



Deloitte Global Services Holdings Limited

Deloitte Global Services Holdings Limited ("DGSHL") is a UK Company Limited by Guarantee, registered in England and Wales.

Tax policy: Financial year ending 31 May 2023

This policy applies to DGSHL and all UK entities in its group.

The policy covers our approach to arranging our own tax affairs. DGSHL, directly or indirectly, provides internal services to most Deloitte member firms. DGSHL and each Deloitte member firm are legally separate and independent entities, which cannot obligate each other. Each Deloitte member firm provides services in particular geographic areas and is subject to the laws and professional regulations of the particular jurisdiction(s) in which it operates. In contrast, DGSHL and the entities in its group do not advise external clients, and therefore we do not address any policy in respect of such.

Our tax policy comprises five key components:

1. Commitment to compliance

We are committed to compliance with tax law and practice in the UK. Compliance for us means paying the right amount of tax in the right place at the right time. It involves disclosing all relevant facts and circumstances to the tax authorities and claiming reliefs and incentives where available.

2. Responsible attitude to arranging our tax affairs

In structuring our activities, we will consider – among other factors – the tax laws of the countries in which we operate. Any structuring that is undertaken will have commercial and economic substance and will have full regard to the potential impact on our reputation and broader goals. We will not put in place any arrangements that are contrived or artificial.

3. Effective risk management

Risks will inevitably arise from time to time in relation to the interpretation of complex tax law and nature of our compliance arrangements. We actively seek to identify, evaluate, monitor and manage these risks to ensure they remain in line with our objectives. Where there is significant uncertainty or complexity in relation to a risk, external advice may be sought, particularly in relation to our international tax obligations.

4. Constructive approach to engaging with HMRC

We engage with HMRC with honesty, integrity, respect and fairness and in a spirit of co-operative compliance. Wherever possible, we do so on a real time basis, to minimise tax risk. We will not take positions on tax matters that may create reputational risk or jeopardise our good standing with taxing authorities. We will seek to resolve any disputed matters through active and transparent discussion before challenging a ruling or decision of a tax authority that we regard as materially mistaken.

5. Board ownership and oversight

This tax policy is approved and owned by the Board of DGSHL.



Deloitte Global Services Holdings Limited regards this publication as complying with the duty under Para 22(2) Sch 19 FA16.