

Note on translation:

This is an English translation of a document drawn up in Dutch. Every effort has been made to render the source text as accurately as possible without compromising continuity. In the event of any disparity between the Dutch original and this translation, the Dutch text will prevail. In this translation, Dutch legal concepts are expressed in English terms and may not necessarily be identical to the concepts described by those English terms under the laws of other jurisdictions.

Code of Professional Conduct ('Code of Conduct') of the Dutch Association of Tax Advisers ('NOB')

Most recently amended on and effective from 12th May 2025.

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Section 1. General provisions

Article 1

Honour and dignity

A member must perform his¹ work as a tax adviser in an honest, conscientious and appropriate manner, comply with legislation and regulations, and refrain from anything that is in conflict with the honour and dignity of the profession.

Explanatory notes

¹ For readability reasons, the male form only is used in this Code of Conduct.



An NOB member advises his client – in the case of an in-house tax adviser, his employer is the client – on, for example, the tax consequences of proposed or executed actions or legal acts. In practising his profession, a member may focus on one or more of the following activities, whereby it should be noted that the manner in which activities are performed and the role of the NOB member are dynamic and subject to change. Work commonly undertaken by NOB members includes:

- **provision of advice** on the tax consequences of actions or legal acts proposed or executed, such as business succession, investments, financing and restructuring (and related transactions) or life events such as marriage or death;
- **provision of support to ensure compliance with tax obligations** and avoid any failure to identify tax obligations. This includes activities such as preparing clients' tax returns;
- **provision of legal assistance** in tax disputes by submitting objections to tax authorities and/or litigating in court.

The concept of the 'honour and dignity of the profession' is the key concept in this provision and includes in any event the other standards referred to in this provision (being the requirement for the member to comply with legislation and regulations and to practise the profession honestly, conscientiously, appropriately and with integrity), as well as the standards referred to in Articles 2, 4, 5 and 9 (being the requirement for independence, confidentiality, professional competence and expertise).

Compliance with legislation and regulations refers not only to government legislation and regulations, but also to internal NOB regulations such as this Code of Conduct and other rules or regulations applicable to NOB members. Members participating in horizontal supervision for Fiscal Service Providers ('HT FD') via the NOB's umbrella covenant must also comply with what is stipulated in the Protocol for participation in HT FD.

The words 'honour and dignity of the profession' also include the meanings generally attributed to these words in society and so may be subject to change. In addition, and where this can reasonably be considered necessary, members must also take societal aspects into account in discussions with clients, insofar as the client can reasonably be expected not to be aware of such aspects. This may mean, for example, that the member discusses stakeholders' views on a client's tax choices with the client.

The main responsibility when **preparing tax returns** is to ensure the client's legal position is presented correctly in the return. A member promotes compliance with legislation and regulations and ensures, insofar as possible, that clients comply with their tax obligations promptly.

In the case of the **advisory function**, a member must discuss the societal aspects of his advice with the client, insofar as this can reasonably be considered necessary



Where a member provides **legal assistance**, his responsibility is exclusively to provide the client with such assistance and to protect the client's individual interests.

Integrity represents an essential element of honour and dignity and requires a member to act in accordance with the values and standards he stands for. In other words, a member's work must comply, at the very least, with the legislation and regulations applying at the time, while any advice given must be based, at the very least and at the time it is given, on positions that can reasonably be argued in tax law and that thus take account of applicable case law and positions that can reasonably be defended in law. Insofar as the intention of the legislation is known, the member must take this into account when formulating opinions and in discussions with the client. Integrity also requires the member to comply with this Code of Conduct and any other applicable rules and regulations, including any ethical values and standards.

The requirement for the member to perform his work honestly means, among other things, that the member's actions must accord with any pronouncements he makes and that, insofar as the member knows as a result, for example, of his due diligence, he must not allow any facts or circumstances to be incorrectly represented.

The word 'conscientious' refers to the duty of care as applying in civil case law; in other words, what may be expected of a reasonably competent tax adviser acting reasonably.

The word 'appropriate' refers to the member's professionalism and also to the manner in which the member can be expected to deal with relationships (with, for example, clients, colleagues, staff, suppliers and tax authorities); in other words, attentively and respectfully and in a manner designed to create trust and avoid, limit or resolve disputes, insofar as reasonably possible. This does not restrict the member in any way from seeking to resolve a dispute by initiating legal action in consultation with a client.

This Article is expressly not limited to activities performed in a professional capacity; for example, as a tax lawyer, a tax adviser advising on compliance or an in-house tax adviser. A member must also behave in accordance with the honour and dignity of the profession when acting in a private capacity as, for example, a board member of a sports club.

Article 2

Independence

1. A member must avoid compromising his freedom and independence in practising his profession.

Explanatory notes



A member must be mindful of his freedom and independence in relationships with clients and those with whom he works in practising his profession.

With regard to relationships with clients, freedom and independence in practising his profession mean in any event:

- *the right of the member to refuse or terminate an assignment;*
- *being able to perform assignments with partiality in order to protect the client's legitimate interests.*

With regard to those with whom he works in practising his profession, freedom and independence in practising his profession mean in any event:

- *being able to perform assignments in accordance with the member's own professional standards and practices, all in accordance with Article 1 and the explanatory notes;*
- *being able to perform assignments in accordance with the professional rules of conduct applying to NOB members, including the requirement for confidentiality;*
- *(for NOB members who are not employees): the freedom to choose partners, fellow directors and employees in the tax advisory practice.*

Remuneration

A tax adviser's independence can be compromised if he gives or receives remuneration for procuring assignments or for services other than his own services. The giving or receiving of remuneration is permitted only if the member's freedom and independence are not compromised, the client's interests are paramount and the tax adviser is transparent with regard to the remuneration.

Remuneration comprises not only monetary payments, but also, for example, gifts, invitations, discounts and payments in kind of more than symbolic value. This prohibition does not apply to forms of remuneration that can reasonably be regarded as suitable promotional gifts not giving rise to any moral obligation or business commitments.

Examples

- *Software solutions and IT technologies*

It is increasingly common for tax and other advisers to purchase software solutions and IT technologies from third parties and to make these available to their clients or to develop and implement software for clients and/or enter into alliances with third parties that involve clients purchasing a licence from these parties. Such situations may include direct or indirect tax determination and tax accounting automation in the form of third-party software and add-on/add-in solutions, tax compliance solutions, tax workflow tools, e-invoicing and so on. These situations may result in the office or member receiving remuneration, either annually or otherwise. In certain circumstances, such remuneration may be regarded as permitted, providing the member's freedom and independence are not compromised, the client's interests are



paramount and the tax adviser does not act in conflict with the other rules of professional conduct of the NOB.

- *Take-over of a practice*

The prohibition on receiving or paying remuneration does not apply to the take-over or transfer of all or part of a practice.

2. A member is not permitted to perform work that is incompatible with a tax adviser's independence.

Explanatory notes

- *General*

Ancillary or other activities may threaten a tax adviser's independence if they result or could potentially result in a conflict of interests. A conflict of interests, or semblance of such a conflict, arises if a tax adviser grants an assignment to himself or to colleagues on behalf of a client or assesses his own work or that of colleagues on behalf of a client. A tax adviser's independence can also be compromised if he provides advice to parties who have a conflict with each other or are in negotiations with each other. Various examples of situations with which a member could be confronted are discussed below.

If a member is asked to represent the tax or other interests of parties who are in negotiations with each other (in the case, for example, of a divorce or the dissolution of a partnership), the member must ensure that all the parties' interests are represented impartially. The member must consequently discuss existing conflicts of interests and any that can be expected to arise with the parties, while also making it clear that he can accept the assignment only subject to the condition that he is permitted to be completely honest and open with all parties at each stage of the advisory assignment and will act impartially. All parties must agree to this condition beforehand. Throughout the assignment the member must bear in mind his position as an impartial tax adviser to the parties and be prepared, if necessary and in consultation with the parties, to withdraw from the assignment.

In situations arising in transaction practice, such as a due diligence assignment, an information conflict may arise because of the member having previously performed an assignment for the party that is the subject of the due diligence. In these situations, too, the member's independence may be compromised and a conflict of interests (or semblance of such a conflict) may exist. In such cases, the member should contact both parties to agree acceptable arrangements that accord with the values and standards of this Code of Conduct.

- *Executive or supervisory director of a legal person on a client's behalf*

A member may be appointed, on a client's behalf, as an executive or supervisory director of a legal person, but only if the tax activities (i.e. tax advice or compliance services) provided to the relevant legal person (or



affiliated entities) are performed by an office other than the member's office. A member is not regarded as acting as a director 'on a client's behalf' if the member is a director of a company or holding company for his own practice. He is, however, regarded as such if he is a director of a legal person as referred to in Article 1(1)(a) of the Trust Offices (Supervision) Act [Wet Toezicht Trustkantoren]. The same applies mutatis mutandis if a member becomes a member of a formal supervisory body of a client or becomes a partner in a partnership.

- Temporary director of a STAK [Stichting Administratiekantoor] structure

Irrespective of the provisions set out above, a member asked by a client to become a director of a STAK structure may accept this appointment even if the member provides tax-related services to the underlying NV or BV (or participating interests held by these companies), but only if the member takes adequate steps to ensure he remains independent. These steps include ensuring, for example, that the member does not have a decisive vote (either formally or otherwise) in any tax-related matters. The appointment as a director must also be of a temporary nature – to bridge a period of time between directors, for example – and must not last for longer than five years. This period may be extended, but only in the event of serious reasons and if such reasons can reasonably be considered to continue to apply.

- Administrator

When working for major shareholders who are also directors of the company [DGA], a member may be asked to accept an appointment as an administrator, while the member (or a colleague) continues to or will perform tax-related services in respect of the assets under administration. In the event of protective administration, the tax-related services performed by the member, and the related invoices, must, by law, be assessed each year by a court. In the event of testamentary administration or administration pursuant to a gift or donation, the member's activities and invoices must, by law, be assessed each year by the entitled parties and the person(s) in whose interests the administration is being performed.

A member may accept an appointment as an administrator and must then provide the highest possible degree of transparency in order for the court or the entitled or interested parties to be able to properly assess the need for, the quality of and the level of remuneration for the activities. At the end of the administration, the member must provide the same degree of transparency when accounting to the entitled or interested parties and to the member's successor as an administrator.

In view of the need to safeguard independence, the administration must not last for longer than necessary or for longer than stated when the administration began. If no duration is specified when the administration begins, the administration must not last for longer than five years except in the event of serious reasons and if such reasons can reasonably be considered to continue to apply.

- Executor

A member may accept an appointment as an executor. If, as a result, he (or a colleague) also provides tax-



related services, this may be regarded as an assignment performed on behalf of the deceased. It is also important for these activities to be of a temporary nature and for the activities performed and also the invoices to be assessed, on the basis of law, by those entitled to manage the assets after the member (this will normally be the heirs/beneficiaries or the administrator), such that the tax adviser's independence is not compromised as a result of his being an executor.

- *Executive/supervisory director, in a personal capacity, of an association, a foundation or a body pertaining to a religious denomination*

If a member is a director of an organisation in the non-profit sector, such as a sports association or public benefit organisation [ANBI], neither the member nor a colleague may perform remunerated tax-related activities for the association, foundation or body pertaining to a religious denomination (of which the member is a director). This also applies if the member is a member of a body responsible for supervising the association, foundation or body pertaining to a religious denomination. The above does not prevent a member who is an executive or supervisory director of such an organisation from using his tax expertise without remuneration.

Article 3

Acting capacity

1. Where necessary, a member must make it clear to clients and third parties that he is acting in the capacity of a tax adviser. If a member performs work in any capacity other than that of a tax adviser, he must avoid creating any misunderstanding among clients and third parties regarding the capacity in which he is acting in the given situation.

Explanatory notes

A member may also be a member of another professional group, such as if the member is also a tax lawyer. In such cases, the capacity in which he is acting must be clear. If, alongside his main profession of tax adviser, the member also performs work in a social and economic context, he must take measures to avoid any confusion regarding the capacity in which he is performing this work and the person whose interests he is representing.

2. Acting in a capacity other than that of tax adviser does not necessarily mean that the disciplinary rules of the NOB do not apply.

Explanatory notes

Under Article 1 of this Code of Professional Conduct, the member is never able to entirely set aside his capacity as a tax adviser and therefore also retains a duty of care, even though this duty of care will not



extend as far in this situation.

Article 4

Confidentiality

1. A member is obliged to observe confidentiality in everything that comes to his knowledge when practising his profession. This does not apply if he has been relieved or partially relieved of this obligation by the client, if he has a legal or legally based obligation to disclose information or if disclosing the information is necessary in order to enable the member to defend his own interests.

Explanatory notes

In principle, a member can be relieved of his duty of confidentiality only by his client. In certain circumstances, however, a member may be obliged to provide information covered by this duty of confidentiality to third parties without being relieved of his obligation by his client and sometimes even against the will of his client. Under the Act on the Prevention of Money-laundering and Financing of Terrorism [Wwft], for example, a member is obliged to report unusual transactions and must satisfy a request from the Wwft Reporting Office to provide further details or information.

A tax adviser may also be obliged to stand as a witness in a court of law or to cooperate in a tax audit or investigation. In such cases, the court will decide on the extent to which a member is relieved of his duty of confidentiality. It should be noted that testifying to the FIOD is not compulsory and so may conflict or in principle be incompatible with the duty of confidentiality.

In addition, a member may be involved in, for example, a civil lawsuit, disciplinary proceedings or penalty proceedings or as an accessory in criminal proceedings and, therefore, be obliged to provide information in order to defend his own interests. In such cases, the member must confine himself, as far as possible, to plain statement of the relevant facts and circumstances; he must not go into any more detail than is necessary for his own defence.

Personnel and colleagues of a member may often also be able to become acquainted with information covered by the duty of confidentiality. The member must ensure that the duty of confidentiality is also observed to a sufficient degree by those in the organisation who are not involved in serving the specific client. If colleagues are working together on or involved in joint discussions of a client, a member is permitted to disclose information covered by the duty of confidentiality, but only on a need-to-know basis. The member is then also responsible for ensuring that any personnel and colleagues who share such information do so on this basis.



In order to observe the duty of care referred to above, the member must take any measures that can be expected of him in view of the size of the office organisation, the technical resources and the manner and type of services provided to the client.

The Netherlands Institute of Chartered Accountants (NBA), the Netherlands Authority for the Financial Markets (AFM) and, potentially, foreign regulators, too, can ask to inspect an accountant's files. As tax advisers are not subject to supervision by these regulators, NOB members working with accountants should bear in mind their non-disclosure obligation in respect of these regulators and prevent their files from being comprehensively inspected during any such inspection.

The Code of Ethics for Accountants [ViO], a regulation concerning the independence of assurance instructions and which came into force on 1 January 2014, also makes no difference to the above. Under the ViO, an accountant must have adequate understanding of the nature, purpose and contents of the non-assurance services provided to the client in order to perform the mandatory evaluation of independence. However, this does not mean in any way whatsoever that the accountant should have full and unrestricted access to the tax advice file. The accountant may ask a member a question and, with the client's permission (either obtained under general terms and conditions or in an engagement letter), the member may answer the question and provide information to the accountant on a need-to-know basis. The accountant may record this information directly in his own file or, if he trusts the tax adviser's recording of the information, subsequently retrieve it from the relevant tax adviser during an audit by a regulator. This procedure enables a member to provide the accountant with sufficient insight on a need-to-know basis.

If a member consults a colleague outside his own organisation, this must also be on a need-to-know basis. It will usually, therefore, be in anonymous form and with the imposition of a duty of confidentiality and the client's consent.

2. The duty of confidentiality continues after the relationship with the client ends.

Explanatory notes

The duty of confidentiality continues after the relationship with the client ends. This also applies if a member refuses or ceases to provide services to the client owing to a conflict with the honour and dignity of the profession. However, see also paragraph 3.

3. The duty of confidentiality does not constitute a hindrance to informing a succeeding tax adviser that the relationship with the client was terminated owing to indications that the service requested would lead to actions conflicting with Article 1 ('honour and dignity') of this Code of Professional Conduct. Similarly, the duty of confidentiality does not constitute a hindrance to informing a succeeding tax adviser that the relationship with the client was terminated owing to professional



objections having arisen.

Article 5

Professional competence

A member must maintain his professional knowledge at the required level and monitor developments in his field so that the knowledge and skills required to practise his profession remain up-to-date and at an academic level.

Explanatory notes

Complying with this obligation requires a member, among other things, to demonstrably undergo continuing professional development each calendar year, as detailed in the CPD ('permanent education') regulations.

Article 6

Professional liability

A member must ensure that his professional liability risk is covered by adequate insurance.

Explanatory notes

Professional liability insurance insures against the risk of a member being held liable for financial loss suffered by a third party (a principal or client) as a result of an error made by a member when practising the profession. The definition of 'adequate insurance' depends on the sort of practice, the clients and the interests involved. An in-house tax adviser who is an employee will not normally need to arrange professional liability insurance because such person does not provide advice externally and is not at risk of being held personally liable for work provided to third parties. Self-employed tax advisers working on behalf of third parties must arrange adequate insurance to cover their risk of professional liability.

Section 2. Provisions relating to services

Article 7

Services in accordance with this Code of Professional Conduct

1. A member must establish who his client is and whether the nature and contents of the services requested are compatible with this Code of Professional Conduct. If there are reasonable grounds



to suggest that this is not the case, a member must refrain from providing the services requested.

Explanatory notes

Like every other tax adviser, a member is obliged to perform due diligence in accordance with the Act on the Prevention of Money-laundering and Financing of Terrorism [Wwft]. This means investigating the client before or on commencement of the service and then constantly monitoring the business relationship. The latter means that, for every service requested by the client, the member must determine whether this service matches the profile of the client and ensure that any changes in the client's capacity or circumstances are assessed for the risk of money-laundering and the financing of terrorism. For more detailed information on the Wwft, please refer to the Act itself and to the Guidelines for Interpreting the Wwft, as drawn up by the NOB in cooperation with other professional organisations.

For this reason, a member must ask the client or potential client questions in order to determine whether the services are compatible with legislation and regulations and with the honour and dignity of the profession.

A member must refrain from supplying services requested if there are any suggestions that these services may be in conflict with legislation and regulations or with the honour and dignity of the profession in any other sense. This will not be immediately clear in all cases. In the event of doubt, members are recommended to consult a fellow member of the NOB (not a prospective member). If a member believes that no-one in his circle of colleagues is suitable for consultation, a professional confidant can, on request, be appointed by or on behalf of the NOB Board for this purpose. The duty of confidentiality referred to in Article 4 of this Code of Professional Conduct must obviously be taken into account in the event of such consultations.

It is recommended that procedures should be devised for consulting a colleague in the office or organisation. The initiative for consultations need not necessarily come from the adviser who is in doubt as to whether to perform or refuse an assignment. The general working procedures in an office or organisation may be arranged in such a way that consulting with colleagues on such matters is routine. When accepting instructions, a member must verify that the specific client understands the scope of the service. It is recommended that acceptance of an assignment should be recorded in writing in, for example, an engagement letter.

2. In the absence of any reasonable indications to the contrary, a member may assume the correctness and completeness of the information provided by the client. A member must conduct further investigations if the information gives him reason to do so.

Explanatory notes



In performing his work, a member depends on the information supplied by the client. In this respect, a member will generally have to and may assume the information provided to be correct and complete. However, a member must subject the information to a cursory check of its completeness and correctness. Further investigation must be carried out in the event of doubt. See also the Wwft, the Wwft Guidelines and particularly the Appendix containing the 'List of indicators' for the Wwft (Implementation) Decree [Uitvoeringsbesluit Wwft] of 15 July 2008.²

3. A member must refrain from providing services if he has not received the information that he can reasonably be considered to need.

Explanatory notes

This applies both to the information needed for the member's own work and to the information needed for completing the client due diligence. A member must also refrain from providing services if the 'further investigation' referred to above does not sufficiently remove doubts regarding the correctness and completeness of the information.

Article 8

Advice with due observance of the NOB Tax Principles

1. A member must take account of the NOB Tax Principles in advising on the tax consequences of proposed or executed actions or legal acts.
2. The NOB Tax Principles are adopted by the general meeting.
3. In exceptional cases, the Board may grant a member dispensation from applying the NOB Tax Principles and may stipulate that such dispensation is subject to compliance with exceptional conditions.

Article 9

Expertise

A member must not enter into a client relationship if he does not or cannot have sufficient expertise to perform the services requested by the client.

Explanatory notes

A member may accept an assignment only if he has sufficient expertise to perform it. This applies both in

² <https://www.nob.net/over-de-nob/commissie/commissie-beroepszaken/wet-ter-voorkoming-van-witwassen-en-financiering-van-terrorisme-wwft/>.



cases where he himself is an expert in a particular field or where the necessary expertise is available in his office. In all other situations, the member must refuse the assignment unless the client agrees to consult an external expert.

Article 10

Representation

A member must not represent a client with regard to any authority, judicial body or third party without being authorised to do so by the client. If necessary, he must ask the client for confirmation of authorisation.

Explanatory notes

It is the member's responsibility to verify that the taxpayer agrees to be represented by the member in question. This Article also refers to situations in which the member has no direct contact with the taxpayer (e.g. because the member has been engaged by an investment bank, a lawyer or accountant, or a foreign branch of an international firm of accountants, tax advisers or lawyers). In such situations in particular it is important that the member verifies that the taxpayer agrees to be represented.

Article 11

Taking over and terminating an assignment

1. If a member accepts an assignment from someone who is or was until recently a client of another tax adviser, the member must consult with the client about the extent and the starting date of his authority to represent the client. In the event of any possible confusion regarding the authority to represent, the member must ensure that the previous adviser has been informed that the assignment has been terminated and has no reason to believe that he has or could have any conflicting authority to represent the client. A member remains responsible for informing the relevant authorities of the extent and the starting and termination dates of his authority to represent the client.

Explanatory notes

When a client is taken over, misunderstandings must be avoided about who has authority to represent the client, and when. The member taking over the client must explicitly discuss this with the client and make sure that the client has informed the previous adviser appropriately regarding the termination of the assignment. If necessary, the member must contact the previous adviser himself.



2. A member may stop work on an assignment, without giving any reason, but remains obliged to take all necessary measures to prevent damage to the client insofar as this can reasonably be expected.

Explanatory notes

If a member intends to stop work on an assignment when time limits are about to expire, he must inform the client, unless such notification has already been given. This is so that the succeeding adviser or the client can take appropriate action. In the meantime, the member must take all reasonable measures to prevent damage to the client. If, for example, a member wishes to discontinue an assignment while the time limit for submitting an objection or appeal is about to expire and the client has not yet found a new adviser, the member is recommended to submit a pro-forma objection or appeal in order to prevent an objection or appeal becoming time barred. If the time limit for providing grounds for the objection or appeal is subsequently due to expire, the member must request a deferral for the client on the grounds that the member has discontinued the assignment. This should be done so as to give the client the opportunity to find a new adviser or to specify the grounds for the objection or appeal himself. In such situations, the member cannot be required to specify the grounds for the objection or appeal himself.

An example of a circumstance that could lead to an assignment being terminated could be the client's failure to pay an invoice following notification of default and in which a reasonable time for paying the invoice was granted.

3. A member who is terminating or has recently terminated an assignment must provide information at the request of the client or former client and, if necessary, copies of documents (excluding internal file notes made by the former adviser). This request may be made through the new adviser. The member must not withhold any relevant information or documents, even if these have not been specifically requested. The member may charge reasonable compensation for making copies, after prior consultation with the new adviser. After the client has been taken over, all the relevant correspondence that the former adviser receives from authorities must be sent by the former adviser to the new adviser as soon as possible.

Explanatory notes

Usually the file will not contain any original documents belonging to the former client. If this, however, is the case, these documents must be given to the former client or, if requested, to the new adviser. In all other respects, the file belongs to the adviser. If the client wishes, the member must also cooperate loyally with the transfer and provide all the relevant information needed to effectively enable the new adviser to safeguard the interests of the client. If necessary, the member will provide (or provide again) copies of documents that have been lost by the client and are needed by the new adviser for his work. Reasonable compensation is understood to mean compensation for copies and postage based on the cost price, as well



as reasonable remuneration for the hours spent perusing the file and making and sending copies.

4. If a member discontinues an assignment on the grounds of Article 1 of this Code of Professional Conduct, he must, if possible, notify the adviser who takes over the assignment from him that he discontinued the assignment on the grounds of Article 1 of this Code of Professional Conduct.

Explanatory notes

It is undesirable for dishonest clients to be able to shop around among NOB members without hindrance. On the one hand, it is possible that the reasons why one member refused to provide services (or further services) may no longer apply. There would then no longer be any objection to another member accepting the assignment. On the other hand, NOB members in such circumstances may have every reason to want to exchange information with colleagues if an assignment has been refused or discontinued owing to a conflict with the honour and dignity of the profession. It is, however, the responsibility of every member to perform his own due diligence when accepting an assignment as every member is and remains personally responsible for accepting or refusing an assignment.

The words 'if possible' reflect the fact that the succeeding adviser may not (or not yet) be known.

5. Members are not allowed to make their cooperation with the proper transfer of work dependent on the payment of outstanding invoices.

Explanatory notes

The fact that a member believes that he still has claims against a former client in respect of work performed for this client is not an acceptable reason for refusing to provide information or copies of documents. Recovery of any such claims must be sought in other ways (e.g. through a civil lawsuit). However, the fact that a former client has outstanding invoices is not covered by the member's duty of confidentiality.

6. This provision also applies if a client has more than one adviser at the same time and changes the contents of the assignment for one or more advisers.

Section 3. Financial provisions

Article 12

Financial consequences



1. A member who accepts an assignment must consult with the client on how the work is to be performed and the fees to be charged and, if requested by the client, the frequency of invoicing.
2. If, when accepting an assignment, a member provides an estimate of the total costs involved in performing a specific assignment and these costs subsequently prove to have been considerably underestimated, the member must consult with the client on whether to continue the assignment.

Explanatory notes

When accepting instructions, a member must establish whether the client requires an estimate of the total costs. If it becomes clear that the estimated costs will be considerably exceeded, the member must consult with the client so that the latter can decide whether to incur the extra costs.

Article 13

Fees

When setting fees, a member should take account of the nature, extent and importance of the work and the cost of consulting external experts.

Explanatory notes

Setting fees as a percentage of the tax saving achieved is not, in itself, in conflict with this Article, providing there is a reasonable relationship between the hours worked and the nature and importance of the case. If necessary, a ceiling must be agreed for the amount to be invoiced. A member is also allowed to agree with his client to work for a reduced fee or not to invoice at all in the event of failure to achieve the desired result and to charge a higher fee than usual in the event of success. In the latter case, too, there should be a reasonable relationship between the amount invoiced and the hours worked and the nature and importance of the case. The tax saving achieved can also be included in this calculation. In the event of a results-based fee, it is important to make firm agreements with the client in advance and for these agreements to be recorded in writing. Setting a fee at a fixed amount is also not in conflict with this Article, providing a link exists between the fee and the value of the service.

Article 14

Invoice

1. A member's invoice must clearly show what has been charged as fees, costs and VAT. If an advance payment has been received, the member must always state this separately on the invoice and deduct it from the outstanding amount.



Explanatory notes

Work done by external experts must be clearly stated as costs on the invoice.

2. At the client's request, a member must provide an itemised invoice. The itemised invoice must show how many hours were worked and the work and services to which these hours relate. If work is performed on the basis of hourly rates, the invoice should also make it clear who carried out which work and at which hourly rate.

Explanatory notes

A member must keep an account of the hours worked for each client and the work done.

Section 4. Supervising application of the Code of Professional Conduct and the NOB Tax Principles

Article 15

Supervision

1. The Board is responsible for supervising compliance with this Code of Professional Conduct.
2. Each calendar year, every member must undergo a test of compliance with this Code of Conduct in his professional practice, starting from the calendar year after he joins the NOB.
3. A member must take part in some form of structured peer-to-peer learning.
4. The Board will compile additional rules on the structured peer-to-peer learning requirements.