

Successfully integrating tax reporting into disclosure programs

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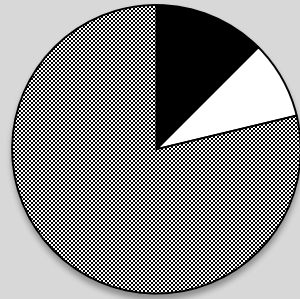
The voluntary code: *what we have seen to date*

117 signatories to the Voluntary Tax Transparency Code



Published

29 - pending
78 – 1st editions
10 – later editions



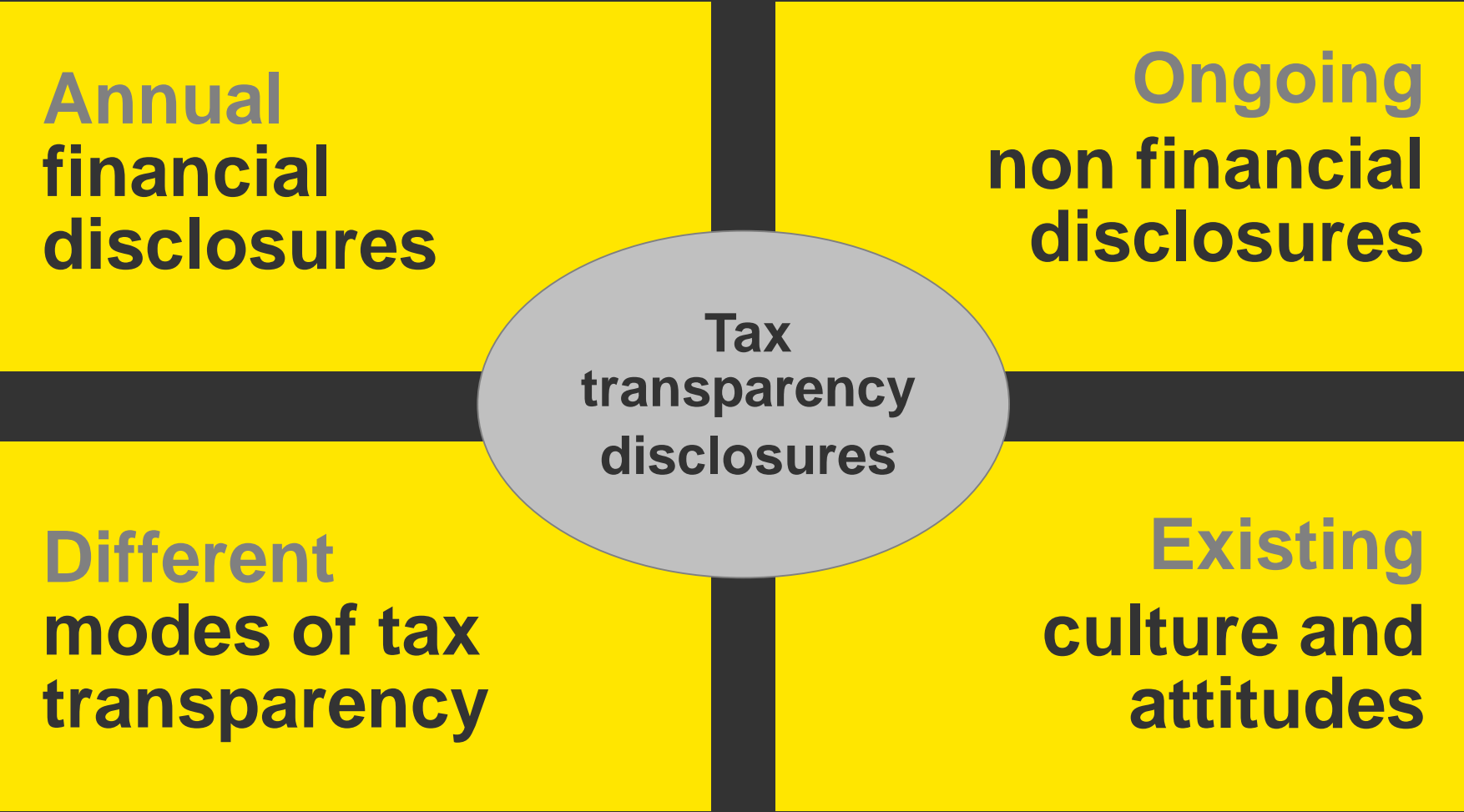
Reporting format

78% as standalone reports
13% within annual reports
9% within sustainability reports

Spectrum of responses

Spectrum	Basic	Developing	Advanced
Motivations	Compliance	Proactive / reactive defence Springboard for another agenda	Business imperative
Level of integration	Not integrated		Substantially integrated

**Challenges
of
integration:
*multiple
requirements***



Challenges of integration: *the audience is evolving*



What affects us?
Who do we affect?



Timing

Messaging

Form

Context

Transparency

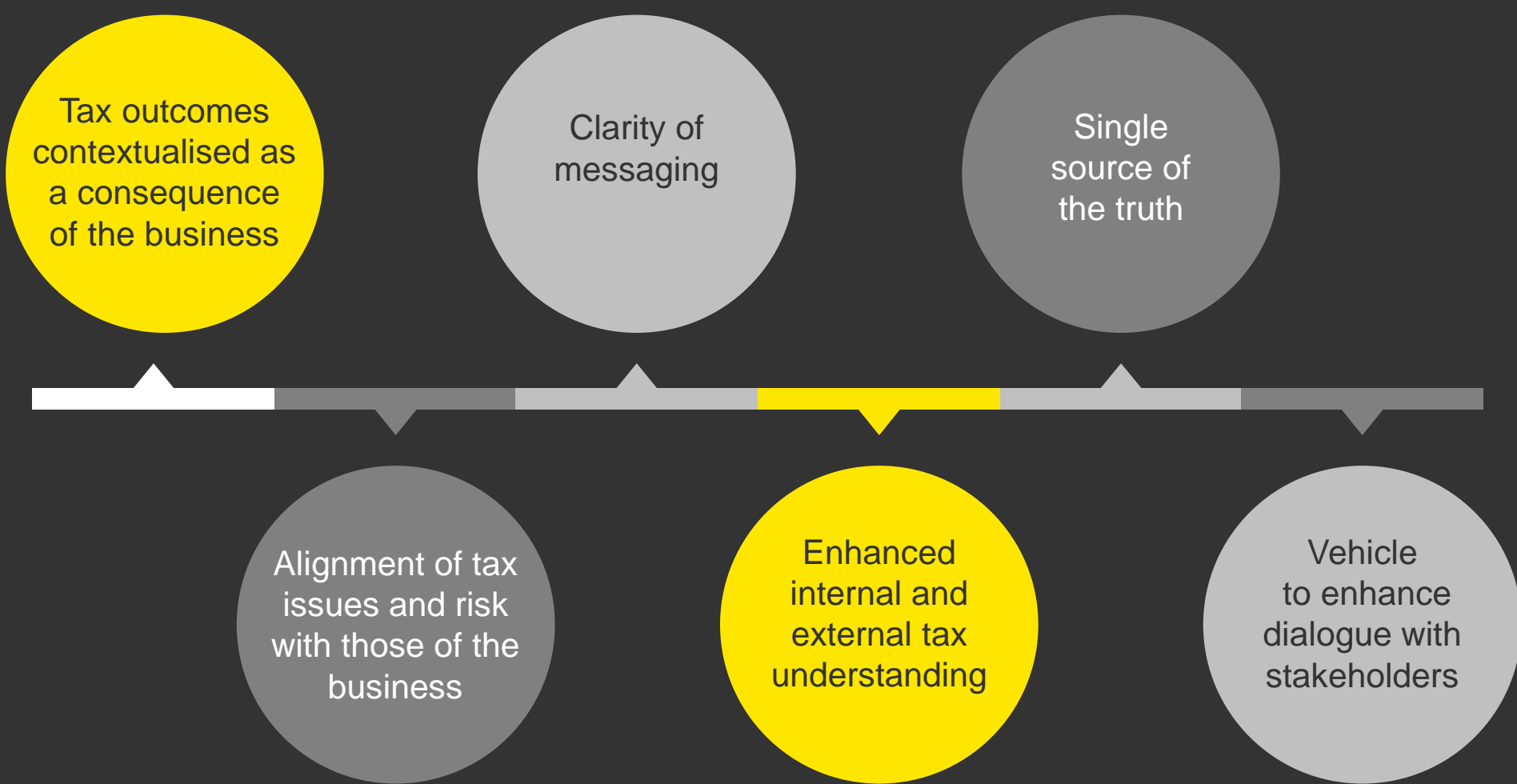
**Challenges
of
integration:
*tax
reporting is
multi
dimensional***

Objective: a tax transparency report that aligns tax disclosure to company values, meets mandatory and voluntary requirements, manages the message and context around payments and clearly communicates the economic benefits of the enterprise to key stakeholders.



Benefits of integration:

- *timing*
- *messaging*
- *form*
- *context*
- *transparency*



In summary

Tax transparency is not just about tax

Tax reporting can be an effective vehicle for enhancing your standing with stakeholders

The audience is continuing to evolve

Tax reporting will need to continue to evolve to meet these expectations

Successful integration is not just a question of form

Timing, messaging, context and transparency are equally important

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