



PENSION INSURANCE
CORPORATION

TAX STRATEGY

July 2018



PENSION INSURANCE
CORPORATION

Pension Insurance Corporation Group Limited ('the Group')

Tax Strategy

All of the active companies within the Group are UK incorporated and conduct their business within the UK.

The Group's tax strategy is to ensure compliance with the applicable tax laws and frameworks of the countries in which the Group operates.

The implementation of this strategy is overseen by the Boards of Directors of all companies within the Group and the Pension Insurance Corporation plc ('PIC') Audit Committee, and is the responsibility of Group management, principally the CFO and the Finance function. In addition to monitoring compliance with relevant tax legislation and requirements, a further focus of the finance function is to review whether transactions and activities undertaken by the Group result in tax risks which are outside the Board's risk appetite, and that the tax position of the Group is appropriately reflected in the published financial information of the Group.

The Group has a low appetite towards tax risk, and manages this through its overall Group risk and control framework, and its risk appetite towards its solvency position and reputation. This is overseen by the Board Risk Committee and Board Audit Committee, on behalf of the Board. The Group has no appetite to facilitate tax evasion.

The Group engages a third party professional tax adviser from a professional accountancy firm to provide tax compliance services, in order to assist them in discharging the above responsibilities. External advice may be sought in relation to tax planning or areas of complexity or uncertainty to support the Group in complying with its tax strategy.

Where the Group undertakes any tax planning activity, it does so with a view that the underlying transactions have clearly defined business purposes and reflect commercial activity.

The Group aims to be transparent in its tax disclosures, and seeks to build and maintain a constructive relationship with the relevant tax authorities at all times.

This tax strategy is believed to be in compliance with the requirements under paragraph 16(2) of Schedule 19 of the Finance Act 2016 to publish the Group's tax strategy in the current year.

This tax strategy was approved by the Pension Insurance Corporation plc Audit Committee in July 2018.