



Prompt Payments

Date: 25/02/2026

Prompt Payments Action Plan

Payment practices report

Latest reporting period: 1 July 2025 to 31 December 2025

Average time taken to pay invoices: 47 days

Invoices paid:

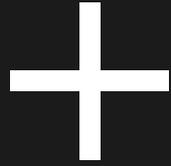
- **Within 30 days:** 33%
- **In 31 to 60 days:** 58%
- **In 61 days or more:** 9%

Prompt Payments Action Plan

Action plan to ensure at least 95% of all supplier invoices are paid within 60 days of receipt of invoice includes the following:

- Implementation of new group finance system to improve the approval workflow ensuring that supplier invoices are promptly submitted as approved to group finance, ensuring invoice(s) are settled to agreed terms.
- Bringing forward mid-month supplier invoice payment run to ensure supplier invoice(s) are settled on or before the due date.
- Monthly review and monitoring of aged supplier ledger by due to date, highlighting invoices due for payment soon as priority payment.
- Monthly reporting on aged supplier ledger to minimise the number of invoices paid late and/or not to payment terms.
- Monthly monitoring of invoices not yet approved to ensure effectiveness of approval workflow in finance system.
- Where a dispute has been raised against an invoice, impacting the prompt payment, introduce regular monthly meetings with supplier account owner to help resolve dispute, including regular communication with the supplier.
- Implementation of supplier invoice OCR/scanning tool integrated with the finance system to improve the accuracies of invoice postings, thus reducing errors that could delay payment.

connect



protect