

## UK Fair and Prompt Payment Action Plan Summary

**Supplier name: Equans FM Limited**

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EQUANS is committed to improving payment performance and ensuring the fair and prompt payment of suppliers through enhanced processes, performance monitoring, and increased automation.

### Primary Causes of Delayed Payment and Corrective Actions

Analysis of payment performance has identified the following principal causes of delayed payment:

- **Late or missing goods receipting**, preventing invoices from progressing to payment within the required timescale.
- **Delays in invoice approval**, where invoices require business review or approval before payment can be released.
- **Invoice and purchase order discrepancies**, including incorrect invoice information and invoices that cannot be matched to a valid purchase order.
- **Invoice disputes and exceptions**, requiring additional investigation and resolution before payment.
- **Supplier process and data issues**, including incorrect billing information or invoices submitted through an incorrect route.

**Actions to address these causes include:**

#### Approach taken to strengthening invoice approval and goods receipting processes

- Embedded controls to monitor, challenge and improve the timely receipt of goods and approval of invoices.
- Introduced regular goods receipting reminders.
- Developed performance dashboards to improve visibility and accountability.
- Implemented automated daily reporting to track compliance and performance.

#### Approach taken to support suppliers and reducing payment delays

- Educate suppliers on common causes of delayed payment, including invoice disputes, incorrect billing information, and invoices submitted without valid purchase orders.
- Introduced automated monthly statement reconciliations.
- Provided targeted guidance and support to supply chain partners.
- Hold regular supplier meetings to address recurring issues and identify improvement opportunities.



## 2026 Improvement Plan

During 2026, EQUANS will further enhance its payment processes through:

- Continued optimisation of invoice scanning and automation technology to accelerate invoice processing.
- Wider deployment of Procure-to-Pay (P2P) systems across the business to standardise purchasing and payment processes.
- Targeted supplier payment performance briefings and joint improvement meetings to address areas of non-compliance and drive better outcomes.

## Performance Monitoring and Governance

Progress against this Action Plan and payment performance will be reported regularly to Equans' UK Executive Team. Reporting will include payment performance, key causes of delayed payment, progress against corrective actions and areas requiring further management intervention.

Signed on behalf of the Supplier:



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Mark Gallacher, Chief Financial Officer