

The & Partnership Tax Strategy

Introduction

The & Partnership is an independent marketing communications group, comprising of a number of different communication businesses, spanning ten disciplines from advertising to design, CRM, media, data, analytics, content, PR and social.

The strength of our business comes from the partnership of senior practitioners from a variety of disciplines and this collaborative approach extends beyond the delivery of our work; it is the foundation of our culture and we pride ourselves on the relationships we build by working together with our stakeholders.

At The & Partnership, we take corporate and social responsibility seriously, and there are various examples in our work that demonstrate this commitment, such as our extensive charitable work with the Princes Trust and Sentebale.

This is the Group's first published tax strategy and in developing this Tax Strategy, we have aimed to align our tax principles below to our commitment to corporate and social responsibility.

Tax compliance and reporting

We are committed to meeting all our legal and regulatory requirements in paying the correct amount of tax and meeting our tax compliance obligations. For example, in the UK, as part of this commitment, we comply with the Senior Accounting Officer ('SAO') requirements and we undertake a review of our tax processes (for Corporation Tax, VAT and Employment Taxes) as part of this process.

We seek to apply diligent professional care and judgement in our tax compliance activities, and provide sufficient evidence to support all judgements made.

Our approach to tax planning

We take a low risk approach to tax planning, and tax decisions are aligned to business and commercial strategy. Like any other business expense however, we seek to create value for our partners. As such, we may respond to tax incentives and exemptions where appropriate and in a way that is consistent with tax authority and government policy.

As appropriate, we will seek external professional tax advice to ensure we apply these incentives and exemptions legitimately, and if appropriate, we seek advance clearances from the appropriate tax authority to ensure we minimise the risk of uncertainty.

Governance and risk management

The Group is committed to the delivery of the tax strategy and this will be owned by the Group's Chief Financial Officer who is ultimately accountable for Tax, and who is also the Group's Senior Accounting Officer.

The Finance Director has responsibility over The & Partnership's approach to tax on day-to-day basis which includes the identification, prioritisation and monitoring of tax risk across the business, as well as the escalation of tax risk to the CFO. The ongoing monitoring of tax accounting arrangements as part of annual SAO compliance provides part of this process.

Relationships with Tax Authorities

The Group is committed to working collaboratively with tax authorities, through open and transparent dialogue to ensure it is compliant with all of its compliance and filing obligations. Wherever possible, we also seek to achieve early agreement on issues and certainty wherever possible.

This Tax Strategy document

This document meets the requirement for The & Partnership to publish its Tax Strategy as required by section 161 and section 19(2) of Schedule 19 of Finance Act 2016. It is effective for our 2017 financial year and was approved by the Board and published in September 2017.

The&Partnership: Corporate & Social Responsibility

We take our corporate and social responsibilities very seriously, both in terms of how we behave as a group and the clients we work with. So, from a group point of view, beyond obvious steps like commitment to recycling, we've also embarked on the process of assessing our carbon footprint and taking steps to reduce/offset it.

With respect to climate change, we've worked closely with Friends of the Earth in the past to make a tangible difference and met with much success. Together we generated a big idea, 'The Big Ask' which actively encourages people to think about climate change and ask their local MPs what they're going to do about it. 30,000 people did, leading over 400 MPs to endorse a Friends of the Earth sponsored Bill that commits the Government to year on year reduction in CO² emissions. The Bill was included in the Queen's Speech a year ahead of expectation.

In addition to our work with Friends of the Earth we are also actively involved with a number of other charities and organisations, working on pro-bono basis tackling important social issues. For example:

Friends of The Earth: 'The Big Ask' Encouraging people to think about climate change.

The Prince's Trust: 'Youth Can Do It' Helping young people get their lives working

Sentebale: '#feelnoshame' Helping raise awareness around the shame and stigma related to HIV to help young people affected by the virus come to terms with and get help for their condition.

Ambitious About Autism: Raising awareness of Autism and encouraging financial support to build a national Centre of Excellence

CareTrade: CareTrade is a registered charity which recognises the social, vocational, recreational, residential and care needs of school leavers and adults with autism, and works with businesses to create opportunities for them.

The&Partnership: Environmental Policy

The&Partnership intend to pursue responsible environmental policies in order to give our employees, clients, visitors and the general public a quality environmental service.

The&Partnership are continually committed to improvement by reducing the impact of its activities on the environment. This means continually maintaining and providing safer healthier work sites that are quieter, less intrusive and more efficient in their use of resources, improving the care of the environment, buildings and caring for wildlife, and improving our industrial and office practices.

In pursuit of these objectives we continually implement programmes for:

- Ensuring compliance with current statutory legislation.
- Reducing noise and vibrations.
- Reducing emissions and pollution.
- Reducing and managing waste.
- Conserving energy.
- Assessing our environmental performance.

We will continue to raise the level of awareness of environmental issues to foster a growing commitment by its work force to achieve its environmental objectives. It will continually promote this commitment to its employees and others and thereby comply with all statutory environmental requirements.