

Payment Process Improvement Plan



Business:

G4S Care & Justice Services (UK) Ltd

Primary causes of non-compliance	Actions to rectify non-compliance
Disputes and queries require action and discussion with suppliers which creates payment delays.	Speed up the resolution of disputes with suppliers to expedite payment. Ensure disputes are followed up on and resolved in a shorter time frame.
A number of suppliers submit a large volume of invoices every week resulting in high levels of administrative work to ensure they are ready to pay.	Increase the number of suppliers using out centralised e-invoicing/portals to simplify the Accounts Payable process for high volume suppliers.
Delays in Purchase Orders being goods receipted (3-way match of Purchase Order, Goods Receipt and Invoice required to pay invoices) results in some invoices not being paid within 60 days.	Additional training will be provided to Financial Shared Service Centre staff on the raising and receipting PO processes and the importance of this as part of the 3-way match / supplier payment process. We will also work with our partners to understand how we can further automate this process to drive process improvements.
Multiple ERP systems are still being used by the Financial Shared Service Centre and payment processes have to be run across multiple platforms. This increases the time required to process supplier payments.	An ERP efficiency project has reduced the number of legacy ERP systems in use at the Financial Shared Service Centre. Work continues to upgrade some remaining systems. Once these changes are completed and bedded in, the time taken to process supplier payments will reduce.
Supplier payment reporting was not regularly shared by the Financial Shared Service Centre to key stakeholders in Regional/Business Unit finance teams which limited the ability to undertake collaborative actions to achieve compliance.	Reporting on the supplier payment process is now regularly shared by the Financial Shared Service Centre with Regional//Business Unit Finance Directors/Financial Controllers, who can support efforts to achieve and maintain compliance. G4S continues to comply with Cabinet Office reporting requirements for 'Strategic Suppliers' by reporting our supplier payment process metrics to them on a regular basis.

Action plan approved by: Oliver Keck (Finance Director) on 20 March 2026

