

Kantar Global Tax Strategy

Year ended 31 December 2020

Introduction

This document sets out the strategic tax objectives of Kantar Group Holdings Ltd and Kantar LLC and their subsidiaries (together the “Kantar Group” or the “Group”). The Kantar tax strategy is set by the Kantar Delegated Board in consultation with the Global Head of Tax. It has been reviewed and approved by the Audit Committee, which will review the strategy on at least an annual basis. This strategy applies for the year ending 31 December 2020.

Audience and scope

Within Kantar, the tax strategy is primarily of relevance to the Kantar JV Board, the Delegated Board, the Audit Committee, and members of the Group Tax Department. It is also relevant to all finance, legal, and operational personnel and any other functions at Kantar whose decisions have tax consequences.

The strategy is publicly available on Kantar’s website in order to allow external stakeholders to understand the Group’s approach to tax. The strategy is compliant with the UK tax strategy publication requirement set out in Paragraph 16(2) of Schedule 19 FA 2016.¹

The strategy applies globally, to the compliance, payment and reporting of all taxes borne and collected by Kantar worldwide.

Tax strategy statement

At Kantar we are committed to paying the correct amount of tax at the right time, under all relevant laws and regulations. The company may consider different tax outcomes when structuring commercially motivated transactions, but we will not undertake tax planning solely for the purpose of tax avoidance.

We constantly seek to review and improve the effectiveness of our tax control framework in order to identify and manage tax risks through appropriately designed and operated controls. The tax control framework focuses on the following tax risk categories: Compliance risk, Planning and Transactional Risk, and Reputational Risk. As with other risks faced by the business, tax is managed within the overall risk framework and risk appetite of the group.

It is important that all areas of our business feel supported from a tax point of view to enable Kantar to achieve its commercial objectives. This includes managing tax risk but is also about making good investment decisions with the knowledge of all future associated tax costs. We will also work with the business in order to claim any appropriate tax incentives, for example Research & Development credits, that are available and aligned with our business model.

As an organisation we aim to be honest, fair and truthful in everything we do, and these principles of integrity are reflected in our relationships with tax authorities. In addition to operating with integrity, where possible and appropriate we seek to be proactive with tax authorities to ensure the efficient resolution of issues as they arise.

Kantar does not engage in or condone tax evasion or the facilitation of tax evasion in any form.

¹ The Head company of the UK group for these purposes is Summer (BC) UK Bidco Ltd, the immediate parent company of Kantar Group Holdings Ltd

Strategic objectives

1. Engage with tax authorities in an open and transparent way in order to minimise uncertainty.
2. Pro-actively partner with the business to provide clear, timely, relevant and business focussed advice across all aspects of tax.
3. Take an appropriate and balanced approach when considering how to structure tax-sensitive transactions.
4. Manage Kantar's tax risk by operating effective tax governance.
5. Aim to ensure that all relevant tax compliance obligations are met on a timely basis.

Tax management and organisation

Kantar's Group Tax Department, led by the Global Head of Tax, is part of the central finance function that reports to the Deputy CEO and CFO. All Group Tax Department members proactively seek to operate in line with the Tax Strategy. As the Group evolves following its acquisition by Bain Capital, so the tax function will also expand, with experienced tax professionals being recruited centrally, and in several of the Group's key markets, to support the business in those territories. We are committed to providing team members with training as required to facilitate performance of their roles and to achieve their personal development objectives.

We are also committed to providing training and support to non-tax personnel in key areas such as HR, finance, legal, and business development to ensure that they are able to inform the tax team of relevant commercial transactions and developments, and to make decisions with tax consequences in line with this strategy.

Tax advice may be sought from external advisors in respect of material transactions, and when the Group Tax Department do not have the expertise required in a particular area. The Global Head of Tax is responsible for the appointment of external advisors, subject to the Group's policy on audit / non-audit services, and the agreement of terms of engagement approved by the Group's Legal and Procurement departments where appropriate. Such terms must adhere to Kantar's corporate governance and risk management policies, including the group's Code of Conduct.