Tax Transparency Benchmark 2015

Award Ceremony

Dutch Association of Investors for Sustainable Development
International Tax Conference ‘Pay your taxes where you add the value’
2 July 2015
About VBDO

Our vision

Towards a sustainable capital market

• Multi-stakeholder

• Convening power

• Making responsible investment/business possible

Our member organisations

www.vbdo.nl
Guiding principles for good tax governance

A. Define and communicate a clear strategy
B. Tax must be aligned with the business and is not a profit centre by itself
C. Respect the spirit of the law. Tax compliant behaviour is the norm
D. Know and manage tax risks
E. Monitor and test tax controls
F. Provide tax assurance

Tax Transparency Benchmark 2015: 64 Dutch listed companies in scope
Selected results

**Strategy**
- 58% specifies tax as a CSR issue
- 45% has published its tax strategy (16% last year)
- 23% discusses its tax strategy with stakeholders

**Taxes paid**
- 36% reports its income taxes on a segment basis
- 3% publishes a full country-by-country report
- 16% provides information on its total tax rate

**Risks**
- 58% includes tax related risks in its annual report

Average score: 9/36 points
Top 10

- KPN: 22
- Unilever: 22
- DSM: 21
- Shell: 20
- ING Group: 19
- Heineken: 18
- Kendrion: 18
- Philips: 18
- Rabobank: 18
- Randstad: 17

Max
Recommendations

To multinational companies:

• Engage with your stakeholders
• Report on a country by country basis
• Publish your total tax contribution
• Describe your tax risks and mitigating actions
• Provide better tax assurance

See report for good practices and further recommendations to governments, NGOs, tax advisory firms, and investors
And the winner is ...

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Jury report

Selection criteria:
- Score and analysis performed by the VBDO
- Depth of tax strategy
- Embedding of tax strategy into the organisation
- Geographic spread of operations

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<th>Company</th>
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