



# Responsible & Transparent Tax Behaviour

*Build Trust in Your Business*

Our Service Offer to Companies



# 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**

## 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.



### FACE-TO-FACE FEEDBACK

CSR Europe will bring **selected key stakeholders to the table** to discuss current practices, challenges, and opportunities around taxation.



### 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 of companies, national partner organisations**, institutions, such as the **European Commission**, and experts from **national governments**.

**& Transparent Tax Behaviour Service**, with activities tailored to your company's tax situation and maturity level.

CSR Europe will help you **assessing the level of transparency and responsibility of their tax behaviour, identifying gaps and areas of improvements in 6 thematic areas.\*** As a result, your company will build trust and address the growing expectations from the public and policy makers.



## 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 advises companies to follow our **three-step process** starting with the Responsible Tax Behaviour Self-Assessment Questionnaire, followed by the delivery of an **Internal Workshop**, and the

**External Stakeholders' Dialogue**, involving your company's Tax and CSR Manager. Companies have also the option to undertake only one or more steps according to their needs.



## STEP 1: PREPARATION

- **Completion of the Responsible Tax Behaviour Self-Assessment Questionnaire by your Tax and CSR Managers** to identify whether your company has adequate internal processes and measures in place to implement its tax strategies;
- **Benchmark of the score** against the ideal situation in the 6 thematic areas of tax responsibility.



3 HOURS



## STEP 2: INTERNAL BUY-IN

- **Delivery of the Internal Workshop** to bridge and promote communication between CSR and tax department, **linking tax with sustainability and upgrading tax in your company's sustainability vision and strategy**;
- Support in making the business case;
- Sharing of current best practices and trends;
- Provision of cases from front-runners' companies



## STEP 3: EXTERNAL FEEDBACK

- **Test your tax strategy with External Stakeholder Dialogue**, involving other companies, national policymakers, and relevant actors to discuss the current and future plans.



1 DAY



HALF-A-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:**

**[Spyros Perikleous](#)**

*Project Manager,*

*Sustainability Management*

## **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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