Spotlight
by CeFEO

Tax avoidance in family businesses: ethical dilemma or smart strategy?

Understanding How Family Firms Navigate Tax Strategies While Balancing Ethics, Reputation, and Financial Gains.

EMMADONATA CARBONE · MARIA ANGELA MANZI · ALESSANDRO CIRILLO · SALVATORE SCIASCIA

Published on January 21, 2025

Tax avoidance has become a central issue in corporate governance, affecting firm valuation, regulatory policies, and public perception. While large multinational corporations are often scrutinized for their tax strategies, family firms remain an underexplored subject in this domain. Unlike non-family firms, family-owned enterprises have different motivations, with some prioritizing ethical considerations and long-term sustainability, while others focus on wealth preservation. This article delves into the complexities of tax avoidance in family firms, summarizing key academic insights and providing guidance for future research.

WHAT WE STUDIED

This research is based on a systematic literature review of 42 academic papers published up to June 2024, sourced from Scopus, ISI Web of Science, and EBSCO Business Source Complete. The selected studies employ various methodologies, including empirical, theoretical, and qualitative approaches. The analysis classifies the research findings into four levels of analysis:

1. **Business Level** – Governance mechanisms and firm characteristics influencing tax avoidance.
2. **Family Level** – How family involvement and socioemotional wealth affect tax strategies.
3. **Individual Level** – The role of leadership traits in shaping tax behaviors.
4. **Context Level** – The impact of regulatory frameworks and cultural norms on tax avoidance.

By adopting this multi-level perspective, the study aims to offer a comprehensive understanding of tax avoidance in family firms.

KEY INSIGHTS

1. Governance and Tax Avoidance in Family Firms

Family firms have distinctive governance structures that influence their tax strategies. The study finds that:

- Board Composition Matters: Family firms with strong internal and external governance mechanisms, such as independent board members, larger audit committees, and effective external auditing, are less likely to engage in aggressive tax avoidance.
- Debt Levels Play a Role: Firms with higher debt levels tend to have stronger incentives to minimize taxes, which can lead to more aggressive tax strategies.
- Corporate Social Responsibility (CSR) Impact: Family firms with high CSR engagement are less likely to engage in tax avoidance, as they are concerned about maintaining a positive public image.

2. The Family Effect: Tax Avoidance as a Strategy or a Risk?

Family involvement introduces a dual effect:

- Reputation vs. Wealth Preservation: Some family firms avoid tax avoidance to protect their family name and legacy. Others, however, view tax minimization as a way to preserve wealth across generations.
- Generational Differences: First-generation family businesses tend to be more conservative in tax strategies, while later generations may adopt more aggressive tax-saving tactics due to growing financial pressures.

3. Leadership and Tax Strategies

Leadership style significantly impacts a firm's tax decisions:

- Founder-Led Firms Are More Conservative: Founders tend to avoid aggressive tax strategies to maintain their socioemotional wealth.
- In-Law CEOs and Hired Managers Are More Tax-Aggressive: Non-family CEOs, especially in-laws, show a higher inclination toward tax avoidance.
- Women Leaders and Long-Term Orientation: Female CEOs tend to prioritize long-term stability over aggressive tax strategies.

4. The Role of Regulatory and Cultural Context

External factors heavily influence tax avoidance behavior:

- Regulatory Pressure Reduces Tax Avoidance: Strong tax enforcement and legal penalties discourage tax-aggressive strategies in family firms.
- Cultural Norms Matter: In countries with high social trust, family firms are less likely to engage in tax avoidance, as ethical business practices are deeply embedded in society.
- Political Connections: Family firms with strong government ties are more likely to engage in tax avoidance due to preferential treatment.

TAKEAWAYS

1. Strengthen Governance Mechanisms

Implementing effective governance structures, such as independent boards and robust audit committees, can reduce tax-related risks while maintaining financial efficiency.

2. Balance Tax Planning with Reputation Management

Family firms must assess the trade-off between minimizing taxes and maintaining a strong public image. Reputation damage from aggressive tax strategies can outweigh short-term financial gains.

3. Adapt Tax Strategies Across Generations

Business leaders should align tax policies with their long-term vision, ensuring that younger generations are educated on ethical tax planning while preserving financial flexibility.

4. Stay Informed on Regulatory Changes

Family businesses must remain updated on tax regulations and compliance requirements to avoid legal pitfalls and optimize their tax positions.

5. Leverage Cultural and Social Capital

Firms operating in high-trust societies should use their ethical standing as a competitive advantage rather than pursuing aggressive tax strategies that may backfire.

IMPACT

The study underscores the complexity of tax avoidance in family firms and calls for more research on:

- The ethical dimensions of tax strategies in family firms.
- The role of family governance structures in tax compliance.
- The impact of globalization on tax avoidance in multi-generational family businesses.

These insights are particularly relevant for policymakers, accountants, and family business leaders seeking to balance financial optimization with long-term sustainability.

RECOMMENDATIONS

For family business leaders looking to navigate tax strategies effectively, the following steps are recommended:

1. **Conduct Internal Tax Audits** – Regularly assess tax compliance and avoidance risks.
2. **Consult Tax Experts** – Seek guidance from financial advisors specializing in family business taxation.
3. **Develop a Tax Policy Framework** – Establish clear policies that align with ethical business practices and financial goals.
4. **Educate Future Generations on Taxation** – Ensure that family successors understand tax regulations and responsible tax planning.

Spotlight by CeFEO, *Tax avoidance in family businesses: ethical dilemma or smart strategy?* Understanding How Family Firms Navigate Tax Strategies While Balancing Ethics, Reputation, and Financial Gains.. Downloaded on 15 October 2026 from https://spotlight.cefeo.se

CEFEO AUTHORS

Alessandro Cirillo

Affiliated Researcher

University of Naples, Federico II

alessandro.cirillo2@unina.it

Salvatore Sciascia

Affiliated Professor

LIUC Business University

ssciascia@liuc.it

PUBLISHED IN

Carbone, E., Manzi, M. A., Cirillo, A., & Sciascia, S. (2025). Tax Avoidance in Family Firms: A Multi-Level Literature Review. Entrepreneurship Research Journal.

https://doi.org/10.1515/erj-2024-0157

Spotlight is an online magazine that translates research from the Centre for Family Entrepreneurship and Ownership (CeFEO) at Jönköping International Business School, Jönköping University, into accessible insights for family business owners, practitioners, and policymakers.

Spotlight is supported by the WIFU Foundation. This partnership advances dialogue and education in responsible family entrepreneurship and ownership.

JÖNKÖPING UNIVERSITY
Jönköping International Business School

CeFEO
Centre for Family Entrepreneurship and Ownership

WIFU FOUNDATION