

The Company's Approach to Tax

James Hall and Company is a responsible taxpayer. We recognise the importance of the tax payments that we make in the communities we serve.

Our Tax Principles

How we approach our tax obligations is governed by our tax principles, which have been approved by the James Hall and Company board. The principles are aligned with our values, which guide every action and every decision we take in our business, and are as follows:

- We pay the right amount of tax in accordance with the tax laws in the United Kingdom.
- Tax is considered in all significant business decisions but we do not undertake any transactions for the sole purpose of realising tax savings.
- Where we are uncertain as to how tax law applies we look to discuss this with the company's tax advisors and HMRC to achieve certainty for the company and HMRC.
- We work in a collaborative, open and transparent manner with HMRC and seek to achieve early agreement of our tax position.

The principles outlined above are reviewed on an annual basis by the Board and our adherence to them is monitored by the Group Finance Director.

How We Meet Our Tax Obligations

Governance and Oversight

The Board has overall responsibility and accountability for tax and adherence with our tax principles. The Group Finance Director provides the Board with regular updates on the Group's tax obligations and all material decisions relating to tax are discussed at Board level.

How We Manage Our Day to Day Tax Obligations

The Group Finance Director works closely with the Company's Tax advisors for advice where required, given the complex and dynamic nature of tax law.

The Group Finance Director is in regular dialogue with the wider business to ensure that our tax obligations are properly considered in business decision making.

The Finance team plays an important role in independently monitoring and testing our key financial controls, including those for tax. The Group Finance Director reports on their effectiveness to the Board.

We adhere to the Senior Accounting Officer legislation, which requires our Group Finance Director to confirm to HMRC on an annual basis whether our tax processes are appropriate.

Tax In Our Business

We adopt a low-risk approach to tax and do not engage in artificial tax arrangements. Our tax obligations, and therefore our tax contributions, are aligned with the commercial and economic activity of our operations. Tax is considered in all significant business decisions but we do not undertake any transactions for the sole purpose of realising tax savings.

We focus on delivering accurate tax returns and determining the correct tax treatment across all of our business transactions, to ensure we pay the right amount of tax at the right time, in accordance with the tax laws of the United Kingdom.

Working With HMRC

Our relationship with HMRC is open and transparent. We adopt a collaborative approach to our interactions with HMRC.

We are in regular dialogue with HMRC as part of our work to ensure we are meeting our tax obligations.

Where there is uncertainty on a tax matter, we look to discuss the matter with our external tax advisors and HMRC to obtain certainty for both the Group and HMRC.

Our approach to tax has been published in accordance with paragraph 16(2), Schedule 19 of the Finance Act 2016.

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