26 March 2020

Dear CCO,

**Payment terms**

As you know, the Code covers delay in payments and your business has over the time I have been GCA worked hard to improve performance, but one of the areas in which I am frequently asked to intervene is in relation to payment terms, which are not covered by the Code.

I have always resisted saying anything about them as a result. In the current groceries supply situation, however, cash flow is critical for many of your suppliers.

Some retailers already pay small suppliers within 14 days and have recently accelerated those payments still further, which is appreciated. Anything else you are able to offer your suppliers to help them through this extremely difficult time would be very welcome.

I shall be publishing this letter on the website later today.

Yours sincerely,

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