Dawgen GLOBAL

SERVICE BROCHURE · TAX ADVISORY

Tax Risk Health Check

Strengthening tax compliance, governance and confidence for Caribbean organisations.

Identify exposures. Reduce uncertainty. Protect value. Improve decision-making.



Dawgen Global illustration

Tax governance is becoming a board-level priority

Caribbean organisations operate amid growing tax complexity, tighter public finances, expanding digital administration and higher expectations of compliance discipline.

01 Regulatory scrutiny

Greater emphasis on accurate returns, timely filings, audit trails and defensible positions.

02 Digital tax administration

Online services, electronic filing, data matching and electronic records are increasing transparency.

03 Cash-flow pressure

Unplanned assessments, interest, penalties and disputed liabilities can squeeze working capital.

04 Board accountability

Directors and executives need visibility over tax risk, controls and governance responsibilities.

> *Tax risk is not only a compliance matter. It affects governance, cash flow, business valuation, stakeholder trust, financing readiness and the ability to make better decisions.*

IDENTIFY	REDUCE	PROTECT	IMPROVE
exposures across every tax type	uncertainty and avoidable disputes	value, cash flow and reputation	decision-making and board visibility

02 · COMMON TAX CHALLENGES WE SEE

Weaknesses often stay hidden until a review, audit, transaction or dispute

WARNING SIGNS

- Late or inconsistent filing and payment practices
- GCT/VAT returns not reconciled to the accounting records
- Payroll taxes not separately reviewed
- Weak documentation for expenses and tax positions
- Unclear ownership of the tax calendar
- Related-party or transfer pricing exposure

QUESTIONS EXECUTIVES SHOULD ASK

1. Do we know our highest tax exposure areas?
2. Are returns reconciled to management accounts?
3. Who owns compliance, review and escalation?
4. Could we withstand a tax audit or due diligence review?
5. Are controls documented and performed?

CONSEQUENCES OF INACTION

- Penalties and interest
- Unexpected assessments
- Reputational damage
- Transaction delays
- Director and management scrutiny
- Loss of stakeholder confidence

WHAT THESE WARNING SIGNS HAVE IN COMMON

None of them is a disagreement about tax law. Each is a question of ownership, timing or documentation, which is why they are usually cheaper to fix than to defend.

One structured diagnostic, six components

The Dawgen Tax Risk Health Check helps organisations understand their obligations, identify exposure areas, strengthen controls and build a prioritised improvement roadmap.

1 Compliance profile
Filing obligations, deadlines, registrations and responsibilities

2 Direct tax review
Income tax positions, deductibility, provisions and use of losses

3 Indirect tax review
GCT/VAT processes, reconciliations, exemptions, and input and output tax

TAX RISK HEALTH CHECK
one structured diagnostic

4 Payroll tax review
Deductions, remittances, reconciliations and classification

5 Governance and controls
Ownership, approval, documentation, tax calendar and board reporting

6 Roadmap and remediation
Recommendations, quick wins and a practical improvement plan

BEST SUITED FOR

- Small and medium-sized and family-owned businesses
- Financial services and credit unions
- Public sector and statutory bodies
- Tourism and hospitality groups
- Manufacturing and distribution companies
- Organisations preparing for financing, restructuring, audit, sale or due diligence

TYPICAL TIMELINE

2 to 6 weeks

Interviews with finance and leadership teams, document and reconciliation review, and a board-ready implementation roadmap.

04 · OUR SIX-STEP METHODOLOGY

A practical process that moves from discovery to action

1	2	3	4	5	6
Tax types, entities, periods, systems	Returns, ledgers, reconciliations, payroll	Practice, ownership, approvals, exceptions	Exposure, control design, documentation	Risk, urgency, impact, ease of fixing	Board-ready report, quick wins, owners

01	Discovery and scoping	Confirm tax types, entities, reporting periods, systems, stakeholders and priorities.
02	Document request and data review	Review returns, assessments, ledgers, reconciliations, payroll records and tax calendars.
03	Stakeholder interviews	Understand current practice, ownership, approvals, exceptions and areas of uncertainty.
04	Risk and compliance assessment	Evaluate exposure areas, control design, documentation quality and compliance maturity.
05	Findings and prioritisation	Classify issues by risk, urgency, financial impact and ease of remediation.
06	Executive roadmap	A board-ready report, quick wins, ownership actions and an implementation plan.

TYPICAL ENGAGEMENT FEATURES

2 to 6 week timeline	Interviews with finance and leadership teams	Document and reconciliation review	Board-ready implementation roadmap

Clear outputs. Practical value.

01 Tax compliance profile and obligations map

02 Tax risk findings and exposure summary

03 GCT/VAT, payroll and direct tax review observations

04 Reconciliation and documentation gap analysis

05 Tax governance and control maturity assessment

06 Prioritised recommendations and quick-win actions

07 90-day remediation roadmap

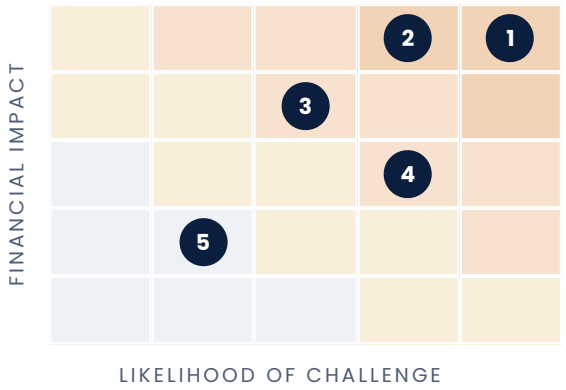
08 Board-ready executive summary

CLIENT BENEFITS

- Lower likelihood of penalties, interest and avoidable disputes
- More confidence in filings and reconciliations
- Stronger accountability over tax deadlines
- Better readiness for audits, due diligence, financing or restructuring
- Better board visibility over tax risk
- Better cash-flow planning and fewer unexpected liabilities

TAX RISK HEAT MAP

Illustrative



1 GCT/VAT reconciliation · 2 Payroll classification · 3 Expense documentation · 4 Related-party pricing · 5 Filing calendar discipline

A well-governed tax function protects value, supports growth, reduces uncertainty and helps leadership make smarter, more effective decisions.

06 · COMPOSITE CASE STUDY

An illustrative example based on anonymised regional experience

CLIENT PROFILE	A Caribbean mid-market distribution and services group with multiple tax obligations and growing regional activity.
SITUATION	The group had grown quickly, but filings, reconciliations, payroll reviews and documentation were inconsistent.
CHALLENGE	Management lacked a single view of tax exposures. GCT/VAT reconciliations did not always agree to the accounting records, and responsibility for compliance was fragmented.
OUR WORK	We reviewed tax obligations, filings, supporting schedules, payroll processes, documentation, tax calendar discipline and governance practice.
OUTCOME	A tax risk heat map, compliance calendar, documentation checklist, remediation priorities and a board-ready tax governance roadmap.
KEY LESSON	Growth without structured tax governance can create hidden exposures. Visibility, ownership and documentation are the foundation of tax confidence.

> **FROM FRAGMENTED TO GOVERNED**
>
> *The group moved from inconsistent reconciliations and unclear ownership to a tax calendar, clearer responsibilities, better documentation and prioritised remediation.*

07 · WHY DAWGEN GLOBAL

Caribbean insight with multidisciplinary capability

Caribbean insight

Regional tax, governance and operating realities, understood from practice rather than from a textbook.

Board-ready advice

Clear actions, priorities and decisions, written for the people who must approve them.

Integrated expertise

Tax, audit, finance, risk, legal, technology, HR and advisory specialists working from a single engagement view.

One desk, 35 territories

Coordinated from the Caribbean Tax Service Desk in Kingston, so advice in one territory takes account of the others.

LET'S HAVE A CONVERSATION

Discuss a Tax Risk Health Check for your organisation.

01 Schedule a consultation to discuss your current tax risk concerns.

02 Start with a Dawgen Tax Risk Health Check.

03 Receive a practical roadmap to strengthen compliance, governance and documentation.

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Every territory has its own desk: write to territory@dawgen.com, or info@dawgen.global for Jamaica. We serve 35 territories across the Caribbean and the Americas from our headquarters at Dawgen Towers, Kingston.

ONE FIRM. SIX SERVICE PILLARS.

Audit & Assurance · Tax Advisory · Technology & Cyber · Finance & BPO · Growth & Recovery · HR & Legal

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