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Connecting Tax Compliance Functions: Driving Efficiency, Visibility and Value

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For many businesses, tax compliance has traditionally developed around individual obligations. Corporate income tax, VAT, transfer pricing, Pillar Two and other reporting requirements may involve different teams, different processes, different technologies and, often, repeated requests for overlapping data.

That model is becoming increasingly difficult to sustain.

As regulatory requirements expand and tax authorities increase their scrutiny, businesses are simultaneously under pressure to manage costs, address resource constraints and obtain better insight from their data. At the same time, tax practitioners identify fragmented and low-quality data, increasing regulatory demands, rising audit activity, limited visibility and cost pressures among the challenges facing clients today.

The question for tax leaders is therefore changing. It is no longer simply “How do we complete each compliance obligation?” Increasingly, it is rather “How do we connect compliance so that the same data, processes and controls work harder for the organisation?”

From separate obligations to a connected ecosystem

Connecting tax compliance does not mean removing the technical expertise required for individual taxes or jurisdictions. It means creating an operating model in which people, processes, data and technology work together rather than in parallel.

At the centre of that model is data.

Traditionally, similar financial and operational information may be collected several times to support different tax obligations. A connected model seeks to capture data intelligently, standardise and enhance it, and make it available for multiple compliance purposes. PwC's Connected Tax Compliance approach, for example, describes a model of acquiring, enhancing, using and reusing data across areas including corporate income tax, statutory financial statements, indirect taxes, Pillar Two, transfer pricing and other tax services.



This apparently simple change has significant implications.

1. Efficiency: collect once, use many times

The first benefit is efficiency.

When compliance processes operate independently, organisations can find themselves maintaining multiple workflows, reconciling similar datasets and responding to repeated information requests. Connecting these activities creates opportunities to standardise inputs, automate routine processes and eliminate duplication.

The technology should support the process, rather than become another layer of complexity. PwC's approach combines workflow, data gathering, collaboration, progress reporting, governance, controls and analytics within a connected technology environment.

Importantly, increased automation does not mean removing people from tax compliance. The emerging model is better described as technology- and AI-powered but human-enabled: routine activities can increasingly be automated while professional judgement remains focused on areas where technical interpretation, risk assessment and business understanding matter most.

That distinction is critical. The objective is not automation for its own sake. It is to free scarce tax resources from repetitive administration and allow them to concentrate on higher-value activities.

2. Visibility: from deadlines to an enterprise-wide view

Efficiency alone, however, is not enough.

A connected compliance environment gives management something that fragmented processes often struggle to provide: visibility.

Instead of managing obligations through separate spreadsheets, email trails and local processes, a connected model can provide central oversight of status, responsibilities, data and risk. PwC's Connected Tax Compliance methodology provides for end-to-end visibility across workstreams, centralised governance and digital audit trails, supported by technology for oversight and coordination across jurisdictions.

This matters particularly for multinational and multi-entity businesses. Management needs to understand not only whether a return has been filed, but where information is incomplete, where risks are emerging and where intervention may be required.

And the benefits of technology investment are measurable beyond tax. PwC's Global Compliance Survey (2025) found that organisations investing in technology and data for compliance reported benefits including better visibility of risks and risk-management activities (64%), faster identification and response to compliance issues (53%), more insightful reporting (48%), faster or more confident decision-making (46%) and increased productivity, efficiencies and cost savings (43%).



Visibility therefore changes compliance from a retrospective reporting exercise into a more active management process.

3. Value: using compliance data to see more

The third opportunity is perhaps the most important.

Businesses already invest substantial effort in gathering, validating and analysing information for tax compliance. Once that information is structured and connected, the organisation has an opportunity to use it for more than producing returns.

Connected data and analytics can help identify trends, risks and opportunities that would otherwise remain buried across individual compliance processes. PwC's Connected Tax Compliance approach highlights potential insights around cash tax savings, tax-efficient strategies, tax controls, tax risks, deal readiness and the implications of regulatory change.

That represents a fundamental shift in perspective:

Compliance becomes not only an obligation to satisfy, but a dataset from which the business can learn.

For example, information collected across entities and jurisdictions may expose inconsistencies requiring attention. Common datasets can support several reporting requirements. Dashboards can concentrate management attention on exceptions rather than every individual process. And information historically examined only when preparing a return can contribute to earlier conversations about tax risk and business decisions.

PwC's Global Compliance Survey similarly notes organisations rationalising data sources to create a “single version of the truth” and mapping controls where common controls can address multiple reporting obligations.

Getting connected compliance right

For organisations considering this journey, the starting point should therefore not necessarily be a new technology platform.

It should be an examination of the whole compliance ecosystem:

Where are we requesting the same data more than once?

Which processes are genuinely different and which have simply developed separately?

Which activities require specialist human judgement, and which can be standardised or automated?

Can common controls support several compliance obligations?



Does management have a clear view of compliance status and emerging risk across the organisation?

Finally, are we using the information generated through compliance to identify opportunities and support better business decisions?

The appropriate answer will differ between organisations. A connected model can support different delivery models, from insourcing and co-sourcing through outsourcing and managed services. What matters is that the components operate as part of a coherent system rather than as isolated solutions.

Beyond the tax return

The future of tax compliance is therefore not simply about completing the same processes faster.

It is about connecting them.

Connecting data reduces duplication. Connecting technology and processes creates efficiency and control. Connecting teams provides clearer accountability. And connecting the resulting information gives tax leaders an opportunity to turn compliance activity into insight.

For businesses facing more regulation, greater scrutiny and continued pressure on resources, that distinction matters.

The organisations that gain most from compliance will not necessarily be those that do more compliance. They will be those that connect it better.

– ΤΕΛΟΣ –

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