

UK Tax Strategy

The OUTSOURCING Inc group (the Group) is a Japanese parented group operating in the UK through a number of UK entities (the UK sub-group). The UK sub-group, of which JBW Group and its subsidiaries form part, is a business process solutions and outsourcing organisation, which provides the majority of its services to central and local government.

The UK sub-group is underpinned by robust executive and senior management and committed to high standards of tax compliance by proactively ensuring the businesses remains compliant with all relevant UK tax obligations.

Please follow this [link](#) for more information on the Group's business policies.

Approach to risk management and governance arrangements in relation to UK taxation

The Group's governance arrangements in relation to UK taxation ensures robust procedures are in place across all companies to manage accurate, timely reporting and to identify, assess, mitigate and monitor risks. Taxation risks are assessed on the basis of their likelihood of occurrence and their potential financial and non-financial impact.

The JBW Group Board is ultimately responsible for oversight, tax governance and ensuring that there is an appropriate framework in place in relation to tax and associated risks across the JBW Group of Companies. As part of our governance framework, the Chief Financial Officer reports tax items and considerations to the Board, on a formal basis in accordance with a defined reporting timetable. The business ensures that appropriate controls and processes are effective, maintained and improved as necessary to ensure compliance.

In the JBW Group, the central finance team, which is led by a Chief Financial Officer, is responsible for delivering tax compliance across JBW Group and its subsidiaries. The central finance team and the finance managers in the subsidiary companies play an important role in the management of the tax risk and control environment. The Chief Financial Officer ensures that the Group's approach to tax is clearly communicated and understood. JBW Group's tax strategy seeks to maintain the Group's reputation as a fair contributor to the UK economy, applying tax rules in good faith and in the spirit in which they are intended.

Level of risk in relation to UK taxation that it is prepared to accept

In accordance with its robust tax governance and tax risk management approach, JBW Group (and its subsidiaries) has a low tolerance of tax risk and actively seeks external professional tax advice when required.

Attitude towards tax planning (so far as affecting UK taxation)

JBW Group and its subsidiaries does not undertake any transaction unless it has a commercial business purpose. In addition to this requirement, JBW Group, under the direction of the Chief Financial Officer considers a number of principles before undertaking any transaction. This includes:

- Reputational impact
- Impact on cash flow / financial accounts
- Tax advisor's opinion

Approach towards JBW Group's dealings with HMRC

JBW Group maintains an open and honest relationship in its dealing with HMRC. The business seeks to have collaborative and professional relationship that embraces full disclosure and cooperation.

This document is published on behalf of the UK sub group qualifying entities¹ for the year ended 31 December 2018, pursuant to Paragraph 19(2) Schedule 19, Finance Act 2016, and is intended to comply with all other obligations within Schedule 19 Finance Act 2016.

¹ All Holdco 2016 Ltd, Allen Lane Ltd, Allen Lane Topco Ltd, Capacitygrid UK Ltd, CDL Topco Ltd, Collect Services Holdings, Collect Services Ltd, Court Enforcement Service Ltd, ElliottDavies (Sheriff's) Ltd, Hito Ltd, JBW Group Ltd, JBW Topco Ltd, Liberata UK Ltd, Major Collections Ltd, Ntrinsic Consulting Europe Ltd, Ntrinsic Consulting France Ltd, Ntrinsic Consulting Ltd, Ntrinsic Consulting Resources Ltd, Ntrinsic Holdings, Outsourcing UK Ltd, Phoenix Commercial (Enforcement) Holdings Ltd, Phoenix Commercial Collections Ltd, Phoenix Commercial Holdings Ltd, Phoenix HCE Ltd, PS&P Ltd, Veracity OSI UK Ltd.