



Australian Government

The Board of Taxation

THE BOARD OF TAXATION

2018 — 2019 ANNUAL REPORT

DECEMBER, 2019

©Commonwealth of Australia 2019

ISSN 2204-0951 (print)

ISSN 2204-096X (web)

This publication is available for your use under a [Creative Commons BY Attribution 3.0 Australia](http://creativecommons.org/licenses/by/3.0/au/legalcode) licence, with the exception of the Commonwealth Coat of Arms and all third party material as attributed in this document. The full licence terms are available from <http://creativecommons.org/licenses/by/3.0/au/legalcode>.



Use of Board of Taxation material under a [Creative Commons BY Attribution 3.0 Australia](http://creativecommons.org/licenses/by/3.0/au/legalcode) licence requires you to attribute the work (but not in any way that suggests that the Board of Taxation endorses you or your use of the work).

Board of Taxation material used 'as supplied'

Provided you have not modified or transformed Board of Taxation material in any way including, for example, by changing the Board of Taxation text; calculating percentage changes; graphing or charting data; or deriving new statistics from published Board of Taxation statistics – then Board of Taxation prefers the following attribution:

Source: Board of Taxation, 2018-19 Annual Report. The Commonwealth of Australia does not necessarily endorse the content of this publication.

Derivative material

If you have modified or transformed Board of Taxation material, or derived new material from those of the Board of Taxation in any way, then Board of Taxation prefers the following attribution:

Based on the Board of Taxation, 2018-19 Annual Report. The Commonwealth of Australia does not necessarily endorse the content of this publication.

Use of the Coat of Arms

The terms under which the Coat of Arms can be used are set out on the Department of the Prime Minister and Cabinet website (see www.pmc.gov.au/government/commonwealth-coat-arms).

Other uses

Enquiries regarding this licence and any other use of this document are welcome at:

Manager

Communications

The Treasury

Langton Crescent, Parkes ACT 2600

Email: medialiaison@treasury.gov.au

A copy of this document appears on the Board of Taxation website:

<http://www.taxboard.gov.au>.

CONTENTS

CONTACT DETAILS.....	5
GLOSSARY OF TERMS	6
INTRODUCTION FROM THE ACTING CHAIR	7
INTRODUCTION FROM THE CEO	9
1 THE BOARD	10
1.1 Changes to the Board membership.....	10
1.2 The Board’s mission and function	10
1.3 Stakeholder Communications and Engagement	11
2 ACTIVITIES OF THE BOARD IN 2018-19	12
2.1 Overview	12
2.2 Completed projects	13
2.3 Ongoing reviews/projects	15
2.4 Other ongoing work	18
2.5 Stakeholder Consultation.....	20
3 THE YEAR AHEAD.....	23
4 APPENDIX A: THE BOARD’S CHARTER.....	24
4.1 The Charter.....	24
5 APPENDIX B: MEMBERSHIP OF THE BOARD	26
5.1 Board members.....	26
5.2 Terms of Board members.....	31
6 APPENDIX C: BOARD WORKING GROUPS AND PRIVATE SECTOR SECONDMENTS	32
7 APPENDIX D: ATTENDANCE AT EVENTS, CONFERENCES, WORKSHOPS AND DISCUSSION GROUPS	34
8 APPENDIX E: ATTENDANCE AT BOARD MEETINGS	35
9 APPENDIX F: MEMBERS OF THE BOARD’S ADVISORY PANEL.....	36

10 APPENDIX G: CONSULTANCIES 38

11 APPENDIX H: FINANCIAL STATEMENTS 39

LIST OF TABLES

Table 1: Board meetings, 2018-19 20
Table 2: Term of Board members 31
Table 3: Membership of Board Working Groups, 2018-19..... 32
Table 5: External events attended by Board members 34
Table 6: Attendance at Board meetings, 2018-19 35
Table 7: Members of Advisory Panel as at 30 June 2019 36
Table 8: Revenue, expenses and operating result 39
Table 9: Remuneration paid to non-government Board members, 2018-19 39

CONTACT DETAILS

Inquiries regarding this report may be directed to:

Board of Taxation Secretariat
c/o — The Treasury
Langton Crescent
PARKES ACT 2600

Telephone: 02 6263 4366

Email: taxboard@treasury.gov.au

GLOSSARY OF TERMS

AO	Order of Australia – Officer of the Order
AM	Order of Australia – Member of the Order
AASB	Australian Accounting Standards Board
ATO	Australian Taxation Office
BDO	Binder Dijker Otte
The Board	The Board of Taxation
CEO	Chief Executive Officer
EY	Ernst & Young
MAC	Ministerial Advisory Council
OECD	Organisation for Economic Co-operation and Development
OPC	Office of Parliamentary Counsel
PwC	PricewaterhouseCoopers
PSM	Public Service Medal

INTRODUCTION FROM THE ACTING CHAIR

The Board plays an important role in advising the Government on improving the integrity and proper functioning of the taxation system and the quality and effectiveness of legislation and the processes for its development. Board members bring a diverse range of backgrounds, experience and independence to the Board's advice to Government. This is supported by the frank input of the business and tax community, the Treasury, the ATO and other government departments.

The past year was marked by the premature passing of our Chair, Michael Andrew AO. Michael was an inspirational leader of the Board and a mentor to its members. He approached the Board's work with enthusiasm, focussing on improving the operation of the tax system for all Australians. Under his leadership he directed a significant and far reaching body of work by the Board and the Black Economy Taskforce. His legacy will continue for many years in both the work of the Board and the Australian tax system more generally.

In the 2018-19 year the Board provided a number of significant reports to the Government including reports on small business tax concessions, individual tax residency rules and deferred consideration. In undertaking our work we were greatly assisted by the contribution of members of the tax community who joined our working groups and participated in our public consultation. The Board has continued to have an ongoing focus on reducing red tape through our reviews and the Sounding Board. Ideas posted on Sounding Board are discussed at every Board meeting and taken into account in the reviews the Board undertakes and in formulating future projects for the Board. For example, the review of the fringe benefits tax compliance costs was an issue raised on Sounding Board as an area involving significant red tape and compliance costs. I thank all those who contributed their ideas to Sounding Board and encourage the tax community to continue to use this forum to raise and discuss ideas to improve the tax system.

On behalf of the Board, I wish to express my appreciation for the input, assistance and engagement of the tax community throughout the past year. Your input is critical to the success of the Board and its work. I, and the other Board members, look forward to continuing to develop and enhance this critical relationship.

I also acknowledge the significant contribution to the Board made by Karen Payne, who retired from the Board following her appointment as Inspector General of Taxation and Taxation Ombudsmen. Karen was both a member of the Board and the inaugural Chief Executive Officer and during her tenure oversaw a number of key projects, including:

- Review of the tax treatment of Granny flat arrangements;
- Tax system improvement (Sounding Board);
- Mandatory disclosure rules;

- Review of application of hybrid mismatch rules to regulatory capital; and
- Implementing the OECD anti-hybrid rules in Australia.

I look forward to another productive year in 2019-20 and encourage you to stay connected to the Board of Taxation by subscribing via the Board's website (<http://taxbord.gov.au/email-subscription/>) or its LinkedIn page (<https://www.linkedin.com/company-beta/18103811/>).

A handwritten signature in blue ink, reading "Julianne Jaques". The signature is written in a cursive style with a large initial 'J'.

Dr Julianne Jaques
Acting Chair, Board of Taxation

INTRODUCTION FROM THE CEO

The Board plays an important role in the tax system. Through contributing a business and broader community perspective, the Board is able to complement the roles of Treasury and the ATO, working to improve the design and operation of the tax laws for all Australians.

It has been big year for the Board, both in terms of the advice provided to Government and the challenges Board members and the Secretariat have navigated in first farewelling inaugural CEO Karen Payne and then the unexpected loss of our Chair, Michael Andrews AO. Notwithstanding these challenges the Board has continued to deliver quality advice to Government on a wide range of issues facing the tax system. In 2018-2019 this has included diverse issues such as: modernising the individual tax residency rules; cross government initiatives to prevent elder abuse; enhancing tax transparency; the settings for small business; undertaking an in-depth analysis of the cost of complying with the fringe benefits tax rules and recommending ways to simplify those rules and reduce red tape.

Key to the quality of this advice has been the contribution of the community to the Board's work, including through consultations on our reviews, ideas posted on Sounding Board and the discussions at our various events. We are very grateful for the community's contribution and have included acknowledgments throughout this report. I'd specifically like to thank:

- the members of our working groups for volunteering their time and expertise to ensure that our reviews provide well considered and robust advice to Government;
- the Treasury, ATO and the private sector firms who have provided staff and secondees to resource our Secretariat; and
- the hospitality provided by EY, Deloitte, Grant Thornton, PwC, KPMG, MinterEllison, Chartered Accountants Australia & New Zealand and Treasury in hosting our Board meetings and consultations across Australia.

It has been a privilege to step into the Interim CEO role and I look forward to working with our stakeholders in the coming year. You can keep up to date with the latest from the Board via our website or follow us on LinkedIn. As always, we value your feedback, so please stay in touch.



Lynn Kelly

Interim CEO — Board of Taxation

1 THE BOARD

The Board of Taxation (the Board) is a non-statutory advisory body charged with contributing a business and broader community perspective to improving the design of taxation laws and their operation.

During the 2018-19 year, the Board was comprised of eleven members including eight private sector members including the Chair, the late Michael Andrew AO, who were appointed by the Treasurer, and three ex-officio members — the Secretary to the Australian Treasury, the Commissioner of Taxation and the First Parliamentary Counsel.

The Board is supported by a small secretariat provided by Treasury and supplemented with secondees from the private sector and the ATO.

Its Charter, including the Board's mission, governs the operations of the Board and functions set out below. The Charter is reproduced in full at Appendix A.

1.1 Changes to the Board membership

The Board was deeply saddened by the passing of its Chair, Michael Andrew AO, on 23 June 2019. Michael was a highly respected member of the business and tax community and made a significant contribution to improving the design of the tax system, with a focus on making it simpler and fairer for all Australians.

In May 2019 Ms Karen Payne, member of the Board and inaugural CEO, departed the Board to take up the position of Inspector-General of Taxation and Taxation Ombudsmen. The Board acknowledges the significant contribution Karen made to the Board during her term and as CEO.

Further details on the membership of the Board are set out at Appendix B.

1.2 The Board's mission and function

The Board provides an independent source of advice to government, from a business and broader community perspective, on taxation matters. In doing so the Board provides advice to the Treasurer and Minister for Housing and Assistant Treasurer on:

- the quality and effectiveness of tax legislation and the processes for its development, including the processes of community consultation and other aspects of tax design;
- improvements to the general integrity and functioning of the taxation system;

- research and other studies commissioned by the Board on topics approved or referred by the Treasurer; and
- other taxation matters referred to the Board by the Treasurer.

Our activities during the financial year ended 30 June 2019 are described more fully in Chapter 2.

1.3 Stakeholder Communications and Engagement

The Board's website www.taxboard.gov.au provides general information on the Board, including its membership, the Board's Charter, contact details, Board press releases and published Board reports to the Government.

The Board communicates with its stakeholders through various channels. The Board meets regularly with stakeholders at the time of each Board meeting to inform the Board on current and emerging taxation issues.

In the course of conducting its reviews, the Board canvasses stakeholder views by conducting formal (and informal) consultation meetings, publishing consultation papers calling for public submissions and surveys.

Stakeholders are informed of the Board's activities through various electronic communications including the website, the *CEO Update*, the Board's presence on LinkedIn and other electronic means as agreed in the Board's communication strategy.

The Board also invites contributions from stakeholders through the *Sounding Board*, which is a web based collaborative platform where users can raise, debate and prioritise business and community sector ideas on how to improve the current tax system.

2 ACTIVITIES OF THE BOARD IN 2018-19

2.1 Overview

During 2018-19, the Board provided advice to the Government in relation to tax improvements, tax system design and other priorities for the tax system. The Board provided this advice in a combination of ways: through undertaking reviews of areas of the taxation at the request of government, the provision of 'real time' policy advice and on our on-going work to improve regulation and reduce red tape.

Key activities of the Board in 2018-19 included:

Completed reviews provided to Government

- The Board completed **three reports** as part of the Board's work on exploring the potential to align accounting and tax
- **Report** on the review of the income tax treatment of certain forms of deferred consideration
- **Report** on the review of small business tax concessions
- **Report** on reforming individual tax residency rules – a model for modernisation

Further detail on the Board's completed reviews is provided below.

Ongoing reviews

- **Review** of the fringe benefits tax compliance costs and international comparison
- **Post-implementation review** of the voluntary tax transparency code
- **Review** of granny flat arrangements
- **Review** of the current tax settings for not-for-profit sector of Australia

Further detail on the Board's ongoing reviews is provided below.

'Real-time' policy advice

- **Submission** of tax ideas for consideration as part of the 2019-20 Budget process
- **Feedback** on tax and agriculture issues following approaches by participants in the agriculture sector

- **Ongoing assistance** to Treasury and Government on a range of tax policy matters.

Other work

- **Analysing** the ideas generated by the sounding board platform and making recommendations for tax system
- **Performing** the Ministerial Advisory Council (MAC) advisory role
- **Reporting** role in relation to the ATO as part of the Government's Regulator Performance Framework
- **Monitoring** international developments on the taxation of the digital economy

2.2 Completed projects

During the 2018-19 year, the Board finalised several reports, advice and submissions, as set out below. The Board generally conducts its projects by appointing working groups (refer to Appendix C for details).

2.2.1 *Reports on exploring the potential to align accounting and tax systems in Australia*

This project considered potential areas for greater alignment between tax and accounting treatments with a view to reducing the compliance and administrative burden on taxpayers who produce financial statements.

The Board appointed a working group, led by Board member Craig Yaxley, with assistance from Board member Ann-Maree Wolff. In progressing this work, the working group undertook consultation with business, professional and community stakeholders; including the Australian Accounting Standards Board, Australian Tax Office, the Treasury and the New Zealand Inland Revenue Department.

The Board completed a series of reports as part of this project:

- The following reports were published in October 2018:
 - Exploring the potential to align accounting and tax systems in Australia
 - Tax Treatment of Trading Stock and Accounting Treatment of Inventories
- The third report considered allowing small businesses to calculate PAYG instalments based on accounting income. This report was referred to the Board's working group for consideration as part of the review of small business tax concessions.

2.2.2 *Report on the review of the income tax treatment of certain forms of deferred consideration*

During 2017-18, the Board commenced a review of the income tax treatment of certain forms of deferred consideration. The Board's work involved two broad areas:

- A post-implementation review of the operation of the capital gains tax look-through provisions for eligible earnout arrangements contained in subdivision 118-1 of part 3 of Chapter 3 of the ITAA 1997 (the 'earnout rules').
- A consideration of the tax consequences of deferred consideration arrangements that fall outside the scope of the earnout rules.

The Board appointed a working group, led by Board member, Ann-Maree Wolff, with assistance from Board members, Craig Yaxley and Dr Mark Pizzacalla. In addition, the working group comprised of members of the Board's Advisory Panel, namely, Mr Hayden Scott (PwC), Mr Anthony Portas (Minter Ellison), Mr Andrew Noolan (Brown Wright Stein Lawyers), Mr Andrew Van Dinter (EY) and Mr Cameron Rider (Greenwoods & Herbert Smith Freehills Pty Limited), as well as officials from the Department of the Treasury and the Australian Taxation Office (ATO).

The Board conducted several open, round-table consultation sessions and a number of targeted consultations to seek stakeholder feedback during the course of the review. The round-table consultation meetings were held in Brisbane, Melbourne, Perth and Sydney.

This report was published on 12 December 2019.

2.2.3 *Report on a review of small business tax concessions*

The Board undertook a holistic review of small business tax concessions to identify ways to improve existing concessions to ensure they remain effective, easily accessible, and well-targeted, as well as identifying new concessionary approaches. It also considered opportunities to remove or scale back concessions that are not working well so as to generate savings that could be redeployed in areas with a greater impact.

The Board appointed a working group, led by Board member Dr Mark Pizzacalla, with assistance from Board member, Peter Quiggin, PSM. Former Board member and CEO, Karen Payne, also assisted the working group. In addition, the working group was assisted by a reference group comprising Michael Carruthers (Tax Director, Knowledge Shop), Professor Chris Evans (School of Taxation and Business Law, University of New South Wales), Susan Franks (Senior Tax Advocate, Chartered Accountants Australia and New Zealand), Dr Brett Freudenberg (Professor, Griffith Business School, Griffith University), Tony Greco, (Senior Director, Institute of Public Accountants), Michael Parker (Partner, Hall and Wilcox Lawyers), Shannon Smit (Director, SMART Business Solutions), and Chris Wookey (Principal, Deloitte Private).

The Board conducted several open, round-table consultation sessions and a number of targeted consultations to seek stakeholder feedback during the course of the review. The round table consultation meetings were held in Adelaide, Melbourne, Perth and Sydney. The Board also released a consultation guide calling for public submissions.

This report was published on 12 December 2019.

2.2.4 *Report on reforming individual tax residency rules – a model for modernisation*

Following the Board's 2017 report on the income tax residency rules for individuals, the then Minister for Revenue and Financial Services wrote to the Board on 7 May 2018 to ask the Board to undertake further consultations.

The Board's work involved further consideration of the residency rules of other countries and consultation on a new framework test. Further details on the Board's terms of reference for the review are available on the Board's website.

The Board appointed a new working group, led by Board member, Rosheen Garnon, with assistance from Board members, Craig Yaxley and Dr Mark Pizzacalla. The working group was assisted by officials from the Treasury and ATO.

The Board conducted several open, round-table consultation sessions and a number of targeted consultations to seek stakeholder feedback during the course of the review. The round table consultation meetings were held in Melbourne, Perth and Sydney. The Board also released a consultation guide calling for public submissions.

This report was published on 12 December 2019.

2.3 Ongoing reviews/projects

The Board, in its role of providing 'real time' advice to Government, continued to progress work on a number of ongoing projects. Some of this work will be completed in early 2019-20.

2.3.1 *Fringe benefits tax compliance cost and international comparison*

In response to a request from the former Minister for Revenue and Financial Services, the Board commenced a review of the cost of compliance associated with fringe benefits tax obligations. The review also examines the approach in comparable countries to the taxation of fringe benefits.

The Board appointed a working group led by Board member Rosheen Garnon, with assistance from Board members, Neville Mitchell and former member Karen Payne. The working group also included Dr Binh Tran-Nam (University of New South Wales), Tony Principe (Group of 100), and officials from the Treasury and the ATO. The working group engaged a consultant to assist with the compliance cost research aspect of the review.

In undertaking its comprehensive study of FBT compliance costs the Board has consulted in a wide range of ways including: round table consultations, an on-line survey sent to a random sample of employers lodging a 2018 fringe benefits tax return, secondary surveys of tax agents and other employers, focus groups and in-depth interviews involving tax advisers and fringe benefits taxpayers from all market segments and a wide range of industry sectors.

The Board's report was completed in early 2019-20 and provided to government.

2.3.2 Voluntary tax transparency code

As part of the 2015 Budget, the then Treasurer asked the Board to lead the development of a new code on greater public disclosure of tax information by business, particularly large multinationals. The ensuing voluntary tax transparency code commenced operation in May 2016 and was endorsed by the then Government as part of the 2016 Budget. In developing the voluntary code, the Board recommended that the code be reviewed three years from the commencement of its operation.

In 2018, the former Minister for Revenue and Financial Services asked the Board to undertake a post-implementation review of the voluntary tax transparency code.

The Board appointed a working group led by Board member Ann-Maree Wolff with assistance from Board members Neville Mitchell, and former members the late Michael Andrew AO and Karen Payne.

In progressing the review, the Board undertook a comprehensive review of current and emerging global trends in transparency to identify improvements that could be incorporated into the voluntary tax transparency code.

The Board conducted several open, round-table consultation sessions and a number of targeted consultations to seek stakeholder feedback during the course of the review. The round table consultation meetings involved investors, analysts, social justice groups, industry groups, signatories to the voluntary tax transparency code and tax professionals. The Board also released a consultation guide calling for public submissions.

The Board's report was completed in early 2019-20 and provided to government.

2.3.3 *Granny flat arrangements*

In November 2018, the then Assistant Treasurer wrote to the Board asking the Board to undertake a review of the tax treatment of ‘granny flat’ arrangements. The review considered the tax treatment of such arrangements, and the interactions between the current tax laws and treatment of ‘granny flat interests’ under the social security rules. In making recommendations, the Board was asked to consider how any changes could raise awareness and provide incentives for older people and their families to enter into formal and legally enforceable family agreements to help protect the rights of the older person.

The Board appointed a working group led by the former Board member and CEO Karen Payne, with assistance from Board members Neville Mitchell and Peter Quiggin PSM. The Board appointed Craig Yaxley to lead the working group upon Ms Karen Payne’s departure from the Board in May 2019.

In progressing the review, the working group undertook consultation with elder law specialists, financial advisers, academics and advocates for the rights of older Australians. The working group conducted a roundtable meeting in Brisbane. The group also worked in close collaboration with officials from the Treasury, ATO, Department of Social Security, Department of Human Services and the Australian Government Solicitor.

The Terms of Reference require the Board to provide its report to the Government in latter half of the 2019 calendar year. Accordingly, the Board’s report has been provided to Government.

2.3.4 *Not-for-profits*

In 2018, the Board undertook a review of the current position with respect to the taxation of the not-for-profit sector, with a view to identifying any issues that may require further consideration in order to ensure that the tax settings were appropriately targeted and that this important sector of our community continues to thrive.

The Board appointed a working group led by Board member Dr Julianne Jaques, with assistance from the then Chair of the Board, the late Michael Andrew AO.

The working group reviewed the reports issued by a number of past reviews undertaken into this area in the past and undertook consultation including with government departments and agencies (including the Treasury, the ATO, the Australian Charities and Not-for-Profits Commission and the Productivity Commission) and with revenue authorities in Canada, New Zealand and the United Kingdom.

2.4 Other ongoing work

2.4.1 *Regulatory reform*

The Board continues to assist the Government in reducing the regulatory burden associated with taxation. This focus arose both because of the Board's role as the Ministerial Advisory Council (MAC) for tax matters and from its general mandate to contribute to the improvement to the general integrity and functioning of the taxation system.

In fulfilling the MAC role, the Board is asked to:

- identify potential targets for regulatory reform (for example, areas of inefficient regulation, excessive red tape or unnecessarily high regulatory burden);
- provide a sounding board for regulatory reform or repeal proposals;
- provide feedback on the progress of regulatory reform within the portfolio; and
- advise on broader policy issues relevant to the portfolio.

In particular, the Board is asked to provide appropriate input on:

- immediate deregulatory tasks, including the stocktake and audit of tax regulation; and
- future regulatory reforms, that is, ideas on deregulatory opportunities and priorities that can be included in the regulatory budgeting process.

During 2018-19, the Board acted as a sounding board in relation to the ATO's self-assessed ratings against the Regulator Performance Framework.

A working group consisting of Board members Neville Mitchell and Craig Yaxley supported this work.

The Board has an oversight function in relation to the exercise of the Commissioner's remedial power and has an opportunity to independently review the cases and to provide input before and after the private and public consultation processes. The Board was not called upon to review any cases in 2018-19.

2.4.1.1 *Sounding Board*

The Board utilises 'Sounding Board' to identify proposals for system improvement with a focus on red tape reduction and compliance savings. It is a web based collaborative platform where users can raise, debate and prioritise business and community sector ideas on how to improve the current tax system and replaces the previous Tax Issues Entry System.

At each of its regular meetings, the Board considers all new additions to Sounding Board and has created a Tax System Improvement working group (Appendix C) who, where suitable, advocate a pathway for their implementation via legislative or administrative means.

During the year, the Board refreshed the Sounding Board webpage by organising the ideas under five 'campaign headings'. The refresh has led to an increase in the ideas put forward to improve the tax system.

To date ideas posted on Sounding Board have contributed to: the commencement of a review of fringe benefits tax compliance costs, several ideas being considered as part of Board reviews, a change in law for excess superannuation contributions, two ideas being included with the *Miscellaneous Amendments Bill Exposure Draft* released for consultation on 6 September 2019, several ideas being put forward to government as part of the Board's Budget ideas submissions and other advice, and a number of ideas being referred to other government departments.

2.4.2 Board watching briefs

The Board maintains a watching brief on developments in the areas of:

- International developments in the taxation of the digital economy.
- Potential impact on taxation laws from proposed changes in accounting standards.

Digital economy

The Board has been monitoring the work by the OECD to address the tax challenges raised by digitalisation and the steps being taken to develop a consensus-based solution by the end of 2020. The Board is assisting Treasury on this matter. Craig Yaxley led the work during 2018-19.

Changes to accounting standards

The Board considered the potential tax implications of changes in accounting standards. In the 2018-19 year, the Board liaised with Treasury and the ATO discussing implications for the tax system in respect of changes to the following accounting standards:

- AASB 15 Revenue from Contracts with Customers.
- AASB 16 Leases.
- AASB 17 Insurance Contracts.

A working group consisting of Board members Craig Yaxley and Ann-Maree Wolff supported this work.

2.5 Stakeholder Consultation

2.5.1 *General*

The Board undertakes a program of regular consultation with external stakeholders, including members of its Advisory Panel, on issues falling within its Charter. Board members provide speeches and presentations and participate as panel members at various tax events.

Over the 2018-19 year, Board members in their formal capacity presented or participated in around 20 events. This reflects the Board’s views of the importance of engaging with and listening to the business and academic community. A list of the events is included at Appendix D.

Together and separately, the Chair and the CEO met with the business community and other key stakeholders to receive feedback on concerns and opportunities in the tax system. Themes from these meetings help inform the Board’s work.

The Board is also represented on a number of ATO Committees including the ATO Consultation Steering Group and Large Business and Stewardship Group.

- The Consultation Steering Group is co-chaired by the ATO and Corporate Tax Association and meets every three months. It ensures that consultations on tax administration and related matters are identified and kept on track, with the right people involved.
- The Large Business and Stewardship Group is co-chaired by the ATO and the Corporate Tax Association. It consults on high-level, significant matters relating to tax administration where the outcomes are considered to be in the national interest, and provides opportunities to discuss the strategic direction of the administration of the tax system.

The Board notes its appreciation for the contributions made by Stakeholders including the Advisory Panel members to the Board’s work during 2018-19.

2.5.2 *Board meetings*

The Board met as a whole on 10 occasions during 2018-19, as shown in Table 1, at varying locations. Details of Board members’ attendance at meetings are provided at Appendix E.

Table 1: Board meetings, 2018-19

Date	Location
5 July 2018	Melbourne
8 August 2018	Adelaide
13 September 2018	Sydney
18 October 2018	Perth

15 November 2018	Melbourne
14 December 2018	Sydney
13 February 2019	Melbourne
14 March 2019	Sydney
11 April 2019	Brisbane
30 May 2019	Canberra

2.5.3 *Project consultation*

The Board generally conducts its projects by appointing working groups comprising members of the Board, Advisory Panel members or other relevant experts, consultants and officers from the Treasury and the ATO.

A list of working groups for 2018-19, and the Board members appointed to each working group, is provided at Appendix D. Each of these working groups met on numerous occasions during 2018-19 and engaged in consultation in relation to the projects.

Working groups may publish consultation guides calling for public submissions and hold roundtable discussions with stakeholders in order to canvass views and ideas. During 2018-19, the Board conducted roundtable discussions and targeted consultations in Adelaide, Brisbane, Melbourne, Perth and Sydney across a number of projects. The Board typically publishes written submissions (except for those provided confidentially) on publication of the relevant report.

2.5.4 *Advisory Panel*

In July 2002, the Board established an Advisory Panel to assist it in the general performance of its role. The Panel currently comprises 57 taxation specialists who have agreed to assist the Board, on a voluntary basis, with its work. Panel members are appointed based on their individual capabilities and expertise, and not as representatives of particular interests.

The Panel contributes an additional source of technical expertise and commercial experience for the Board to draw on in undertaking its work, and complements the contribution provided by business, professional and other community representative organisations with which the Board has developed close working relationships. The Board met Advisory Panel members on a number of occasions during 2018-19 to discuss Board projects and general issues associated with the integrity and functioning of the tax system.

The Board commenced a process of renewal of Panel membership during the 2018-19 year and expects to add new members in 2020.

Panel membership as at 30 June 2019 is set out at Appendix F.

2.5.5 Assistance provided for the Board's reviews

The Board draws substantially on work undertaken by officers of the Treasury and ATO when conducting its reviews. As such, the Board wishes to record its appreciation for the extensive assistance provided by the Treasury and ATO officers involved in the Board's work during the 2018-19 year.

The Board was also assisted with its projects by experts from the private sector and academia during the 2018-19 year, and wishes to record its appreciation for their assistance. The Board looks forward to continuing these productive working relationships in 2019-20.

3 THE YEAR AHEAD

During the 2019-20 year, the Board will continue to focus on providing policy advice to the government in 'real-time'.

The Board intends to focus on the areas outlined in Chapter 2 in addition to any other matters referred to it by the minister during the course of the year.

In August 2019 the Treasurer wrote to the Board asking the Board to conduct a review of the operation of Australia's corporate tax residency rules. The purpose of the review is to ensure that the rules are operating appropriately in light of modern, international and commercial board practices and international tax integrity rules. The Board expects to finalise this review in early 2020.

In December 2019, the Minister for Housing and Assistant Treasurer wrote to the Board asking the Board to conduct a review of the capital gains tax roll-over rules. The purpose of the review is to identify and evaluate opportunities to rationalise the existing capital gains tax roll-overs and associated provisions into a simplified set that have a substantially similar practical effect, but are easier to use and interpret.

The Board will continue to maintain a close watching brief on the international developments on the taxation of the digital economy. As part of this work, the Board will continue to engage with Treasury and offer the Board's insights on proposed changes to the international tax architecture.

The Board will also continue to pursue its objectives as set out in its Charter, including issues relating to the general integrity and functioning of the tax system.

4 APPENDIX A: THE BOARD'S CHARTER

4.1 The Charter

4.1.1 *Mission*

Recognising the Government's responsibility for determining taxation policy and the statutory roles of the Commissioner of Taxation and the Inspector-General of Taxation, the Board's mission is to contribute a business and broader community perspective to improving the design of taxation laws and their operation.

4.1.2 *Membership*

Members of the Board will be appointed by the Treasurer, for a term of up to three years, on the basis of their personal capacity. It is expected that members will be appointed from within the business and wider community having regard to their ability to contribute at the highest level to the development of the tax system. The Chair will be appointed by the Treasurer from among these members of the Board. If the Treasurer decides to appoint a Deputy Chair, he or she will also be appointed from among these members of the Board. Members may be re-appointed.

In addition, the Secretary to the Department of the Treasury, the Commissioner of Taxation and the First Parliamentary Counsel will also be members of the Board. Each may be represented by a delegate.

4.1.3 *Function*

The Board will provide advice to the Treasurer on:

- the quality and effectiveness of tax legislation and the processes for its development, including the processes of community consultation and other aspects of tax design;
- improvements to the general integrity and functioning of the taxation system;
- research and other studies commissioned by the Board on topics approved or referred by the Treasurer; and
- other taxation matters referred to the Board by the Treasurer.

4.1.4 Relationship to other boards and bodies

From time to time the Government or the Treasurer may establish other boards or bodies with set terms of reference to advise on particular aspects of the tax law. The Treasurer will advise the Board on a case by case basis of its responsibilities, if any, in respect of issues covered by other boards and bodies.

4.1.5 Report

The Chair of the Board will report to the Treasurer, at least annually, on the operation of the Board during the year.

4.1.6 Secretariat

The Board will be supported by a secretariat provided by the Treasury, but may engage private sector consultants to assist it with its tasks.

4.1.7 Other

Members will meet regularly during the year as determined by the Board's work program and priorities.

Non-government members will receive remuneration and allowances to cover travelling and other expenses, at rates in accordance with Remuneration Tribunal determinations for part time public offices.

The Government will determine an annual budget allocation for the Board.

5 APPENDIX B: MEMBERSHIP OF THE BOARD

The Board comprises members appointed by the Treasurer. Private sector members are appointed in their personal capacity from within the business and wider community. The Secretary to the Australian Treasury, the Commissioner of Taxation and the First Parliamentary Counsel are ex-officio members.

The members of the Board during 2018-19 were:

5.1 Board members

5.1.1 *Former Chair – the late Michael Andrew AO*

Michael Andrew AO was Chairman and CEO, KPMG International from May 2011 to July 2014. He is the first Australian CEO of one of the ‘big four’ accounting firms and the first to be based in the Asia Pacific region. A partner in KPMG since 1988, Michael practiced in Tax Law and was Partner in Charge of KPMG Tax Practice 1995-2000 and was Partner in Charge of KPMG International Tax Centre in Amsterdam from 1992-1994. Michael was Chairman of KPMG Asia Pacific and Chairman, KPMG Australia from 2007 until 2011.

Michael Andrew AO was a former member of the Business Council of Australia and the International Business Council of the World Economic Forum.

Michael Andrew AO held a degree in Law and Commerce from Melbourne University. He was a qualified Barrister and Solicitor of the Supreme Court of Victoria and Fellow of the Institute of Chartered Accountants. He was awarded an Honorary Doctor of Laws by Monash University and an Honorary Doctor of Commerce by Melbourne University.

Michael Andrew AO was appointed to the Board in January 2015 up until his passing on 23 June 2019.

Michael Andrew AO was appointed Chairman to the Black Economy Taskforce in December 2016 with the Taskforce and provided a final report to Government in October 2017.

5.1.2 *Acting Chair – Dr Julianne Jaques*

Dr Julianne Jaques is a commercial barrister specialising in taxation and has over 25 years’ experience as a taxation professional. She maintains chambers in both Melbourne and Sydney and has appeared in all higher Federal, Victorian and New South Wales courts.

Dr Jaques is a Chartered Accountant and a Chartered Tax Adviser. She holds bachelor degrees in economics and law from Monash University and a Doctorate in Juridical Science from the University of Melbourne. Her doctoral thesis was on corporate taxation.

Formerly a solicitor with Freehills (now Herbert Smith Freehills) and an accountant with Coopers & Lybrand (now PricewaterhouseCoopers), Dr Jaques was also a senior tax adviser to the Federal Government during the GST and business tax reforms of 1999 to 2001 when she worked extensively on tax policy.

Dr Jaques is a part-time member of the Independent Parliamentary Expenses Authority and the Tax Practitioners Board.

Dr Jaques was appointed to the Board from 1 July 2017.

The Treasurer appointed Dr Jaques as Acting Chair of the Board for a period of three months from 11 July 2019, and a further period of three months ending on 10 January 2020.

5.1.3 Former Chief Executive Officer - Karen Payne

Karen Payne was appointed as a Member of the Board in May 2015 and as the inaugural Chief Executive Officer of the Board, effective 31 March 2016. She also served as an Advisory Panel member between 2010 and 2015 and assisted with the reviews of tax arrangements for managed investment trusts, venture capital limited partnerships, collective investment vehicles, the investment manager regime and the arm's-length debt test.

Karen Payne has over 20 years' experience as a taxation advisor at top tier legal and accounting firms. Prior to her appointment as CEO to the Board, she was a Partner at Minter Ellison focusing on international and corporate taxes for the financial services industry, and mining, energy and utilities sectors. Karen has assisted domestic and international corporates and funds (equity, infrastructure, property, private equity and venture capital) with advice on structure, M&A and taxation due diligence. She is a Chartered Accountant, solicitor practising in New South Wales, Chartered Tax Adviser and member of the Australian Institute of Company Directors.

Karen retired from the Board, effective from 5 May 2019, on commencing in the position of Inspector-General of Taxation and Taxation Ombudsmen.

5.1.4 Rosheen Garnon

Mrs Garnon has over 30 years of experience in the field of taxation having been a senior partner with KPMG. She was admitted as a tax partner in 2000 and went on to hold senior executive roles with the firm.

From 2009 to 2015, Mrs Garnon was the National Managing Partner for KPMG Australia's Taxation Division. During this time, she was also a member of KPMG's Global Tax Steering Group which oversees KPMG's Global Tax Practice.

Previously, Mrs Garnon was the Global Partner in Charge (2006 – 2010) of KPMG's International Executive Services Business spanning 128 countries and 2,500 staff. She has extensive experience of advising both domestic and global organisations.

Mrs Garnon's background includes Bachelor of Economics (Accounting Major) and Bachelor of Laws from the Australian National University. She is a Fellow of Chartered Accountants in Australia and New Zealand, a Chartered Tax Advisor and a Graduate of the Australian Institute of Company Directors. She is also a member of Chief Executive Women.

Other current roles: Chair of Alexium International Group Limited; Non-Executive Director and Chair of the Audit and Risk Committee for Creative Partnerships Australia; Non-Executive Director and Treasurer of Women Corporate Directors Australia; Member of the Major Performing Arts Panel of the Australia Council for the Arts, a Non-Executive Director of the Smith Family, a Non-Executive Director of Australian Rail and Track Corporation, and appointed as a trustee of the Sydney Cricket Ground Trust.

Mrs Garnon was appointed to the board for a three year term commencing 1 January 2018.

5.1.5 *Neville Mitchell*

Mr Mitchell is a qualified Chartered Accountant with 27 years of experience (until March 2017) as Chief Financial Officer and Company Secretary of ASX-listed Cochlear Limited, a world leading medical device developer, manufacturer and seller, with a market capitalisation of over \$10bn.

Mr Mitchell is currently a non-executive director of ASX-listed Fisher & Paykel Healthcare, Sonic Healthcare and Osprey Medical, as well as privately owned Australian life sciences company, Q'Biotics Group. He is also a director of the South East Sydney Local Health District Board.

Previously, he served on the New South Wales Medical Devices Fund, was Chairman of the Group of 100 (an Australian body for senior finance executives), and Chairman, Standing Committee (Accounting and Auditing), for the Australian Securities and Investments Commission (ASIC).

Mr Mitchell was appointed to the Board in May 2015 and was reappointed for a further three year term commencing 14 May 2018.

5.1.6 *Dr Mark Pizzacalla*

Dr Pizzacalla is a Senior Partner with BDO in Melbourne Office. Dr Pizzacalla's business experience, including acting as Managing Partner of his predecessor firm, gives him a strong appreciation of both the strategic and operational issues facing business and provides relevance to the technical tax advice he delivers.

Dr Pizzacalla completed his PhD in relation to the taxation of SMEs in Australia and is one of the few tax practitioners whose work has been cited in Australia's Parliament. Dr Pizzacalla is a member of The Tax Institute's Victorian Technical Committee, and was previously the former Chair of The Tax Institute's National SME Sub-Committee, as well as being a former Victorian State Councillor.

Dr Pizzacalla was appointed to the Board in January 2015 and was reappointed for a further three year term commencing 1 January 2018.

5.1.7 *Ann-Maree Wolff*

Mrs Wolff has over 27 years' experience as a qualified tax professional with over 17 years' experience in senior tax roles within the mining industry. She is currently the Global Head of Tax for Rio Tinto responsible for all tax matters relevant to Rio Tinto.

Mrs Wolff is a Chartered Tax Advisor and Fellow of Chartered Accountants Australia and New Zealand.

Mrs Wolff was appointed to the Board in May 2015 and was reappointed for a further three year term commencing 14 May 2018.

5.1.8 *Craig Yaxley*

Mr Yaxley has over 30 years' corporate tax experience including 20 years as a tax partner with KPMG Perth office. He is currently a Senior Partner at KPMG. He provides tax advice to a wide range of international and Australian mining, oil and gas, mining services, property and agriculture clients on structuring inbound and outbound investments, financing, joint ventures and mergers and divestments.

Mr Yaxley is a Chartered Tax Advisor and Fellow of the Institute of Chartered Accountants in Australia. Craig has been extensively involved in mining industry tax issues and policy developments in his previous role as Chairman of the Tax Committee for the Association of Mining and Exploration Companies Inc.

Mr Yaxley is also Treasurer and Director of Black Swan State Theatre Company.

Mr Yaxley was appointed to the Board in January 2015 and was reappointed for a further three year term commencing 1 January 2018.

5.1.9 *John Fraser – former Secretary to the Treasury*

John Fraser was Secretary to The Treasury between January 2015 and 31 July 2018. He was Chairman and CEO of UBS Global Asset Management from late 2001 to 2013, based in London. During this time, he was also a member of the UBS Group Executive Board and Chairman of UBS Saudi Arabia. In 2014, John Fraser remained as Chairman of UBS Global Asset Management, Chairman of UBS Saudi Arabia and Chairman of UBS Grocon Real Estate.

Prior to joining UBS and its predecessor organisations in 1993, John Fraser served for over 20 years with the Australian Treasury, including as Deputy Secretary (Economic) from 1990 and postings at the International Monetary Fund and as Minister (Economic) at the Australian Embassy in Washington, DC. He was Chairman of Victorian Funds Management Corporation

from 2009 to early 2015. In 2013, John Fraser was awarded an honorary degree of Doctor of Laws by Monash University, Melbourne.

As Secretary, he was a member of the Board of the Reserve Bank of Australia, Chair of the Advisory Board of the Australian Office of Financial Management and a member of the Australia in the Asian Century Strategic Advisory Board, Infrastructure Australia, the Council of Financial Regulators, the Board of Taxation, the Sir Roland Wilson Foundation and the Centre for International Finance and Regulation.

5.1.10 *Phil Gaetjens – former Secretary to the Treasury*

Mr Gaetjens was Secretary to the Treasury between 1 August 2018 and 30 August 2019.

Prior to his appointment as Treasury Secretary, Mr Gaetjens was Chief of Staff to Treasurer the Hon Scott Morrison MP.

Mr Gaetjens has more than 40 years' experience in Commonwealth and State public sectors. He began as an Assistant Research Officer in the Bureau of Transport Economics in 1977 and progressed through the Department of Transport in its various incarnations working on land transport, aviation, telecommunications and government business enterprise reforms.

5.1.11 *Chris Jordan AO – Commissioner of Taxation*

Mr Jordan was previously Chair of KPMG New South Wales and Partner in Charge of the New South Wales Tax and Legal Division of KPMG. He is the former Chair of the New Tax System Advisory Board and was also the State Chair of the New South Wales Division of the Taxation Institute of Australia. He was appointed by the NSW Government to the Games Advisory Committee of the Sydney 2009 World Masters Games.

Until his appointment as Commissioner of Taxation in January 2013, Mr Jordan was a member of the Sydney Children's Hospital Foundation Board, the Board of the Bell Shakespeare Company, a member of the Audit Risk Committee of the Art Gallery of NSW and Chair of the Committee for Sydney.

Mr Jordan has been a member of the Board since its inception in September 2000. He was Deputy Chair from January 2005, was appointed to the position of Chair in June 2011 and retired from this position in December 2012 following his appointment as Commissioner of Taxation.

Mr Jordan has been an ex officio member of the Board since January 2013.

5.1.12 *Peter Quiggin PSM – First Parliamentary Counsel*

Mr Quiggin is the First Parliamentary Counsel of the Office of Parliamentary Counsel (OPC), which is responsible for drafting all principal legislation, all regulations and a range of legislative instruments for the Australian Government, including taxation legislation. OPC is also

responsible for the publication of Commonwealth legislation through the Federal Register of Legislation.

Mr Quiggin's initial 7 year appointment as First Parliamentary Counsel started on 13 May 2004. He has since been reappointed twice with his most recent reappointment being for a further 5 years, commencing on 14 May 2018. He has been a drafter with the Office of Parliamentary Counsel for over 30 years and has drafted legislation covering a wide range of topics including taxation, native title and immigration.

Prior to working at OPC, Mr Quiggin worked for a number of years with the Tax Office and the Administrative Appeals Tribunal.

Mr Quiggin has been an ex officio member of the Board since January 2004.

5.2 Terms of Board members

Table 2: Term of Board members

The term of the Board members is as follows:

Member	Term commenced	Term expires
Michael Andrew AO (former Chair)	1 January 2015	23 June 2019
Karen Payne	14 May 2015	5 May 2019
Rosheen Garnon	1 January 2018	31 December 2020
Dr Julianne Jaques (acting Chair)	1 July 2017	30 June 2020
Neville Mitchell	14 May 2015	13 May 2021
Dr Mark Pizzacalla	1 January 2015	31 December 2020
Ann-Maree Wolff	14 May 2015	13 May 2021
Craig Yaxley	1 January 2015	31 December 2020
John Fraser	8 December 2014	31 July 2018 - Ex-officio
Phil Gaetjens	1 August 2018	30 August 2019 - Ex-officio
Chris Jordan ^(a) AO	1 January 2013	Ex-officio
Peter Quiggin PSM	19 January 2004	Ex-officio

(a) Chris Jordan AO has been a member of the Board in various capacities since 14 September 2000.

6 APPENDIX C: BOARD WORKING GROUPS AND PRIVATE SECTOR SECONDMENTS

Table 3: Membership of Board Working Groups, 2018-19

Note: All working groups are supported by Government officials from other agencies in particular Treasury and the ATO.

Completed references

Reforming the income tax residency rules for individuals	Review of small business tax concessions
Rosheen Garnon (Chair) Dr Mark Pizzacalla Craig Yaxley	Dr Mark Pizzacalla (Chair) Peter Quiggin PSM Michael Carruthers Professor Chris Evans Susan Franks Dr Brett Freudenberg Tony Greco Michael Parker Shannon Smit Chris Wookey

Tax and innovation in Australian agriculture	Review of the income tax treatment of certain forms of deferred consideration
Neville Mitchell (Chair) Karen Payne	Ann-Maree Wolff (Chair) Dr Mark Pizzacalla Craig Yaxley Andrew Noolan Anthony Portas Cameron Rider Hayden Scott Andrew Van Dinter

Broader work of the Board

Fringe benefits tax compliance cost review	Review of the tax implications of granny flat arrangements
Rosheen Garnon (Chair) Karen Payne Neville Mitchell Tony Principe Binh Tran-Nam	Craig Yaxley (Chair) Neville Mitchell Peter Quiggin PSM Karen Payne

Post-implementation review of the voluntary tax transparency code	Not-for-profit sector tax issues
Ann-Maree Wolff (Chair) Michael Andrew AO Neville Mitchell Karen Payne	Dr Julianne Jaques (Chair) Michael Andrew AO

Tax system improvement (Sounding Board)	Regulator performance framework (MAC)
Karen Payne (Chair) Craig Yaxley Neville Mitchell Peter Quiggin PSM	Neville Mitchell (Chair) Craig Yaxley

Watching briefs	
Alignment of tax and accounting	International developments digital tax
Craig Yaxley (Chair) Ann-Maree Wolff	Ann Maree Wolff Craig Yaxley

Table 4: Secondments from the private sector, 2018-19

PwC – Patricia Muscat, Director, Sydney

7 APPENDIX D: ATTENDANCE AT EVENTS, CONFERENCES, WORKSHOPS AND DISCUSSION GROUPS

In addition to the events hosted by the Board when it regularly meets, Board members also attended events, conference and discussions hosted by the organisations below.

Table 5: External events attended by Board members

Asian Racing Federation	Asian Racing Federation's anti-illegal betting taskforce
ATO	Presentation on the Black economy taskforce' to ATO staff at the ATO Brisbane office
Curtin University	2019 Australasian Tax Teachers' Association (ATTA) Conference
Financial Services Council	FSC Tax Committee Meeting
Institute of Public Accountants	2019 Tasmania Congress
Law Council of Australia	Taxation Workshop
Melbourne University	Tax in practice crafting the law
Melbourne University	Black Economy and Law Reform
Minerals Council of Australia	Minerals Council of Australia – Tax Conference 2019 - Tax Transparency - 19-20 March 2019
Monash University Business School	Leaders Panel – Future of Australia's Tax system
OECD	Shadow Economy Advisory Working Group
Tax Talk	Podcast review of small business tax concessions
Tax Talk	Podcast Board of Taxation
Tax and Super Australia	Residency and Migration Seminar
Tax Institute of Australia	34 th National Convention
Tax Institute of Australia	2018 National Resources Tax Conference
Tax Institute of Australia	Board of Taxation roundtable
Tax Institute of Australia	2018 Queensland Tax Forum - Seizing the opportunity
University of NSW and Atax	Australian GST 20 th Anniversary Conference
Wolters Kluwer	Webinar – Board of Taxation activities

8 APPENDIX E: ATTENDANCE AT BOARD MEETINGS

Table 6: Attendance at Board meetings, 2018-19

Member	Number of meetings eligible to attend	Number of meetings attended
Michael Andrew AO (Chair)	10	8
Karen Payne	9	9
Rosheen Garnon	10	10
Dr Julianne Jaques	10	9
Neville Mitchell	10	9
Dr Mark Pizzacalla	10	9
Ann-Maree Wolff	10	10
Craig Yaxley	10	9
John Fraser ^(a)	1	1
Phil Gaetjens ^(a)	9	9
Chris Jordan AO ^(a)	10	10
Peter Quiggin PSM ^(a)	10	10

^(a) The Board's Charter allows for ex-officio members of the Board to be represented by a delegate at Board meetings.

9 APPENDIX F: MEMBERS OF THE BOARD'S ADVISORY PANEL

Table 7: Members of Advisory Panel as at 30 June 2019

Panel Member	Position, Organisation
Michael Barbour	General Manager, Group Tax, Westpac
Paul Balkus	Co-leader - Oceania Transfer Pricing, EY
Steve Baxter	Mazars (NSW) Pty Limited
Patrick Broughan	Partner, Deloitte
Michael Carruthers	Tax Director, Knowledge Shop
Peter Collins	Partner, PwC
Michael Croker	Tax Leader - Australia, CA ANZ
Jason de Boer	Partner, BDO
Philip Diviny	Partner, Madgwicks
Teresa Dyson	Consultant, McCullough Robertson
Michael Fenner	Taxation Manager, Chevron
Mark Ferrier	Executive Director, Macquarie Group
Michael Flynn QC	Barrister, Victorian Bar
Geoffrey Fooks	General Manager, Group Taxation, Wesfarmers
Steve Ford	Partner, PwC
Brett Freudenberg	Professor — Taxation, Griffith University
Heather Gray	Partner, Hall & Wilcox Lawyers
Kevin Griffiths	Leader Tax Division, EY
Tony Greco	Senior Tax Adviser, Institute of Public Accountants
Matt Hayes	Director — Tax, KPMG
Stephen Healey	Partner, RSM
Paul Hooper	Group Head of Tax, Lend Lease
Nick Houseman	Australian Transfer Pricing Leader, PwC
Peter Janetzki	Partner, EY
Anthony Klein	Partner, PwC
Jasmine Leonard	General Manager — Global Tax Advisory, Rio Tinto
Adam Levin	Partner, Jackson McDonald Lawyers
Michael Longes	Tax Manager, Sunsuper Pty Ltd
Alia Lum	Partner, KPMG
James Macky	Partner, Corporate Tax, KPMG
Larry Magid	Consultant, Allens
Jane Michie	Head of Group Tax, BHP Billiton

Panel Member	Position, Organisation
Mark Molesworth	Partner, BDO
Katrina Parkyn	Partner, King & Wood Mallesons
Michael Perez	Partner, King & Wood Mallesons
Dale Pinto	Professor of Taxation Law, Curtin Law School, Curtin University
Anthony Portas	General Manager Taxation, Rio Tinto
Tony Principe	Senior Tax Counsel (retired)
Brian Purdy	Head of Tax, South32
John Rawson	Partner, Deloitte
Premila Roe	Vice President Tax APAC, EMEA and Transfer Pricing, BHP Billiton
Hayden Scott	Partner, PwC
Shannon Smit	Director, Transfer Pricing Solutions
Steve Southon	Chief Tax Officer, NAB
Miranda Stewart	Professor of Law, University of Melbourne
Judy Sullivan	Partner, PwC
Paul Suppree	Assistant Director, Corporate Tax Association
Reynah Tang AM	Member, Victorian Civil and Administrative Tribunal
Vic Timos	Group Tax Manager, Incitec Pivot Limited
William Thompson	Director, Thompson Group
Coralie Trotter	Vice President Tax (Asia Pacific) Shell
Chris Vanderkley	Special Counsel, PwC
Richard Vann	Challis Professor of Law, University of Sydney
Grant Wardell-Johnson	Lead Tax Partner, KPMG Economics & Tax Centre
Steve Westaway	Partner, Director & Company Secretary, Grant Thornton
Sue Williamson	Partner, EY
Ken Woo	Partner, PwC

10 APPENDIX G: CONSULTANCIES

Consultants are engaged in accordance with Treasury's policies for the engagement of consultants and contractors. These policies, which are consistent with the Chief Executive Instructions and the Commonwealth Procurement Guidelines, are outlined in the Treasury Annual Report.

In 2018-19, Board had one consultancy contract to assist with the fringe benefits tax project involving total actual expenditure of \$82,498 (including GST).

11 APPENDIX H: FINANCIAL STATEMENTS

Table 8: Revenue, expenses and operating result

	2018-19	2017-18
	\$	\$
Revenue		
Revenue – Department of the Treasury budget allocation	1,854,557	1,924,290
Revenue — Other	455,869	483,343
Total revenue	2,310,426	2,407,633
Expenses		
<i>Employee expenses</i>		
Wages	701,583	737,251
Superannuation	180,769	188,335
Other employee expenses	583,971	600,250
Total employee expenses	1,466,323	1,525,836
<i>Other expenses</i>		
Travel	150,828	180,587
Conferences and training	3,924	2,473
Consultants and Contractors	74,998	-
Seconded Employees	570,022	663,107
Office supplies	1,001	1,603
Publications and subscriptions	-	706
Other supplier expenses	43,330	33,321
Total other expenses	844,103	881,797
Total expenses	2,310,426	2,407,633
Operating surplus	-	-

Table 9: Remuneration paid to non-government Board members, 2018-19

Board Members 2018-19	\$
Total	\$512,765

Board members are remunerated in accordance with subsections 7(3) and 7(4) of the *Remuneration Tribunal Act 1973*. During 2018-19, two remuneration determinations applied, dated 25 June 2018 and 21 December 2018.