

Boston Consulting Group's Tax strategy statement published under Schedule 19 to the Finance Act 2016
Financial year ended 31 December 2019

Our Business purpose

A strong culture anchored in a clear set of values helps make The Boston Consulting Group (BCG) a market leader and a rewarding, inspiring place to work.

Our approach to tax is guided by our business mission and our nine core values, two of which are integrity and partnership. These particular values underpin everything we do, including managing tax to maintaining our leading position in the global market place, how we operate, and continuing to be a rewarding and inspiring place to work.

Our tax strategy

We aim to comply fully with our obligations and engage openly with tax authorities and other stakeholders whilst also responsibly managing our tax affairs, ensuring ethical and sustainable business growth. We aim to achieve this by pursuing the four objectives described below.

This tax strategy applies to BCG's UK businesses and encompasses employment, corporate and indirect taxes, including any levies applicable to BCG. Our tax strategy is reviewed & published annually by BCG UK.

1. We continuously monitor and invest to enhance our tax processes, systems and controls:

The effective management of tax risk is an absolute priority in today's environment. More than ever before, our stakeholders rightly expect us to demonstrate strong professional ethics.

We operate an effective tax control framework to manage our tax risks. We have a dedicated team of experts with the appropriate qualifications and experience, supported where necessary by advisors. We continuously monitor and enhance our processes, reviewing our key tax controls to ensure design and operating effectiveness. This is achieved through regular governance meetings with the tax team to identify, assess, manage and monitor tax risks arising from evolving business transactions and operations.

2. BCG UK seeks to manage our tax costs without engaging in aggressive tax planning so as to balance all stakeholder interests:

We seek to manage our tax affairs in line with the group's global mission of delivering value and putting our clients first. This is aligned to our core values of integrity and respect. We achieve this by;

- Ensuring tax is considered from the outset in proposed commercial transactions
- Not engaging in transactions that do not reflect the commercial substance, and where multiple routes to achieve the same commercial outcomes exist, we will consider tax efficient options
- Operating within both the letter and spirit of the law
- Seeking external professional advice where tax law is unclear or subject to interpretation

3. We deliver results for our clients in a sustainable manner which includes managing tax risk to appropriate levels:

We have a low appetite for tax risk and in line with this, it is our intention to be low risk from a UK tax authority perspective. Whilst we cannot change the complexity of our operations, we can influence our approach to ensure tax risk is mitigated to an appropriate level.

We endeavour to establish the tax consequences of a commercial transaction before entering in to it, taking advice where necessary from external advisors and where appropriate seeking confirmation whether

formally or informally from the relevant tax authority. Internally, we work together in a manner that is team orientated, constructive and challenging to ensure the tax team is always consulted prior to significant transactions.

4. Partnership is the foundation of our approach towards dealings with tax authorities:

Our partnership perspective guides our relationships with all stakeholders, including tax authorities. We take a long term view in our relationships, as demonstrated by our values. We strive to build bonds founded on respect, caring, honesty, mutual support and investment.

We therefore conduct ourselves in a constructive, open and transparent manner with HMRC, sustaining a good working relationship. By engaging in a timely dialogue with tax authorities we aim to avoid any unnecessary dispute or lengthy exchanges.

A handwritten signature in black ink that reads "Ben Holden". The signature is written in a cursive style with a long horizontal stroke at the end.

Signed on behalf of The Boston Consulting Group
Ben Holden
Managing Director & Partner
2019

Published: 12th December 2019
Financial Year ended 31 December 2019