

Improvement to supplier payment practices

Author: Darran Stevenson, Chief Finance Officer

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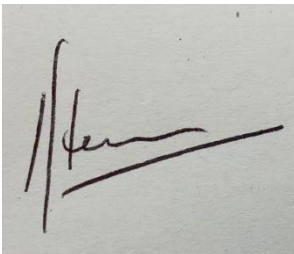
Plan

Steps we will take to make further improvements in payment behaviours are:

- Ongoing and regular circularisation of reminders across our business to immediately log invoices on receipt and use our Chrome River (Supplier Invoice) approval platform for all settlements;
- Continuation of the ongoing overhaul and upgrade of our finance systems (anticipated go live in late 2023) which includes enhancements to existing workflows for all purchase to pay processes;
- Review the ability within Dentons to issue Purchase Order numbers from existing software platforms to third party suppliers which would then support the ability to create a centralised Accounts Payable hub that would allow central invoice receipt and upload to take place and support more immediate payment approvals and settlement;
- Ongoing review and optimisation of current processes to implement incremental improvements to finance workflows where slow payment profiles are identified and take appropriate escalation steps with end budget holders to ensure unneeded delays are eradicated.

Steps we will take

It is agreed that we will adopt this plan of action to continue to improve upon our payment practice disciplines and seek to achieve the 95% threshold in both our UK entities.

A handwritten signature in black ink, appearing to read 'D Stevenson', with a horizontal line underneath.

Darren Stevenson