

## **Tax Strategy**

### **Introduction**

Redrow plc is a public limited company incorporated in England and Wales and listed on the London Stock Exchange. This tax strategy applies to Redrow plc and all its subsidiaries (collectively "Redrow") from the date of publication in accordance with Schedule 19 of the Finance Act 2016.

Redrow is one of the UK's leading residential housing developers. Our strategy is to create long-term sustainable value for all our stakeholders by developing thriving communities with quality homes and environments that provide a better way to live. All Redrow's operations are within the UK.

### **Principles**

In line with Redrow's strategy and approach to governance and risk management, the key principles underpinning Redrow's tax strategy are:

- to comply with UK tax laws and regulations applying to Redrow's business operations (references to tax and taxation are to all UK taxation applicable to Redrow's business activities);
- to support the creation of long-term sustainable value for all its stakeholders by legitimate means, paying the appropriate amount of tax; and
- to manage its tax affairs in such a way as to maintain its corporate and brand reputation and engage in an open and transparent way with HMRC.

### **Approach to Governance and Risk Management**

Ultimate responsibility for strategy and the maintenance of a sound system of internal controls and risk management is with the Board of Redrow plc. The appointment of the Group Finance Director as Senior Accounting Officer emphasises the seriousness with which Redrow views its taxation obligations.

Internal controls and risk management in respect of taxation are imbedded in Redrow's overall internal control and risk management framework. This approach is designed to ensure that Redrow takes reasonable care in relation to all processes that could materially affect its compliance with its tax obligations.

The day to day management of tax matters is undertaken by the Finance Director – Group Services on behalf of the Group Finance Director with support from qualified professionals. Regular meetings are held with reputable external professional advisors, briefings attended and specific advice taken as considered appropriate. The Finance Director –Group Services reports to the Audit Committee twice yearly on taxation.

### **Approach to Tax Planning**

Redrow adopts a holistic approach to tax planning to support its commercial operations; tax planning is business led not tax led. Redrow seeks to take advantage of all allowances and reliefs appropriate to its business operations.

**Appetite for risk in relation to UK taxation and approach to HMRC**

Redrow seeks to identify and manage its risks to ensure that they are kept to an acceptable level. Its approach to tax risk is consistent with this overall strategy. Advice from reputable external professional advisors and/or clarification from HMRC is sought where the impact is significant and the tax treatment potentially uncertain. Redrow endeavours to engage with HMRC in an open and transparent way, with the HMRC Customer Relationship Manager structure helpful as a route to ensure HMRC is kept aware of significant business transactions or tax issues arising at an early stage.

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