**Government measure:** Barcelona City Council supplier payment within 30 days since the invoice receipt.

Measure goal: Favor the liquidity of Barcelona City Council suppliers.

This measure is included in a government strategic objectives package, which also considers budgeting techniques according to the European System of Accounts (ESA95) and setting goals concerning percentages of current saving over current revenues. The following strategic objectives will allow the Barcelona City Council to maintain its remarkable solvency and to boost growth, economic recovery and business competitiveness:

1) Favor supplier's liquidity, because of being paid quickly (30 days in 2012).

2) Avoid public administrations to take advantage of supplier's leverage as a financing method.

3) Avoid the bad practices from certain suppliers of charging the financial costs in the bids presented to public administrations (consequence, increased competitiveness)

City Councils and public institutions must help to create the conditions for present and future economic growth. Starting from what's feasible and what depends directly from the institution it's a good way. If suppliers are paid properly it's because of budget consistency, institution solvency and internal processes conducted with effectiveness.

## Payment indicators within 30 days

## PAYMENT PERIOD BARCELONA CITY COUNCIL

Law 15/2010 of measures against payment slowness to business

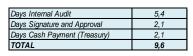
## PAYMENT PERIOD MONTHLY INDICATORS: GENERAL MANAGER INSTRUCTION 30.12.2011

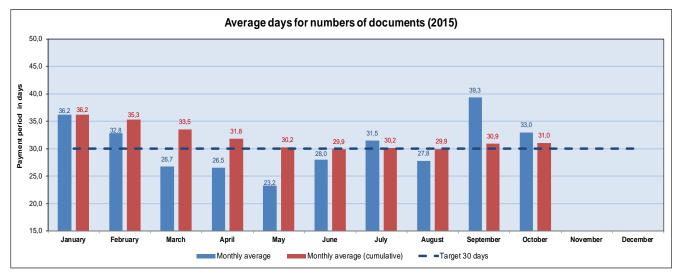
Payment period	Days		
Payment period average	33,0		
Average weighted by amount	40,6		

Payment period in days	Number of payment obligations documents	% of payment obligations	Amount payed (in thousands)	% of amount payed		
Until 30	1.138	60,5%	6.625.499	44,5%		
Between 31 an	402	21,4%	3.162.489	21,3%		
Between 41 an	134	7,1%	1.453.610	9,8%		
Between 51 an	19	1,0%	121.728	0,8%		
Between 61 an	62	3,3%	465.616	3,1%		
More than 70	125	6,7%	3.051.110	20,5%		
TOTAL	1.880	100,0%	14.880.051	100,0%		

## DETAIL OF PAYMENT PERIOD AND STAGES BY SECTORS AND DISTRICTS

Sectors and districts	Averade period of the stage in days						Outstanding			
	Registration / accounting entry	Accounting entry / approval	Approval / treasury limit	Treasury limit /payment order	Registration /payment	Number of documents	Amount payed (in thousands)	invoices	Amount	Days
TOTAL CITY COUNCIL	13	7	3	10	33	1.880	14.880,05	3.817	80.709,44	20
Manager's Office for Resources	17	10	3	10	40	522	4.335,17	1.218	9.648,31	27
Manager's Office for Quality of Life, Equality and Sports	10	7	2	9	27	232	3.558,25	282	4.319,25	17
Manager's Office for Prevention, Safety and Mobility	9	9	4	11	33	133	777,92	498	3.448,01	20
Manager's Office for Urban Housing	13	4	4	9	30	90	683,65	358	52.647,57	18
Manager's Office for Economy, Business and Employment	12	6	8	11	37	33	76,20	215	2.680,97	15
Manager's Office for Culture, Knowledge, Creativ. and Innov.										
District Ciutat vella	12	8	5	8	32	141	719,29	96	905,22	15
District Eixample	11	4	3	8	26	94	778,80	107	631,73	17
District Sants-Montjuïc	12	6	2	11	30	120	773,52	163	746,94	16
District Les Corts	24	3	3	10	39	75	322,58	129	593,02	14
District Sarrià-St.Gervasi	10	4	5	9	28	103	792,40	120	675,28	15
District Gràcia	9	4	3	9	25	47	182,54	141	703,32	17
District Horta-Guinardó	9	2	3	10	24	76	261,42	116	972,94	16
District Nou Barris	11	6	2	10	30	71	626,91	70	788,05	17
District Sant Andreu	16	6	3	9	35	92	337,37	119	882,08	19
District Sant Martí	16	7	4	10	37	51	654,02	185	1.066,77	20





2015 OCTOBER