52 Tabernacle Street
London, UK EC2A 4NJ
hello@cpcs.ca
www.cpcs.ca

Prompt Payment Policy Action Plan

CPCS Transcom UK Ltd, Registered in England & Wales No. 02897318

Owner	Director of Finance, CPCS Transcom UK Ltd
Applies to	CPCS Transcom UK Ltd and its supply chain (subcontractors, sub-consultants, associates and service suppliers)
Issued	1st September 2026
Next review	Annually, or upon material change
Version	1.0 (first issue)

1.1 Our commitment

CPCS depends on a trusted network of subcontractors, sub-consultants, associates and suppliers to deliver high-quality advice to our clients. Paying them fairly and promptly is central to those relationships and to the way we do business.

We are committed to paying valid supplier invoices promptly and within agreed contractual terms, and to treating our supply chain fairly. This includes small and medium-sized enterprises and independent associates. This document sets out that commitment, how we manage prompt payment, and the steps we are taking to strengthen our performance. It is intended to give our people, our supply chain and our clients confidence that prompt payment is a priority for CPCS and that we have clear procedures in place to support it.

For UK public-sector contracts awarded under the Procurement Act 2023, we apply payment terms of no more than 30 days and pass equivalent terms down through our supply chain.

1.2 Existing Approach and Performance

We monitor how long we take to pay our supply chain across all contracts. Across our two most recent six-month reporting periods, the substantial majority of invoices were paid within 60 days and all invoices were ultimately paid in full. We have identified a small number of factors that can occasionally delay payment, and we are acting on each of them:

- Payment-run timing: payments are processed on a fixed twice-monthly cycle, so an invoice received just after a run can wait for the next cycle.
- Legacy payment terms: some subcontracts were historically set on longer (net-60) terms, leaving limited buffer against the timing effect above.
- Milestone sign-off timing: on some assignments, payment follows acceptance of a milestone deliverable, which can extend the time to payment.

None of these factors relate to disputed or unpayable invoices; where a query arises it is resolved promptly and the invoice is then paid.

52 Tabernacle Street
London, UK EC2A 4NJ
hello@cpcs.ca
www.cpcs.ca

1.3 Proposed Actions

1. **Shorter payment terms:** adopting 30-day payment terms for subcontractors on UK public-sector awards under the Procurement Act 2023, passed down through the supply chain, and updating our standard subcontractor engagement templates to reflect this.

2. **Prompt-payment monitoring:** flagging invoices approaching 45 days so they are scheduled into the next available payment run rather than the following cycle.

3. **Prompt approval:** project managers review and approve valid supplier invoices on receipt, so that payment processing begins without delay.

4. **Clear routes for suppliers:** suppliers can query an invoice or payment at any time and can expect a prompt, fair response.

1.4 Monitoring and Reporting

The Director of Finance reviews supply-chain payment performance, including the proportion of invoices paid within 30 and 60 days and the average time taken to pay, at least twice a year, aligned to our two six-month reporting periods. Where performance falls short of our targets, corrective actions are identified and tracked. Our target is to pay at least 95% of supply-chain invoices within 60 days of receipt in each reporting period, and to pay all invoices within agreed contractual terms.

1.5 Governance, approval and publication

This policy is reviewed and approved by the leadership of CPCS Transcom UK Ltd and is published on our website so that our supply chain and clients can see our commitments. It will be reviewed at least annually, or sooner if our practices or obligations change. Questions about this policy can be directed to communications@cpcs.ca.

Approved and signed off by:

	Marc-André Roy	September 3, 2026
	Name	Signature / Date
Director, CPCS Transcom UK Ltd		
	Mohammed Musa	September 3, 2026
Finance (CFO)	Name	Signature / Date