

## **AG Parfett & Sons Ltd UK Tax Strategy**

This UK tax strategy applies to AG Parfett & Sons Ltd and is published in accordance with Schedule 19 Finance Act 2016, which requires large groups to publish their UK tax strategy, and is effective from year ended 30 June 2018.

### **Tax risk management**

This UK tax strategy is approved by the Board of Directors and the day to day management of the Company's tax affairs is the responsibility of the Company Financial Accountant.

The Company seeks to reduce the level of tax risk arising from its operations as far as is reasonably practicable by ensuring that reasonable care is applied in relation to all processes which could materially affect its compliance with its tax obligations.

The Company proactively seeks to identify, evaluate, manage and monitor these risks. Where there is significant uncertainty or complexity in relation to a risk, external advice is sought.

The Company ensures appropriately qualified individuals are within the business to meet their tax compliance requirements and to assess tax risk. Where an assessment is made that the Group does not have the relevant expertise then external advice is sought.

### **Governance in relation to UK taxation**

- Ultimate responsibility for the Group's tax strategy and compliance rests with the Board of Directors of AG Parfett & Sons Ltd;
- Day-to-day management of the Group's tax affairs is delegated to the Company Financial Accountant, with oversight from the Managing Directors of AG Parfett & Sons Ltd
- The Board of Directors ensure that the Finance team is staffed with appropriately qualified individuals who understand tax and can meet the businesses' tax compliance requirements and assess tax risk. If the Board of Directors feel that there is a lack in expertise, then external support is obtained.
- The Board of Directors ensure that the Company's tax strategy is one of the factors considered in all investments and significant business decisions taken;
- The Board of Directors of AG Parfett & Sons Ltd has ultimate responsibility and specifically oversees the following entities, with oversight assigned to the Joint Managing Director of AG Parfett & Sons Ltd as SAO:

### **Risk Management**

- The Company seeks to reduce the level of tax risk arising from its operations as far as is reasonably practicable by ensuring that reasonable care is applied in relation to all processes which could materially affect its compliance with its tax obligations;

- Processes relating to different taxes are allocated to appropriate process owners, who carry out a review of activities and processes to identify key risks and mitigating controls in place. These key risks are monitored for business and legislative changes which may impact them and changes to processes or controls are made when required;
- The Company ensures appropriately qualified individuals are within the business to meet their tax compliance requirements and to assess tax risk. Where an assessment is made that the Company does not have the relevant expertise then external advice is sought.

### **Tax planning and attitude to risk**

Our overall objective is to achieve certainty in our tax affairs. The Group is committed to compliance with tax law and practice. This means paying the right amount of tax at the right time. It involves disclosing all relevant facts and circumstances to the tax authorities, claiming reliefs, exemptions and incentives where applicable and in the spirit of tax legislation.

When entering into commercial transactions, the Company seeks to take advantage of available tax incentives, reliefs and exemptions in line with, and in the spirit of, tax legislation. The Company does not undertake tax planning unrelated to such commercial transactions. Where there is uncertainty on how to interpret tax law on any business transaction, The Company proactively engages with advisors and where applicable with tax authorities to seek certainty.

### **Relationship and approach to working with HMRC**

The Company is committed to the principles of openness and transparency and seeks a constructive relationship with HMRC through regular meetings, updates in respect of key developments in our business and communication regarding current, future and retrospective tax risks, and interpretation of the law in relation to all relevant UK taxes.

The Company seeks to discuss any tax issues arising at an early stage. When submitting tax computations and returns to HMRC, the Company reviews relevant facts and identifies any transactions or issues where it considers that there is potential for the tax treatment to be uncertain.

Any inadvertent errors in submissions made to HMRC are fully disclosed as soon as reasonably practicable after they are identified.