Responsible Corporate Tax Behaviour in Tax Matters
&
What are the potential tax benefits for developing countries

Paul A. J. Beks
Introduction

- Paul Beks (54)
  - Studied Tax Law @ University of Leiden
- Tax inspector @ Ministry of Finance
- Tax Manager @ BP Netherlands
- Tax Director @ Sara Lee / Douwe Egberts
- VP Tax @ Royal KPN
Tax Planning permitted?
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• KPN’s Board of Management considers its Corporate Tax Department as a crucial partner within the business and expects the Corporate Tax Department, while adhering to the Tax Policy, to provide clear, timely, relevant and business focused advice across all aspects of tax. Where alternative routes exist to achieve the same commercial results, the Corporate Tax Department is challenged to recommend the most tax efficient and responsible approach in the interest of all stakeholders, while remaining compliant with all relevant laws, regulations and international standards.
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Excerpt from Tax Policy

• We do not enter into aggressive and contrived tax planning structures. We therefore do not use secrecy jurisdictions or so-called ‘tax havens’ solely for tax avoidance, nor artificial tax structures that have no commercial or operational substance.
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Tax Planning- what do you do?
Tax Planning- what do you do?
responsible
corporate tax behaviour
in tax matters
Horizontal Monitoring

UNDERSTANDING  TRUST  TRANSPARENCY
Elements of Horizontal Monitoring

1) Good relationship -> Compliance agreement
Elements of Horizontal Monitoring

2) Good risk detection -> Tax Control Framework
Key to succes

Tax Control Framework

Horizontal Monitoring

Responsible Tax Behaviour
Concept of tax ruling
Potential benefits for developing countries
It takes 2 to tango
KEYS TO SUCCESS

MUTUAL UNDERSTANDING

MUTUAL TRUST

MUTUAL TRANSPARENCY
It takes 2 to tango

In order to promote tax transparency and responsible tax behaviour from tax payers, it is crucial that tax authorities and government officials act accordingly.
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A. Agree

B. Disagree
In order to promote tax transparency and responsible tax behaviour from tax payers, it is crucial that tax authorities and government officials act accordingly.

A. Agree 17
B. Disagree 0
“Of course you have a purpose in life. You pay taxes, don’t you?”