

# Fluor UK Companies' Tax Strategy

## Introduction

The Fluor UK group of companies (Fluor UK) provide a variety of engineering and construction services, including design, engineering, procurement, project management, construction and technical support to industrial, commercial and government clients in both the United Kingdom and worldwide. We aim to bring our clients world-class experience that combines excellence in execution, safety, cost containment and project management expertise.

Our business activities generate a variety of taxes. We pay corporate income taxes, indirect taxes, payroll taxes and other taxes.

Fluor UK is committed to complying with tax laws in a responsible manner and to having open and constructive relationships with tax authorities.

Fluor UK is part of the larger multinational group of companies under Fluor Corporation which is listed on the New York Stock Exchange (NYSE: FLR). As such, Fluor UK is subject to the relevant controls and corporate governance requirements associated with this listing.

Our overall tax strategy is guided by the following principles:

## Tax compliance

Fluor UK endeavours to comply with all relevant laws and regulations, including those pertaining to reporting and disclosure and we seek to minimise the risk of uncertainty or disputes.

To support this, Fluor UK relies on experienced personnel in its Finance department and also draws on the specialised corporate tax resources of its affiliated entities. These resources are actively involved in the tax compliance process.

Top tier external advisors are regularly engaged to provide advice or administer compliance activities at the direction of Fluor UK in relation to statutory tax requirements.

## Tax planning

We engage in appropriate tax planning that supports our business and reflects commercial and economic activity.

Tax incentives and exemptions are sometimes implemented by governments and fiscal authorities in order to support investment, employment and economic development. Where they exist, we seek to apply them in the manner intended.

## Relationship with tax authorities

We seek to build and maintain relationships with the tax authorities that are constructive, transparent and based on mutual respect. We work collaboratively wherever possible with fiscal authorities to resolve disputes and to achieve early agreement and removal of uncertainty.

## Tax risk management

We utilise a risk management system as part of our internal control processes, in which we identify, assess and manage tax risks and account for them appropriately within a larger framework of risk management. We implement risk management measures including controls over compliance processes and monitor their effectiveness.

## Governance

The oversight of tax management within Fluor UK is handled through the collaborative interaction of the local and corporate tax departments with the finance organisation and senior management.

Control and compliance are diligently monitored through a detailed programme of internal and external audits of offices, projects and Sarbanes-Oxley regulations, as well as an annual ethics certification for all employees globally.

## Further information

We review and update our tax strategy annually or as circumstances dictate. It was last published in November 2020. With respect to the UK, we regard this publication as being in compliance with our duty under paragraph 16(2) of Schedule 19 of the Finance Act 2016.