

This tax strategy document outlines the tax objectives and approach of Target Healthcare Group Limited. It has been prepared to comply with the requirements of Schedule 19 of the UK Finance Act 2016, and it reflects our commitment to transparent and compliant tax practices.

1. Approach to Tax Compliance and Governance

Target Healthcare Group Limited is committed to full compliance with all relevant tax laws, regulations, and guidelines set out by HM Revenue & Customs (HMRC). This includes:

- **Accurate and Timely Reporting:** Ensuring all tax returns are filed correctly and on time, and all tax liabilities are paid promptly.
- **Robust Internal Controls:** Maintaining systems and processes that ensure effective management of tax compliance.
- **Adequate Resources:** Providing the necessary expertise, tools, and training for those responsible for tax matters.
- **External Advice:** Seeking professional advice when required to support governance and compliance objectives.

The board of directors has ultimate oversight of tax compliance and governance. Day-to-day tax responsibilities are delegated to the Finance Department, led by the Group Finance Director.

2. Tax Planning

Target Healthcare Group Limited ensures tax planning aligns with its commercial activities and complies with both the letter and spirit of the law. The company's tax planning activities are guided by the following principles:

- **Compliance:** All tax planning adheres strictly to UK tax laws and regulations.
- **Alignment with Commercial Goals:** Tax planning supports the genuine commercial objectives of the company and avoids artificial arrangements.
- **Use of Incentives:** The company takes advantage of government-endorsed tax reliefs, exemptions, and incentives in line with their intended purpose.
- **Professional Advice:** External tax advisors are consulted for significant planning decisions to ensure robust compliance and alignment with regulatory requirements.

We avoid aggressive tax planning strategies and ensure that all decisions are underpinned by sound legal and ethical principles.

3. Tax Risk Management

Target Healthcare Group Limited has a structured approach to identifying, managing, and mitigating tax risks. This includes:

Identification and Assessment

- Conducting regular reviews to identify potential tax risks associated with the company's operations.
- Evaluating risks based on their likelihood and potential impact on the company.

Mitigation

- Developing and maintaining robust systems, controls, and policies to reduce identified risks.
- Ensuring key controls, such as segregation of duties, are in place and effective.

Monitoring and Reporting

- Maintaining a tax risk register to track, monitor, and address identified risks.
- Regularly reviewing and updating controls to reflect operational and regulatory changes.

Escalation

- Escalating significant tax risks to the board of directors, along with mitigation strategies and contingency plans.

4. Relationship with HMRC

Target Healthcare Group Limited is committed to fostering a positive and transparent relationship with HMRC. Our approach includes:

- **Open Communication:** Responding to queries from HMRC promptly and providing requested information in a transparent manner.
- **Proactive Engagement:** Engaging with HMRC on complex matters to clarify tax treatment and reduce uncertainty.
- **Error Disclosure:** Promptly disclosing and correcting any errors in tax filings to maintain compliance and trust.
- **Collaborative Approach:** Working constructively with HMRC to resolve any disputes efficiently.

5. Transparency and Reporting

Target Healthcare Group Limited ensures full transparency in tax reporting by adhering to the following principles:

- **Accurate Reporting:** Tax filings are accurate, complete, and prepared in compliance with HMRC guidelines.
- **Clear Disclosures:** Financial statements reflect the company's tax position clearly and align with relevant accounting standards.
- **Proactive Clarification:** Where uncertainty exists, the company seeks professional advice or engages directly with HMRC.

This commitment ensures the company's tax position is fair, understandable, and aligned with its business activities.

6. Commitment to Ethical Practices

Target Healthcare Group Limited is committed to upholding ethical standards in all its tax-related activities. We do not:

- Engage in or facilitate tax evasion.
- Participate in artificial tax avoidance schemes.
- Condone any actions by employees or third parties that contravene UK tax laws.

The company complies with the Criminal Finances Act 2017, ensuring no facilitation of tax evasion occurs within its operations.

7. Review and Updates

This tax strategy will be reviewed annually by the board of directors and updated as necessary to reflect:

- Changes in tax legislation.
- Developments in the company's business operations or structure.
- Updates to best practices for tax compliance and governance.

The review process ensures the tax strategy remains aligned with the company's objectives and regulatory requirements.

8. Approval

This tax strategy has been reviewed and approved by the board of directors of Target Healthcare Group Limited and is published in accordance with Schedule 19 of the UK Finance Act 2016.

Signed:

L Campbell

Managing Director

09 Dec 2024