

# Tax Function Assessment Report - Ghana





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In a world of rapid change characterized with a high dedication for ESG (Environmental, Social and Governmental) policies, tax transformation is also taking center stage with organizations and individuals moving away from the traditional tax services to a complete package of tax delivery and strategy.

Due to the volumes of international transactions, coupled with digital commerce and online trading, tax authorities around the globe are demanding more accountability, compliance, transparency and regular tax education. Regulators keep introducing new rules and regulations, advanced technologies and digitization that will enable them obtain insights into taxpayer's transactions. The COVID-19 pandemic in its effects changed the outlook of tax and now being connected is their new normal. The Ghana Revenue Authority for instance introduced the Tax Payers Portal (TPP) as a means of ensuring timely filing of returns and electronical storing of data. The GRA also uses the Ghana.Gov payment platform for easy and convenient tax payment. Furthermore they have introduced the Certified Invoicing System all in the attempt to bridge the gap of tax transformation and technology.

In the world of tax transformation, one size doesn't fit all. For businesses, whether ready or not, the tax digitization train is fast moving and organizations must adapt to keep pace with the reporting mandates, increasing technological demands and compliance to digitization and regulatory standards.

We at KPMG, believe that Tax services that focuses on vision, challenges, and operational priorities, whether it's to deliver effective tax compliance, integrate technology to mitigate risk, leverage the power of data and analytics to harness revenues, or learn from peer-to-peer is a complete package to help businesses be better prepared for the changing tax landscape. Organized to help you navigate the rapid innovation in operations, harness the potential of data, and address the new and unprecedented challenges, risks and opportunities that come with change of this magnitude.

We would like to extend appreciation to all the survey respondents for their invaluable time and insights. We look forward to your participation in our subsequent surveys.

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# Glossary of Terms

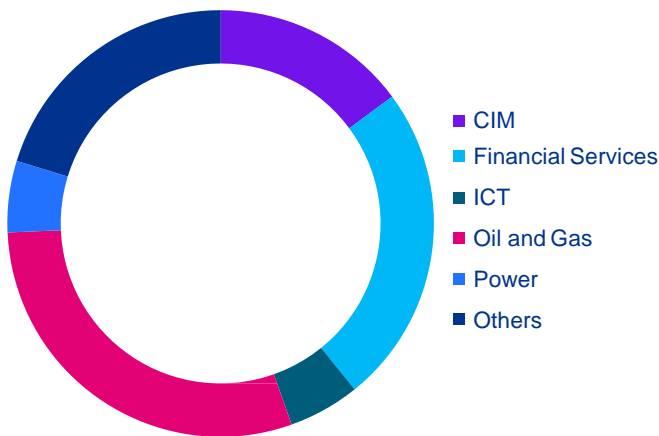
<b>Board</b>	Board of Directors
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Finance Officer
<b>CIM</b>	Consumer and Industrial Manufacturing
<b>C-Suite</b>	Executive-level Management
<b>ERP</b>	Enterprise Resource Planning
<b>GRA</b>	Ghana Revenue Authority
<b>FTE</b>	Full Time Employees
<b>KPI</b>	Key Performance Indicator
<b>ICT</b>	Information and Communication Technologies
<b>IT</b>	Information Technology
<b>Tax Event</b>	For example, a tax audit exercise or post transaction review

# Overview of the Survey

The survey assesses the current state of the Tax Function focusing on thematic areas such as tax governance and risk management, people and technology.

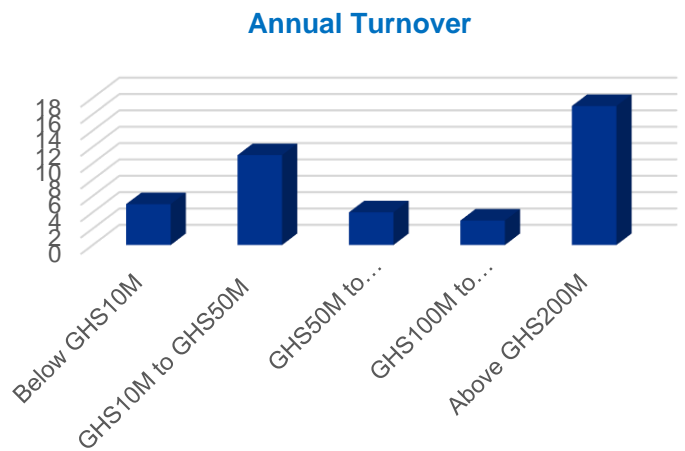
The survey was completed by Chief Finance Officers, Finance Managers, Tax Managers and Chief Accountants across 40 local and multinational companies.

## Industry mix:



\* Others\* include: e-commerce, Agriculture, Hospitality, Healthcare and Aviation

## Revenue distribution:



## Operating status

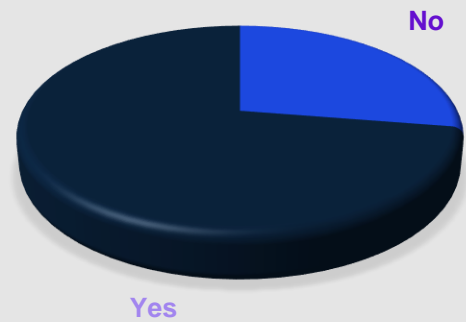
73%

Multinational companies

27%

Headquartered in Ghana

## Is Your Company A Multinational?

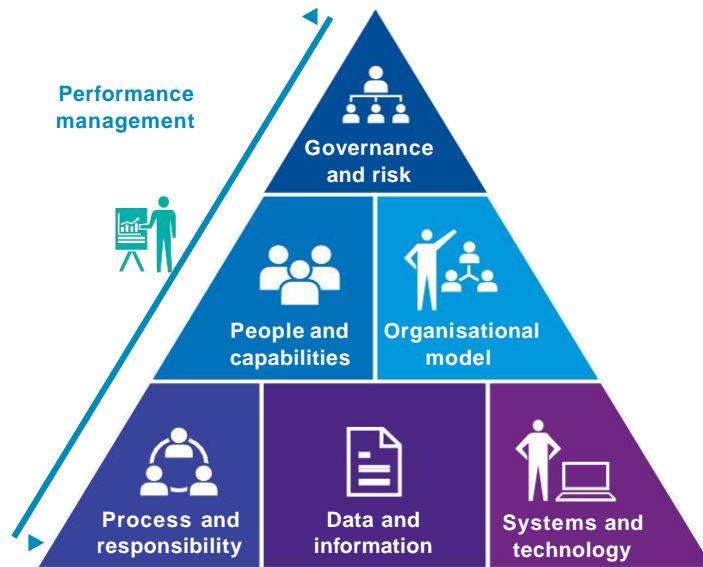




# Executive Summary

A research conducted by KPMG International showed that an effective and highly valued Tax Function manages tax risk and compliance and identifies opportunities to add value to the business through core tax management skills and proactive collaboration with all parts of the business. This is the hallmark of a future-ready Tax Function.

Typically, the evaluation of a future-ready Tax Function is done from the lens of technology maturity or transformation. However, a future ready Tax Function relies on the successful interplay of seven components as shown in the diagram below.



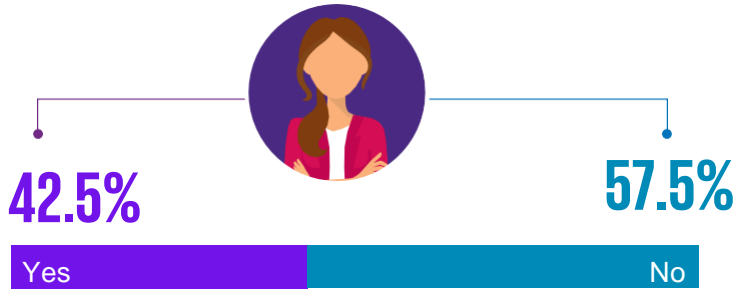
Source: KPMG International

While technology and the related components of data and information are important in view of emerging trends, the Tax Function also needs the right organisational model, an overarching governance and risk framework, and motivated people with the right skills to ensure that technology achieves the desired result. In essence, any strategy aimed at transforming the Tax Function should consider all the components of the operating model for it to be effective and successful.



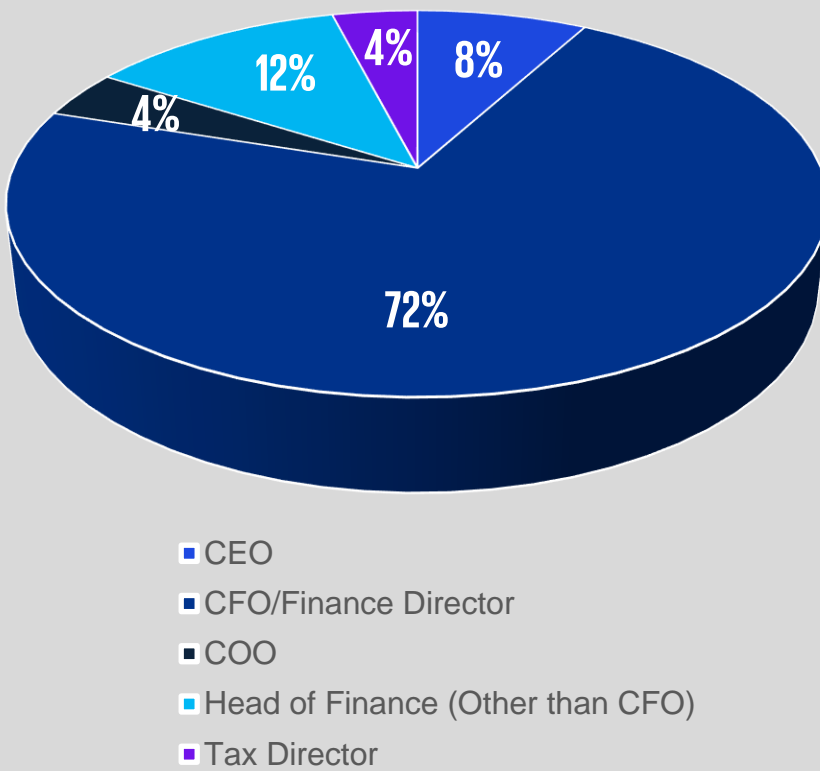
The summary of findings from the survey with regards to the current state of each component of the operating model are as follows:

**Governance and Risk**



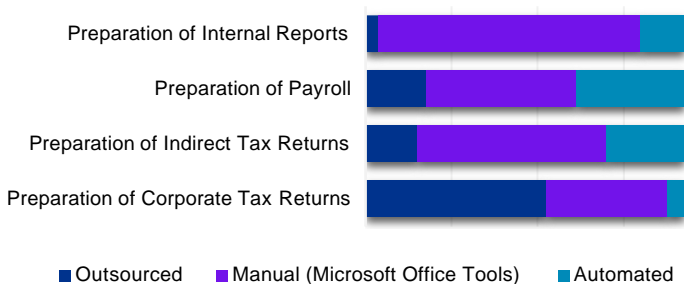
From the responses obtained, over 57.5% of the companies do not have a documented tax strategy nor overarching tax policy that covers tax risks. Meanwhile, the tax policy and strategy documents are the primary guides for tax risk identification and management by the organisation. It is, therefore, important that both documents are developed, approved and reviewed periodically by the Board.

**Organisational Model:**



It is evident that, generally, Tax Functions are centralised within the Finance Function and tax leads report to the CFO. However, about 28% of respondents have their Tax Leaders who report directly to other heads beside the CFO such as CEO, Head of Treasury as well as Legal Entity Controller. While the current structure may be optimal for some companies, for others, the Tax Function would have limited capacity to create value beyond regular compliance.

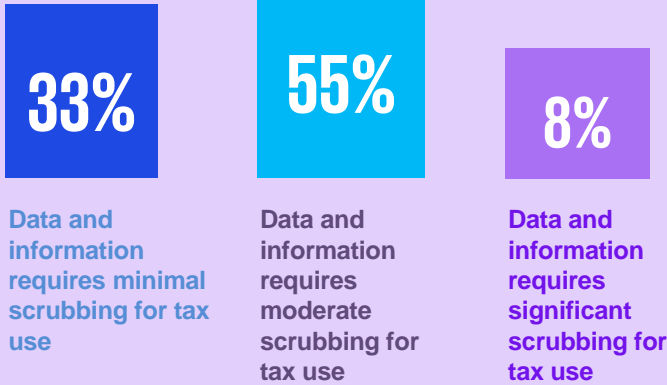
**Process and responsibility:**



As seen, while most of the responsibilities of the Tax Function are performed in-house, they are largely performed manually. This would limit the ability of the Tax Function to focus on strategic and value adding opportunities for the business. It is however, interesting to note that, respondents spend relatively more time in the performance of these tasks.

**Data and information:**

The data required for tax purposes is usually obtained from a central source. However, it requires different levels of scrubbing for tax use



**Systems and Technology:**



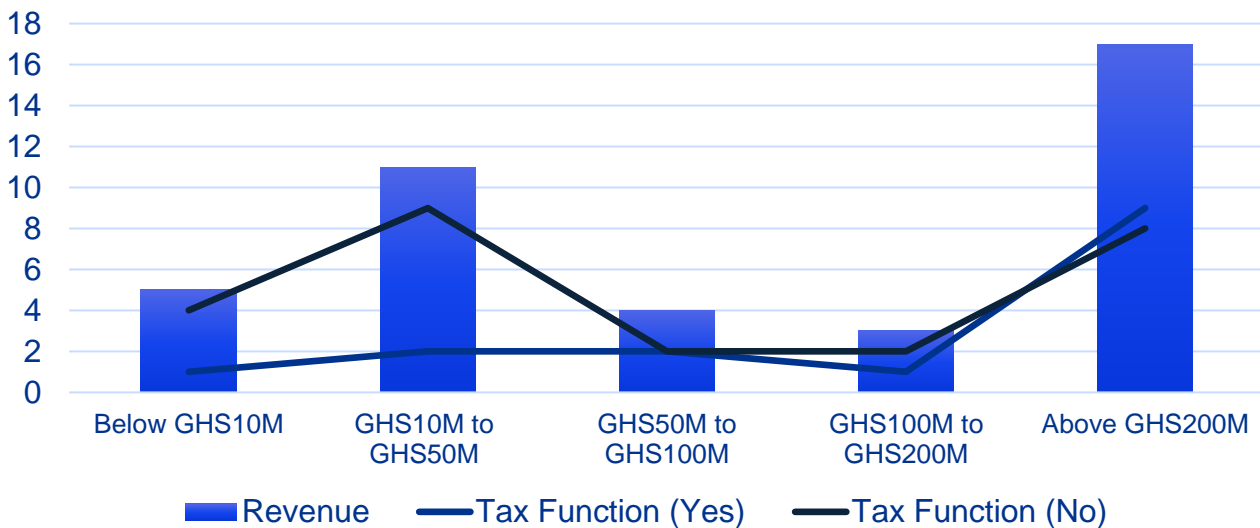
**32.5%**  
Of respondents stated that their companies are mature adopters of technology.



**67.5%**  
Of respondents noted that their companies are early adopters of technology. However, 55.6% of these companies are not at par with other departments with technology sophistication.

One of the key accelerators for investment in technology for the Tax Function is the level of technology maturity of the Tax Authority. Where technology cost outweighs visible benefit; the organization just doesn't see the need to invest.

**People and Capabilities:**



About 50% of companies that responded to the Survey, make an annual turnover of less than GHS100 million. Furthermore, a significant percentage of them do not have a dedicated tax function. The survey indicated that about 30% of the respondents had a FTE tax department with the composition of employees ranging from 1-3 while 8% had a tax department ranging 4-7.

Considering the growing expectations from and responsibilities of Tax Functions, business and tax leaders would need to evaluate their organisational model (i.e., whether to hire more personnel, co-sourcing or outsource), in addition to automation of some current processes.





# **Inside the Tax Function**

# Governance and Risk Management

How often does tax issues come up at Board meetings?. Just as revenue, profit as well cost reduction strategies are always on the agenda at Board meetings, tax issues should be giving a steady attention as it can make and break an organization. Tax morality has become a key topic for tax discussions globally, with regulators and stakeholders demanding more accountability and compliance.

Tax authorities, in many countries have imposed stringent penalties and fines for non-compliance and increased interest rates for non-payment. Some have even introduced jail terms for key management personnel of defaulting organizations.

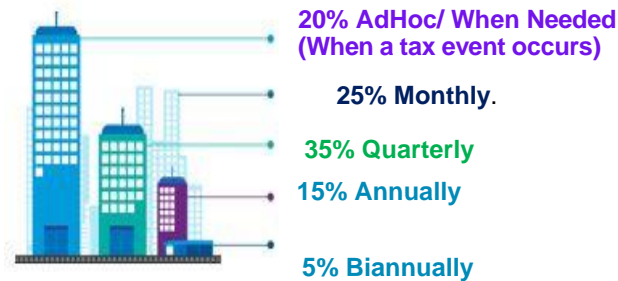
In view of the increased regulatory checks for non-compliance, organizations need to inculcate the Board's overview over tax issues as part of a governance and risk management strategy.

Boards should ensure that organizations have a tax manual that has well documented policies and strategies. This should be constantly reviewed to ensure that it is in line with current developments and trends. Out of the 40 respondents that answered the question on tax manuals, 42% responded NO to not having a tax manual and 58% responded YES.

The Tax leader should ensure that regular updates are being rendered to the Board on ways of mitigating and managing tax risks.

## Board involvement in tax affairs

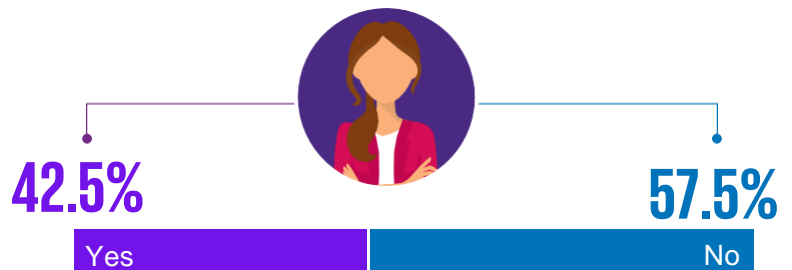
How frequently is tax discussed by the Board?



The above responses cut across industries equally

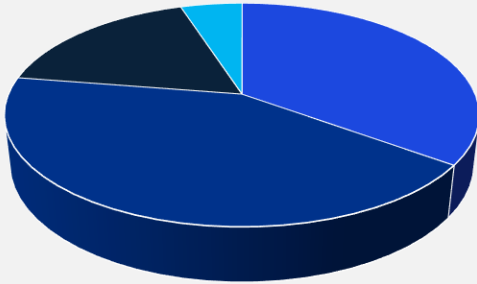
## Tax Strategy

Does the company have a tax strategy or tax policy document approved by the Board?



### Identification of Tax Risks with the Tax Function

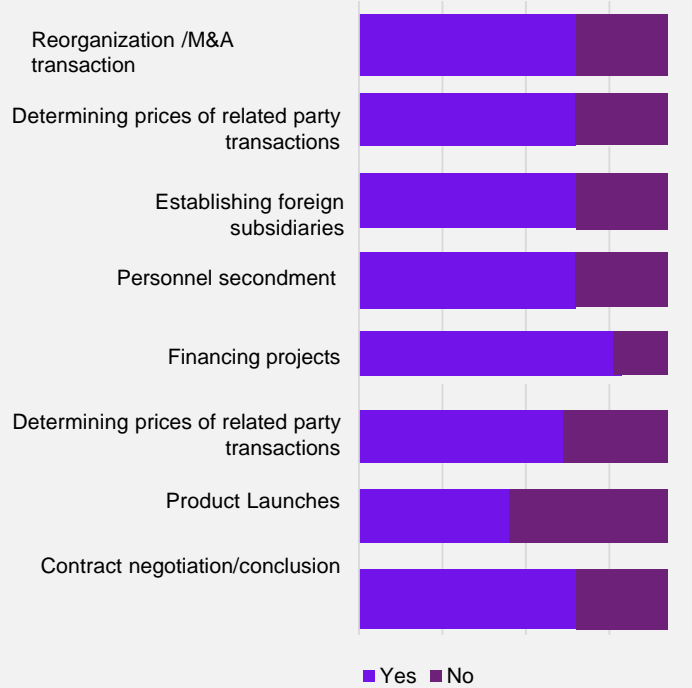
Forty-three (43%) of respondents stated that they identify tax risk on a case by case basis, 35% performs regular tax risk reviews, 18% through year end financial statement audit and 5% identify risk by other means.



- Regular Risk Assessment
- Case by Case Risk Assessment
- Year- End- Financial Statement Risk
- Other

### Consultation with the Tax Function

Furthermore, the respondents confirmed that the Tax Function is often consulted by other areas of the business when executing significant transactions as indicated below:



## Key Considerations

The Board must ensure regular checks and oversight over the tax affairs of the Company at all times. The tax governance philosophy of the Company should:

- Derive from the overall business strategy
- Communicate a tax risk policy aligned with the company's overall business risk policy
- Be unambiguous, agreed and supported by the Board
- Clearly outline the company's policy on tax planning and related processes and controls.

By having such a strategy in place:

- Investors will be assured that tax is managed consistently in support of business strategy and appetite for risk
- Regulators and tax authorities will be assured that tax is managed ethically, with robust processes and controls
- Boards, audit committees and senior management will be assured that the business is not overpaying tax and is meeting its legal obligations.

# Organisational Model

An organisational model gives a description, diagram that shows the structure of an organization and the relationships between the different people, departments, or jobs within that organization, i.e. how the Tax Function is structured to do its core mandate. The survey results show that the Tax Function is mostly centralised within the Finance Function.

However, due to frequent regulatory directives and requirements, most companies (especially multinational companies) are actively re-analyzing their tax operating policies as part of their risk management and mitigating strategies. For example, some companies are adopting the hybrid/co-sourcing models to manage compliance and reduce exposures to Tax liabilities in various jurisdictions/ subsidiaries, instead of using centralized offshore teams.

These alternate models enable the Tax Function to outsource compliance and other low value tasks and allow them focus on creating value for the business, especially in the face of limited personnel. Also, these alternate models can result in direct cost savings for the organisation.

## Key Considerations

Careful consideration needs to be given in choosing tax models. Organizational heads need to select operating models that aligns business interests with tax strategy and risk mitigation needs of the organisation.

# Process and Responsibility

Tax processes, responsibilities and controls have to align to the documented tax strategy and tax policy of the organization. Consequently, as the tax strategy and tax risks of the organisation evolves, processes need to be reviewed and enhanced accordingly. This would enable proper identification and management of risk, and it would improve overall efficiency.

**" Back office roles have always been challenged to do more with less, and tax is no different. Today, we see many tax departments working to automate repetitive processes and outsource standard compliance activities in order to focus more on the value-add aspects of the tax function. When done right, their tax professionals can concentrate on interpretation and analysis, decision making and strategy, leveraging their deepest skills and adding more value to the business."**

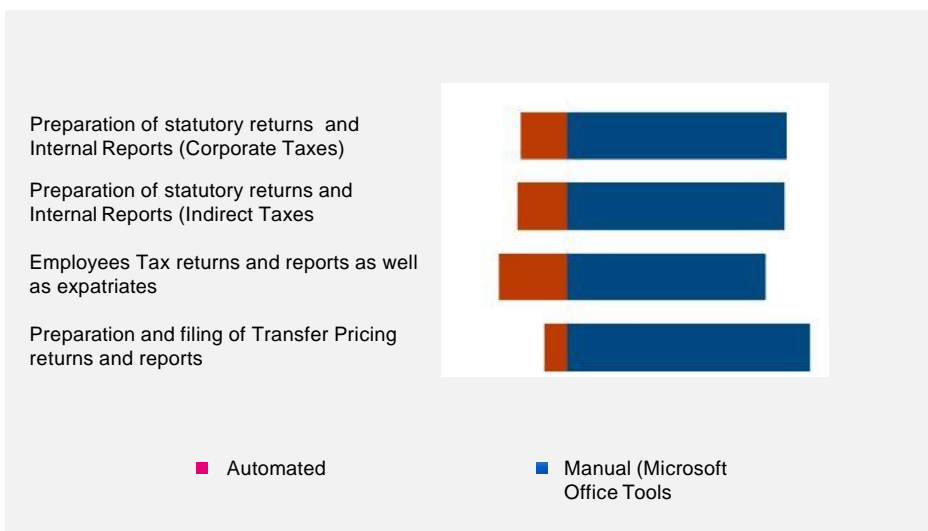
**Sean Bloodwell**

Head of Global Compliance Management Services KPMG International

## Execution of primary responsibilities

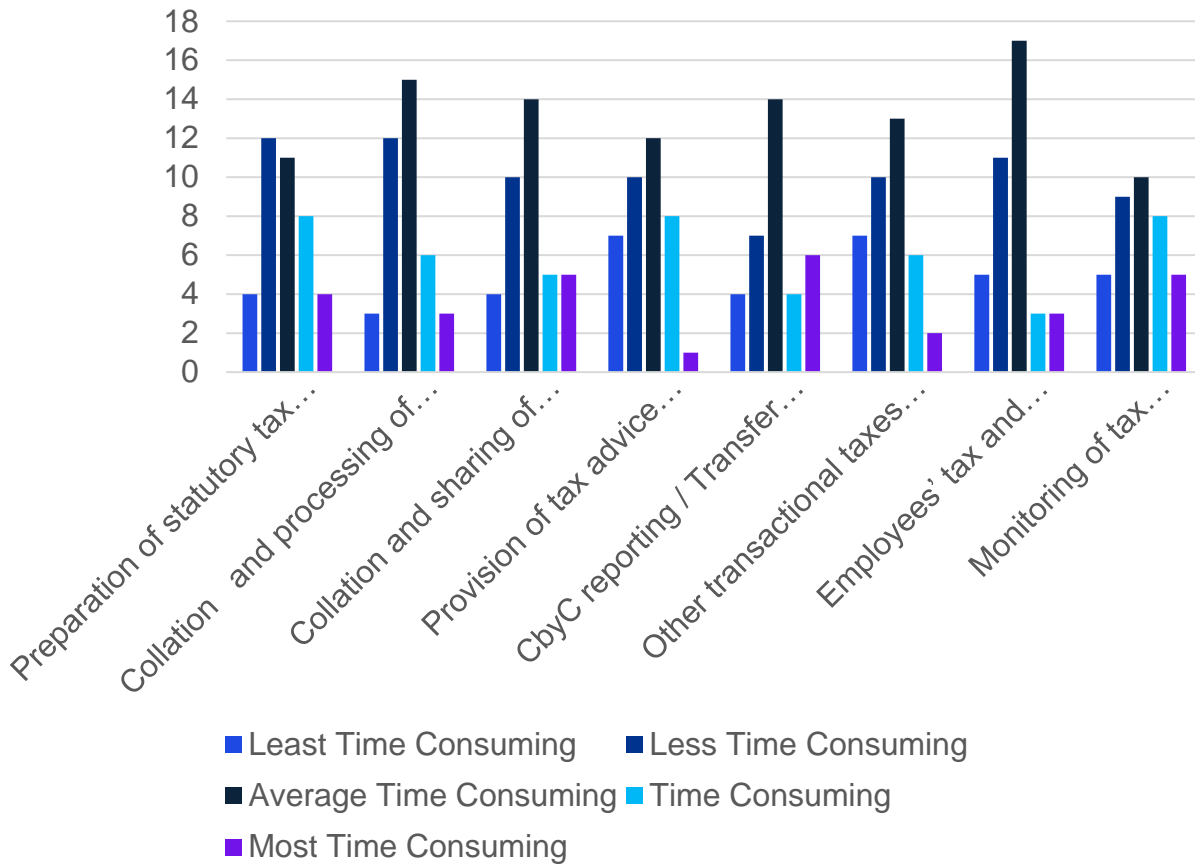
The results of the survey show that most companies outsource the preparation of corporate income tax and about one-third of the respondents have automated their payroll.

The other core tasks are manually performed by the Tax Function using Microsoft Office Tools.



Averagely, personnel in the Tax Function spend fairly equal amount of available time on each identified task monthly. However, some respondents spend more time on routine tasks such as sensitisation of transaction data received for tax purposes, providing tax advise to the business and monitoring compliance across multiple offices, subsidiaries or jurisdictions. The survey below indicates how much time tax leaders spend in the below tax processes (where 1 = least time consuming and 5 = most time consuming)

# Process and Responsibility (cont'd...)



## Key Considerations

- The number of tasks and processes currently being performed manually, and the limited personnel in the Tax Function provides a compelling case for automation or outsourcing of low value compliance activities.
- A detailed workload and process assessment may be required to ensure that responsibilities are properly assigned within the Tax Function.
- Also, the workload assessment would provide basis for evaluating the optimal delivery model for the Tax Function, i.e., whether to continue to centralized, co-source or outsource fully.
- Responsibilities should be allocated to the available resource(s) on a 'best-fit' principle so as to properly manage the people component of the operating model.



# Data and Information

The traditional tax practice of compliance is now changing to inculcate tax strategy. This means the Tax function is supposed to be well equipped with the necessary technology to be able to make use of data and information for better execution of the tax strategies.

The Tax Function works with large volumes of data and these data transforms business process into valuable insights. Thus these data needs to meet certain criteria including accuracy, completeness, consistency, recency, availability and security.

Therefore, data and information received by the Tax Function should be assessed for these qualities before it is used for analysis. Also, the availability of quality data would eliminate or reduce the significant time spent by the Tax Function cleaning or processing data for tax returns preparation.

This data needs to be carefully analyzed and accessed to make meaning for business practices.

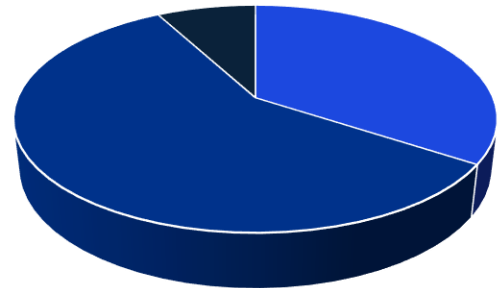
## Location of data for tax purposes

The data required for tax purposes is usually obtained from a central source.



## Quality of data received for tax purposes

More often than not, data generated from the ERP requires moderate to significant scrubbing before it can be used for tax purposes.



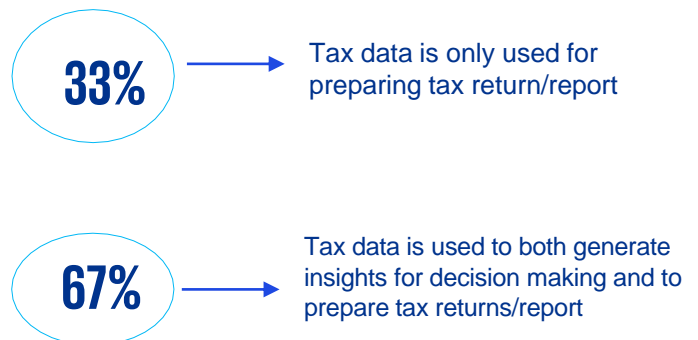
- Data and Information requires little or no editing
- Data and Information requires moderate editing
- Data and Information requires significant editing

## Key Considerations

With automation, companies can eliminate the manual collation and processing/cleansing of data/ information received.

- While many ERPs are enabled to provide the data required for preparation of tax returns, few of them have built-in data analytics capabilities. Therefore, the Tax Function should consider the acquisition of data analytics tools and skills to support predictive, diagnostic and prescriptive analytics.
- In view of the GRA's plan to implement technology for real time transaction data collection, tax leaders, in conjunction with their IT team, should perform a review of the tax rules and codes in the ERP and financial systems to ensure quality of the data being extracted by the GRA

## Use of data generated for tax



# People and Capabilities

In the ever-changing business world, the composition of staff is what distinguishes a business apart from its competitors. A firm's staff collective knowledge distinguishes why your business is better than the rest, and why well laid strategies and plans will be successfully executed.

People are central to the success of any transformation initiative. Having employees with the right experience, knowledge, know-how and skills helps in driving implementation of the above critical areas i.e. governance, data, technology, organisational model, process and evaluation strategy easier.

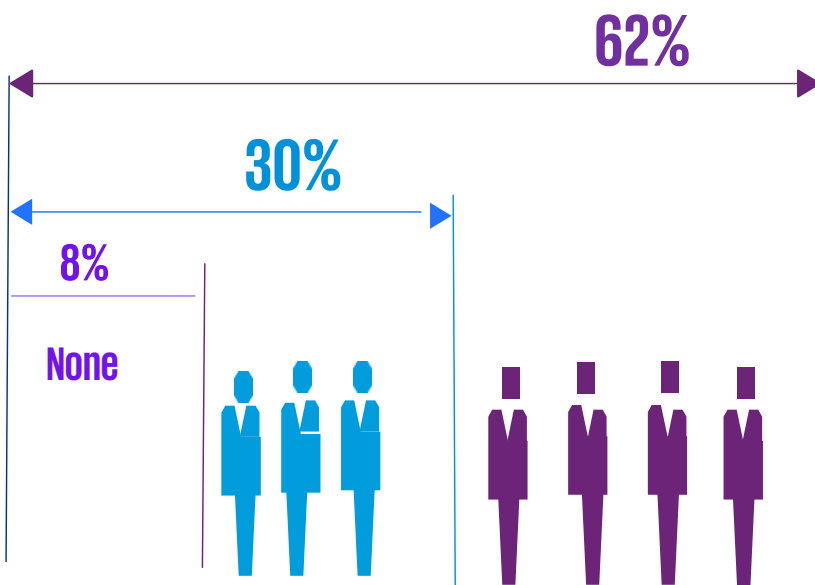
Despite the high unemployment rate in Ghana, attracting employees with the requisite skills is always a daunting exercise for businesses. In order to attract and retain the right talent, the tax leader should develop an effective talent management strategy. The strategy would include the provision of attractive career growth plans, effective training opportunities, and an effective and objective evaluation system.

Furthermore, the Tax Function of the future would require multiple new skills including; communication, negotiation, data analytics and technology, tax technical and economic analysis. Therefore, the option available to the Tax leader is to either equip or acquire the required talent.

**“There is no one-size-fits-all in terms of resourcing. Each organisation is different. But what we are seeing more and more, is that tax departments are building out their own IT capabilities, whether by equipping tax professionals with technology skills or by teaching technology professionals tax knowledge. Departments may benefit from a combination of both these approaches.”**

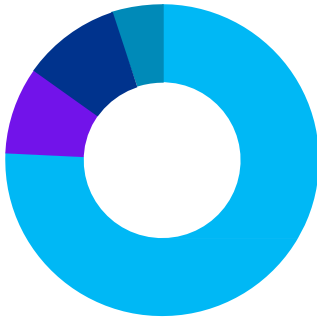
**Scott Weisbecker -  
Global Head of Tax Transformation KPMG International**

**Average number of FTEs in the Tax Function**  
*Average headcount*



# People and Capabilities (cont'd...)

## Qualification / skill set of personnel in Tax Function



- Accounting Professionals
- Tax Accountant
- Certified Tax Specialist
- Other

## Key Considerations

- The headcount analyses shown above may indicate that personnel in the Tax Function are fully utilized. Therefore, it may be important to conduct a detailed workload assessment in order to determine the task allocation and where reallocations may be required.
- Furthermore, the analysis provides a compelling basis to reevaluate the current organisational model of the Tax Function with a view to establishing the right sourcing model.
- The evaluation matrix for the Tax Function should emphasise other value related KPIs, like tax savings achieved or new opportunities identified for the business.

## Evaluating the performance of the Tax Function

The common KPIs applied in evaluating Tax Functions are listed below:

### Ranked according to score

- 33%** Accuracy of returns and avoidance of penalties
- 17%** Tax compliance deadlines are met on schedule
- 15%** Results of Tax Audit are as expected
- 13%** Identification of Tax risk and effective management
- 10%** Tax savings achieved
- 9%** Personnel taxes are effectively managed
- 7%** Effective tax rate is as expected
- 5%** Business units are satisfied with tax services provided
- 4%** Tax Function stays within expenditure budget

# Systems and Technology

A technology enabled Tax Function can leverage insights and process solutions to deliver value to the business.

The adoption of technology in the Tax Function should be targeted at specific needs. But the process of transforming the Tax Function technologically should be done incrementally. It requires careful planning and many iterative steps to arrive at the desired state.

Despite the obvious benefits of technology adoption, getting investment for tax technology solutions can be a challenge. Investment in technology solutions (including tax technology) requires a persuasive business case. One accelerator of investment in tax technology is the level of technology maturity of the tax authorities. The more advanced the tax authority, the more compelling the business case for investment in tax technology.

Above all, any technology transformation requires the concurrent implementation of a training and change management programme for users of the solution, to ensure its success.

## Tax technology strategy

**42.5%**

Of the respondents say their company has a documented tax technology strategy

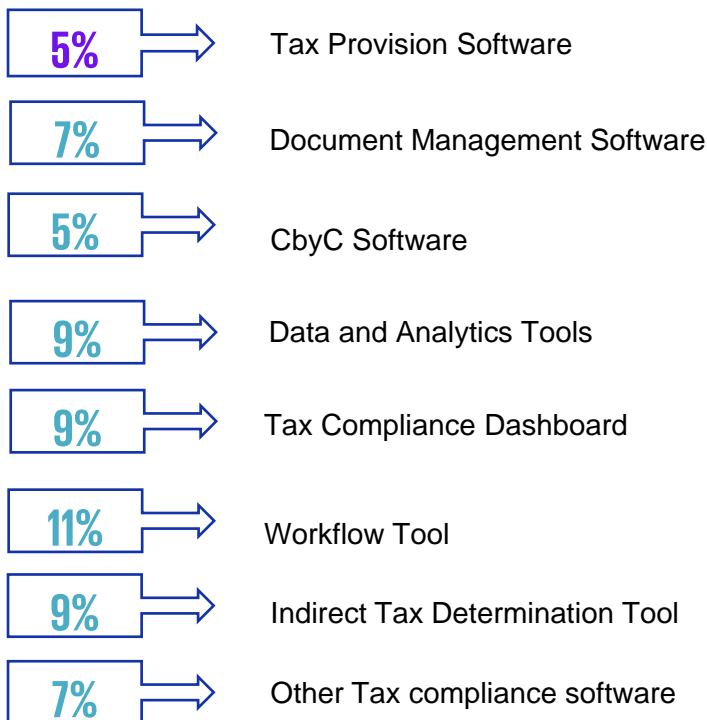


**57.5%**

Of the respondents say their company does not have a documented tax technology strategy

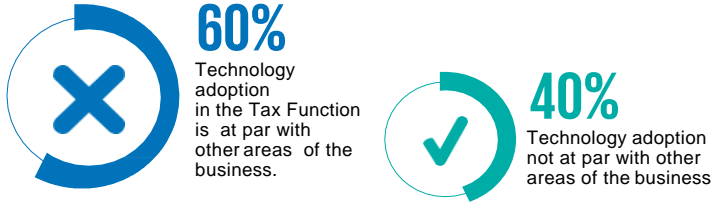
## Tax technology tools used by Tax Function

Out of the 40 respondents, the statistics below indicates the various tax-related software adopted by the tax function

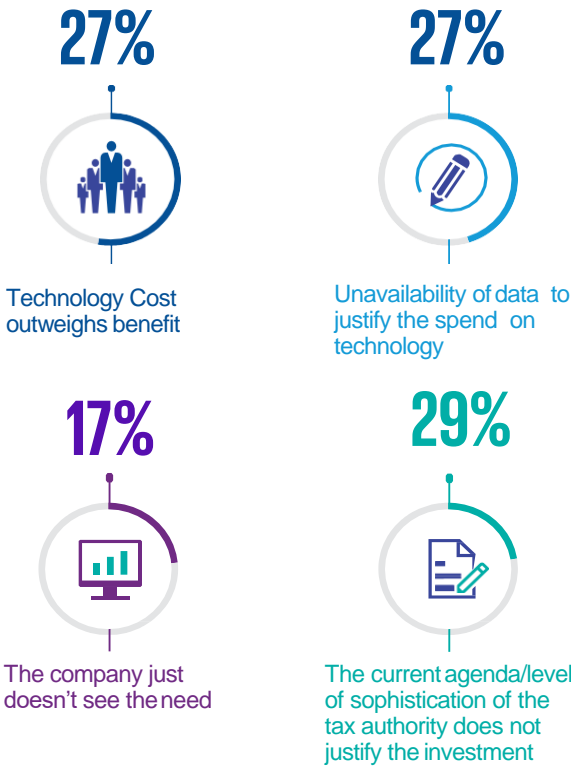


### How does technology adoption in the Tax Function compare to the adoption in other Functions of the businesses?

Almost half of the respondents still think that the Tax Function is treated like the poor little cousin.



### Limitations against investment in tax technology

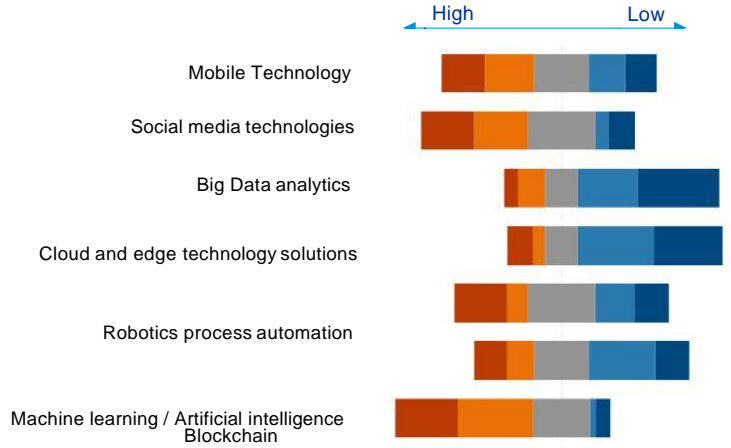


## Key Considerations

- The tax strategy and tax policy documents should include the adoption of technology for efficiency and for the identification and management of opportunities and risks
- When building the business case for investment in tax technology, it may be important to align the impact of the technology with the organization's overall objectives. These objectives could include improved risk identification and management, efficiency gains, realisation of tax savings and responding to technology developments made by the tax authorities.
- Considering the desperate adoption of technology across the business, the Tax Function would have to collaborate with other functions to leverage their use of technology whilst seeking to drive its own technology initiatives.

### Impact of existing and emerging technologies on the Tax Function.

The survey was geared towards understanding the impact that emerging technologies indicated below will have on an organizations tax function, ranking from 1-5 (with 1 being the least impactful and 5 the most impactful) .



The results from the survey show that cloud/edge technology solutions and Big Data technologies would have the most impact on the Tax Function in the near Future. Blockchain and social media technologies technologies would have the least impact.

### Tax technology for tax administration

Most of the respondents prioritised the filing of statutory returns and payment of taxes as areas where the tax authorities should accelerate the application of technology



# Next Steps



# Next Steps

Every company is unique. Every tax function is too. A bespoke KPMG Tax Reimagined workshop gives you the opportunity to imagine the model that works for you then brings it to life.

Our rapid diagnostics and wealth of benchmarking data can take you from dreaming of the possible to the foundations of a tangible business case in less time than you think.

Continue the conversation by contacting us. Together, let's prepare to meet the future of tax.



## Investing in transformation

Across the KPMG organization, we are investing US\$5 billion over five years in technology, people and innovation to accelerate the digital transformation of KPMG firms and our clients, with more than US\$1 billion being invested in tax & legal technology specifically through that period.



# Tax Reimagined

# Tax Reimagined

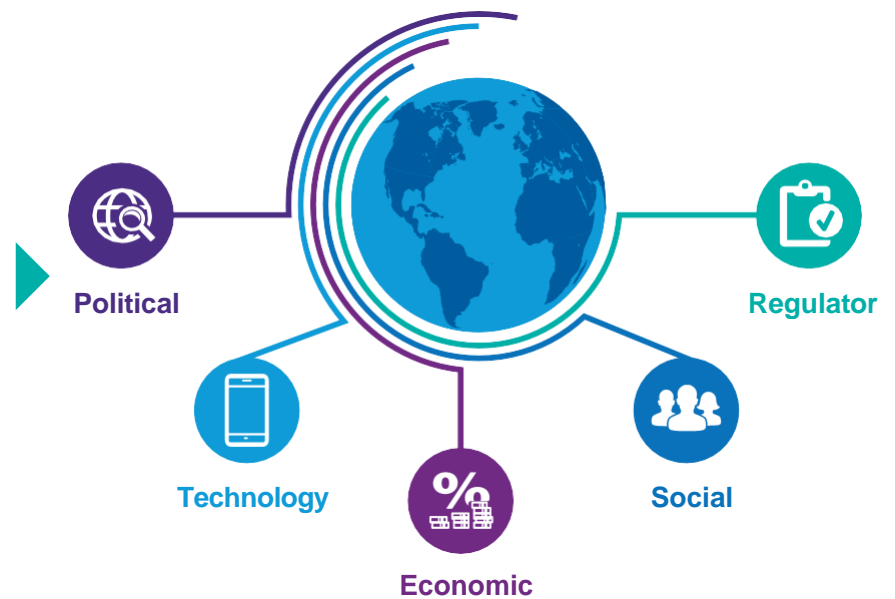
## Tax is changing. We're changing Tax.

There is no shortage of challenges and opportunities facing today's tax functions. Carrying on as in the past is not a viable option. You need to be ready to be compliant and ready for the changing digital future of tomorrow. Tax is your license to do business. Tax Reimagined is the discussion you need to have now.

## The challenge

The volume and pace of change in the tax environment is unprecedented. Complex and uncertain times need different tools and skills to manage the business of tax. Yet, investment has lagged behind. Your workload has increased while your resources have diminished. You need to not only be compliant today but ready for the digital world of tomorrow. Meanwhile the business continues to demand tax support. What's the answer?

### Global trends disrupting the tax function



# The Opportunity

At KPMG we have combined our technology, transformation and compliance capabilities under a new framework — Tax Reimagined. Deploying our solution architects and leveraging this framework, we can help you develop a strategy for your tax function and design a target operating model to help ensure execution; reduce costs, improve quality and unlock value from your tax and statutory function.

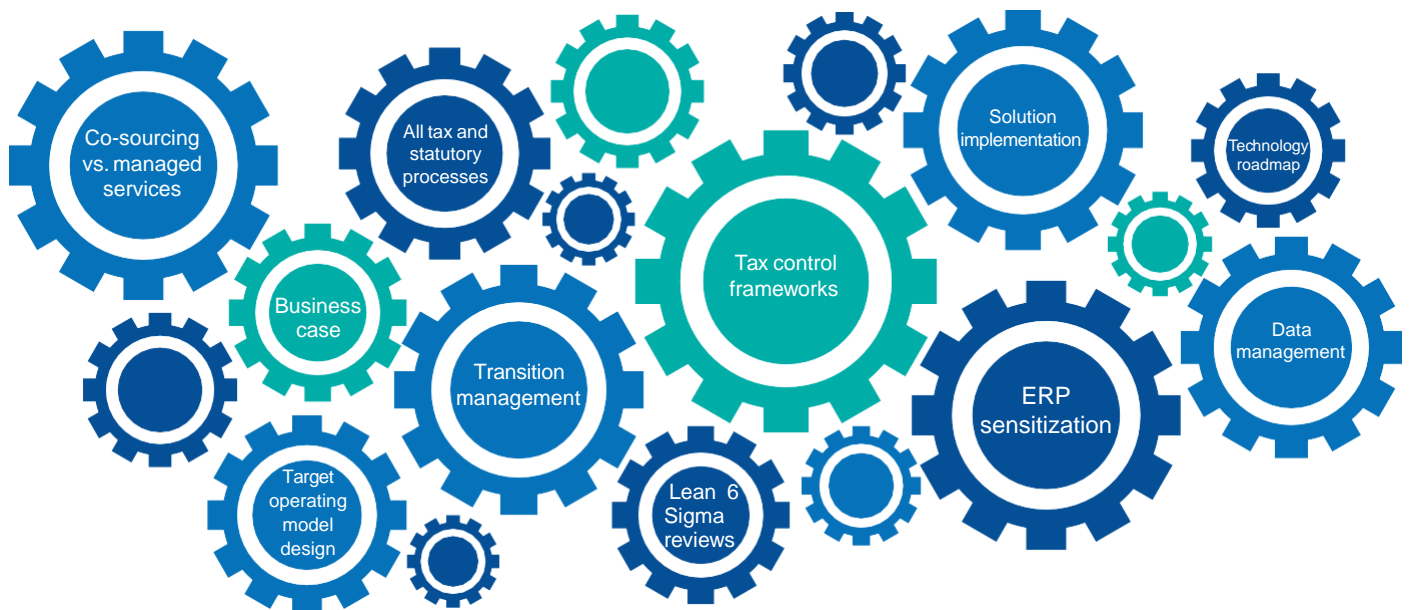
These days, tax makes headlines. This is the impetus to shift the conversation, to lay the foundation of an irresistible business case for investment in tax infrastructure. This takes the form of new tax operating models, technology tools and capabilities which are more adaptable and configurable to tax needs and flexible new ways of approaching sourcing. For example, large scale finance transformation projects and disruptors like emerging technologies means tax functions need new ways of working which, in turn, can also embed continuous improvement for sustainable change.

## KPMG's approach to developing a target operating model



# Tax Reimagined in practice

KPMG's Tax Reimagined solution architects collaborate with you to bring tax expertise, a deep understanding of technology and innovative operating model designs to work alongside you to reimagine your tax function. This will involve designing a target operating model that combines transformation, with the right blend of managed services and technology to help the gears of your business work together to accomplish your goals.



# Case Study — A Global Pharmaceutical Company

A global pharmaceutical company with a presence spanning over 95 countries needed help to develop a new tax operating model. The high cost of compliance and escalating regulatory challenge needed new thinking. The in-house compliance team was not well integrated into the finance function and the cost of investing in new tax technology infrastructure was considered too high.

Using our Tax Reimagined approach, we helped the client determine their optimum delivery model and provided the necessary challenge to build the business case for change.

Today the client operates cost-effective, global standard tax compliance processes. We successfully transitioned their compliance team into the supportive environment of the KPMG Center of Excellence. Tax leadership benefits from rapid global visibility of risks and issues and new insights and value from its data. Together, we have future-proofed their compliance processes.

## Coverage



# 95+

countries

## The challenges

- ➔ Escalating cost of tax compliance
- ➔ Technology investment cost prohibitive
- ➔ Increasing regulatory demands including transparency and direct access to tax data
- ➔ Talent attraction and retention under pressure
- ➔ Variability of processes and operating models
- ➔ Lack of standardization creating inefficiencies and risk
- ➔ Unable to leverage technology effectively



## Our approach

- Conducted a worldwide deep dive of compliance operating processes
- Worked in partnership to develop a business case for change Applied a Lean 6 Sigma methodology to standardize processes Devised a people strategy to optimize resources and define future skills Built a transformation business case with a clear return on investment
- Applied KPMG's well-established tax technology to automate processes and improve data quality
- Devised and implemented a new operating model enabled by KPMG's Center of Excellence



## Tax Reimagined

- 1 Significant reduction in the cost of compliance
- 2 Single dashboard to provide oversight of tax reporting across all countries
- 3 People transfer from company's statutory and tax teams to KPMG
- 4 Improved KPI reporting
- 5 High quality tax data that drives insights and business value
- 6 Future proofed for the digitalization of tax authorities and reporting
- 7 A leaner, more business focused retained compliance team
- 8 Single accountability for all compliance activities



# Digital Gateway



# KPMG Digital Gateway

An expansive global platform to help tackle today's tax, legal, mobility and business issues through technology

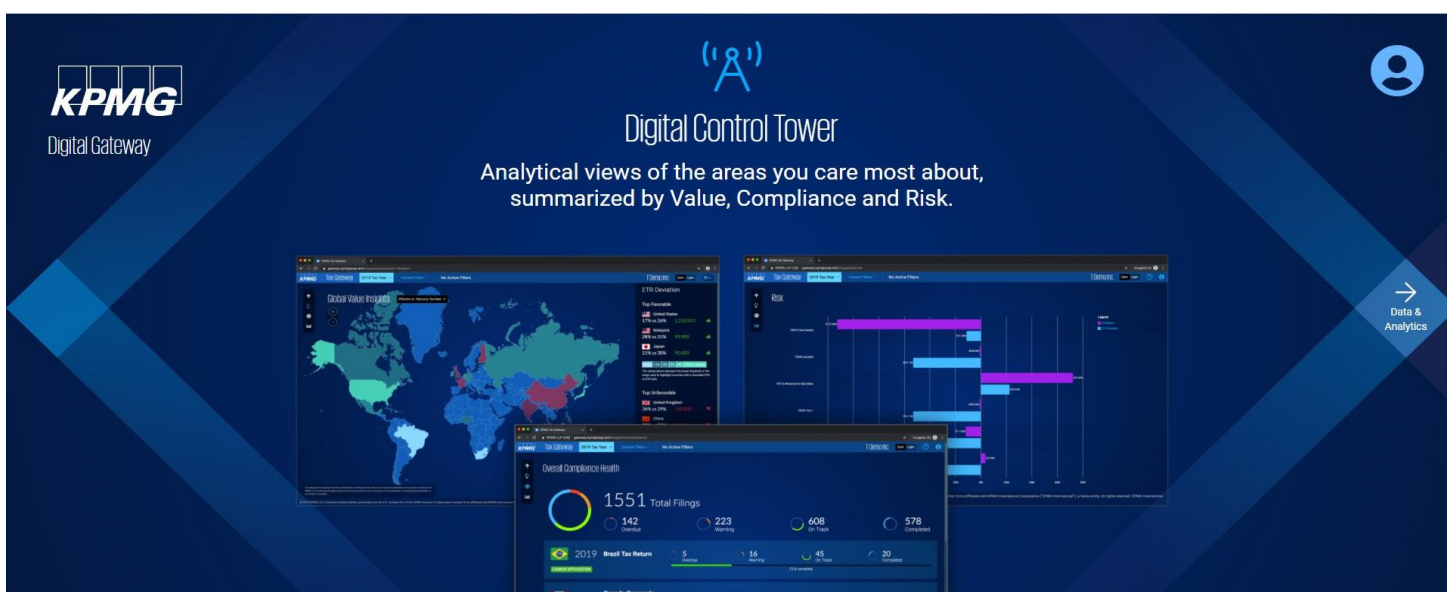
In today's complex tax and legal landscape, technology and innovation can be the difference between a tax department that is on the defensive, a department that is simply keeping pace and one that is proactively building a proud tax narrative inside and outside of the organization.

## KPMG can help

Powered by Microsoft Azure and built on the cloud, KPMG Digital Gateway is a single platform solution that gives you access to the full suite of KPMGTax & Legal technologies. KPMG Digital Gateway puts our investments in machine learning, data analytics, powerful visualizations and AI technologies in one place, all driven by the rich data you already have on hand. The platform combines the expertise of KPMG's global network of professionals, our alliances and our technology solutions to form one integrated platform that has been built to support tax and legal leaders, as well as asset managers, and the evolving needs of their departments. KPMG Digital Gateway brings you a wealth of tools to help you tackle regulatory change, turn data into value, streamline compliance and planning, while enabling effective collaboration across tax, legal and finance departments and beyond.

## Technology-driven solutions

The KPMG Digital Gateway is a cloud-based platform providing one-stop access to KPMG's suite of tax technologies and supporting services, industry news and current KPMGTax & Legal thought leadership, while connecting with expertise from across the global KPMG network of member firms.



# Key features of KPMG Digital Gateway



## Collaboration and control

KPMG Digital Gateway is a personalized entry point for you and your team members to access the suite of KPMG technologies and services you use, track progress and results and connect with the teams behind the solution. Here, you can also learn about additional solutions and services used by departments like yours in other organizations.



## Turn data into value

With the ability to leverage all of your data across multiple solutions, you can gain powerful insights that help you tackle a range of business issues, all in one place.



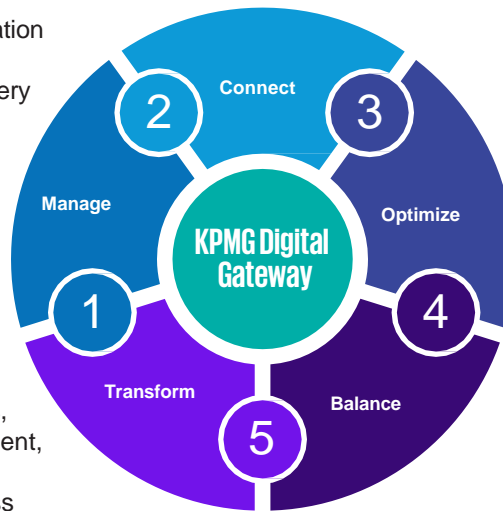
## Track news and updates

The platform features an integrated news feed and jurisdictional tracker to help you keep pace with developments that impact your business.

## Potential benefits

Leveraging the KPMG Digital Gateway helps you to transform your business function for the modern demands you face.

- 1 **Manage** workflow and documentation across borders, ensuring the right balance of central and local delivery in reporting and enhancing collaboration
- 2 **Communicate** and operate efficiently & effectively on a global basis, across your teams and with the KPMG member firm teams that serve you
- 3 **Optimize** your business activities, technologies and data management, so you can spend more time benefiting from your data and less time collecting it



- 4 **Balance** the need to react with the opportunity for proactive insights, so you can track and respond to fast-moving regulatory changes scenario-planning for future needs
- 5 **Transform** your business function through adoption of modern technology solutions and data-driven business management techniques

KPMG International and its network of member firms is investing US\$5 billion over five years in technology, people and innovation to accelerate the digital transformation of KPMG firms and our clients, and more than US\$1 billion in tax & legal technology specifically in that period. Digital Gateway puts these investments at your fingertips.

[home.kpmg/digitalgateway](https://home.kpmg/digitalgateway)

### Preview the News Platform

A key feature of the Digital Gateway Platform is its ability to collect, track and display relevant business developments around the world. You can explore this feature and gain a sense of the user experience of KPMG Digital Gateway through the online portal.

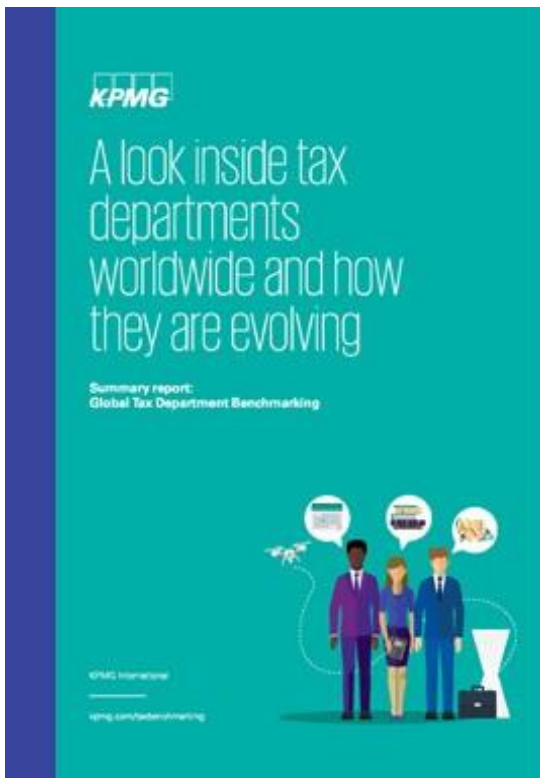
<https://digitalgateway.kpmgservices.tech/news>


# Resources

# Resources

For further information and resources, please explore the links below or visit [kpmg.com/tax](https://kpmg.com/tax). You might also consider attending an upcoming Tax Reimagined webcast designed to address issues related to the transformation of the Tax Function to tax leaders

As always, please feel free to contact a KPMG professional to discuss these strategies and tools, or to speak about the tax issues you face today.



Click [Link](#) for more information 



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