**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

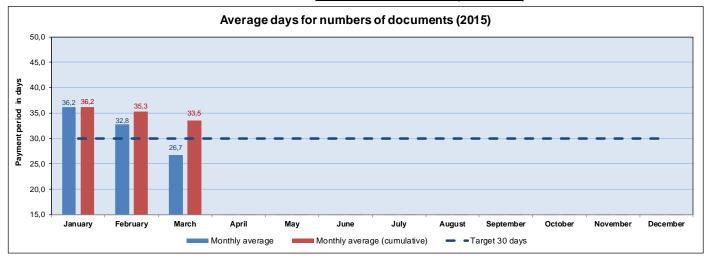
Payment period	Days
Payment period average	26,7
Average weighted by amount	30,8

Payment period in days	Number of payment obligations documents	% of payment obligations	Amount payed (in thousands)	% of amount payed
Until 30	1.693	75,5%	12.865.495	32,6%
Between 31 and 40	387	17,3%	23.720.747	60,0%
Between 41 and 50	83	3,7%	1.483.875	3,8%
Between 51 and 60	26	1,2%	964.483	2,4%
Between 61 and 70	22	1,0%	226.631	0,6%
More than 70	32	1,4%	243.762	0,6%
TOTAL	2.243	100,0%	39.504.993	100,0%

DETAIL OF PAYMENT PERIOD AND STAGES BY SECTORS AND DISTRICTS

	Averade period of the stage in days						
Sectors and districts	Registration / accounting entry	Accounting entry / approval	Approval / treasury limit	Treasury limit /payment order	Registration /payment	Number of documents	Amount payed (in thousands)
TOTAL CITY COUNCIL	9	5	5	8	27	2.243	39.504,98
Manager's Office for Resources	9	8	4	6	27	646	1.793,25
Manager's Office for Quality of Life, Equality and Sports	7	6	5	9	27	230	5.257,40
Manager's Office for Prevention, Safety and Mobility	6	4	7	9	26	196	1.374,29
Manager's Office for Urban Housing	11	6	6	8	31	217	18.963,30
Manager's Office for Economy, Business and Employment	8	3	2	8	21	54	1.666,47
Manager's Office for Culture, Knowledge, Creativ. and Innov.							
District Ciutat vella	7	6	7	9	30	75	1.983,25
District Eixample	16	4	4	8	31	99	1.362,01
District Sants-Montjuïc	7	4	3	8	22	114	1.330,54
District Les Corts	7	2	4	8	21	95	629,08
District Sarrià-St.Gervasi	8	5	4	9	26	91	652,06
District Gràcia	9	4	3	8	23	97	714,28
District Horta-Guinardó	6	4	3	7	20	90	737,13
District Nou Barris	8	4	5	9	27	37	679,20
District Sant Andreu	12	4	4	8	29	117	955,16
District Sant Martí	10	4	6	9	30	85	1.407,58

Days Internal Audit	4,7
Days Signature and Approval	1,4
Days Cash Payment (Treasury)	1,7



2015 MARCH