



University
of Glasgow

TAX STRATEGY 2025-26

We are
world-changing
Glasgow.

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Introduction

The University Court of the University of Glasgow (**"the University"**) is a charity within the meaning of the Charities and Trustee Investment (Scotland) Act 2005 and meets the definition of a charitable company for UK corporation tax purposes. Charity registration number SC004401.

Principal operations

The University is primarily engaged in teaching and research activities, grouped into four Colleges. The majority of operations are carried out on the University's main Gilmorehill campus in the West End of Glasgow.

The University also undertakes commercial activities through a number of subsidiary companies. This Tax Strategy document also applies to the following active subsidiaries:

- GU Holdings Limited
- Kelvin Nanotechnology Limited
- UOG Utilities Supply Company Limited
- GU Heritage Retail Limited
- UOG Commercial Limited
- UGlasgow Singapore Pte Limited (registered in Singapore)

Scope

This document addresses the following areas:

- The University's approach to risk management and governance
- The University's attitude towards tax planning
- The University's approach towards its dealings with Tax Authorities including HM Revenue & Customs ("HMRC")

The Tax Strategy document covers all UK taxes, principally VAT, Corporation Tax, and employment taxes. It applies to equivalent worldwide taxes where applicable to the University and its subsidiaries.

This strategy was published in November 2025 and the Group regards this publication as complying with its duty under paragraph 16(2) Schedule 19 FA 2016 in its financial year ended 31 July 2026. It will be reviewed on an annual basis and updated accordingly.

Overview of principles

The University's Tax Strategy is aligned with the overall University strategy. The University is committed to exhibiting best

practice in all aspects of corporate governance relevant to the higher education sector.

Strong financial management and corporate governance provide a solid foundation to enable the University to progress towards the aspirations set out in its strategy: World Changers Together. It is therefore critical that all stakeholders in the University – students, staff, alumni, educational and corporate partners, and members of Court – can have full confidence in the corporate governance and risk management processes of the University.

Responsibility for the University's Tax Strategy and the supporting governance framework ultimately rests with the University Court, with oversight provided by the Finance Committee. The Finance Directorate is responsible for the operation of finance functions (including tax) and has oversight of tax risks and how they are managed. Day to day responsibility for the implementation of the Tax Strategy sits with the Tax Team.

The University is committed to conducting its affairs such that it seeks to comply with relevant tax laws, rules, regulations, reporting and disclosure requirements in respect of its operations.

Approach to risk management

The University takes a pragmatic approach to managing risk across all operational areas. We actively seek to identify, evaluate, and minimise tax risks. Controls and processes are in place to ensure tax risk is considered as part of the decision-making process in respect of all new activities and projects.

Training and guidance on tax is provided to colleagues across the University where required. Colleagues are able to raise queries and seek guidance from the Tax Team where any areas of uncertainty arise.

All tax returns and correspondence with tax authorities are subject to a mandatory review process prior to filing, with controls in place to ensure that all filing deadlines are met.

The Tax Team is comprised of appropriately qualified and experienced personnel, who are committed to ongoing Continuing Professional Development to ensure knowledge of current tax legislation and guidance is up to date. Professional advice is sought by the Tax Team from external advisers where

appropriate - for example, where a significant project is to be undertaken or where specialist advice is required such as evaluating the impact of changes to legislation.

Attitude towards tax planning

The University seeks to comply with relevant tax legislation and to pay the right amount of tax at the right time.

In circumstances where the correct amount of tax may not be clearly defined, or where an alternative interpretation or application of tax law might result in different tax outcomes, the risk will be assessed by the University, in conjunction with its professional advisers, and if appropriate, the relevant Tax Authority, to determine the appropriate course of action.

The University will seek to optimise its tax position through the application of relevant tax reliefs. Any resulting savings are reinvested in the University's core activities in furtherance of its charitable purposes.

The University will not engage in tax avoidance or aggressive tax planning which is contrary to the letter and intention of applicable tax law.

Approach to working with Tax Authorities

The University seeks to maintain an honest, transparent, and collaborative working relationship with relevant Tax Authorities including HMRC.

All dealings will be conducted in a professional and timely manner.

The University aims to avoid unnecessary disputes with Tax Authorities, and will seek to achieve this through:

- Regular communication with the University's assigned HMRC Customer Compliance Manager.
- where there is uncertainty around the tax treatment of any particular transaction we will, where appropriate, seek clearance from the relevant Tax Authority; and
- Complying with reporting and disclosure requirements in respect of the University's operations.