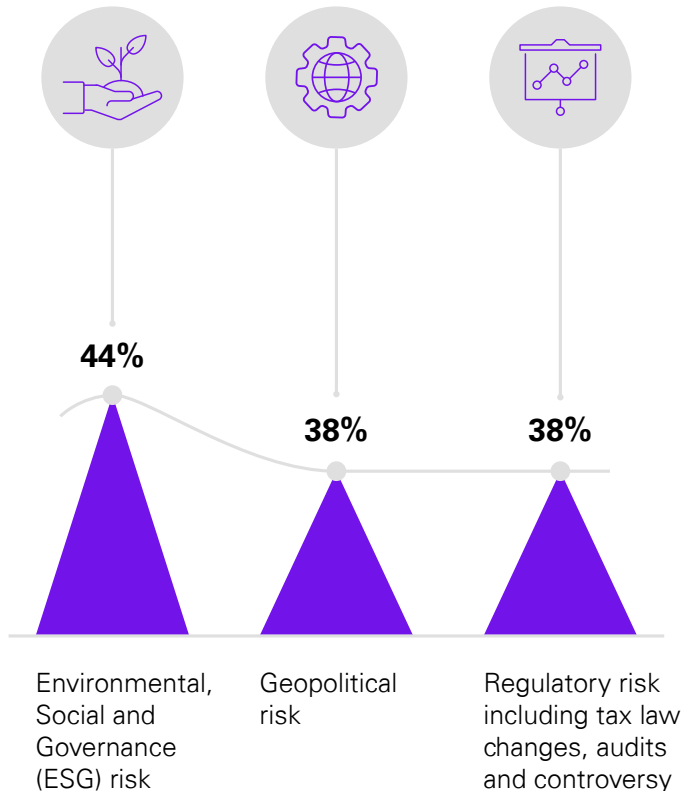




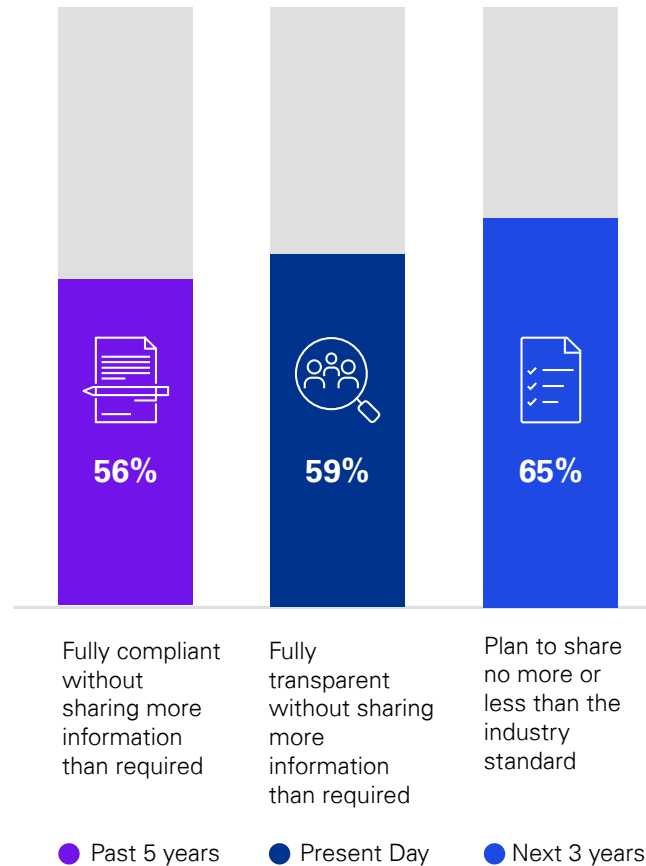
# Consumer & Retail Chief Tax Officer Outlook 2023

## Overview

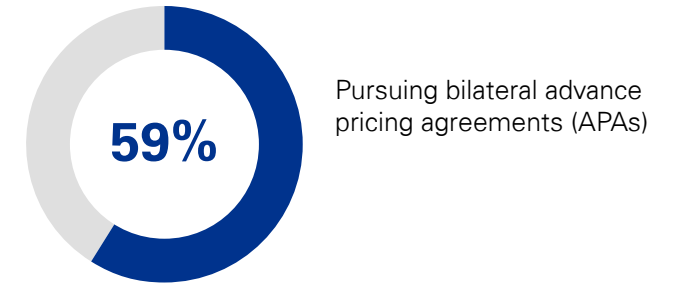
Which of the following risks pose the greatest threat(s) to your tax organization's growth over the next 3 years?



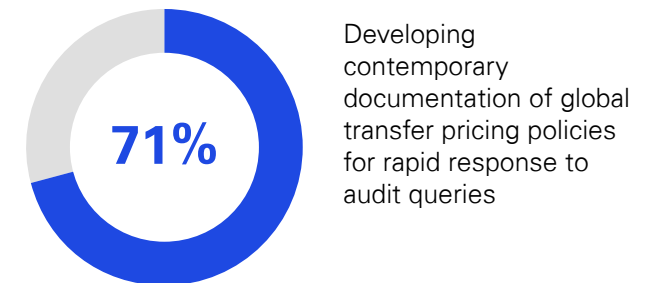
Which of the following statements best describes your approach toward tax transparency?



Which of the following steps have you taken in the past 3 years?



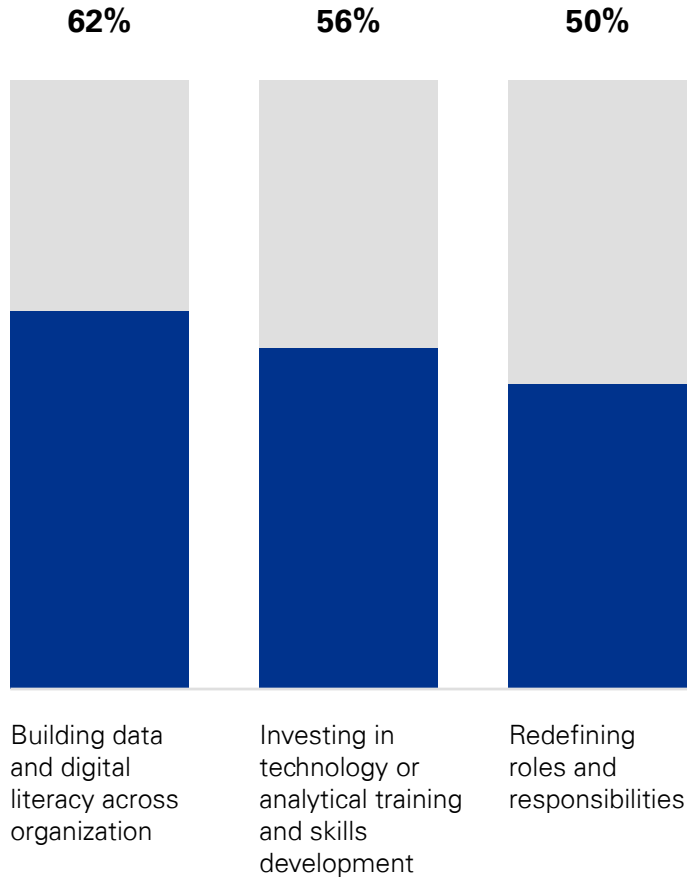
Which steps are likely within the next 3 years?



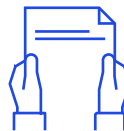
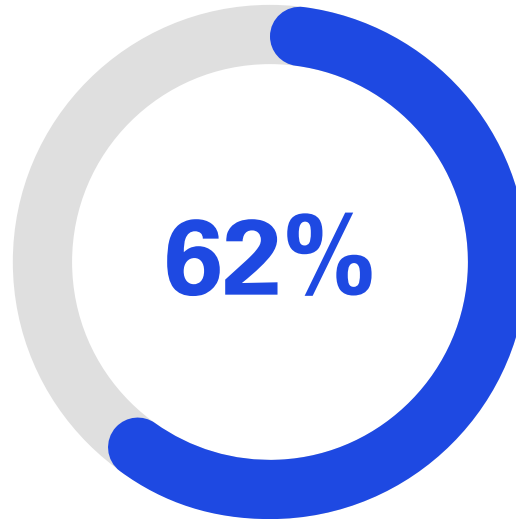
2022 data set is comprised of 34 Consumer and Retail CTO's

# Technology

Which will your organization invest in within the next 3 years?

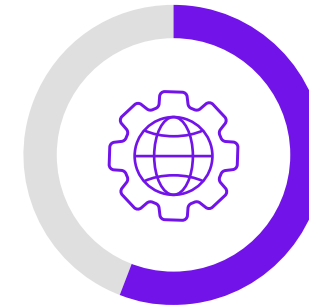


What are the primary reasons you are using to justify budget/funding for new tax technology projects?



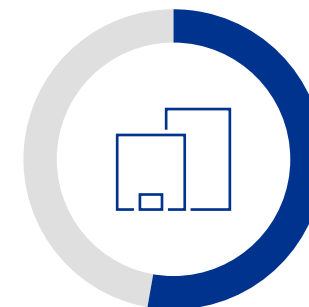
Increased burden from new tax compliance requirements

How is your tax organization keeping up with new technology?



56%

You leverage third party software providers to provide tax technology

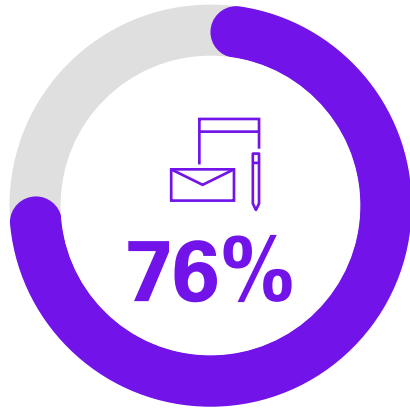


53%

You go outside to professional service firms to take advantage of their investment in technology

# Talent

Are you using technology to free up human capital so your tax professionals can focus on more strategic added activities?



Higher degree

What benefits do you expect to obtain from shifting to greater outsourcing or co-sourcing?



Address problem of attracting and retaining in-house talent



Improved managerial focus on higher value-added issues



Greater access to advanced technology

# ESG

When will your tax department be highly engaged with the business to explore ESG-related risks and opportunities?

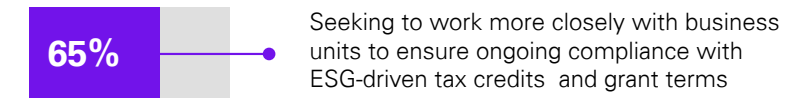


Now

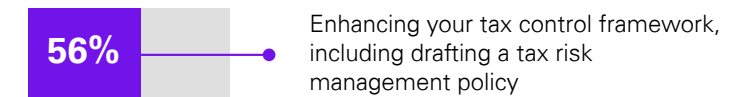


Within the next year

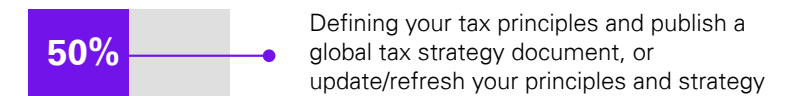
What steps is the tax department taking to address ESG-related risk and opportunities?



Seeking to work more closely with business units to ensure ongoing compliance with ESG-driven tax credits and grant terms



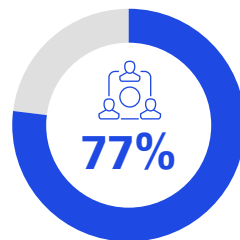
Enhancing your tax control framework, including drafting a tax risk management policy



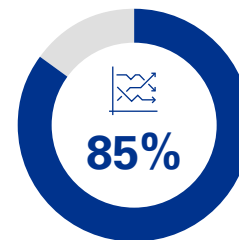
Defining your tax principles and publish a global tax strategy document, or update/refresh your principles and strategy

# Business Model

How would you describe the target operating model for your tax function today?



Utilize strategic outsourcing and co-sourcing arrangements today



Plan to utilize strategic outsourcing and co-sourcing arrangements within the next 3 years

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