



# Responsible & Transparent Tax Behaviour

*Build Trust in Your Business*

**Our Service Offer to NPOs**



# About the Responsible & Transparent Tax Behaviour

## Tax has become an unavoidable issue for companies.

It is not only relevant to ensure brand reputation and manage risks, but also to re-build trust in stakeholders. At the same time, tax is also a critical resource to reach the Sustainable Development Goals set by the United Nations, and showcase a company's commitment to the development of society.

Recognising the importance of scaling up corporate tax transparency, and establishing responsible tax behaviour, CSR Europe developed the **Responsible &**

**Transparent Tax Behaviour Service** for National Partner Organisations (NPOs) and their members.

CSR Europe will help members **assessing the level of transparency and responsibility of their tax behaviour, identifying gaps and areas of improvements in 6 thematic areas.\*** As a result, members will build trust and address the growing expectations from the public and policy makers. Be amongst the first NPOs to change the European tax culture in the Business community of your country.

## Our Signature Approach



### A PROVEN METHODOLOGY

CSR Europe developed the “*Blueprint on Responsible and Transparent Tax Behaviour*”, offering a one-stop shop to **improve your company's tax strategy** based on existing initiatives and best practices.



### ACTION LEARNING

Participants will be requested to do some “homework” upfront.

As a result, **they will benefit from focused interactions during exercises and presentations**, tackling main challenges to SDGs implementation, current actions, and future ambitions.



### THE POWER OF THE NETWORK

CSR Europe is able to reach out to experts relevant to your business, thanks to our **wide pan-european network**



## 6 TAX RESPONSIBILITY AREAS\*



**AREA 1**  
**TAX PLANNING STRATEGIES**  
Aligning taxation with value creation



**AREA 2**  
**TAX FUNCTION MANAGEMENT AND GOVERNANCE**  
Developing the right processes to manage tax



**AREA 3**  
**PUBLIC TRANSPARENCY AND REPORTING**  
Disclosing relevant tax related information to the public



**AREA 4**  
**INTERACTION WITH TAX AUTHORITIES**  
Managing relationships with tax authorities & digital transformation of tax administrations



**AREA 5**  
**TAX INCENTIVES**  
The impact on public finances to the public



**AREA 6**  
**BUILDING A NARRATIVE TO ACCOMPANY A TAX STRATEGY**  
How to engage stakeholders with a company's approach to tax

# The Service Delivery Process

CSR Europe delivers the service in a **two-step process** starting with the completion of the **Responsible Tax Behaviour Self-Assessment Questionnaire** to gather data on the current tax strategy of max 10 companies.

The process is followed by the **delivery of the Tax Masterclass**, executed in 1 day and involving companies' Tax Managers and CSR Experts



## STEP 1: PREPARATION

- Completion of the Responsible Tax Behaviour Self-Assessment Questionnaire.



## STEP 2: IMPLEMENTATION

Delivery of the Tax Masterclass:

- Analysis of the results of the Responsible Tax Behaviour Self-Assessment Questionnaire;
- Co-creation of solutions to the lack of tax transparency;
- Kick-start collaborations.



1 DAY



## Our Successful Collaboration



**On the collaboration between  
CSR/tax departments**

*"The tax department engages internally, with Iberdrola's CSR function, among others, to ensure the Corporate Tax Policy's alignment with the company's overall vision and values in the short, medium and long term."*



**On the disclosure of  
information**

*"BBVA believes that the Total Tax Contribution report enables all its stakeholders to have a good understanding of the company's tax payments, that it represents a forward-thinking approach and shows BBVA's commitment to corporate responsibility."*



**On rebuilding social trust  
through transparency**

*"Transparent communication on tax is important to build public confidence and can help restore trust in the tax system. Vodafone decided to take the approach of explaining its tax strategy, policies and contribution, publishing its first tax report in 2013, a report that detailed its payments to governments on a country-by-country and cash-paid basis."*





# Responsible Business, Better Future.

**For more Information:**

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*Project Manager,*

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## **About CSR Europe:**

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CSR Europe is the leading European business network for Corporate Sustainability and Responsibility.

With our corporate members and National CSR organisations, we unite, inspire & support over 10,000 enterprises at local, European and global level.

We support businesses & industry sectors in their transformation and collaboration towards practical solutions and sustainable growth. We are for systemic change; therefore, following the SDGs, we want to co-build with the European leaders and stakeholders an overarching strategy for a Sustainable Europe 2030.

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