



Daisy Corporate Services

Daisy Corporate Services Trading Ltd Statement on Payment Practices and Continuous Improvement.

Daisy Corporate Services is committed to paying all suppliers to terms. The company reports its payment practices and performance on a six-monthly basis, as prescribed by Department for Business, Energy & Industrial Strategy Reporting Guidance.

The Companies objective is to pay 95% of its suppliers within 60 days, The reports published have indicated that we are not quite meeting the benchmark. Over the first 5 six-month reporting periods since the introduction of the reporting requirements we are averaging 87%.

There are a number of reasons why remaining payments could be beyond 60 days, or agreed term; for example, purchase order matching delays, historical longer payment terms, disputes, and the fixed frequency of our BACS payment runs.

Senior Managers of both Procurement and Finance meet regularly to review performance, identify reasons for non-compliance and drive improvements. The output from these meetings is combined with the regular reporting, and publishing, of achievement to measure progress against the plan to the committee.

In addition to the above, each and every morning senior Managers from Procurement and Finance have a short meeting that includes any issues that have been raised the day before by suppliers. This can be about their account, invoices in query or outstanding payments. Actions are put in place to resolve any issue.

Supplier Management have monthly, quarterly and annual reviews with our partners, as part of these reviews there is a section on the agenda dedicated to Commercial and Finance this allows both organisations to raise any issues or concerns. Any issues or concerns are documented as part of the action plan, which details the issue, owners and timeline to resolve. All actions are reviewed by the supplier managers prior to any review or in line with the agreed timelines.

As part of the ongoing performance and improvement review, our Finance Department's current analysis of the reasons for failing to pay 95% of all supply chain invoices in 60 days, and all invoices within agreed terms, identified 3 primary reasons.

The three primary reasons are summarized as follows, along with the actions being taken to address each. This plan will be continually updated and improved as issues below are resolved and any new issues are identified.

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1. Purchase Order matching delays

A significant proportion of our supplier invoices are approved by means of 'three-way-matching'. When the purchase invoice is subsequently received by our Finance Shared Services Centre, the processor seeks to match the invoice against the original order and the confirmation of delivery/supply. On confirming a match, the purchase invoice is posted to our Finance system and scheduled for payment.

Sometimes, due to incorrect information received from the supplier, or internally, the processor is unable to find a match and is required to send a query to the order originator. There is sometimes a significant time lag before a query response is received. The delay can lead to late payment of the invoice.

Action:

As part of our supplier onboarding, and service review process, we are reconfirming with suppliers the required information necessary on supplier invoices. We are also evaluating a similar model internally to reduce errors in information received internally from Daisy.

2. BACS Payment Runs Frequency

We settle almost all supplier invoices by means of a BACS payment run. Historically these payment files have been created and processed on a fortnightly basis. This 14-day interval can create the majority of small over-runs on 30/60 day-terms.

Action:

We are evaluating if smaller BACS payment runs can be conducted in a more frequent rate.

3. Historical Payment Terms

Longer or shorter payment terms may be agreed as part of a wider commercial negotiation of the relevant agreement with certain suppliers. Any deviation from standard terms will take into account, amongst other things, (i) the type of goods or services provided and undertaken, (ii) the size of the supplier and its wider corporate group, (iii) the supplier's relationship with the wider Daisy Group and (iv) any other relevant commercial factors.

Action:

We have a number of legacy commercial agreements which may be on longer or shorter terms which will be reviewed at renewal with the objective of reducing the

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payment terms if possible. In addition, formal procedures are in place and extra guidance has been given to Accounts Payable staff about the importance of having the credit terms entered onto the Computer system, In addition procurement are undertaking a rolling exercise of reviewing the terms and making sure that they are correct.

Paul Worthington
Finance Director

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Daisy Corporate Services Trading Limited trading as Daisy Corporate Services
Registered Office: Daisy House, Lindred Road Business Park, Nelson, Lancashire, BB9 5SR
Company Registration Number: 02888250 VAT Registration Number: 722 4713 55
Registered in England and Wales