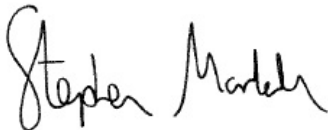


May 2026

Payment Times

- 1.1 McLaughlin & Harvey Limited's payment reporting is currently analysed as being at c. 85% for 'on time' payments. There are genuine circumstances that affect payments being made on time and these figures; however, the Board is committed to continuous improvement of processes to move towards a benchmark of paying at least 95% of suppliers for costs properly incurred and due within its contractually agreed terms. This commitment stems from the company's underlying values, which extend to all partners in its business, not just internal stakeholders.
- 1.2 The Board is committed to properly and fairly paying all of its supply chain without exception and recognises that the supply chain is a key stakeholder within its business, supporting McLaughlin & Harvey delivery excellence within its building projects. In recognising this, McLaughlin & Harvey has an obligation to look after its valued supply chain.
- 1.3 This commitment includes:
 - 1.3.1 6-monthly reporting to the general public via GOV.UK.
 - 1.3.2 The maintenance of robust and effective processes, as well as ongoing training and investment in bespoke in-house software to facilitate the efficient onboarding of members of the supply chain and approval and payment of monies due to them.

**Stephen Markwell**Finance Director and Company Secretary
McLaughlin & Harvey Limited

Policy Information

IMS Document Reference No: 4445-0

Document Title: Payment Commitment

Process Objective: This document details the Civil Engineering policy statement in relation to the payment of subcontractors

Process Owner: Finance Director