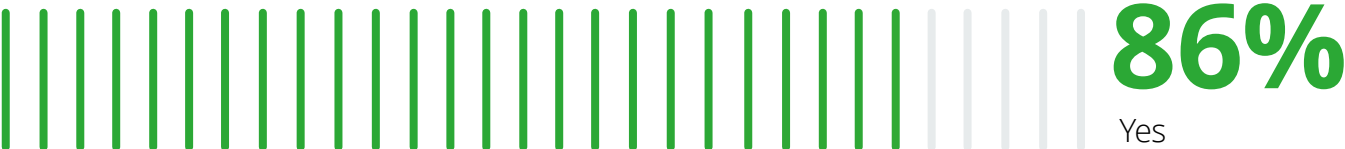
Businesses continue to have high levels of concerns about executing their tax transparency strategies, particularly around maintaining alignment between internal tax governance and external messaging.



Digitalization of Tax

Countries continue to make progress toward adopting the OECD’s (Organisation for Economic Co-operation and Development) Tax Administration 3.0 model modern, digital tax administration. More respondents reported seeing “significant movement” toward adoption compared to 2024. The benefits of this model are seen as spreading across a range of outcomes, with the highest ranking given to a more collaborative relationship with tax authorities, followed by improved customer service. However, these benefits are accompanied by increased costs and complexity.

► **Movement toward Tax Administration 3.0?**



There are signs of growing concern that automated processes, such as e-invoicing, may introduce more complexity versus simplification. While 2025 respondents identify simpler tax compliance as the main benefit from e-invoicing, they are less optimistic than in 2024. Conversely, the number of those who anticipate increased compliance complexity has risen. In the end, organizations may be left with no choice but to leverage technology to facilitate compliance in areas involving complex rules and big data.

The development of AI-based tax compliance software continues to advance, potentially delivering benefits in terms of accuracy and stronger adherence to regulations. There is, however, dwindling confidence in its capacity to reduce costs. Initial investments will be required before the annual cost-of-compliance curve trends downwards.

While debates on AI in relation to tax often focus on its use, there is a rising awareness of discussions on whether and how AI itself should be taxed.



Sustainability

This topic has risen in the overall rankings from fifth to third place, with more than half of respondents seeing sustainability as a top priority for their business, while the focus of concerns has remained relatively stable.

The EU Carbon Border Adjustment Mechanism (CBAM) is having a major and growing impact, with only 7% of respondents saying that they do not expect an impact. The CBAM, in its transitional phase, appears to be mainly an additional compliance obligation.¹

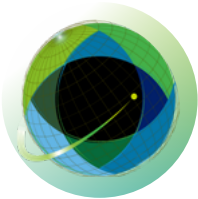
In reacting to developments in this area, just over one-third of respondents are accessing grants and incentives fully to offset the cost of their ESG investments, while most are still at the stage of exploring options.

Overall, as was the case in 2024, carbon taxes and taxes on energy consumption were rated as having the greatest impact on business.

► Affected by CBAMs?



¹ The survey was fielded before the European Commission proposed several CBAM simplifications in late February as part of its Omnibus I legislative proposal.



International Tax Reform

This year’s survey took a snapshot of experiences and expectations around the OECD/Inclusive Framework Pillar Two initiative.

In an echo of 2024, opinion was divided on whether, and how far, Pillar Two implementation would increase complexity in the tax system. Similarly, on tax impacts, perceptions are split between those who would expect to pay meaningfully more tax and those who anticipate only a marginal increase.

► **More tax liability under a global minimum tax?**



Looking forward, the key to reducing complexity could be consistent implementation by countries adopting the OECD Pillar Two model rules, including those around compliance, where the application of standard deadlines for filing will be essential.

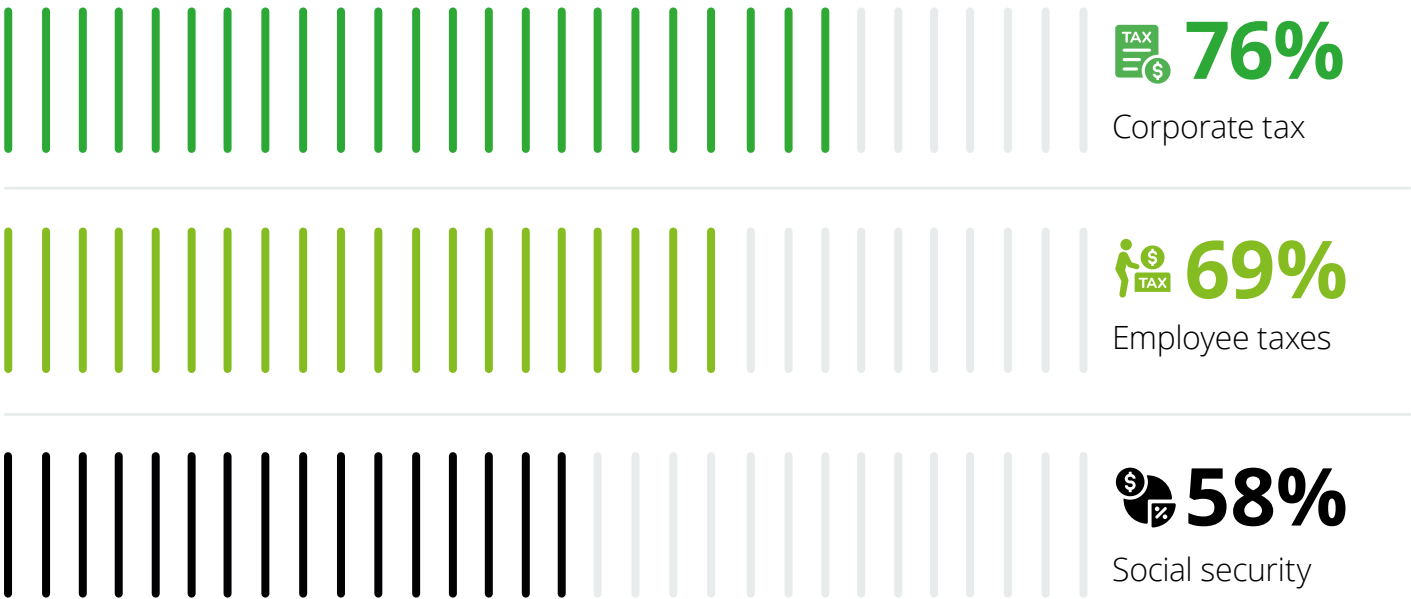


The Future of Work

Cross-border remote working continues to present challenges to businesses and policymakers alike. The impact is felt across a range of taxes (corporate, employment, indirect) as well as from the immigration law perspective.

As in 2024, the primary concern is on the risks around the creation of permanent establishments and transfer pricing implications, though other taxation concerns remain substantial.

► Focus of tax concern?



The survey also highlights the post-pandemic proliferation of talent deployment models used by businesses to manage cross-border mobility. This diversity raises challenges around integrating the management of tax matters into broader people and talent strategies.

The survey shows evidence of countries competing for talent, with two-thirds indicating that their government is increasing the use of tax incentives or special regimes to attract foreign workers.

Conclusions: Shaping the path to the future

In 2025, the global tax policy environment is subject to a very high degree of uncertainty. Significant new trends are emerging. These include a realignment in the sphere of International Tax Reform and the greater prominence of tariffs as an instrument of policy. More widely, the continued development of AI opens new opportunities and new challenges.

Paradoxically, that same environment is also marked by areas of real continuity and stability, where business as usual is very much the order of the day. The 2025 Global Tax Policy Survey reveals that, across the five themes explored, already established processes continue to evolve and familiar challenges continue to arise.

This duality presents a particular challenge, as no single strategic stance will serve across all the different fields of global tax policy. Rather, businesses and tax authorities alike need the capacity to engage with both evolution and revolution.

A good starting point for coming to grips with this situation is to be clear on where the future path is marked by stability and familiar features, and where it is less well mapped out.

Against this background a key focus of the tax function should be on clarifying the following:

1. Which areas of stability and business as usual are producing positive outcomes and which need to be steered in a different direction?
2. Which areas of instability and uncertainty should be prioritized for action?

The answers to these questions will vary depending on where businesses are located, and which markets they are operating in. The one constant is that it will be more important than ever to have a clear strategic view on tax policy and a strong commitment to engaging with its future development.



"As they grapple with widespread uncertainty, global organizations are focusing on what they can control as the tax function undergoes significant policy shifts with the added complexity of a fast-moving tariff environment. Keeping a pulse on such rapid change can be incredibly challenging. Tax leaders must collaborate across the organization to understand where they are, where they're going, and how they can get there." - **Amanda Tickel, Deloitte Global Leader, Tax & Legal Policy**

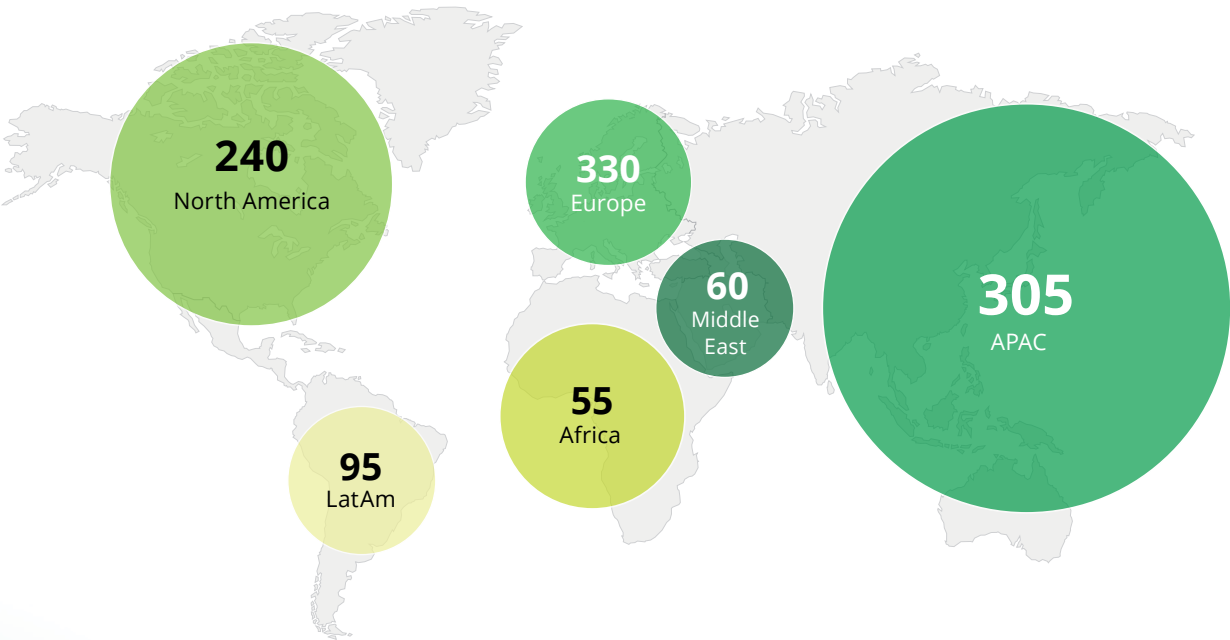
"This survey underscores a dual reality in global tax policy—while regulatory requirements and expectations for transparency remain paramount, emerging priorities like digitalization are reshaping, and even complicating, the tax landscape. As the tax landscape continues to evolve, businesses must proactively ensure an integrated approach to bolster long-term growth and success." - **Willem Blom, Deloitte Global Leader, Tax & Legal**

About the research

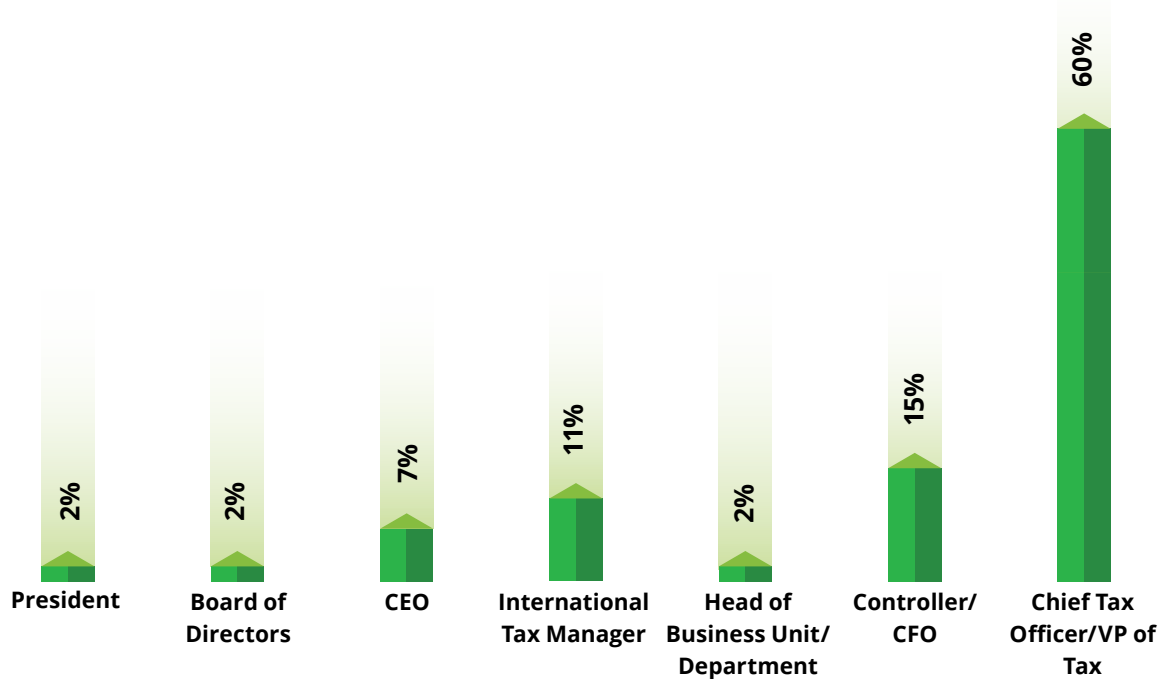
Deloitte surveyed more than 1,100 professionals from tax leaders (65% of the total), chief financial officers (CFOs) (26% of the total) and other executives (8% of the total) across the world between January and March of 2025. Across the 28 countries represented, the industry breakdown included the consumer industry (26% of the total); energy, resources and industrials (20% of the total); technology, media and telecom (24% of the total); financial services (20% of the total); and life sciences and health care (10% of the total). Companies represented all had a minimum of US\$100 million in global annual revenue in their last fiscal year, and 90% were multinational organizations with a revenue of greater than US\$500 million operating in two or more countries. The aim was to examine companies’ views, concerns, and actions regarding various tax policy reforms and trends.

The below represents the breakdown of respondents’ regions; company size by revenue, titles, and roles.

► **Location of Respondents by Region**



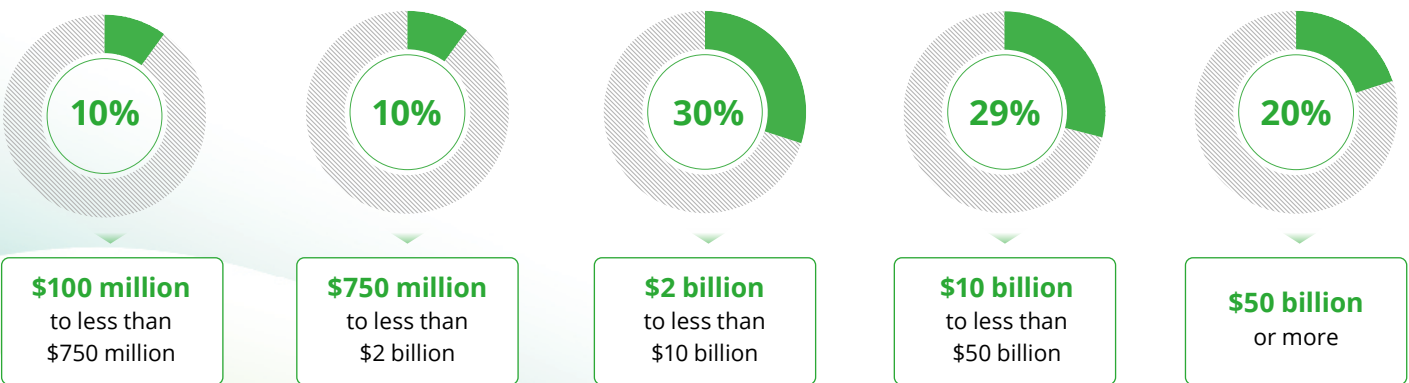
► Job title



► Level of responsibility for Tax/Finance decisions at Company



► Organization revenue in US dollars



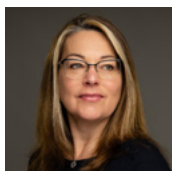
Contacts

Deloitte would like to acknowledge and thank KS&R Research, who conducted and fielded the survey.



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