

## **Collinson Group Tax Strategy**

The following information is provided by the Collinson Group (“Collinson”) for the year ended 30 April 2021 in compliance with the requirements of paragraph 19 (2), schedule 19 of the Finance Act 2016. The publication of this tax strategy is regarded as complying with the Group’s duty under paragraph 16 (2), schedule 19 of the Finance Act 2016.

This tax strategy was approved by the Board on 8<sup>th</sup> April 2021.

### **Tax Governance**

The Governance of our business is led by the Board of Directors, all of whom are committed to ensuring Collinson continues to meet its business, financial and sustainability objectives. The Board has overall responsibility for strategy, governance, ethical trading and risk management, including taxation, globally.

Integral to our success is our integrity and reputation which is articulated in the Collinson Code of Conduct, which provides the ethical framework in which our staff operate. This Code sets out our high standards of professional conduct, which extends to our approach to tax, as it does to all our financial matters.

We are committed to complying with our Global tax compliance requirements in a transparent and timely manner while maintaining our high professional standards. We aim to be a good corporate citizen which includes paying appropriate taxes due in the jurisdictions in which we operate. We make a significant fiscal contribution in each of the countries in which we operate through meeting our obligations with respect to: Corporation Tax; VAT / Sales Taxes; employment related income tax and social security contributions. We strive to maintain the balance between paying the appropriate amount of taxes and protecting Shareholder value by making use of legitimate reliefs and allowances as intended.

### **Internal Governance**

Management and policy implementation are overseen by the Group Tax Function. The Regional Finance Directors have a first line of responsibility within their regions and tax jurisdictions. All Group Tax policies and Tax Risk Management guidance are reviewed on an ongoing basis as part of the tax and financial planning cycle in conjunction with oversight from the Group Risk Committee and the Audit Committee of the Collinson Board of Directors.

### **Risk Appetite**

The Board of Directors is responsible for setting the Group's appetite for all aspects of risk, including tax.

The Collinson Board has a low appetite for risk in all matters relating to tax.

- We do not engage in aggressive tax planning, avoidance or offshore schemes to artificially reduce tax payable by Group companies
- We take a commercial, rather than a tax driven, approach to the management of our business, seeing our tax affairs as a consequence of doing business and not the reason for a transaction
- Where tax efficiencies can be achieved on the back of commercially led transactions such as group reliefs, tax free allowances, we will seek to use these as set out in legislation and only as intended by such legislation,
- As a services business, we have staff in each jurisdiction in which we operate and pay tax in those territories. We do not artificially move our profits from one territory to another to gain a tax advantage.

## **Risk Management**

The Board is responsible for the Group's system of risk management and internal control. Risk is assessed across the Group using a systematic risk management model covering both external and internal factors. The complex international tax environment means that a degree of risk is inevitable regardless of our approach to managing tax risk.

In line with our business generally, we adopt a risk-based approach to tax management; we identify risks and assess in terms of the likelihood and impact of their occurrence, both at an inherent risk level and a residual, post-control level. The Group Tax policies set out the compliance, operational, transactional and reputational risks we face and guidelines on how to manage and mitigate the risks. Where the Group/divisions/subsidiaries consider that actions or control improvements are necessary in order to further mitigate risks, we implement appropriate action plans.

Where appropriate and with guidance from the Group CFO and Group Tax, significant risks may be escalated to the Group Risk Committee and, ultimately, Board level.

## **Relationship with HMRC and other tax authorities**

Collinson is committed to the principle of transparency and an open approach in dealing with HMRC in the UK and other tax authorities in the jurisdictions in which we operate. Our dealings with tax authorities will be conducted in a courteous, professional and timely manner. We aim to achieve early agreement on disputed matters and to achieve certainty where possible.

The Group maintains a strong, proactive relationship with HMRC and other tax authorities and we aim to engage in early dialogue in respect of potential tax risks and/or significant transactions within the Group.

Following the introduction by HMRC of Corporate Criminal Offences (“CCO”) the Group has performed appropriate risk assessments which it will continue to review on a regular basis to ensure reasonable prevention procedures are in place with regards to its associated persons.