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Introduction

Membership Collective Group Inc's ("MCG") UK tax principles are aligned with our commitment to act with integrity in all business relationships and ensure that it strives to get things right.

Tax compliance and reporting

The Group is committed to meeting its tax compliance obligations and will seek to apply diligent professional care and judgement in our tax compliance activities. As part of this commitment, the Group complies with the Senior Accounting Officer ('SAO') requirements and undertakes regular reviews of tax processes, working with external advisors to benchmark our SAO review processes to good practice.

Approach to tax planning

The Group complies with the applicable tax laws and regulations in all jurisdictions in which it conducts its business activities. The Group will not undertake any tax related activities that would result in damage to MCG's reputation. Tax decisions are aligned to MCG's business and commercial strategy. The Group may respond to tax incentives and exemptions where appropriate and in a way that is consistent with HMRC and government policy. As appropriate, the Group will seek external professional tax advice to ensure it applies these incentives and exemptions legitimately and, if appropriate, will seek advance clearances with HMRC to ensure it minimises the risk of uncertainty.

Governance and risk management

The leadership team, comprising the C-suite, provides oversight in ensuring that tax is considered within the wider context of the business and in how tax risk is managed. Compliance and risk matters, including those concerning taxation, will be included on the agenda at board meetings or sub-committee meetings of the board as appropriate. MCG's finance team has responsibility over the Group's approach to tax on a day-to-day basis, which includes the identification, prioritisation and monitoring of tax risk across the business, as well as the appropriate escalation of tax risk to the CFO and C-suite.

Relationships with tax Authorities

MCG is committed to working with HMRC in an open and collaborative manner, as it does with stakeholders of the business. When we consider it is appropriate, the Group also seeks to achieve early agreement on issues and will keep HMRC up to date about any commercial developments and events in the business that may have a tax impact.

This Tax Strategy document

This document meets the requirement for MCG to publish its Tax Strategy as required by section 16(1) and section 16(2) of Schedule 19 of the Finance Act 2016. It is effective for the current financial year and covers all MCG UK incorporated and UK tax resident group companies.