

This document, re-approved by the board of Hill Holdings Limited on 19 December 2022, sets out the Group's approach to conducting its tax affairs.

Hill Group's overriding principles are:

- Meet all legal requirements
- Consider the Group's reputation, brand, corporate and social responsibilities
- Maintain an open and honest relationship with HMRC
- Ensure that the Group's internal processes, procedures and controls relating to tax are effective.
- Act in accordance with Hill Group values and ethics at all times

TAX RISK MANAGEMENT

The Group aims to comply with all statutory obligations and therefore as a consequence aims to minimise risk wherever possible. The Group aims to ensure all internal policies and procedures in respect of tax are robust and that all applicable staff have the necessary training in order to minimise errors.

TAX PLANNING

The Group's tax planning strategy aims to support the commercial needs of the business whilst complying with all applicable laws and regulations. In cases where guidance is unclear or the Group does not feel it has the necessary expert knowledge, external advice may be sought to support the decision making process. The Group does not enter into artificial tax arrangements that lack commercial purpose.

WORKING WITH HMRC

The Group is committed to maintain an open, honest and professional relationship with HMRC. The Group aims to make all appropriate returns and payments on a timely basis and seeks to build collaborative relationships with HMRC and its staff. Any inadvertent errors identified in tax returns or computations are fully disclosed as soon as is reasonably possible. Where there are uncertainties in interpretation of the law or tax guidance, the Group may seek assistance from HMRC or the Group's tax advisors.

This strategy is compliant with the UK tax strategy publication requirement set out in Part 2 of Schedule 19 FA 2016.

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