

# 2026 Tax Strategy



# Our tax strategy

**This tax strategy applies to RSM UK Holdings Limited and its wholly owned corporate subsidiaries and LLPs, collectively 'RSM', for the financial year ended 31 March 2026. A list of RSM entities is shown at the end of this document.**

Our reputation as a professional services firm is important to us and to our clients. We have a significant role to play in the UK tax system. All RSM entities listed in this document are taxed under UK tax legislation, or in the case of LLPs the members (“partners”) are taxed, and we aim to cooperate with HMRC on matters relating to our and our members’ tax affairs.

This approach links with our values and we manage our own, and our partners’ tax affairs with these in mind:

-  **Respect and uncompromising integrity**
-  **Succeeding together**
-  **Excellence**
-  **Impactful innovation**
-  **Acting responsibly**

We believe in a transparent and constructive relationship with HMRC over our clients’ and our own tax position. We are committed to compliance with the applicable tax laws and regulations, not only in the provision of responsible tax advice to our clients, both individuals and corporates, but also in relation to our own business operations, building a better working world.

The approach to tax is no longer just a question of compliance, it is a powerful indicator of how a business views its role in society, commitment to its purpose and approach to sustainability.

RSM’s commitments stem from our desire to participate in a tax system that balances strong societal aims with a drive for prosperity.

Consistently paying the right amount of tax is core to the commitment we have of being a responsible business. Our strategy is compliant with the requirements of para 16(2) and 25(1) of Schedule 19, Finance Act 2016 and relates to our 31 March 2026 year end.



## Governance and risk management

RSM's tax strategy is approved by the board of RSM UK Holdings Limited (the board) who are responsible for the firm's governance.

Executive management is delegated by the board to the National Leadership Team (NLT). The NLT is responsible for driving the strategic direction of the firm, managing its delivery and providing clear leadership to our business.

The Chief Financial Officer (CFO) is the member of the board and NLT with executive responsibility for tax matters. The CFO delegates day-to-day management of tax compliance to the finance team and has appointed business partners from the firm's tax practice to provide technical insight and support.

We are committed to complying with UK tax law and practice to ensure we pay the right amount of tax. We do use tax reliefs in accordance with applicable tax legislation. We do not engage in transactions that lack commercial substance or that could be deemed artificial.

We consider our brand and what impact our actions may have on it, and on our relationships with key stakeholders, including the tax authorities and the wider community.



## Tax risk and attitude to tax planning

We have clearly documented processes and controls relating to the management of our tax risks. Due to the size of the business and number of tax obligations in RSM, risks are inevitable.

We maintain robust internal processes and controls and actively seek to identify, evaluate and monitor these risks with the aim of remaining compliant and minimising these risks in line with our objectives.

We have a rolling programme of internal reviews of our tax processes and controls. We seek advice from the appropriate internal tax business partners and external professionals in areas where there is uncertainty or complexity.

Our business planning is based on sound commercial principles with full regard to our understanding of both the law and the economic objectives of the tax reliefs and incentives available to businesses, including the stimuli to growth.



## Engaging with HMRC

We cooperate with HMRC on matters relating to our tax affairs:

- We have an open and honest relationship with HMRC on a real-time basis.
- We meet with HMRC regularly throughout the year and keep HMRC informed of developments in our business and discuss relevant tax risks.
- We discuss any areas of significant uncertainty in how the legislation applies.
- Tax legislation is complex, any errors made in submissions to HMRC are corrected and disclosed as soon as practicable after they are identified.
- We seek to follow the low-risk characteristics in HMRC's business risk review methodology.

# How we advise our clients

**Our approach is aligned where appropriate with HMRC's Standard for Agents, and the ICAEW's standards for tax planning published as part of its Professional Conduct in Relation to Taxation.**

We advise our clients in line with our approach to our own tax affairs. We are helping our clients achieve their goals in this ever-changing environment. The firm's reputation is important and is driven by our underlying values. We implement these values on a day-to-day basis in our tax practice.



We maintain up-to-date tax knowledge.



We aim to be fully transparent with our clients and about our own tax positions.



We provide our clients with commercial advice and do not promote, or advise on, artificial tax planning.



We are committed to providing clients with independent high-quality advice about managing their tax liabilities and tax compliance obligations and always consider their specific circumstances and position.



We aim to consider wider risks that might impact our clients and the advice we provide.



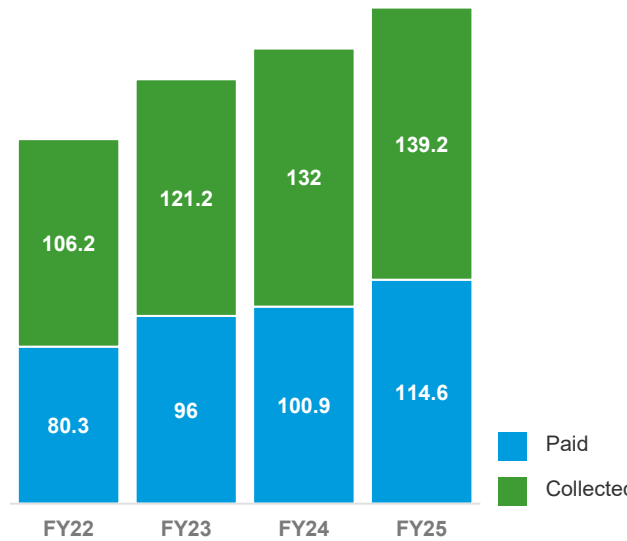
We have client and engagement acceptance procedures in place to ensure we consider the risk characteristics of our clients and specific engagements.

# Our tax strategy

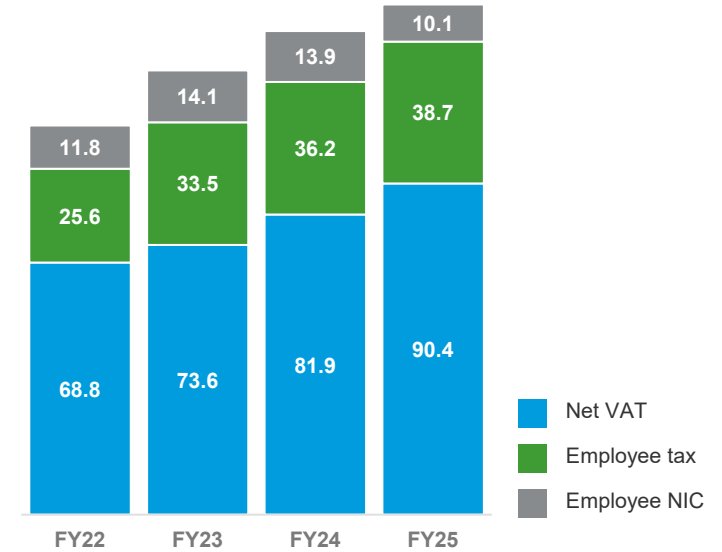
RSM makes a substantial contribution to the UK economy through taxes paid by the partners and the business.

- Tax borne includes partner income tax, employer's NIC, IPT, business rates, corporate taxes, the apprenticeship levy and taxes on employee benefits.
- The largest component of our taxes paid relates to income tax and NIC, borne by our partners on the profits allocated to them.
- Partners are personally responsible for tax arising on their profit share, albeit payment is made on their behalf by RSM.
- On behalf of the UK government, we also collect employee income tax and NIC as well as indirect taxes.

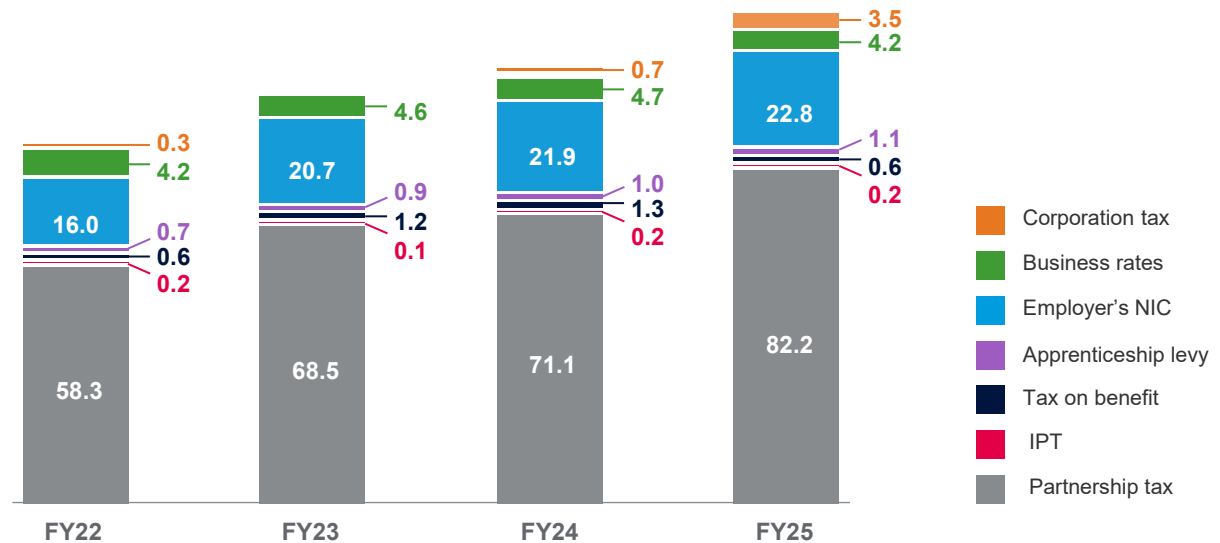
### Total RSM tax contribution (£'M)



### Net tax collected breakdown (£'M)



### Tax paid breakdown (£'M)



# List of RSM UK entities covered by this Tax Strategy

## Active UK resident entities

Arrandco Business Services Limited	RSM UK Consulting LLP	RSM UK Management Limited
Arrandco Investments Limited	RSM UK Consulting Solutions Limited	RSM UK Restructuring Advisory LLP
RSM UK Executive Services LLP	RSM UK Corporate Finance LLP	RSM UK Risk Assurance Services LLP
Baker Tilly Financial Management Limited	RSM UK Foundation	RSM UK Tax and Accounting Limited
Baker Tilly Investment Solutions Limited	RSM UK Group LLP	RSM UK Tax and Advisory Services LLP
RSM UK Employer Services Limited	RSM UK NLT Limited	Walbrook Fleet Limited
RSM UK Audit LLP	RSM UK Holdings Limited	
RSM UK Creditor Solutions LLP	RSM UK Legal LLP	

## Inactive UK Resident entities

Baker Tilly Management Services Limited	RSM UK PBT Trustee Limited
Baker Tilly UK Audit Limited	RSM UK Pension Trustees Limited
Baker Tilly UK Holdings Limited	RSM UK SIP Trustees Limited
Casson Beckman Trustee Company Limited (in liquidation)	RSM Northern Ireland (UK) Limited

## Key contact

### Andrew Westbrook

Chief Financial Officer

25 Farringdon Street, London, EC4A 4AB

T: +44 20 3201 8000



The UK group of companies and LLPs trading as RSM is a member of the RSM network. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm each of which practises in its own right. The RSM network is not itself a separate legal entity of any description in any jurisdiction. The RSM network is administered by RSM International Limited, a company registered in England and Wales (company number 4040598) whose registered office is at 200 Aldersgate Street, Upper Ground Floor South, London EC1A 4HD. The brand and trademark RSM and other intellectual property rights used by members of the network are owned by RSM International Association, an association governed by article 60 et seq of the Civil Code of Switzerland whose seat is in Zug.

RSM UK Corporate Finance LLP, RSM UK Legal LLP, RSM UK Restructuring Advisory LLP, RSM UK Risk Assurance Services LLP, RSM UK Tax and Advisory Services LLP, RSM UK Audit LLP, RSM UK Consulting LLP and RSM UK Creditor Solutions LLP are limited liability partnerships registered in England and Wales, with registered numbers OC325347, OC402439, OC325349, OC389499, OC325348, OC325350, OC397475 and OC390886 respectively. RSM UK Employer Services Limited, RSM UK Tax and Accounting Limited and RSM UK Management Limited are registered in England and Wales with numbers 6463594, 6677561 and 3077999 respectively. All limited companies and limited liability partnerships are registered at 6th Floor, 25 Farringdon Street, London, EC4A 4AB. The UK group of companies and LLPs trading as RSM is a member of the RSM network. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practises in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.