



Prompt Payment Code - Action Plan

The Primary Cause of Non-Compliance	Action to Address each of the Causes
Burdensome and highly manual P2P process requires significant intervention resulting in unnecessary delays	<ul style="list-style-type: none"> Remove blockers to E-invoicing take up within the supply chain to reduce high levels of manual processing Review invoice approval process to allow auto 3-way match for low value / low risk spend Revise invoice approval process to streamline and improve tracking and resolution of queried items
Supply chain compliance to SRM invoicing requirements are not always followed	<ul style="list-style-type: none"> Re-communicate to supply chain minimum requirements such as address for invoices to be submitted to and requirement for inclusion of a Purchase Order number
Internal processes, policies and controls are not standardised across the business impacting compliance and resulting in corrective actions being required at the back end of the P2P process	<ul style="list-style-type: none"> Review of internal controls and policy documents to standardise across the business. Roll out of required communication and training to educate employees and regularly monitor performance Ensure processes are regularly reviewed and required updates communicated to the business
Scheduling of Payment runs, and supplier payment terms are not always aligned which can cause delays	<ul style="list-style-type: none"> Review payment run frequency and supplier payment terms to align processes Implement 'pay forward' process
Highly manual procurement processes impact data quality and P2P process	<ul style="list-style-type: none"> Select and implement an eProcurement system to streamline end to end process and improve data, transactional and reporting quality Re-align controls to the front end of the Source to Pay process to capture issues early and allow proactive resolution
Subcontract processes rely on manual assessment and therefore are carried out locally across a wide geographical area meaning proactive performance management is challenging	<ul style="list-style-type: none"> Select and implement a Subcontractor management system to streamline payment application and contract compliance processes Introduce tracking processes to ensure all required deadlines are met and payment terms complied to

Approved by:

Leighton More
Chief Financial Officer

Steve Hudson
Group Commercial Director