Prompt Payment Commitment Statement

Our commitment to prompt, fair and transparent payment

Morris & Spottiswood Limited are committed to paying our suppliers, subcontractors and partners promptly, fairly and in line with agreed contractual terms. We recognise that prompt payment supports healthy cash flow across our supply chain, particularly for SMEs, and helps ensure projects are delivered collaboratively, responsibly and without unnecessary financial pressure on the businesses that support us.

1. Payment Commitments

Our payment approach is designed to support a reliable, transparent and efficient supply chain. We will:

- Pay valid and undisputed invoices in line with agreed contractual payment terms.
- Work towards prompt payment standards aligned with UK Government prompt payment expectations, including the principle that undisputed invoices should be paid within 30 days where applicable.
- Support fair payment practices throughout our supply chain, including SMEs and specialist subcontractors.
- Maintain clear internal responsibilities for invoice approval, payment processing and query resolution.

2. Invoice Submission, Approval and Payment Process

We operate a clear electronic process for receiving, approving and paying invoices. Suppliers are provided with the correct purchase order and invoice submission requirements during onboarding to help reduce errors and avoid delays.

Invoices are received electronically and processed through our finance system, Business Central. A dedicated Purchase Ledger and Finance team manages invoice processing, while operational teams review and approve invoices against purchase orders, delivery records and agreed contract terms. Once approved, payments are made through a secure payment service.

3. Supplier Onboarding and Guidance

We provide suppliers and subcontractors with clear payment guidance as part of our onboarding process. This includes details on purchase order requirements, invoice format, submission routes, key contact details and the steps suppliers should follow if they have a payment query.

4. Payment Queries and Dispute Resolution

Suppliers can contact our Purchase Ledger or Finance team if they have a payment query. Where an invoice is queried or placed in dispute, we will explain the reason, identify the information required to resolve the matter and work with the supplier to reach a timely outcome.

We aim to resolve invoice queries quickly and fairly, with escalation available where additional review is required. Our focus is to prevent avoidable delays by maintaining clear communication between suppliers, project teams and finance colleagues.

5. Performance Monitoring and Reporting

We monitor payment performance to ensure our processes remain effective and to identify opportunities for improvement. This includes reviewing average payment times, the proportion of invoices paid within agreed terms and the causes of any payment delays or disputes.

Where required, we will publish payment performance information in line with applicable reporting obligations and use this data to support continuous improvement across our finance and procurement processes.

6. Supporting SMEs and Subcontractors

We recognise the importance of prompt payment for SMEs and subcontractors, who can be disproportionately affected by late or unclear payment processes. Our onboarding, purchase order and invoice approval procedures are designed to give suppliers confidence in how and when they will be paid.

Our commitment to supporting our supply chain, has led us to introduce weekly payment runs, which underpins our commitment to Prompt Payment Guidance.

7. Continuous Improvement

We will continue to review and improve our payment processes, systems and communications with suppliers. This includes using supplier feedback, finance data and internal process reviews to identify opportunities to reduce delays, improve invoice accuracy and strengthen payment transparency.

In line with our continuous improvement commitments, we have developed a Prompt Payment Action Plan, which outlines our actions for improvement where identified. Our Prompt Payment Action Plan is reviewed every 6 months, or sooner where there are material changes to our payment processes, systems or regulatory requirements.

Supplier Contact

Suppliers with invoice or payment queries should contact our Purchase Ledger or Subcontractor teams using the email address below provided below:

- purchaseledger@morrisandspottiswood.co.uk
- financesubcontractors@morrisandspottiswood.co.uk

This Commitment Statement is reviewed at least annually and approved by the Executive Trading Board to ensure it remains current, effective and aligned with our payment commitments.

Paul Brown

Paul Brown, Chief Financial Officer
July 2026