

Payment Performance - Action Plan

| Organisation | VolkerHighways Limited | | | |
|--|----------------------------------|---------------------------------------|---|---|
| Company Registration Number | 00638559 | | | |
| Date of last Payment Practices Reporting Data | 30-Jun-19 | | | |
| % invoices paid within 60 days | 78% | | | |
| % invoices paid within agreed terms | 19% | | | |
| The primary causes of non-compliance | Invoices not paid within 60 days | Invoices not paid within agreed terms | Actions to address each of the causes | Progress as at 1 September 2019 |
| 1. To support smaller members of our supply chain we had previously negotiated payment terms of more than 60 days with c200 of our larger suppliers. These longer payment terms had enabled over 3,100 of smaller members of our supply chain to benefit from shorter payments terms of 30 days or less. | ✓ | | Payment terms have been updated for all suppliers so there are no longer any payment terms beyond 60 days in our systems. | Changes made for all invoices registered after 1 July 2019 |
| 2. The varying frequency of payment runs impacted our ability to pay invoices within terms and within 60 days | ✓ | ✓ | We have undertaken a review of the frequency of payments runs and amended as appropriate | Changes to the frequency of payment runs made from 1 July 2019 as required. |
| 3. Delays in receiving invoices from suppliers, particularly those with very short payment terms of less than 14 days. | | ✓ | Request our supply chain to submit their invoices electronically to reduce the time taken to receive invoices. Send a mailshot to request suppliers to submit invoices electronically where possible in H2 2019 | Mail shot being drafted, to be issued during H2 2019. |
| 4. Queries or disputes on invoices (e.g. purchase orders missing, price or hire date queries) may delay invoice approval and subsequent processing for payment. | ✓ | ✓ | Our websites include details of how to get paid for our supply chain along with our dispute resolution process, this includes what is required to ensure invoices can be paid promptly. To reinforce this message we will send a mailshot to remind our supply chain how to be paid promptly during H2 2019 | Mail shot being drafted, to be issued during H2 2019. |
| 5. Some of our procure to pay processes include some manual processing which can mean that invoices are processed through the system more slowly. | ✓ | ✓ | We are implementing a new ERP system with anticipated roll out in 2020/21 | This is currently delivering in line with programme |
| 6. Reliance on manual processes may mean that a sudden increase in volumes can slow the processing of invoices | ✓ | ✓ | We are undertaking a review of the specific areas where manual processing could slow payment of invoices and setting up processes to deal with variable workload in this area. | Currently drafting communication to key personnel in the procure to pay process to stress the importance of paying our supply chain promptly and their role in this to be issued in H2. |
| 7. A number of our key large suppliers invoice each delivery separately resulting in significant numbers of invoices each month | ✓ | ✓ | We are investigating the use of consolidated invoices for a number of key suppliers to improve the invoice processing time | We are currently trialling consolidated invoices with several key suppliers |
| This plan is updated and presented to the VWUK board for approval on a quarterly basis. | | | | |