



## **BSIG Tax Strategy**

### **Introduction**

At BSIG, we are committed to acting as a responsible and fair taxpayer while managing our tax liabilities to support long-term growth and to maximize shareholder value on a sustainable basis. Our tax strategy sets forth our approach to the management of our tax affairs in alignment with our vision and overall business strategy.

Our Tax Strategy will be reviewed and approved by the BSIG Board of Directors or Committee thereof.

### **Tax Risk Management and Governance**

We have in place a formal Tax Risk Management Policy which is reviewed and approved periodically by the BSIG Governance, Risk and Compliance Committee. Our Tax Risk Management Policy reinforces a responsible risk culture by encompassing the guidelines and processes for managing BSIG's tax risk while seeking to execute against our strategic objectives. The policy identifies, assesses, and monitors risks within the principles of the BSIG Enterprise Risk Management (ERM) framework which has been developed over time based on guidance provided by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The BSIG Chief Financial Officer (CFO) has primary authority and responsibility over BSIG's Tax Risk Management Policy, while BSIG's Director of Tax is responsible for implementation and ownership of the policy on a day to day basis.

The BSIG CFO and Director of Tax meet on a regular basis to continuously discuss and monitor tax risks across the business including those which have a financial, regulatory, operational, reputational, and strategic impact. The CFO provides regular updates to the BSIG Board of Directors concerning material tax matters and risk to the organization. The BSIG Board of Directors is ultimately responsible for determining the nature and extent of tax risk BSIG is willing to take in achieving its strategic objectives.

### **Tax Risk Appetite**

Consistent with our broader business risk appetite we generally have a low appetite towards tax risk and are committed to meeting our tax obligations, in accordance with the laws and practices of the jurisdictions in which we operate. We do not enter into transactions or tax positions which do not achieve at least a "more likely than not" chance of success based on technical evaluations performed by the BSIG tax department, our external advisors and our financial statement auditors.

### **Tax Planning**

At BSIG we foster and embed responsible business practices across the organization in the execution of our business strategy. Our aim is to appropriately balance our tax and legal obligations in the jurisdictions in which we operate with our responsibility to generate value for our shareholders and other stakeholders. We engage in responsible, tax-efficient planning which is non-abusive and aligned with our strategic objectives.

We engage with external advisors when necessary to assist with tax planning for transactions or technical positions which are complex and ambiguous in nature, to ensure the appropriate interpretation of tax law.

### **Approach to dealings with HMRC and other relevant tax authorities**

We adopt a transparent, honest and collaborative approach in our dealings with HMRC and other relevant tax authorities. We are committed to building and maintaining productive, professional relationships with relevant tax authorities. We achieve this through the following:

- Timely submission of tax returns and other required tax filings
- Tax return errors are disclosed to the relevant tax authority
- Prompt and collaborative responses to inquiries as they arise
- When necessary, pro-actively discuss tax treatment of material transactions prior to return filing
- Engage in disputes over the interpretation of tax law in a constructive and cooperative manner

*We consider the publication of this tax strategy as complying with BSIG's obligation under paragraphs 16(2) and 25 (1), Schedule 19 Finance Act 2016.*