

**ROBERT WALTERS GROUP
TAX STRATEGY**



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Tax Planning

The Group will maximise legitimate tax planning opportunities or utilise tax incentives for obtaining tax efficiencies where these:

- Are aligned with business and operational objectives
- Do not present significant reputational risk or damage our relationship with the tax authorities
- Tax incentives are aligned with the intended policy objectives of the authorities which introduced the incentives

Risk Management

- The Group controls and manages tax risks and the Group's reputation through appropriate policies, communication and robust operational procedures
- Updates on significant tax risks and developments is a standing item on the Group Audit Committee meeting agenda
- The Group maintains a detailed tax risk management policy and tax risk register which sets out the tax controls in place across the Group
- The Group internal audit function has a specific tax audit work programme which is included in the individual operating unit audit reviews
- The Group holds regular meetings with external tax professionals to ensure compliance with best practice

Compliance

The Group will strive to ensure:

- Full tax law compliance worldwide, including meeting all due filing and payment dates
- The integrity of all reported tax numbers
- The terms of the UK's Double Taxation Treaties and relevant OECD guidelines for international tax matters are followed
- Strong and proactive relationships with the tax authorities are maintained
- Changes in the relevant tax law and practice in order to minimise material risks are monitored