

Registered number
05327824

Tax Justice Network Limited

Report and Accounts

31 December 2015

Chapman, Robinson & Moore Limited
Accountants & Registered Auditors
30 Bankside Court
Stationfields
Kidlington
Oxford
OX5 1JE

This is the Director's report for the year ending **31st December 2015**.

Putting Human Rights and National "Competitiveness" on the Global Agenda

Since 2003 Tax Justice Network has led the way in highlighting the spread of corporate tax avoidance and the uses and abuses of tax havens. In 2015, as part of our strategic commitment to building civil society coalitions to relate tax justice to the themes of human rights and nation state competitiveness, we co-organised international events to coalesce new research and activists communities working on both themes, and we significantly increased our dissemination work on these themes. The **Lima Declaration on Tax Justice and Human Rights** was launched in June 2015 with over one hundred organisations signed up as initial signatories. We also organised two workshops on 'competitiveness' to build the research and activist communities working on that subject.

As part of our commitment to building the global tax justice movement, we continued to give priority to training a global network of investigative journalists and providing a support hub to share information between journalists and support their cross border investigations. The publication of the **2015 Financial Secrecy Index** achieved extraordinary media coverage around the world, placing a media spotlight on the rapid growth of **Tax Haven USA** (see box).

In 2015, following confirmation of our not-for-profit tax status from HM Revenue and Customs, we restructured to a single company, Tax Justice Network Limited. **Krishen Mehta** and **Markus Meinzer** joined our Board of Directors, and we took important steps towards involving TJN staffers in the Company's activities by appointing them as members of the Company with voting rights.



Principal Activities in 2015

The Company's principal activity during the calendar year ended **31st December 2015** was the supply of research, advice, and high-level dissemination services to the global tax justice movement.

Our work during 2015 involved several research programmes, most notably monitoring the **OECD BEPS programme**, monitoring the development of the OECD's **Common Reporting Standard** for automatic information exchange, researching the **2015 Financial Secrecy Index**, and producing and disseminating materials relating to the **Mobilising for Tax Justice** programme, including expert briefings, our flagship newsletter *Tax Justice Focus*, monthly Taxcasts, YouTube videos, books and articles.

The services we provided during 2015 included (in no particular order):

- ❖ Co-organising with the Center for Economic and Social Rights an **international strategy meeting** on Tax Justice and Human Rights in Lima, Peru; www.taxjustice.net/2015/05/08/building-the-foundation-for-tax-justice-through-human-rights/
- ❖ Co-organising with University of Warwick a **research seminar on 'competitiveness'** and the launch of a new website dedicated to exploring the myths and fallacies surrounding the political discourse on competition between nation states; foolsgold.international/fools-gold-rethinking-competition/
- ❖ Publishing the **2015 Financial Secrecy Index**, which achieved a record amount of coverage in the global media; www.financialsecrecyindex.com. In addition, we added to the growing academic research literature on the Index by publishing the first paper in a high-level economics journal, [Economic Geography](#).

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- ❖ Publishing a [major study of profit-shifting](#) by US multinationals, including a media report with three key international partners.
- ❖ Co-organising with the Association for Accountancy & Business Affairs and City University a two day international research seminar in London on the theme of **'Should Nation States Compete?'**; www.taxjustice.net/2014/10/20/2015-research-workshop-call-papers-nation-states-compete
- ❖ Producing monthly **Taxcasts** (this is part of the **Mobilising for Tax Justice** programme); www.taxjustice.net/taxcast/
- ❖ Publishing scholarly articles in our free newsletter **Tax Justice Focus**; www.taxjustice.net/tax-justice-focus/
- ❖ Advising on the writing and production of a play on tax havens by actor Caroline Horton. **'Islands'** was launched at the Bush Theatre, London, in January 2015 and was subsequently selected for the programmes of the Latitude Festival and the Edinburgh Festival; www.bushtheatre.co.uk/event/islands/
- ❖ Co-organising and participating in the work of the **Coordinating Committee** of the international **Financial Transparency Coalition**; www.financialtransparency.org/about/coordinating-committee/including-its-major-international-conference-held-in-jakarta-in-october-2015.
- ❖ Co-organising with the **Centre for Investigative Journalism** a training programme for investigative journalists. Two courses were held in 2015 www.tcij.org/courses/course-calendar/introduction-illicit-finance-financial-secrecy-and-asset-recovery
- ❖ Launching a new website under the **Finance Uncovered** banner to provide an **online journalism hub** to support the investigative journalism programme. The hub is coordinated by **Nick Mathison** and **George Turner**; www.financeuncovered.org/
- ❖ Providing administrative, fund-raising, secretariat and advisory support to partner organisations including the **GATJ**; www.globaltaxjustice.org/
- ❖ Publishing daily blogs and articles on tax justice related issues; www.taxjustice.net/
- ❖ Publishing and distributing a weekly **Offshore Wrapper** which looks at major global news stories through a tax justice perspective; www.taxjustice.net/category/the-offshore-wrapper/
- ❖ Markus Meinzer's book **Steueroase Deutschland** (Tax Haven Germany) was published by academic publishers C.H.Beck in Autumn 2015; www.chbeck.de/Meinzer-Steuroase-Deutschland/productview.aspx?product=13657015
- ❖ Contributed many chapters to the book **Global Tax Fairness**, edited by Thomas Pogge and Krishen Mehta, published January 2016 by Oxford University Press; global.oup.com/academic/product/global-tax-fairness-9780198725343?cc=gb&lang=en&
- ❖ Co-publishing, with Commonwealth Publishing, a compilation of the best articles from Tax Justice Focus in a book titled **The Greatest Invention: Tax and the Campaign for a Just Society**; commonwealth-publishing.com/
- ❖ Launching **The Offshore Game** project on financial secrecy in sport, including a major report on offshore secrecy in UK football which received a high degree of sports as well as mainstream media coverage - www.theoffshoregame.net/

The Company achieved its principal objectives in 2015.

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Funding

In 2015 our grant income amounted to £740,583 and expenditure amounted to £732,572, of which overheads accounted for 4.9 per cent.

In 2015 grants were received from:

- EU Enlighten
- Financial Transparency Coalition
- Finnish Ministry of Foreign Affairs
- ICRICT
- Institute of Development Studies
- Joffe Charitable Trust
- Joseph Rowntree Charitable Trust
- Norad
- Offshore Game
- Oxfam Novib

Small grants and donations amounted to £7,610 in 2015.

Mobilising for tax justice programme

In 2011 we embarked on a five year programme to build global support for tax justice research, campaigning and advocacy. Under this programme TJN has provided advice and financial grants to partners across the Global South, mainly to support in-country research, research seminars, capacity building workshops, travel and accommodation to international conferences and major events, national and international advocacy, and production of training and educational materials.

This partner support has covered the following countries:

Southern Africa	Malawi, Mozambique, South Africa, Zambia, Zimbabwe
West Africa	Benin, Côte d'Ivoire, Ghana, Mali, Nigeria, Senegal, Sierra Leone, Togo, Liberia
East Africa	Kenya, Tanzania, Uganda, Ethiopia, Burundi
North Africa	Egypt, Tunisia
Central Africa	Cameroon, Niger, South Sudan
Latin America	Peru, Guatemala, Caribbean, Colombia, Ecuador
South and South East Asia	Indonesia, Philippines, Nepal, Bangladesh, Pakistan, India, South Korea Macau, Labuan, Japan, & Hong Kong

Since its inception in 2011 the Mobilising for Tax Justice programme has played a key part in building the global tax justice movement in six continents. The programme has helped build research, campaign, and advocacy capacity; it has also supported a global dissemination effort involving a wide range of outputs ranging from traditional (viz pamphlets, books, reports) to online media including podcasts, video, and feature length documentary films.

We regard this programme as an unqualified success.

Research Programmes

Our programme to monitor the **OECD's Global Forum** process and progress on **information exchange** processes more generally has supported high level advocacy programmes in many countries and at OECD, European Commission and Council of Europe levels. We continue to monitor the work of the OECD's **Base Erosion Profits-Shifting** programme through a working group led by TJN Senior Adviser **Sol Picciotto**.

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We also researched a new report on the roles of the **corporate income tax (CIT)**. With mounting lobbying pressure to abolish the tax in its entirety, this report should play a key role in informing journalists, politicians, campaigners, other opinion-formers and the general public about the reasons for retaining the CIT.

Research for the **2015 FSI** commenced in the second half of 2014. The 2015 Index covered a larger number of countries than previous indices and has allowed us to identify those jurisdictions where measurable progress has been made in the five years since the 2009 G20 summit in London committed to tackling offshore secrecy. As well as record media coverage globally, we also published an academic paper in a leading journal, *Economic Geography*, and the highly-read working paper series of the Washington-based think tank, the Center for Global Development.

We continue to advise on case studies revealing the systemic problems arising from the OECD's approach to **transfer pricing**, and – through Sol Picciotto and **Richard Murphy of Tax Research** – we are engaged in a research programme into **combined and country-by-country reporting**.

A [major study of profit-shifting](#) by US multinationals was published in November 2015, in parallel with a media report jointly published with the Global Alliance for Tax Justice, Oxfam and Public Service International, ensuring that we contributed to the academic and policy debates and also had major media impact, at the same time as building the capacity of leading partners to advocate on BEPS issues.

We also continued to support the **Independent Commission for the Reform of International Corporate Taxation (ICRICT)**, as it further developed its positions (e.g. on unitary taxation, country-by-country reporting and public registers of beneficial ownership) and engaged in high-level debates (e.g. with the OECD's head of tax, at the **Addis Financing for Development meeting** in July 2015).

In 2015 we published two editions of *Tax Justice Focus*, our flagship newsletter, covering the following themes:

- **Whistleblowing** (guest edited by Mary Alice Young)
- **Gender and tax justice** (guest edited by Liz Nelson)

In December 2015, we also published an article in the widely read journal academic and practitioner journal *Development*, setting out *inter alia* the importance of tax and illicit financial flows for achieving progress in the Sustainable Development Goals.

Media and communications

TJN has an enviable reputation as the 'go-to' source for commentary on global tax justice issues. We have secured a high profile in the international and national media around the world, and our output continues to inspire newspaper and magazine articles, radio programmes, books, television documentaries, plays, films and huge social media coverage.

We continue to give priority to our global programme to mobilise for tax justice. This programme aims to raise the profile of tax justice and support a worldwide public discussion on the roles taxes play in shaping social and economic development.

Global media – broadly defined to include newspapers, magazines, broadcast radio and television, websites, blogs, downloadable videos and podcasts, etc - play a crucial part in disseminating research outputs, commentaries, op-eds, and interviews.

Finance Uncovered (previously known as **Illicit Finance Journalism Programme**) has proven an outstanding success. Based at the Bureau of Investigative Journalism in London, the programme has two constituent parts:

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- Part one is a four day intensive training course designed to equip investigative journalists with the range of skills needed to research tax and financial corruption stories. The course also aims to provide a grounded understanding of the international policy context within which tax havens and secrecy jurisdictions can thrive, and the potential measures for curtailing their activities.
- Part two consists of a mentoring service which we provide to assist course participants with developing and publishing (or broadcasting) their stories.

Between 2013 and end-2015, we ran six highly rated courses taught by world-class practitioners and funded 71 bursaries for journalists from the developing world. 161 journalists and NGO activists participated in the 6 courses, with a wide diversity of participants from different continents (see table below).

Continent	Participants
Africa	45
Asia & Oceania	21
Europe	81
Latin America	9
North America	5
Total	161

Since our launch, our two part-time staffers have helped participants generate over 80 items in the media many of which have won awards, informed policy and attracted extensive follow-up.

In October 2015, we project managed a collaboration with African investigative journalists into tax abuse by the continent's biggest telecom firm which splashed the front pages in four African countries.

In November 2015 we ran a training course for African investigative journalists at the Power Reporting event at Wits University in Johannesburg www.journalism.co.za/power-reporting/

Some of our participants in the developing world have made significant career advances building on the skills and support our project provides.

In a world of reducing commitment to investigative journalism, Finance Uncovered stands out as a success story. We will continue to widen the programme, for example to deliver training courses in partnership with journalist training centres in Africa and Latin America, and are actively seeking funding for this purpose.

Risk assessment

The Company aims to minimise its fixed costs as a means of reducing financial risk. We operate without rented office space, and we aim to keep administrative costs below 3 percent of total expenditure.

While cash flow remained positive in 2015 our cash reserves remain inadequate to sustain all our programmes through lean funding periods, and we expect to severely deplete our cash reserves during the course of calendar year 2016.

We recognise that TJN is vulnerable to being monitored by a wide variety of agencies. This extends to skype, email, mobile telephony and all forms of internal and external communication. We work on the basis that this is inevitable and therefore the best defence lies with openness. We feel that we operate in an open and transparent manner and have nothing to hide.

As regards the security and integrity of our internet systems, we hold essential documents inside the secure Office365 environment and follow established security protocols, enabling us to re-establish materials in the event of an attack.

Key points on governance and accountability

The Company bases its procedures on the following key issues:

Meetings and decision-making processes

- Agendas for Meetings are prepared and circulated in advance;
- Meetings are run on a consensual decision-making basis;
- All agenda items are dealt with and action points are noted and followed up on;
- Minutes are prepared and circulated for comment within four working days after the Meeting;
- Once agreed, Minutes are kept in a separate Minute book and are available for inspection. They are also made available in an online archive.

Funding and financial record keeping

- Funding is accepted only on the basis of no conditionality as to use;
- Complete transparency is required on donations from organisations;
- Donations will not be accepted from organisations holding views that are deemed incompatible with our general ethos;
- Donations from individuals are acknowledged on an anonymous basis;
- Financial systems are open and transparent.

Accountability to stakeholders

- In 2015 we closed **Tax Justice Research Limited** and made **Tax Justice Network Limited** accountable solely to a Board of Executive and Non-Executive Directors appointed by the members of that company.
- Membership of Tax Justice Network Limited is comprised of all staffers who have served a minimum of 12 months paid service.

Travel policy

- The Company operates on a virtual basis. Tele-working is encouraged, with phone, email, blogs, website, twitter and Skype providing the principal means for communication across the network.
- Physical journeys are kept to a minimum, and the use of bicycles and public transport is encouraged. Car use is discouraged apart from in situations where no alternatives are available.
- When participating in international events, we generally seek funding from either the meeting organisers or from other donors. When travelling by train or airplane, we always buy the cheapest available tickets and pay for carbon offsets where available.
- Staff are provided with travel insurance when required by **Avanti Travel Insurance**. Consultants are required to make their own arrangements for travel insurance, or by TJN at the discretion of the Directors.

Telecoms and ICT policy

- The Company sources its telecoms services from **The Phone Co-op**, a customer owned and democratically controlled telecoms and internet services provider.

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- The Company actively encourages its contacts to use voice over internet services for most network communications. We aim to hold the majority of our meetings online, but regular physical meetings are considered important for encouraging creativity and team-building.
- TJN operates on a virtual basis, with Skype and Office365 providing internal communications and file-sharing platforms, and using blogs, websites, twitter, YouTube and other feeds to communicate externally.

Financial services, payroll management and insurance

- The Company uses banking services provided by the **Cooperative Bank plc**, 1 Balloon Street, Manchester, and **Triodos Bank** in Bristol.
- The Company is provided with financial and accounting services by **Glyn Pritchard**.
- Accounting and audit services are provided by **Chapman, Robinson and Moore Limited**, Kidlington, Oxfordshire, U.K.
- Payroll services are provided by **Fenside Accounting**, Boston, Lincolnshire, U.K.
- Insurance services are provided by **Fairweather Insurance Services**, Chalfont Saint Peter, Buckinghamshire, U.K.

Waste management policy

- The Company aims to minimise waste output and recycle as much waste as possible.
- Emails are not printed unless there is an absolute requirement for a paper record, and electronic filing records take priority over paper filing.

Equal opportunities

- The Company pursues an equal opportunities policy.

Pensions policy

- The Company contributes to employee pension funds.

Engagement with stakeholders

- The company aims to respond to written enquiries within 24 hours
- We give priority to promoting policy alternatives to identified systemic failures.
- We give high priority to supporting journalists, writers, broadcasters, etc, in their reporting and analysis of tax justice related issues
- We actively supports researchers engaging on tax justice related research.

Whistleblower policy

We are committed to the highest possible standards of transparency, probity and accountability. In line with that commitment we expect employees, and others we work with, who have serious concerns about any aspect of TJN's activities to come forward and voice those concerns.

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Our whistleblowing policy applies to all employees, (including those designated as consultants, temporary, agency, authorised volunteers or interns). The policy aims to provide avenues for an employee to raise concerns in confidence and receive feedback on any action taken, and covers a range of issues, including:

- Conduct which is an offence or a breach of law;
- Disclosures related to miscarriages of justice;
- Health and safety risks, including risks to the public as well as other employees;
- Damage to the environment;
- Unauthorised use of TJN's funds;
- Possible fraud and corruption;
- Sexual or physical abuse of colleagues or those for whom we are providing a service;
- Other unethical conduct

Other issues may also be dealt with under this policy.

Employees and consultants

At 31st December 2015 TJN Ltd employed or engaged the following staff and project consultants on a full or part-time basis:

John Christensen, executive director, based in Chesham, U.K.;
Alex Cobham, director of research, based in Oxford, U.K.;
Naomi Fowler, Taxcast producer, based in Sicily;
Moran Harari, researcher, based in Tel Aviv;
Dan Hind, editor, *Tax Justice Focus*, based in Kent, U.K.;
Andres Knobel, researcher, based in Buenos Aires;
Sarah Knott, media support and secretarial services for GATJ, based in Kent, U.K.;
Nick Mathiason, coordinator of the journalism programmes, based in London;
Markus Meinzer, senior researcher, based in Marburg, Germany;
Liz Nelson, director and operations manager, based in Oxford;
Glyn Pritchard, financial and accounting services, based in Oxford;
Nick Shaxson, writer and researcher, based in Berlin;
George Turner, coordinator, journalist hub programme, based in London.

Directors and Company Secretary

The Directors who served during this period were:

John Elliott Christensen (since 2005).
Cathy Cross (non-executive, since 2009)
Krishen Mehta (non-executive, since 2015)
Markus Meinzer (since 2015)
Liz Nelson (since 2013)

Each Director was a guarantor of the Company from the date of their appointment and remained so at the year-end date.

Glyn Pritchard (served as Company Secretary, appointed 1st July 2013)

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Executive Director's Period of sabbatical leave

In September 2015 Executive Director John Christensen informed the Board of Directors of his plans to take a period of extended leave from May 2016 to September 2016, after which period he will return to post on a 60 percent full time equivalent basis. The Board accepted this proposal and agreed a proposed allocation of key tasks during the leave of absence.

Small company special provisions

This report has been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies.

This report was approved by the Board on 11/05/2016.

A handwritten signature in blue ink that reads "John Christensen". The signature is written in a cursive, flowing style.

John Christensen, Executive Director

Tax Justice Network Limited
Independent auditors' report
to the member of Tax Justice Network Limited

We have audited the accounts of Tax Justice Network Limited for the year ended 31 December 2015 which comprise the Income and Expenditure Account, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard For Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Statement of Directors' Responsibilities, the directors are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

In accordance with the exemption provided by APB Ethical Standard - Provisions Available for Smaller Entities (Revised), we have prepared and submitted the company's returns to the tax authorities and assisted with the preparation of the accounts.

Scope of the audit of the accounts

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm

Opinion on the accounts

In our opinion the accounts:

- give a true and fair view of the state of the company's affairs as at 31 December 2015 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.


Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Directors' Report for the financial year for which the accounts are prepared is consistent with the accounts.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime, take advantage of the small companies' exemption in preparing the directors' report and take advantage of the small companies exemption from the requirements to prepare a strategic report.


Alan Sowden
(Senior Statutory Auditor)
for and on behalf of
Chapman, Robinson & Moore Limited
Accountants and Statutory Auditors
11 May 2016

30 Bankside Court
Stationfields
Kidlington
Oxford
OX5 1JE

Tax Justice Network Limited
Income and Expenditure Account
for the year ended 31 December 2015

	Notes	2015 £	2014 £
Income		740,583	580,171
Direct costs		(361,670)	(331,109)
Gross surplus		<u>378,913</u>	<u>249,062</u>
Research, dissemination and administrative expenses		(370,903)	(238,022)
Operating surplus	2	<u>8,010</u>	<u>11,040</u>
Exceptional items:			
loss incurred on overseas payroll processing	4	(14,642)	-
		<u>(6,632)</u>	<u>11,040</u>
Interest receivable		1,480	1,164
Surplus/(Deficit) on ordinary activities before taxation		<u>(5,152)</u>	<u>12,204</u>
Tax on loss on ordinary activities	3	4,464	626
Surplus/(Deficit) for the financial year		<u>(688)</u>	<u>12,830</u>

Tax Justice Network Limited
Balance Sheet
as at 31 December 2015

	Notes	2015 £	2014 £
Fixed assets			
Tangible assets	5	338	1,591
Current assets			
Debtors	6	6,590	9,381
Cash at bank and in hand		<u>381,709</u>	<u>409,654</u>
		388,299	419,035
Creditors: amounts falling due within one year	7	(346,956)	(378,257)
Net current assets		<u>41,343</u>	<u>40,778</u>
Net assets		<u>41,681</u>	<u>42,369</u>
Capital and reserves			
Retained Funds	9	41,681	42,369
Total Capital and Reserves		<u>41,681</u>	<u>42,369</u>

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.



J Christensen
 Director
 Approved by the board on 11 May 2016

Tax Justice Network Limited
Notes to the Accounts
for the year ended 31 December 2015

1 Accounting policies

Basis of preparation

The accounts have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the profit and loss account.

Pensions

The company operates a defined contribution pension scheme. Contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme.

2 Operating surplus / (deficit)	2015	2014
	£	£
This is stated after charging:		
Depreciation of owned fixed assets	1,253	1,262
Directors' remuneration	96,696	73,353
Pension costs	12,002	10,758
Auditors' remuneration	4,060	3,250
Exceptional costs associated with overseas payroll loss	<u>14,642</u>	<u>-</u>
Number of directors to whom benefits accrued under money purchase pension schemes	<u>2</u>	<u>2</u>
3 Taxation	2015	2014
	£	£
UK corporation tax - provision not required	<u>(4,464)</u>	<u>(626)</u>

HMRC has confirmed that the company is not subject to Corporation Tax.

4 Exceptional items

This represents unpaid overseas tax and pensions as well as the balance held in escrow which was embezzled by a payroll manager at the payroll bureau used by the organisation for its German payroll function. The embezzlement has resulted in a loss of £14,642 being recorded.

Tax Justice Network Limited
Notes to the Accounts
for the year ended 31 December 2015

5 Tangible fixed assets

	Computer & office equipment £
Cost	
At 1 January 2015	4,340
At 31 December 2015	<u>4,340</u>
Depreciation	
At 1 January 2015	2,749
Charge for the year	1,253
At 31 December 2015	<u>4,002</u>
Net book value	
At 31 December 2015	<u>338</u>
At 31 December 2014	<u>1,591</u>

6 Debtors

	2015 £	2014 £
Other debtors	<u>6,590</u>	<u>9,381</u>

7 Creditors: amounts falling due within one year

	2015 £	2014 £
Trade creditors	36,526	27,271
Deferred Income	265,847	301,212
Norad Partnership final payment	36,607	34,468
Accruals	7,976	15,306
	<u>346,956</u>	<u>378,257</u>

8 Deferred Grants

	2015 £	2014 £
Deferred Income as at 1st January 2015	301,212	164,933
Norad	293,040	344,649
Centre for International Policy - Financial Transparency Coalition	38,383	110,099
Joffe Charitable Trust	75,000	100,000
Oxfam Novib	88,953	55,309
Joseph Rowntree Charitable Trust	40,000	40,000
Offshore Game	9,500	9,500
Christian Aid	-	4,000
Anonymous donor	50,000	-
ICRICT Project	58,837	-
Institute of Development Studies	22,104	-
Enlighten Project - EU	13,780	-
Other	7,610	41,853
Total income received during year	697,207	705,410
Expenditure during year	732,572	569,131
Deferred Income as at 31st December 2015	265,847	301,212

Tax Justice Network Limited
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for the year ended 31 December 2015

Deferred income made up as follows

Centre for International Policy - Financial Transparency Coalition	109,180	83,181
Joffe Charitable Trust	31,221	65,528
Joseph Rowntree Charitable Trust	53,571	51,508
Oxfam Novib	(11,789)	40,976
Finnish Government	-	31,365
ICRICT Project	16,354	19,651
AABA	-	500
Anonymous donor	50,000	-
Offshore Game	823	(1,580)
Norad	-	1,277
Enlighten Project - EU	9,187	-
Small Grants	7,300	8,806
Total deferred income	265,847	301,212

9 Income & Expenditure account

2015

£

At 1 January 2015	42,369
(Deficit) for the year	(688)
At 31 December 2015	<u>41,681</u>

10 Contingent liabilities

The company does not have a share capital and is limited by guarantee. In the event of the Company being wound up the maximum amount each member is liable to contribute is £1. There were 10 guarantor members at the balance sheet date.

11 Ultimate controlling party

The Tax Justice Network Limited is wholly owned by and accountable to Tax Justice Research Limited, a British-registered company with charitable purpose.

Tax Justice Network Limited
Detailed income and expenditure account
for the year ended 31 December 2015

	2015	2014
	£	£
Income	740,583	580,171
Direct costs	(361,670)	(331,109)
Gross surplus	<u>378,913</u>	<u>249,062</u>
Research, dissemination and administrative expenses	(370,903)	(238,022)
Operating surplus	<u>8,010</u>	<u>11,040</u>
Exceptional items	(14,642)	-
Interest receivable	1,480	1,164
Surplus / (Deficit) before tax	<u>(5,152)</u>	<u>12,204</u>

Tax Justice Network Limited
Detailed income and expenditure account
for the year ended 31 December 2015

	2015 £	2014 £
Income		
Grants received	732,572	569,131
Other income	8,011	11,040
	<u>740,583</u>	<u>580,171</u>
Direct costs		
Research costs	<u>361,670</u>	<u>331,109</u>
Research, dissemination and administrative expenses		
Employee costs:		
Wages and salaries	196,501	86,537
Directors' salaries	96,696	73,353
Pensions	12,002	10,758
Employer's NI	21,517	9,454
Travel and subsistence	7,992	9,192
	<u>334,708</u>	<u>189,294</u>
Premises costs:		
Light and heat	1,452	1,635
	<u>1,452</u>	<u>1,635</u>
General administrative expenses:		
Telephone and fax	2,529	4,262
Stationery and printing	920	1,023
Books, journals and research	259	437
Bank charges	197	134
Insurance	609	530
IT expenses	4,659	2,316
Depreciation	1,253	1,262
Sundry expenses	283	216
	<u>10,709</u>	<u>10,180</u>
Legal and professional costs:		
Audit fees	4,060	4,497
Accountancy fees	13,145	9,899
Solicitors fees	5,029	1,794
ICT transition and dissemination costs	1,800	20,723
	<u>24,034</u>	<u>36,913</u>
	<u>370,903</u>	<u>238,022</u>