

7 R Z D U G V > 8pf€ñ 9 TM—4 0 Đ

D Q G & D U P H O D \$ S U H D

\$ E V W U D F W

*LYHQ WKH SDXFLW\ RI VWXGLHV RQ WD[OLWHUDF\ LQ WKH H[WDQW OLWHUDWXU RI WKH HPHUJLQJ WRSLF ZDV IROORZHG LQ WKLV VFRSLQJ UHYLHZ 7KUHH SURPL WKH FRQVWUXFW µWD[OLWHUDF\ ¶ HPHUJHG IP,,vV\`^ !X` 5 TMuy™ WKDW LV DQ L

WR EH UHVSQRQVLEOH LQ UHODWLRQ WR DOO WD[UHODWHG LVVXHV DQG LLL UHVSQRQVLEOLW\ WRZDUGV WKH REMHFWLYHV RI WKH VRFLDO FRQWUDFW ZKLFK GHJUHH RI WD[PRUDOLW\

.H\ZRUGWD[OLWHUDF\ ILQDQFLDO OLWHUDF\ VFRSLQJ UHYLHZ FRQFHHSWXDO IUD H[SHQGLWXUH

3URIHVVRU LQ WKH 'HSDUWPHQW RI 7D[DWLRQ DW WKH 8QLYHUVLW&RUUHVSQRQGLQJ DXWKRU
3URIHVVRU \$UHD %XVLQHVW DQG (FRQRPLF (GXFDWLRQ DW WKH %X
*HUPDQ\ 3URIHVVRU ([WUDRUGLQDULXV DW WKH 'HSDUWPHQW RI 7D[D

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

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μ , Q WKLV ZRUOG QRWKLQJ FDQ EH VDLG WR EH F
%HQMDPLQ)UDQNOLQ

\$V WKH DERYH TXRWDWLRQ DVFULFHG WR %HQMDPLQ)UD
DQG IRU PRVW SHRSOH DQ XQGHVLUDEOH REOLJDWLRQ

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

LQGLVSHQVDEOH SUHUHTXLVLWH QRW RQO\ IRU EULQJLQJ
DOVR IRU GHYHORSLQJ WDUJHWHG OHDUQLQJ DQG DVVHV
DUWLFOH DGGUHVVHV WKLV JDS E\ V\VWHPDWLFDOO\ L
GHILQLWLRQV DQG NH\ FRPSRQHQWV RI WD[OLWHUDF\ IR
OLWHUDWXUH E\ PHDQV RI D VFRSLQJ UHYLHZ 2Q WKLV E
RI WD[OLWHUDF\ DV DQ LQWHJUDO SDUW RI ILQDQFLDO C

7KH VWUXFWXUH RI WKH DUWLFOH LV DV IROORZV ,Q W
PHWKRGGRORJ\ HPSOR\HG LQ WKH VWXG\ ,Q VFHWLRQ Z
UHYLHZ 2Q WKH EDVLV RI WKH UHVXOWV LQ VFHWLRQ
PDLQ HOOPHQWV RI WD[OLWHUDF\ DV DQ LQWHJUDO SDU
DUWLFOH LQ VFHWLRQ E\ VXPPDULVLQJ WKH PDLQ LQVL
LQWHUSUHWDLWRQ ZKLOH DW WKH VDPH WLPH SRLQWLQJ
IDU DQG GHOLQHDWLQJ SURVSHFWV IRU IXWXUH UHVHDUF

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\$ VFRSLQJ UHYLHZ ZDV HPSOR\HG WR PDS WKH NH\ FRPSR
RI µWD[OLWHUDF\ \$ VFRSLQJ UHYLHZ SURYLGHV D V\QW
UHVHDUFK 5XPULOO)LW]JHUDOG DOHUOFK\$QHM \$J B

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

)LJ \$ 6FRSLQJ 5HYLHZ)UDPHZRUN

6RXUFH \$GDSWHG IURP 3HWHUV HW DO S

7KH HQKDQFHG VFRSLQJ UHYLHZ IUDPHZRUN VXJDQGWHC
LOOXVWUDWHG LQ)LJXUH ZDV IROORZHG IRU WKH SXUS
UHVHDUFKHUV RQH IURP WKH GLVFLSOLQH RI WD[DWLRQ
DQG HFRQRPLFV HGXFDWLRQ FRQGXFWHG WKH UHYLHZ Z
EURDG DQG GHWDLOHG DV SRVVLEOH

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

6WHS 'HVFULELQJ WKH SODQQHG DSSURDFK WR WKH H[WUDFWLRQ DQG FKQDQW VFRSLQJ H[HUFLVH LQYROYHG WKH H\$%, ,1)250 &ROOHFWLRQ %XVLQHVW 6RXUFH 8OWLPDWK KHVH GDWDEDVHV ZHUH VHOHFWHG EHFDXVH RI WKH LU VWXG\ LQFOXGLQJ EXVLQHVW WD[DWLRQ HFRQRPLFV DQ

6WHS 6HDUFKLQ\$ URWLYLHHYLQJ WKH WLWOHV DEVWUDFW DYDLODEOH RI VWXGLHV LQGLFDWHG WKDW WKHUH ZDV WD[OLWHUDF\ SHU VH 7KH LQFOXVLRQ DQG H[FOXVLRQ F LQ 7DEOH

7DEOH ,QFOXVLRQ DQG ([FOXVLRQ &ULWHULD

,QFOXVLRQ FULWHULD

([FOXVLRQ FULW

13948 FB XEB XS A S FH D

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWD O IUDPHZRUN IRU WD[OLWH

)LJ 35,60\$)ORZ 'LDJUDP RI 6WXG\ 6HOHFWLRQ 3URFHV

6RXUFH \$GDSWHG IURP 3HWHUV HW DO

6WHS ([WUDFW\ KQJ LQYHLOGLQJ EH G UHFRUGV ZUH GRZQOF
OHQGHOH\ WR HQVXUH HDVH RI DFFHVV IRU ERWK UHVHD
GHYHORSHG IRU UHFRUGLQJ NH\ GDWD RQ HDFK UHFRUG
EDFNJURXQG RI WKH DXWKRU V LI DYDLODEOH WKH \HDI
VWXG\ FRQFHSHWD O GHILQLWLRQV SURYLGHG DQG NH\ I

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

LQGHSHQGHQWO\ UHYLHZHG D VHOHFWLRQ RI WKH DUWLF
EHWZHHQ WKH WZR FRGLQJ H[HUFLVHV WKHVH ZHUH GLV
DQDO\VLV ZLOO EH SUHVHQWHG LQ WKH QH[W VHFWLRQ
FKDUDFWHULVWLKV RI WKH VRXUFHV

\$

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

)LJ , GHQWLILFDWLRQ RI 7KHPHV



H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

7KH ILYH WKHPHV WKDW ZHUH LGHQWLILHG ZLOO QRZ EH
WKH WKHPHV LV SUHVHQWHG LQ FKURQRORJLFDO RUGHU
VFRSLQJ UHYLHZ

321 Theme 1: Technical knowledge, skills and attitudes related to being tax compliant

6RPH DXWKRUUV DSSURDFK WD[OLWHUDF\ LQ D SUHGRPLQ
H[DPSOH .DPDOXGGLQ DQG QJ %DUGDL DQG 5D]F
\$ULIILQ GHILQH WD[OLWHUDF\ DV LQGLYLGXDOV\|
FD@FLSODWHR WOHLPJ SMDKHQDEEDOLWWLQGQLLQMGH SKHQPGHQW\|
ODGL DQG FR DXWKRUUV S DOVR UHIHU WR IXQF
WD[SD\HU HVSHFLDOO\ LQ D VHOI DVVHVVPHQW HQYLURG
RU KHU RZQ FKDUJHDEOH LQFRPH DQG LQFRPH WD[SD\DE
WKH UHOHYDQW WD[DXWKRUULW\ 7KH DXWKRUUV DOVR VW

!# rpr FDO LR0€

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

OLWHUDF\ DV GHWHUPLQHG E\ TXHVVLRQV RQ SHUVRQDO
DQG WD[FUHGLWV 7KH\ DOVR LQFOXGHG D PHDVXUHPHG
IRFXVLQJ RQ JHQHUDO NQRZOHGJH DERXW VHOHFWHG S
6RERWRYLþRYi S 7KH\ GLG QRW SURYLGH D FR
TXHVVLRQV VHHPHG WR PHDVXUH OHJLVODWLYH WD[NQR
&RQFHUQV UHJDUGLQJ WD[FRPSOH[LW\ WKDW ZRXOG UHT

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHGXDO IUDPHZRUN IRU WD[OLWH

DQG GHGXFWLRQV ZLWKLQ WKH 8.¶V WD[IUDPHZRUN DV Z
RQ WKH 8.¶V LQGLYLGXDO WD[V\VVWHP \$OH[DQGHU HW D
ZHUh FRQFHGXWV RI DYHUDJH WD[UDWHV DQG PDUJLQDO
WD[VLPSOLVWLW FDOFXODWLRQV RI LQFRPH WD[OLDELO
FRQWULEXWLRQV

&HFKRYVN\ D H[SORUHV WKH FRQFHGXDO GHILQLWL
RI HFRQRPLFV HGXFDWLRQ %DVHG RQ WKH WKHRIUHWLF
&HFKRYVN\ D S GHILQHV WD[OLWHUDF\ µDV JHQH
DQG LQGLYLGXDO OHYHO DQ LQWHUHVW LQ WD[UHODW
FRUUHVSQGLQJ WD[FRPSOLDQFH EHKDYLRXU ¶ 6KH S
GHVFULSWLRQ RI ZKDW LV WR EH XQGHUVWRRG XQGHU µ
&HFKRYVN\ D JHQHUDO WD[NQRZOHGJH FRPSULVHV
GLIIHUHQW FRJQLWLYH SURFHVVHV DFFRUGLQJ WR WKH
DVVHVVPHQW E\ \$QGHUVRQ DQG .UDWKZRKO ZKLFK
7KHUHIRUH JHQHUDO WD[NQRZOHGJH FRPSULVHV
DOVR PRUH

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

, Q D PRUH IXWXUH RULHQWHG DSSURDFK WKDQ KDV EH
:DVVHBPDOQWPP OHPIOSLORF@I WKUHUHFDCQLQ PDKTGM [ODCWH
FRQWH[W RI D GLJLWDO HFRQRP\)RU SXUSRVHV RI WKHL
G\QDPLF SURFHVV RI GHYHORSLQJ VNLOOV DQG JDLQLQJ
XQGHUVWDQG WKH IDFWRUV WKDW LQIOXHQFH \RXU WD[C
\RXU GHFLVLRQ WR NQRZ ZKHUH WR JHW DVVLVWDQFH RC
NQRZOHGJH WR PDNH LQIRUPHG FKRLFHV DQG GHFLVLRQV
%RUQPDQ :DVVHUPDQQ S \$FFRUGLQJ WR WKH D
GLVWLQFWLYH HOHPHQWV QDPHO\ WD[DZDUHQHV
GHFLVLRQ PDNLQJ 7KH\ LQGLFDWH WKHLU XQGHUVWDWLC
RI XQGHUVWDQGLQJ RU UHFRJQLVLQJ IDFWRUV UHOHYDQW
WR DSSO\LQJ WD[UXOHV DQG SURFHGXUHV FRUUHFWO\ D
FRQVHTXHQFH RI WKH GHFLVLRQ PDGH %RUQPDQ :DV
DQG :DVVHUPDQQ DUH WKXV DOVR IRFXVLQJ RQ WKH
EH DEOH WR FRQGXFW D WD[OLDELOLW\ FDOFXODWLRQ D
5HJDUGLQJ FRQWH[WXDO NQRZOHGJH %RUQPDQ DQG :D
GLPHQVLRQV QDPHO\ SURFHGXUDO DQG OHJDO NQRZOH
WKH IDFWRUV WKDW WD[SD\HUV QHHG WR EH DZDUH DQG K
SURFHVVHV DQG WKHLU UHVSQVLEOLW\ WR DGKHUH WR
NQRZOHGJH WRZ DQG sZKRDZ ZMKR0IL0PRLQDW [UHWXUQV
DXWKRLULWLHV %RUQPDQ :DVVHUPDQQ S /HJDO
WD[NQRZOHGJH KDV WZR GLPHQVLRQV ± WKH XQGHUVW
μNQRZLQJ WKDW VRPHWKLQJ LV WD[DEOHT DQG WKH DE

323 Theme3 Knowledge, skills and attitudes required for effective and efficient tax planning

\$QRWKHU OLQH RI UHVHDUFK H[SORUHV WKH OLQNDJH EH%UDFNLQ GRHV QRW SURYLGH D IRUPDO GHILQLWLR SRVLWLYH OLQNDJH EHWZHHQ EHLQJ PRUH WD[OLWHUD UHVSQVLEOH UROH LQ WKH WD[DWLRQ DUHQD 6KH IXU UHJDUGHG DQ LPSRUWDQW FRPSRQHQW RI ILQDQFLDO OLWRQ D SHUVRQ¶V RYHODOO ZHDOWK 7KH DELOLW\ WR PHHW DFFXUDWHO\ DQG WR FODLP DOO DYDLODEOH HQWLWOHP RYHODOO ILQDQFLDO SRVLWLRQ ,Q KHU UHYLHZ RI WKH VFRQWH[W RI WKH WD[DWURQNLQWHP &KUDUFQIRQ UHSR ORZ OHYHOV RI NQRZOHGJH VSHFLILFDOO\ UHODWLQJ WR IRU H[DPSOH WKDW VXSHUDQQXDWLRLQ LV WD[HG DW D O

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

LQFOXGH D VPDOO QXPEHU RI NQRZOHGJH TXHVVWLRQV
FDOFXODWH LW DQG WKH DYDLODELOLW\ RI PHGLFDO WD[

%KXVKDQ DQG 0HGXU\ S VWUHVV WKH LPSRUWDQ
SHUVRQDO ILQDQFLDO SODQQLQJ 7KH\ DUJXH WKDW WD[
WR FRPSXWH WKHLU WD[OLDELOLW\ WR GHWHUPLQH DQ\
QRW WR LQFXU DQ\ ILQDQFLDO ORVVHV GXH WR ODWH S
UHWXUQV %KXVKDQ DQG 0HGXU\ S EURDGO\ C
NQRZOHGJH ZKLFK DQ LQGLYLGXDO VKRXOG SRVVHV LQ P
SHUVRQDO WD[DWLRQ HIIHFWLYHO\¶

&YUOMH GLVFXVVHV WKH UHODWLRQVKLS EHWZHHQ
JLYLQJ D FRPSUHKHQVLYH DQDO\VLV RI WKHLU LQWHUUHC
B\W\ B\WU FGD Q\GSHQW\J\ D\W\ B\W\ Q\H\ L\Q\ J\H G6KH K\LLW\ KOLJKWV WKDW FR

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

'LJLWDO OLWHUDF\ ZLOO EHFRPH PRUH SURPLQHQW DV W
WD[SD\HUV\ LQWHUDFWLRQ ZLWK DXWKRULWLHV DQG WK
PDLQWDLQLQJ UHFRUGV IRU WD[SXUSRVHV DIIHFWLQJ
UHFRUG NHSLQJ DUH GLJLWDOLVHG

,W LV FOHDU IURP WKH FRQFHSHW PDSSLQJ H[HUFLVH WKD
E\ VHYHUDO DXWKRUUV 7KHPHV DQG IRFXV RQ WKH NQR
E\ FLWL]HQV WR EH WD[NQRZOHGJHDEOH WR FRQGXFW
FRPSOLDQW 7KHPH IRFXVHV RQ WKH LPSRUWDQFH RI WD
WR IXQG LWV YDULRXV ILVFDO SROLF\ REMHFWLYHV 7K

H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

H-RXUQDO RI 7D[5HVHDUFK



H-RXUQDO RI 7D[5HVHDUFK

7RZDUGV D FRQFHSHWXDO IUDPHZRUN IRU WD[OLWH

5XPULOO 3 ')LW]JHUDOG 6 0 OHUFKDQW : 5 μ8VLQJ VFRSL
XQGHUVWDQGLQJ DQG LQWW~~W~~LSURHOVLQJ QHLVW\$QJ OLWHUDWXU
6WHSKHQ & \$ \$ & KDNUDERUW\ \$ μ8QGHUVWDQGLQJS H)iLñ