

Capita plc Tax Strategy

December 2019



Introduction

Capita is the UK's leading provider of technology-enabled business process and customer management services and professional services. We combine our expertise with technology to make processes smarter, organisations more efficient and customer experiences better.

Capita's Chief Financial Officer and Senior Accounting Officer, Patrick Butcher, has ultimate responsibility for tax within Capita and for ensuring compliance with the Tax Strategy. This tax strategy has been approved by the Board of Directors. The Group Tax Team is responsible for the setting of the strategy and is accountable for its implementation. The strategy will be periodically reviewed by the Group Tax Team and any recommended amendments to the strategy will be considered and approved by the Board of Directors.

Risk management and governance

- The application of appropriate controls across all of the Capita businesses is a core part of managing growth.
- We seek to set clear policies for our businesses to follow and to embed the right processes, reporting and culture across Capita.
- The Group Risk Management Framework and governance arrangements apply in respect of the management of all taxes, both in the UK and overseas.
- Financial, operations and key risk reporting is built into the monthly reporting reviews which report upwards from each business unit, ultimately to the Board of Directors.
- Processes are in place for identifying tax risks and these are reported, where appropriate, to the Audit and Risk Committee. The Group also has a Tax Risk Committee comprising senior leaders of Group Risk, Group Finance and Group Tax that meet on a regular basis to discuss the group's tax risk register and tax controls framework.
- The Group Tax function reports to the Chief Financial Officer via the Director of Tax and Treasury.
- The tax strategy is subject to regular review by Capita's Head of Tax and the Director of Tax and Treasury and any material changes are discussed with Group Finance leadership and the Board, as appropriate.
- In addition, Capita has a policy for the "Prevention of criminal facilitation of tax avoidance".



All photographic images used in this presentation are under license – please do not copy, reuse or redistribute.

The trade and service marks represented in this collateral are the property of the respective owners. The information contained in this material is for general information only and subject to change.