

SYKES' Tax Strategy in the UK

SYKES is a leading provider of multichannel demand generation and customer engagement services for Global 2000 companies. SYKES' family of innovative brands are partners who share our focus: REAL PEOPLE. REAL SOLUTIONS®. We help our brand partners optimize the lifetime value of customer relationships by building an intelligent customer experience that attracts, converts, engages and retain customers. We continue evolving toward a single mission: to help people, one caring interaction at a time.

SYKES' European operations are supported from several countries including the UK. SYKES' UK operations have a focus on fulfillment and RPA services and do not represent all aspects of the consolidated group's offerings of services and products.

As a publicly traded enterprise we have a fiduciary duty to protect shareholder's investment. As part of that responsibility we endeavor to ensure the integrity of all reported tax numbers and ensure compliance with all our tax obligations on a worldwide basis.

SYKES' approach to risk management and governance arrangements

In relation to UK taxation, tax management and governance is delegated to the VP Global Finance Taxation by the Chief Financial Officer. We engage outside service providers to prepare all tax returns with the local finance team. All returns are reviewed and approved by the Global Finance Taxation department before submission. Key tax matters are discussed with the Audit Committee on an annual basis, or more frequently as required. All significant tax risks are disclosed in the group's 10-Q and 10K filings in the US. Where tax risks require remediation, action is taken by the VP of Global Finance Taxation. We will also seek professional advice on tax matters where needed to support the knowledge of the local group and teams.

SYKES' attitude toward tax planning

Tax is one of the many factors we consider when making business decisions and the tax consequences follow the commercial transaction. We do not undertake transactions driven solely by a tax planning purpose.

Level of risk in relation to UK Taxation that SYKES is prepared to accept

Consistent with our attitude in tax planning, we consider that our tolerance for tax risk in the UK is low. We align our transfer pricing policy with the globally accepted arm's length principle and prepare documentation annually to support it as such. In, addition we routinely seek professional advice and opinions from independent tax advisors on tax matters.

SYKES' approach towards our dealings with HMRC

SYKES has historically has only infrequent interactions with HMRC. However, when approached by HMRC for any tax inquiries we aim to adopt an open and transparent attitude to resolve matters and reach agreement to achieve certainty on our tax positions in a amicable and efficient manner.

This tax strategy applies to SYKES' UK sub-groups / company in compliance with Schedule 19, Finance Act 2016 for the year ended 31, December 2021.

UK sub-groups under Para 19(1):

Sykes Global Services (head of the sub-group) and LINK Network Limited

UK company under Para 22(1):

Symphony Ventures Limited

For any queries, please contact David Grimes - Vice President, Global Privacy and Legal Affairs EMEA at david.grimes@sykes.com