

RSM's Integrated Global Compliance and Reporting Services (i-GCRS) solution

Delivering compliance, accounting, and reporting services to global clients

February 2023





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i-GCRS *(integrated global compliance and reporting services)*

Our **i-GCRS (integrated global compliance and reporting services)** offering supports organisations in meeting their worldwide compliance and accounting responsibilities. Our model centres around a **Project Management Office (PMO)** that tracks and coordinates progress with a business's obligations in all jurisdictions of operations – whether the outsourced services are delivered via our RSM network of 120 countries or through our UK central service model.

Our central service model can deliver **bookkeeping services, VAT compliance, central data management** and **financial statement preparation** for over 50 countries using our state-of-the-art technologies, with further input from in-country RSM firms as needed. When a business considers whether global outsourcing is right for them, we also provide a **transformational consulting service** to help with their evaluation and corresponding business case.

Our service delivery

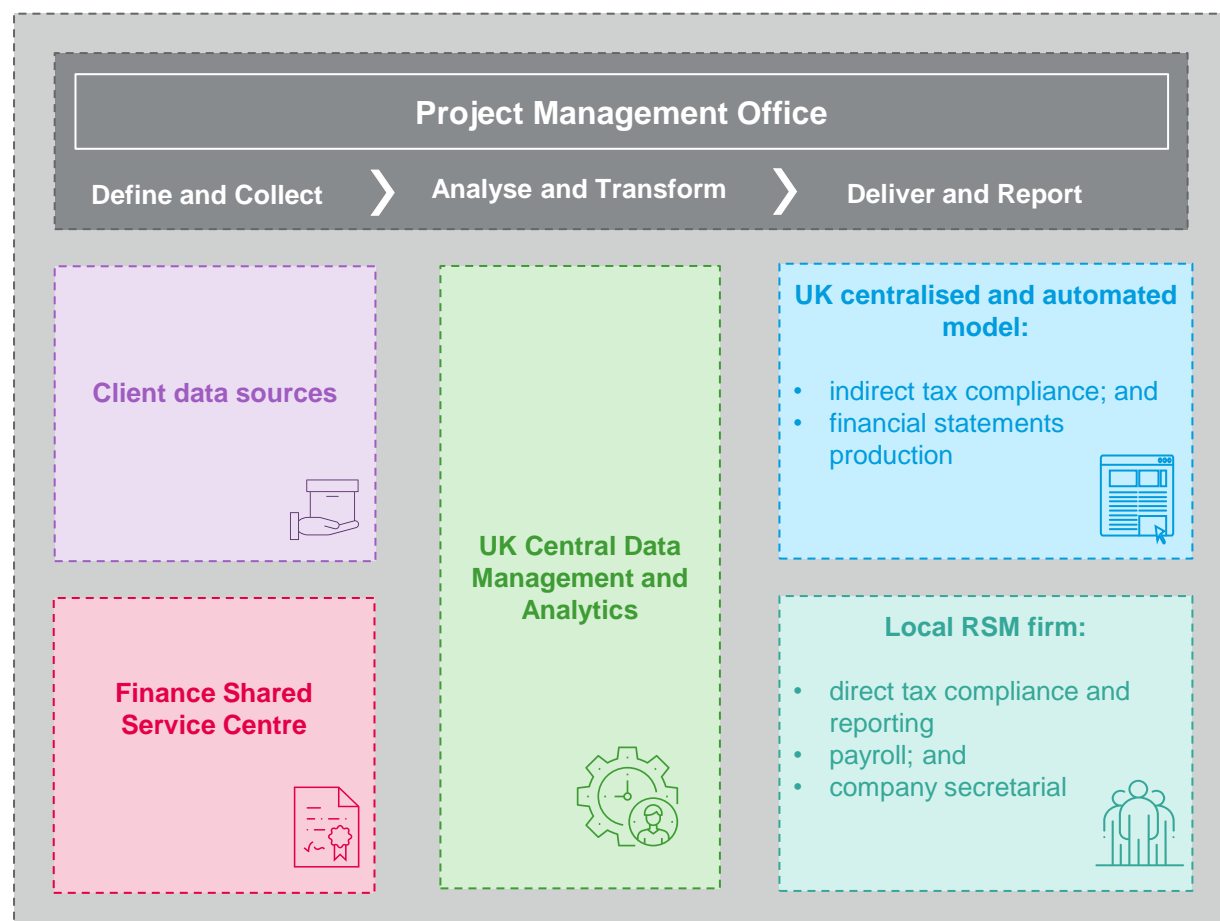
- Our **Project Management Office (PMO)** provides a single point of access into the RSM global network and centralised models - tracking the completion of all tasks and providing control and visibility through our 4Action dashboard.
- Our **Finance Shared Service Centre (FSSC)** manages bookkeeping, accounting and management reporting requirements across multiple countries, keeping locally compliant books and records.
- Our **Data Management and Analytics Hub** is the single point of access for client data, automating the transfer and distribution of that data to RSM.
- Data collected is utilised in the provision of **Power-BI-based dashboards** to report on worldwide deliverables and deliver insights from that data.
- We provide an **automated** and consistent approach for **financial statements** and **VAT** return preparation from the UK to simplify local and central review.
- We manage and **deliver local tax filings** smoothly and efficiently, whether corporate income tax or other local tax returns and payroll
- We manage **company secretarial** work from our member firm network.



i-GCRS service model

Our i-GCRS service offering brings together a range of UK-based, standardised and automated compliance and accounting solutions that work alongside our RSM member firm network operating in over 120 countries.

Together we are able to assist global businesses in meeting their accounting, tax and compliance obligations across the globe. All data required to prepare and complete the local compliance and accounting requirements is captured centrally with tasks either prepared and completed in the UK, using our automated solutions (with local quality control reviews), or locally by RSM Member firms.



Project Management Office

Our i-GCRS service includes a Project Management Office (PMO) with specialist project management trained individuals. Their role is to partner with our clients and focus on deadline management, billing, risk and issue management, scope changes and other key matters arising through the course of the engagement.



Project management specialists

- Qualified project management expertise.
- Focused on centrally coordinating and managing deadlines, billing arrangements, changes in scope etc.



Smart technology

- 4Action technology enables the tracking and managing of tasks and workflows.
- 4Action also tracks billings, out-of-scope work and key account management issues.



Partnership-based governance

- Partnering ethos embedded in our relational contracting terms.
- Weekly status review calls and periodic Steering Group meetings.



A single day-to-day point of contact

- For all compliance and accounting services delivered through our central and local teams.
- Small portfolio of clients per PMO manager for a proactive, premium service.



Proactive coordination

- Deadlines actively profiled and monitored.
- Action taken, where required, to ensure that deadlines are not at risk of being missed.



Process improvement

- Process enhancements using Robotic Process Automation and machine learning.
- Underpinned by robust business cases and joint central governance.



Our i-GCRS service leverages RSM member firms in 120 countries who support us with the delivery of a full suite of accounting and compliance services, including corporate income tax, withholding tax and tax provision work. In addition, they provide vital support to our centralised teams in the UK.

Through access to our 4Action dashboard, clients have visibility of their compliance and accounting status, access to documentation, an understanding of out-of-scope work and pinch points in the compliance process. In addition, we provide our clients with quarterly regulatory updates covering their countries of operation – Our Domain Knowledge Report.

1. Steering group highlights
2. On-line status reporting
3. Managing changes in scope
4. Regulatory updates

- Financial statements filed in 6 countries
- 104 VAT returns filed
- CIT returns filed in 3 countries
- 2 major tax audit reviews underway; 1 successfully completed

Project to improve data collection

- process now in implementation phase



Open F&S filings by country

Country	Count
Australia	2
Canada	1
Chile	1
China	2
Colombia	1
Czech Republic	1
Germany	1
France	1
Hong Kong	1
Italy	1
Japan	1
Malaysia	1
Mexico	1
Netherlands	1
Poland	1
Portugal	1
RSAR	1
Slovakia	1
South Africa	1
South Korea	1
Thailand	1
Turkey	1
UNITED STATES	1

Open CIT filings by country

Country	Count
Australia	1
Chile	1
China	1
Colombia	1
Germany	1
Ireland	1
Italy	1
Mexico	1
Russia	1

Open annual filings by "Controller"

Controller	Count
Fischer, Katie	7
Lee, Vickie	1
Pope, Summer	1
Van Der Merwe, Cécile	1

Overdue VAT returns by country

Country	Count
China	1
Czech Republic	2
France	1
Italy	1
Malaysia	1
South Africa	1
Turkey	1

Filings due in next 30 days by country

Country	Count
Australia	2
Chile	2
China	7
Colombia	4

The screenshot displays the RSM CCN log interface. At the top, there are two main sections: 'RSM CCN log' and '£1.40M Total value of CCNs'. Below these, there are filters for 'Region' (APAC, Europe, North America), 'Country and entity' (All), 'Type of request' (All), and 'CCM Approved by' (All). A 'CCN approval date' range is set from 28/02/2021 to 31/12/2021. A table of CCN requests is shown with columns: CCN Approved by, CCN Date, CCN Number, CCN requested by, CCN Sign-off date / email approval, Country, Date CCN was sent for approval, Entity, £m vs GBP, Month - Year, Region, Service line, and Type of request. The table lists 10 entries, with the first entry being a CCN for RSM UK dated 28 March 2018, valued at £100,000,000, for the APAC region, Project service line, and One-Off Project type.

CCN Approved by	CCN Date	CCN Number	CCN requested by	CCN Sign-off date / email approval	Country	Date CCN was sent for approval	Entity	£m vs GBP	Month - Year	Region	Service line	Type of request
Senior Manager	21/11/2021	24	RSM UK	28 March 2018	Thailand		ABC Thailand	£100,000,000	Nov 2017	APAC	Project	(i) One-Off Project
Director A	06/01/2019	26	RSM UK	17 January 2019	Thailand		ABC UK	£24,794.92	Jan 2018	APAC	Project	(i) One-Off Project
Senior Manager	12/01/2021	395	Client head office	26 June 2021	UK	12/01/2021	ABC UK	£29,794.96	Jan 2021	Europe	Project	(i) One-Off Project
Director B		94	Local supplier	08 July 2021	Singapore		ABC Singapore	£26,365.03		APAC	Project	(i) One-Off Project
Director B	19/11/2021	508	Client head office	27 October 2021	Spain	12/10/2021	ABC Spain	£22,670.06	Nov 2021	Europe	Tax	(i) One-Off Project
	23/10/2018	154	RSM UK	10 December 2018	Ireland	30/07/2019	ABC UK	£25,100.56	Oct 2018	Europe	Project	(i) One-Off Project
Director C	03/07/2019	200	Client head office	11 October 2019	Spain	11/10/2019	ABC Spain	£24,940.00	Jul 2019	Europe	Collec	(i) Enduring Scope
Director A	12/01/2021	396	Client in-country	26 June 2021	Netherlands	12/01/2021	ABC Netherlands	£22,135.90	Jan 2021	Europe	Project	(i) One-Off Project
Director B	01/09/2019	220	Client head office	17 February 2020	New Zealand		ABC New Zealand	£21,791.07	Sep 2019	APAC	Project	(i) One-Off Project
Director A	01/10/2019	172	Local supplier	09 June 2021	UK		ABC UK	£19,939.32	Oct 2019	Europe	Project	(i) One-Off Project
Director A	23/01/2018	23	Local supplier	25 January 2018	Thailand		ABC Thailand	£79,000.00	Jan 2018	APAC	Tax	(i) One-Off Project

Domain Knowledge Special Report

UK Global Cor

15

Copyright Knowledge Special Report

Czech Republic

Positionments of penalties for late taxes

Source: OECD (2019)

Penalties for late filing of tax returns are imposed on companies and individuals. Penalties are imposed on companies for late filing of tax returns and on individuals for late filing of tax returns.

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Companies that fail to file their tax returns by the deadline in 2019 will be fined 0.5% of the tax due. Individuals who fail to file their tax returns by the deadline in 2019 will be fined 0.5% of the tax due.

Individuals who fail to file their tax returns by the deadline in 2019 will be fined 0.5% of the tax due. Companies that fail to file their tax returns by the deadline in 2019 will be fined 0.5% of the tax due.

Companies that fail to file their tax returns by the deadline in 2019 will be fined 0.5% of the tax due. Individuals who fail to file their tax returns by the deadline in 2019 will be fined 0.5% of the tax due.

Additional penalties for filing

Source: OECD (2019)

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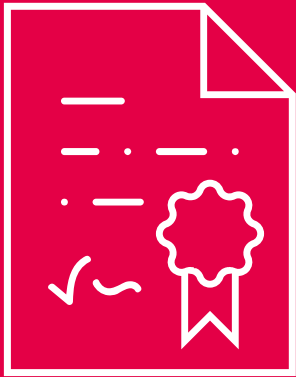
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THE COUNTRY'S
RANKING IN THE
2019/2020

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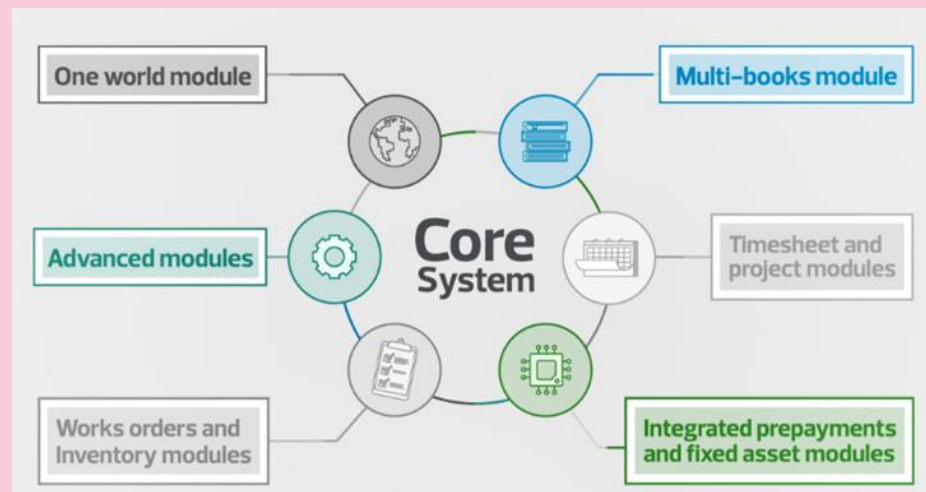


Our global accounting and bookkeeping team is based in our near-shore Finance Shared Service Centre in Belfast. The centre is managed by experienced shared service staff with teams processing transactions and delivering management information using either our core NetSuite platform or our clients' own systems.

Finance Shared Service Centre

Core NetSuite platform

RSM is Europe's leading implementation partner of Oracle NetSuite – our chosen cloud-based platform. By accessing our platform, clients save time on system selections, maintenance and upgrades while accessing RSM's continuing upgrade to our technology infrastructure. The team operates a standardised "Black Box" NetSuite configuration.



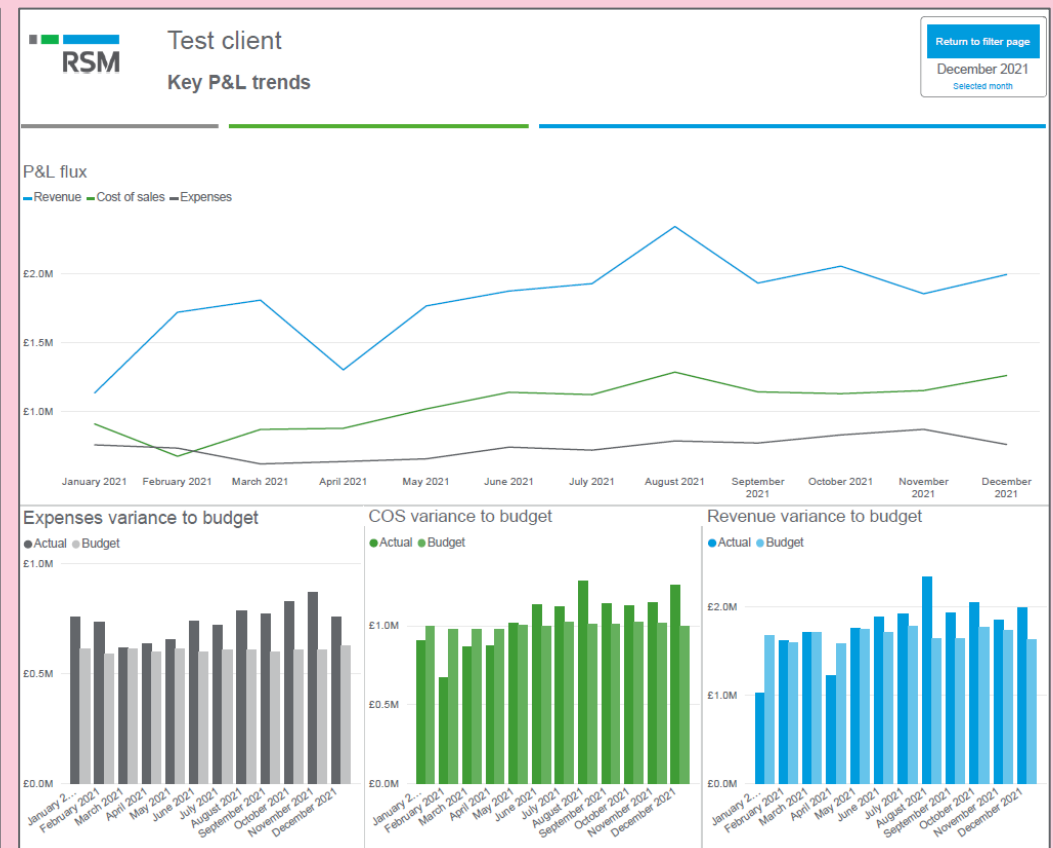
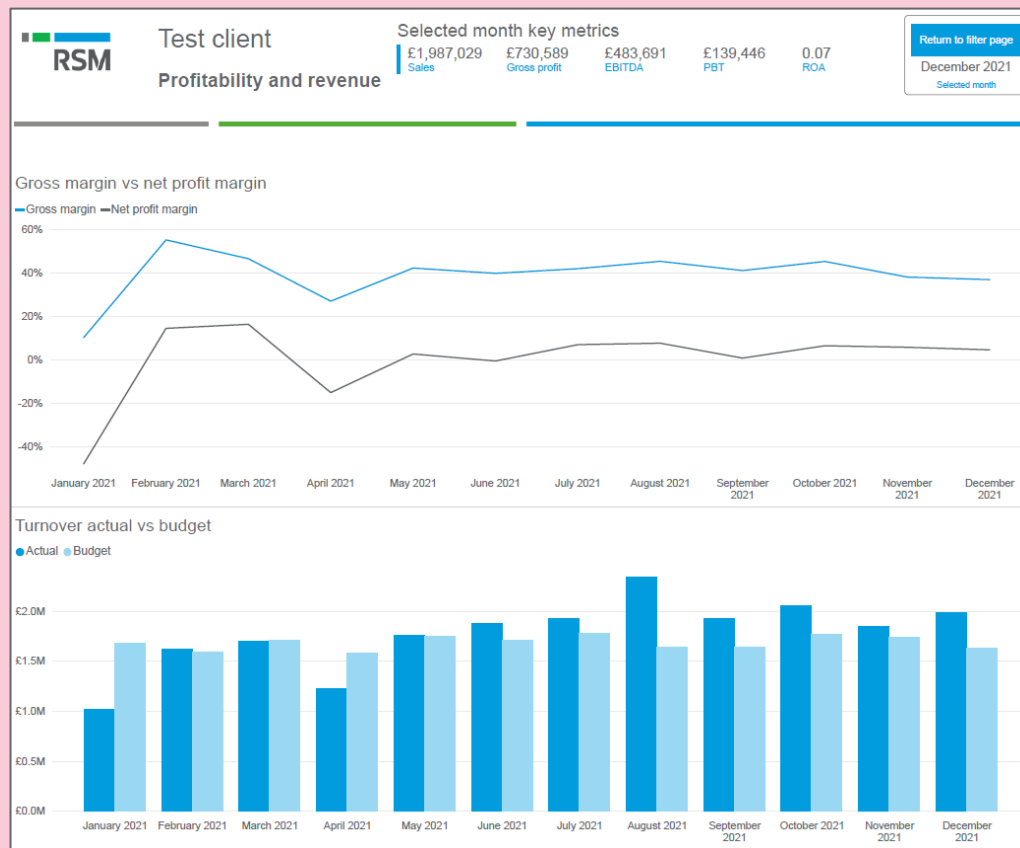
Key features of our NetSuite platform include:

- **Flexible, dynamic General Ledger segments** store transactions for multi-dimensional reporting - a single version of the truth.
- Effortless consolidations with the **One World module** including **multi-currency management** that supports 190+ currencies and 19 languages.
- **Multiple accounting books function** means we can maintain full control over differences between the group reporting and local GAAP.

Additional technologies

We use an **invoice capture platform** with OCR recognition and machine learning technology to capture invoice data and integrate it into NetSuite. Workflow approval functionality then approves the invoices ready for payment.

We have produced a **cloud-based reporting tool** within Power BI which allows us to prepare all the profit and loss and balance sheet Management Information together with Analytics to analyse historic performance and trends.

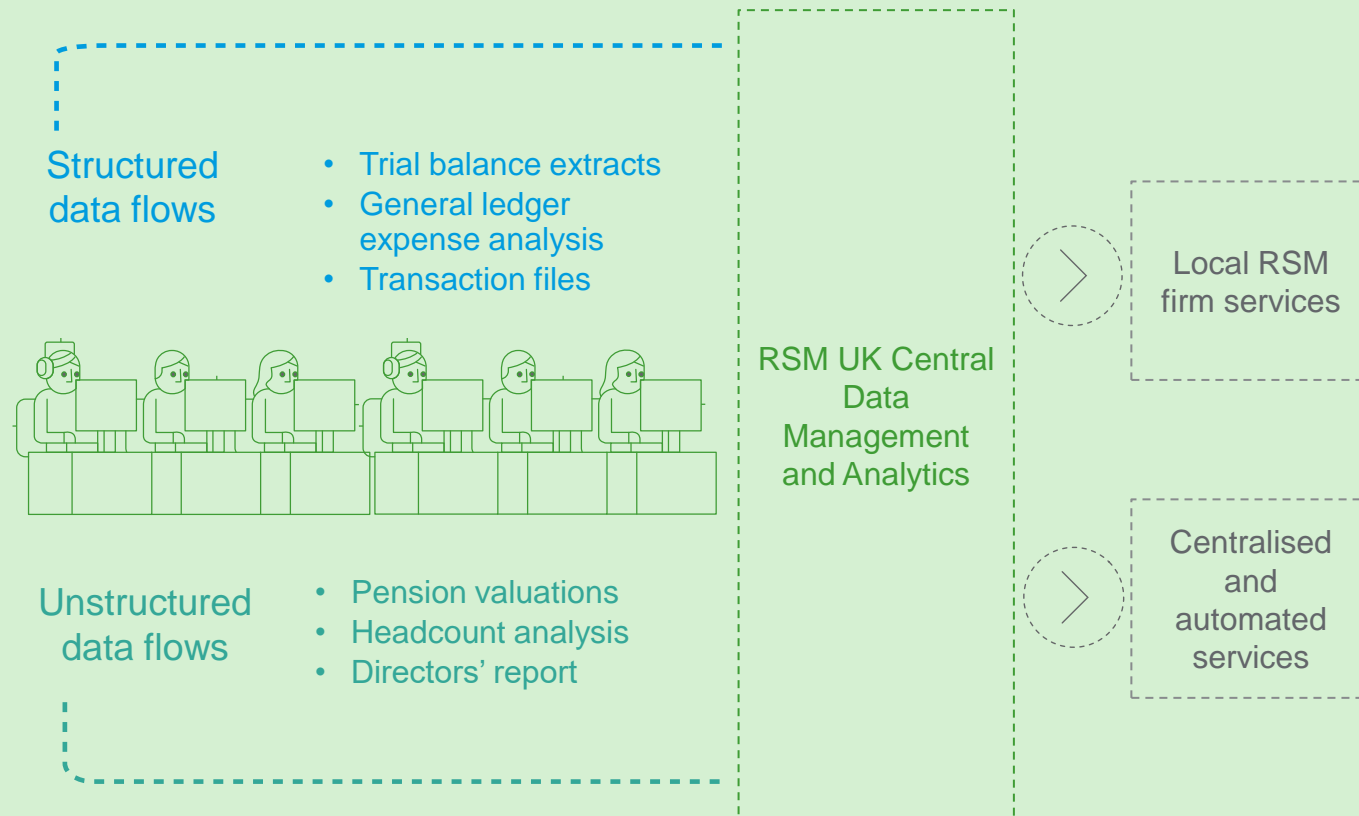




The RSM UK Central Data Management and Analytics Hub acts as the single point of integration with our clients, facilitating a secure and simple method of data transfer.

UK central data management and analytics

Collating all the data for global compliance and accounting purposes - whether structured data from accounting systems or unstructured data from multiple sources – is arguably the most challenging part of any monthly, quarterly or annual process. The RSM UK Central Data Management and Analytics Hub acts as the single point of integration, facilitating a secure and simple method of data transfer, either with our easy-to-use client portal or using one of the many methods of automated data transfer available. Our “plug and play” approach aims to collect at least 80% of data at the first pass, to minimise disruption to our clients, either from day one or as part of a longer-term improvement initiative.

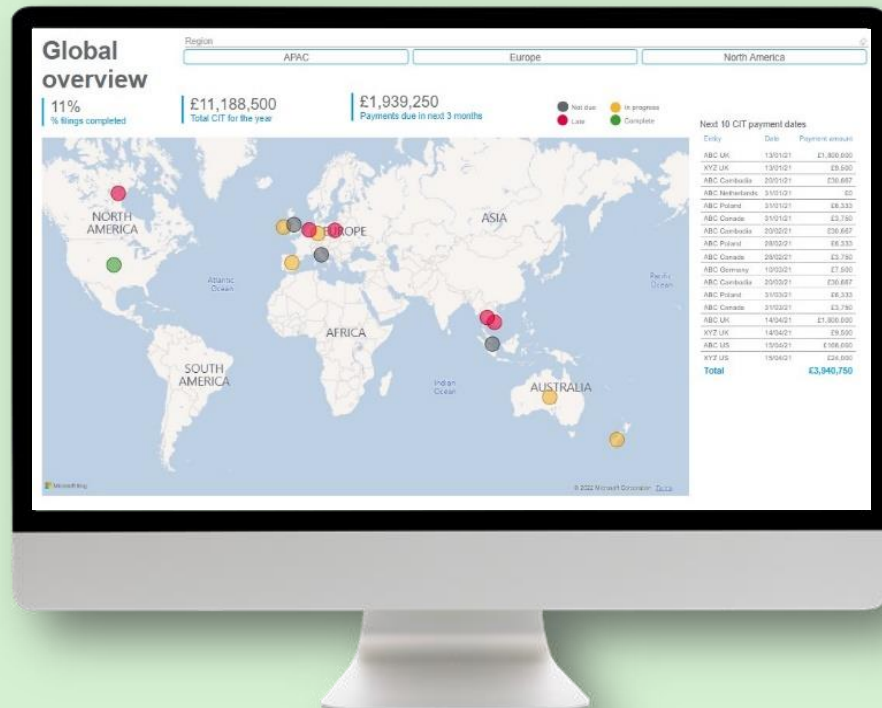


UK central data management and analytics

As we accumulate entity-by-entity data from multiple years across multiple locations, we build up a rich source of insight for our clients - not only into what has happened across their compliance and reporting position but also in looking forward to what might happen in the future.

Global analytics dashboards

In addition to the 4Action dashboards deployed by our PMO team, we also deploy additional analytics tools covering core direct tax, indirect tax and financial reporting dashboards, drawing information from RSM member firms and presenting it in a Power BI format. This includes, for example, tax payment analyses, tax risk matters, effective tax rate comparisons etc.



Global map of submission status



Tax breakdown by entity view

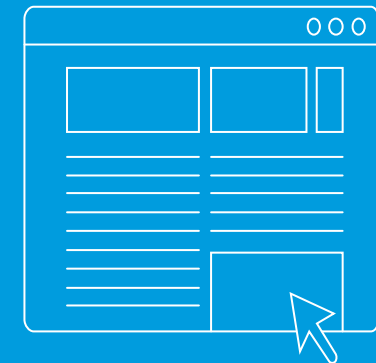
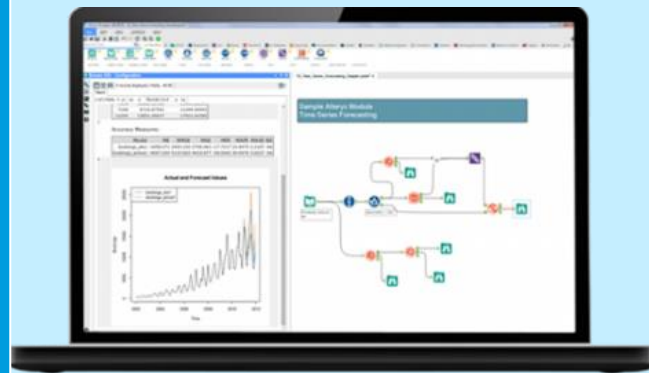
UK centralised and automated model

Global indirect tax compliance

Using a number of key technology components such as Microsoft Azure, Alteryx and Avalara reporting technology, RSM has developed a best in class global service model that can deliver compliance and value-add services across a wide range of indirect tax compliance requirements, including real-time reporting, e-invoicing and SAF-T.

Key benefits:

- ✓ True best-in-class delivery model, able to flex with client needs.
- ✓ Comprehensive package of analytics, customizable for each client, entity and jurisdiction.
- ✓ Full on-demand access to the status of returns.
- ✓ Unique combination of periodic VAT compliance and real-time reporting, e-invoicing and SAF-T.
- ✓ A single, UK-based point of contact for all compliance filings.
- ✓ Highly efficient and flexible delivery model.
- ✓ Multi-lingual team of VAT specialists supported by a strong global RSM network.



Our UK-based, centralised VAT compliance team consists of dedicated VAT specialists, data scientists and compliance technology experts.

UK centralised and automated model

Global Financial Statement production

We use technology to provide a centralised delivery model, supported by local RSM in-country expertise, to prepare globally consistent statutory accounts.

At RSM, we use the Thomson Reuters OneSource Accounts Production platform (TR Tool) to produce financial statements. The TR tool utilises over 40 country reporting templates, in both English and local languages, updated annually for regional changes in legislation and best practices.

During **on-boarding**, we work closely with RSM member firms to understand the prior year GAAP adjustments and maintain an audit trail of these adjustments through a GAAP bridge within the TR tool.

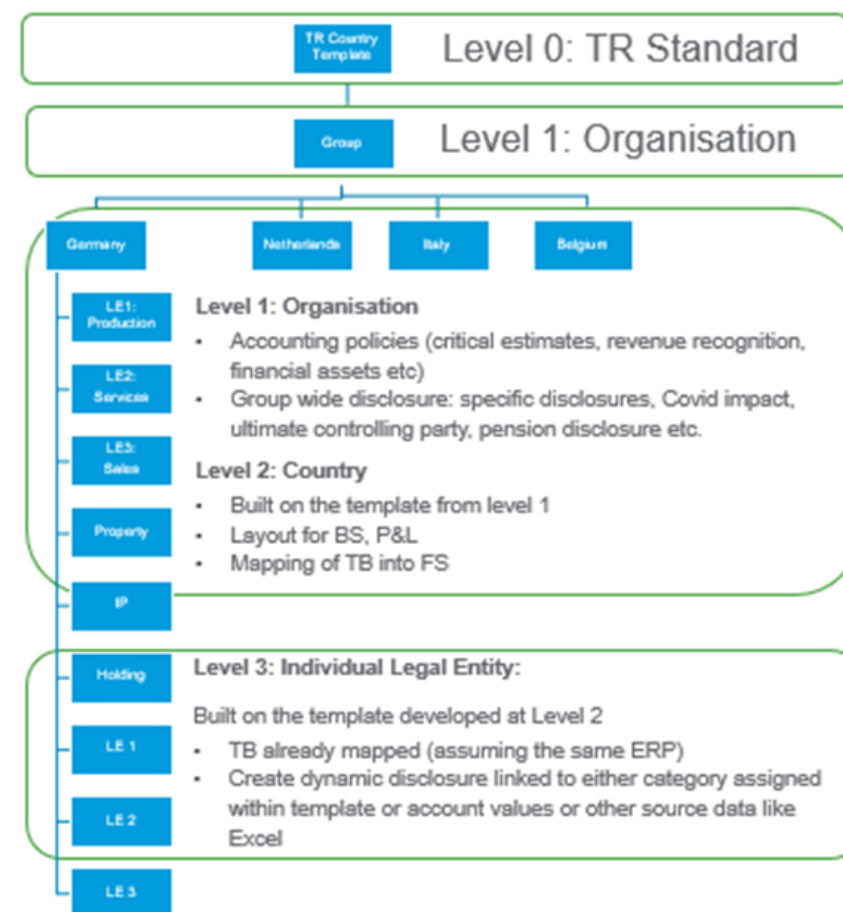
In the **delivery phase**:

- We import and map files into the TR tool;
- We update disclosure notes for current year values and comments;
- Our local RSM member firms perform a local quality assurance review;
- We tag accounts for i-XBRL purposes (where local rules require).

Move from outsourced to in-house:

Some clients use our centralised and automated financial statement production model as a journey to building their own financial reporting function. We help by standardising processes in advance and by supporting the design of the in-house team.

Standardise the Organisational Template

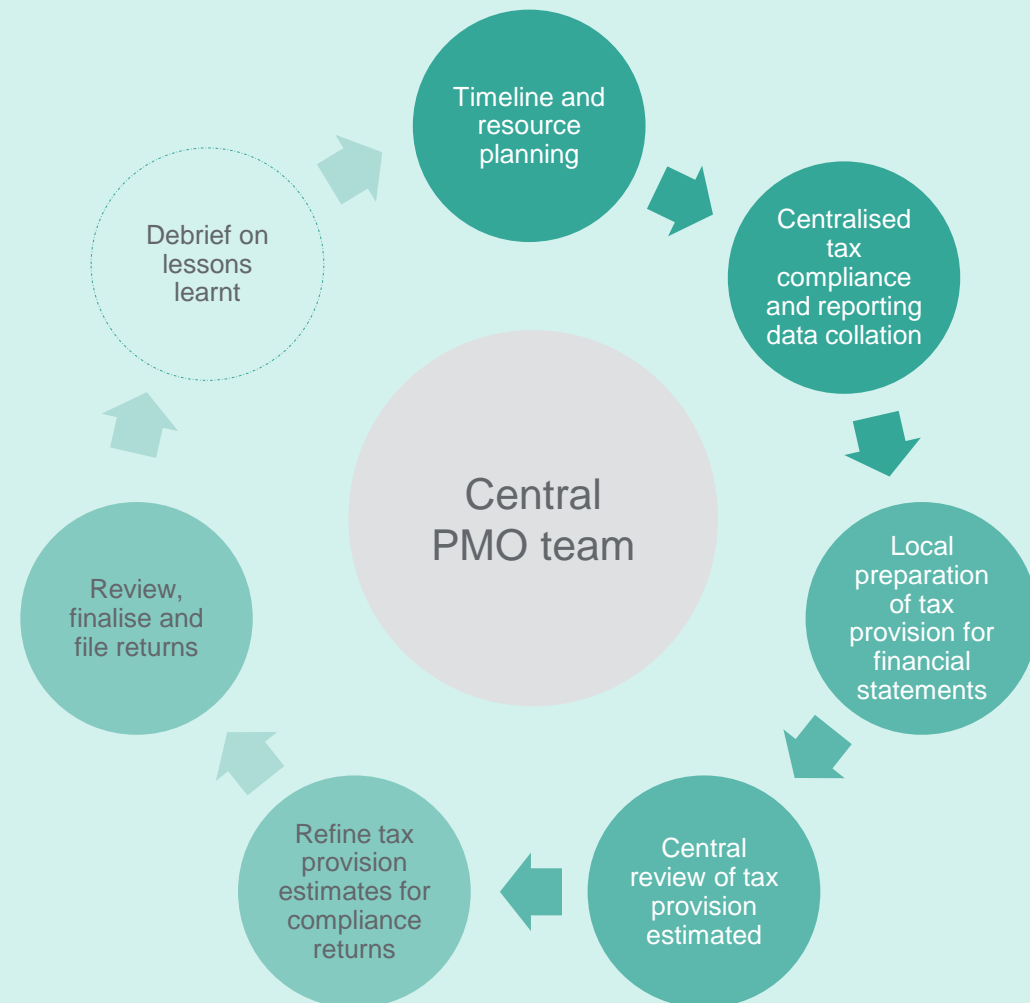




Local country corporate income tax compliance and reporting services are delivered through our RSM member firm network using local tax computation engines appropriate for each jurisdiction.

We have a member firm presence in over 120 countries to support this approach. All member firm services follow a defined workflow which is tracked and coordinated by the central PMO team and reported to our clients on the 4Action dashboard.

Local RSM firm services



Local RSM firm services

RSM is the 6th largest audit, tax and advisory network in the world. We are headquartered in London, with an international network spanning more than 120 countries, 860 offices and 51,000 people worldwide.

Other services, such as payroll and company secretarial services, will largely be provided through the RSM member firm network.

To deliver a comprehensive payroll solution, we deploy our IPPEX platform on which all elements of pay around the globe are captured, reported and shared with our clients.

Where we are not able to deliver the full scope of service required, we have a series of trusted third parties that we work with.

<div> <div>Standard Off cycle Quarter end Year end</div> <div>Regular Expat Pension</div> <div> <div>←</div> <div>Sep 2020</div> <div>→</div> </div> </div>				
	German Payroll 30 Sep 20 Sep 2020	Spanish Payroll 29 Sep 20 Sep 2020	UK Expat (Home) Payroll 25 Sep 20 Sep 2020	UK Payroll 30 Sep 20 Sep 2020
Client to provide payroll data to RSM UK	16 Sep 20	15 Sep 20	14 Sep 20	16 Sep 20
Review payroll changes data and submit to local provider	18 Sep 20	17 Sep 20	14 Sep 20	18 Sep 20
ICP Process Payroll	22 Sep 20	21 Sep 20	15 Sep 20	22 Sep 20
Review the gross to net payroll reports and upload data	22 Sep 20	22 Sep 20	17 Sep 20	22 Sep 20
Payroll Approval	23 Sep 20	23 Sep 20	18 Sep 20	23 Sep 20
Upload Employee Payslips	24 Sep 20	23 Sep 20	21 Sep 20	24 Sep 20
Funds transfer and employee payments	25 Sep 20	24 Sep 20	23 Sep 20	25 Sep 20
Statutory Reporting and Governance Reporting	30 Sep 20	29 Sep 20	25 Sep 20	30 Sep 20
Supply Final reports to Shadow / Host country Payroll Provider			28 Sep 20	
Review / Approve Expat Payrolls			29 Sep 20	
Process Expat Host Country Reporting			30 Sep 20	
Number of new issues	0	0	0	0
Number of new notes	0	0	0	0
Number of new queries	0	0	0	0
Number of open issues	0	1	0	0
Number of open queries	2	2	2	2
Number of open reminders	0	0	0	0

Taking your first step with our global services team

We recognise that moving any element of your global finance or compliance function to an external service provider may be a major strategic shift that needs to address a wide range of factors.

We support our clients through a consultative structured approach that analyses these factors, helps to develop a robust business case - evaluating both the financial and non-financial implications – and which can support in the selection of a relevant supplier where required.



RSM outsourcing consultative services

Considering whether global outsourcing is right for you? We will provide a tailored transformational consulting service to help you with your evaluation and corresponding business case.

Factors to consider:



Change management?



IT integration and Security?



Competence to deliver?



Cost, scope and metrics?



Location issues?



Value drivers?

RSM Outsourcing Consultative Services

Fundamental risk-benefit analysis

Supplier selection process



Scope and design workshops

Business case development

Key contacts



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