

Fair and transparent payment practices are essential to the achievement of successful integrated working. Our aim is to always work in an open and collaborative way. We value the strong long-term relationships we have with our supply chain partners and understand how important prompt and transparent payment is to them, in the same way as prompt and transparent payment from our customers is important to us.

For all new contracts we strive to meet the fair payment commitments set out below:

- 1) We will make correct full payment as and when due for all work properly carried out, or products supplied, in accordance with the contract. We will ensure any withholding of payment due to defects or non-delivery is proportionate, and clearly, specifically, and demonstrably justified in line with the arrangements set out in the contract.
- 2) For all new contracts, our standard payment terms will be applied. We will strive to ensure that payments are made to our supply chain NOT MORE THAN 45 calendar days from the end of the Calendar month in which goods or products are supplied, for our Sub-Contractors NOT MORE THAN 30 calendar days from the end of the Calendar month in which work is carried out and for our Labour Agency Suppliers NOT MORE THAN 7 calendar days from the end of the Calendar month in which work is carried out or more frequently as maybe agreed.
- 3) We will either not withhold cash retention or ensure that any arrangements for retention with our supply chain are no more onerous than those we have with our client. We support the industry ambition is to move to zero retentions by 2025.
- 4) We will issue any "pay less" notices at the earliest opportunity, no later than 7 days prior to the final date for payment or ensure that any arrangements for "pay less" notices with our supply chain are no more onerous than 1 day shorter than those we have with our client
- 5) We will have processes in place to enable the effects of contract variations to be agreed promptly and fairly and payments for such variations to be included in the payment following the completion of the varied works.
- 6) We will make payments electronically unless agreed otherwise.
- 7) We do operate a Supply Chain Finance scheme or similar. We do not impose fees, costs or take discounts for making payment to our Supply Chain within the terms set out in the contract.
- 8) We will adopt a transparent, honest, collaborative, and swift approach when resolving differences and disputes. For any payment dispute arising involving the supply of goods or products, the process will involve the Accounts Payable Team and the procurement function as the first port of call. For any payment dispute arising involving Sub-Contractors, the process will involve the project Quantity Surveyor as the first port of call.
- 9) We monitor our payment performance and periodically report to the Board of Directors. Should we find that our payment performance falls short of our aspirations, we seek to swiftly investigate, analyse, and improve. A Board Director will be allocated responsibility for the design, sign off, implementation and delivery of the improvement plan.
- 10) We will not deliberately delay or unreasonably withhold payment.



Ben Williams CEO January 2024