26th Annual Edition

European Payment Report 2023

intrum

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About the report

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You can find more insights about trends and the issue of late payments at intrum.com/publications

The European Payment Report describes the impact late payment has on the development and growth of European enterprises. With insights from more than 10,000 executives, we explore how businesses are coping with economic disruption and how they are managing the liquidity crunch.

The report is based on a survey that was conducted in 29 European countries between end of November 2022 and March 2023. A total of 10,556 respondents across 15 industries in Europe participated in the research.

The report is published in May 2023.

Through this comprehensive survey of European CEOs, CFOs and senior financial executives, Intrum generates awareness and debate among politicians and the media regarding the impact of late- or non-payments on businesses of all sizes in Europe.

Intrum participates in seminars and meetings in Brussels to inform EU delegates of the situation and advise on the best approach for working towards a sound economy and secure payments in Europe. Since 2013 Intrum has, as a representative of the business community, spoken about the consequences of late payment to the EU.

Intrum continues to participate in dialogue with the EU Commission on how to make the implementation of the Late Payment Directive as effective and forceful as possible. The Late Payment Directive recommends payment periods for companies to be at most 60 days and for public authorities 30 days, and is up for review in summer 2023.

Europe's €275bn problem

A quarter of a trillion euros is a sum that most people find difficult to imagine. It exceeds the gross domestic product of European economies like Finland and Portugal. It is enough money to employ a workforce of more than 200,000 people for their entire working lives[1].

Instead, businesses in Europe spend roughly this same amount of money each year on chasing late payments from their customers.

Intrum's latest European Payment Report – which draws on a survey of 10,556 executives across 29 countries, along with in-depth interviews with senior leaders – finds understandable reasons for this extraordinary waste. Firstly, businesses in today's high-inflationary economy are determined to secure their cash flows. Most executives expect soaring prices and higher borrowing costs to hit their revenues this year, which is causing them to postpone initiatives that would otherwise make the business stronger. Correspondingly, almost nine in 10 say their employees are pushing for larger-than-usual pay rises or are likely to do so in the coming months.

Secondly, companies are being asked to accept longer and longer payment terms from their customers. In turn, they end up paying their own suppliers later than they would ever accept themselves, creating a vicious circle.

The time that businesses spend chasing late invoices and negotiating payment terms soon adds up. According to our survey data, the average European business spends around 10-and-a-half hours each week chasing customers for payment. This works out at approximately 74 days a year, each of which could otherwise have been dedicated to growing the business. Moreover, if we extrapolate the cost of salaries across Europe's 30 million businesses – assuming they pay an average of EUR 17 an hour[2] – we arrive at the rough figure of EUR 275bn.

Our research this year does also provide some good news. Despite the pressures that businesses face in the challenging macro environment, they have not lost their

commitment to environmental, social, and governance (ESG) initiatives. Six in 10 executives say they have even stepped up their efforts to become more sustainable over the past 12 months. At the same time, most have not given up on growth and say they are learning valuable lessons from the downturn, which will put them in a strong position for when conditions improve.

At Intrum, we are dedicated to helping our clients receive prompt payment for their products and services, without putting their relationships with customers at risk or spending an unsustainable amount of time chasing payments. We help businesses grow through solutions that improve their cashflows and long-term profitability but are sensitive to the challenges that their own customers may be experiencing.

We hope you find our insights useful and would be delighted to discuss them with you in more detail.

Andrés Rubio
Chief Executive Officer
Intrum

1) Assumes an average salary of €32,345 over an average working life of 36 years, calculated using OECD and EC data

2) Figure based on Intrum survey findings extrapolated using OECD and EC data on working hours and average salaries across European economies. Please be aware that this is a rough estimate, calculated using 2021 data, which was the most recent available at time of writing

Pan-European findings:

The late-payments crisis

Inflation hits revenues and growth

"Our customers in Portugal began telling us that they were finding it difficult to pay. Others didn't even tell us that they were struggling. They just didn't pay up."

Rosário Cotrim
Customer Director
Prosegur Alarms

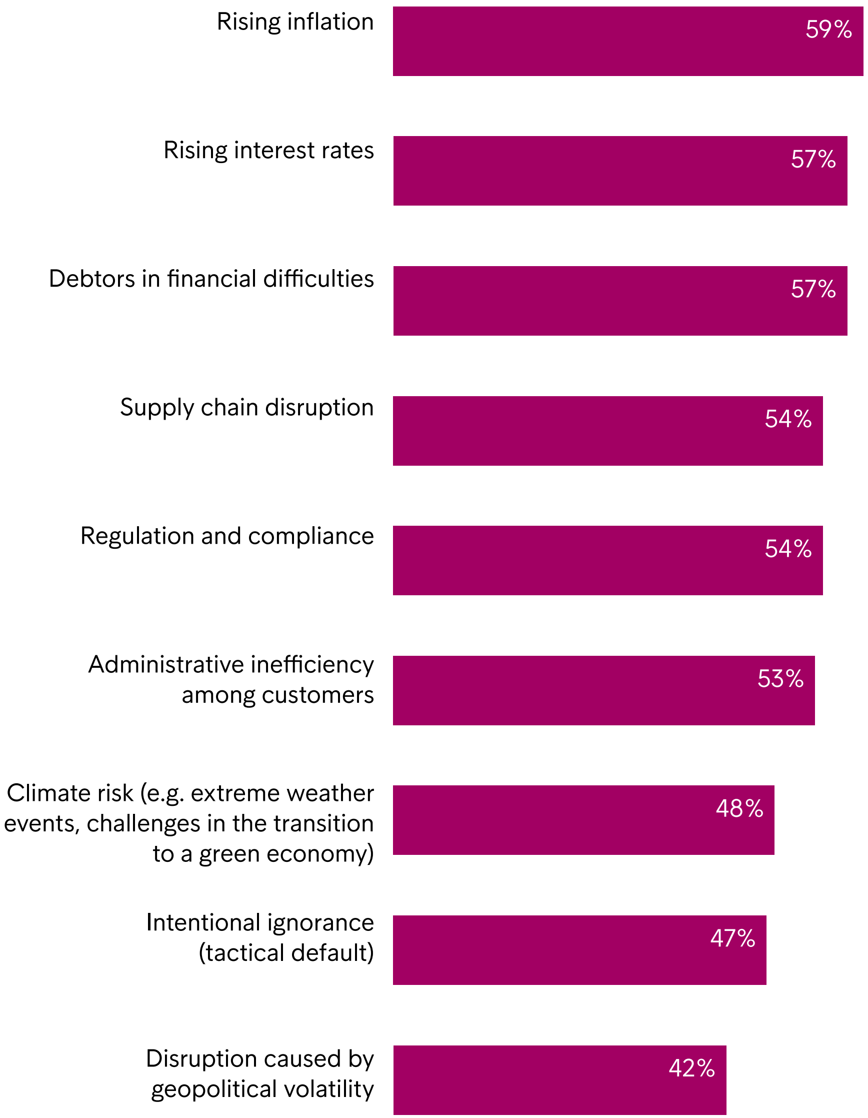
For Rosário Cotrim, Customer Director at Prosegur Alarms, a supplier of security services and technology solutions, the impact of inflation started becoming visible in September last year. "Our customers in Portugal began telling us that they were finding it difficult to pay," she recalls. "Others didn't even tell us that they were struggling. They just didn't pay up."

Across Europe, experiences like these have become all too familiar in recent months. At the time of writing, eurozone inflation remains well ahead of the ECB's 2 per cent target, and exceeds 10 per cent in the UK. The cost of borrowing has also risen sharply, as central banks try to contain escalating prices. The Bank of England hiked rates on 11 consecutive occasions up to March 2023, while the ECB, with a slight delay, pursued a similarly aggressive agenda. Today, many economists predict further monetary tightening, followed by a period in which banks hold rates steady at a high level before gradually reducing them.

We see these pressures reflected in Intrum's new research, with six in 10 survey respondents saying they expect higher inflation (59 per cent) and rising interest rates (57 per cent) to hit their revenues this year. Around the same proportion (57 per cent) tell us that they are concerned about the financial difficulties that their debtors are grappling with.

The reality is that customers have needed to change their spending habits, explains Egita Kaudze, Senior Credit Risk Manager at the retailer Circle K. "We see a trend for customers to be more prudent in their spending culture, given higher energy and living costs," she says.

To what extent do you expect the following challenges to have an impact on your customers paying on time and in full over the next 12 months?



“The risk is that these wage increases add to the inflationary pressure, as companies will transfer at least some of their increased costs to the prices they charge for goods and services.”

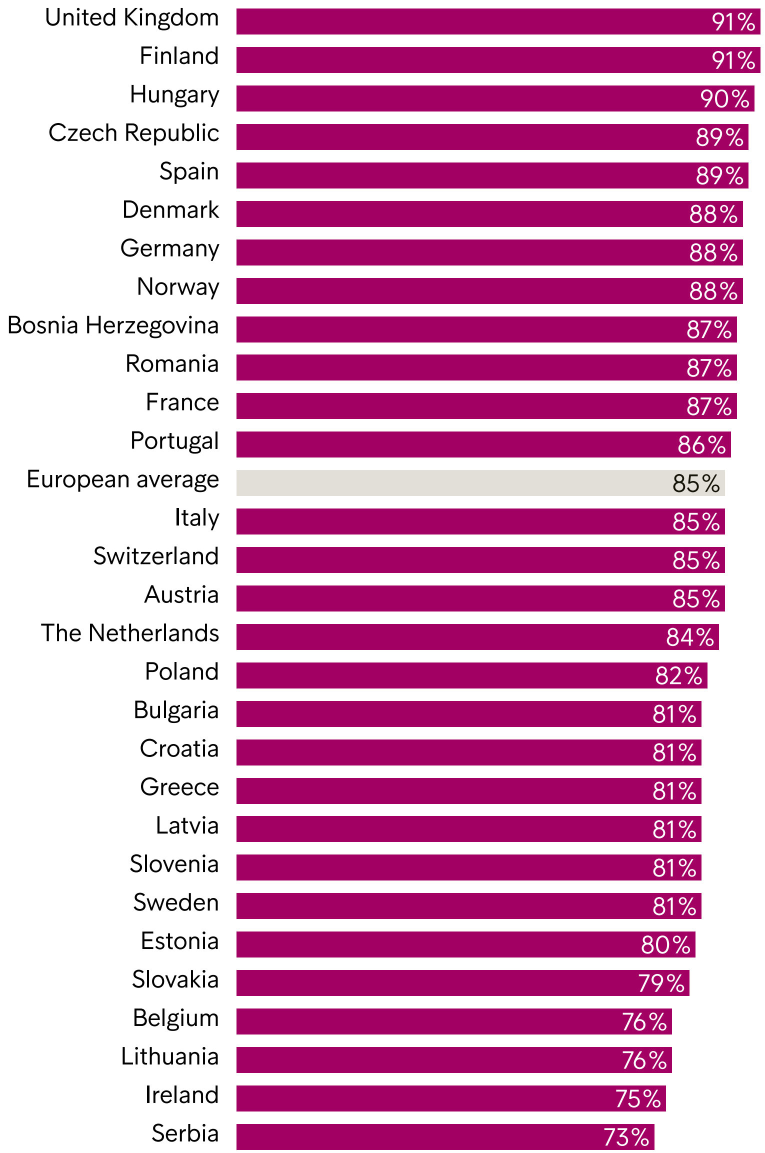
Anna Zabrodzka-Averianov
Senior Economist
Intrum

Struggling employees add to the pressure
The squeeze on business is also coming from within. Almost nine in 10 (85 per cent) respondents say their employees are pushing for larger-than-usual pay rises or are likely to do so in the coming months. In more affluent countries, including the UK and Finland, the figure exceeds 90 per cent.

Anna Zabrodzka-Averianov, Senior Economist at Intrum, believes that demand for higher pay will become increasingly problematic, as employees look to restore the purchasing power that they lost last year. “The risk is that these wage increases add to the inflationary pressure, as companies will transfer at least some of their increased costs to the prices they charge for goods and services,” she explains.

The need for higher salaries is understandable given the rising cost of living, with separate Intrum research suggesting that parents of young children are finding inflation particularly difficult to manage. Demands for pay-rises are, however, adding to business leaders’ problems. In many countries, trade unions are also springing into action, with some of the biggest strikes in decades crippling the transport systems in Germany, France and the UK.

Proportions of respondents whose employees have asked for high pay-rises or are likely to do so soon



68%

anticipate high levels of inflation lasting for at least another year.

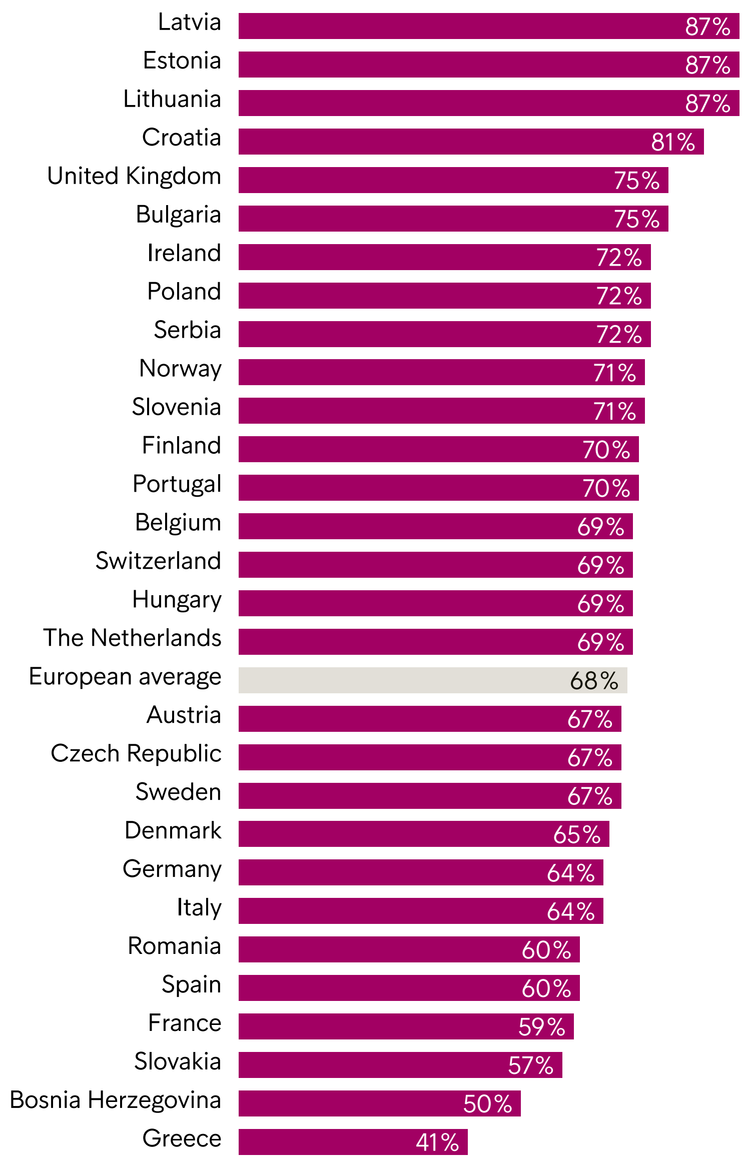
Prices are expected to continue rising
The bad news is that only a minority of businesses see light at the end of the tunnel. More than two-thirds (68 per cent) anticipate high levels of inflation lasting for at least another year, with the proportions rising significantly higher in the Baltics.

Policymakers may be more optimistic than business leaders – the ECB, for example, expects inflation to fall steeply in the second half of 2023 – but it is the perception of business leaders that will ultimately dictate their investment plans.

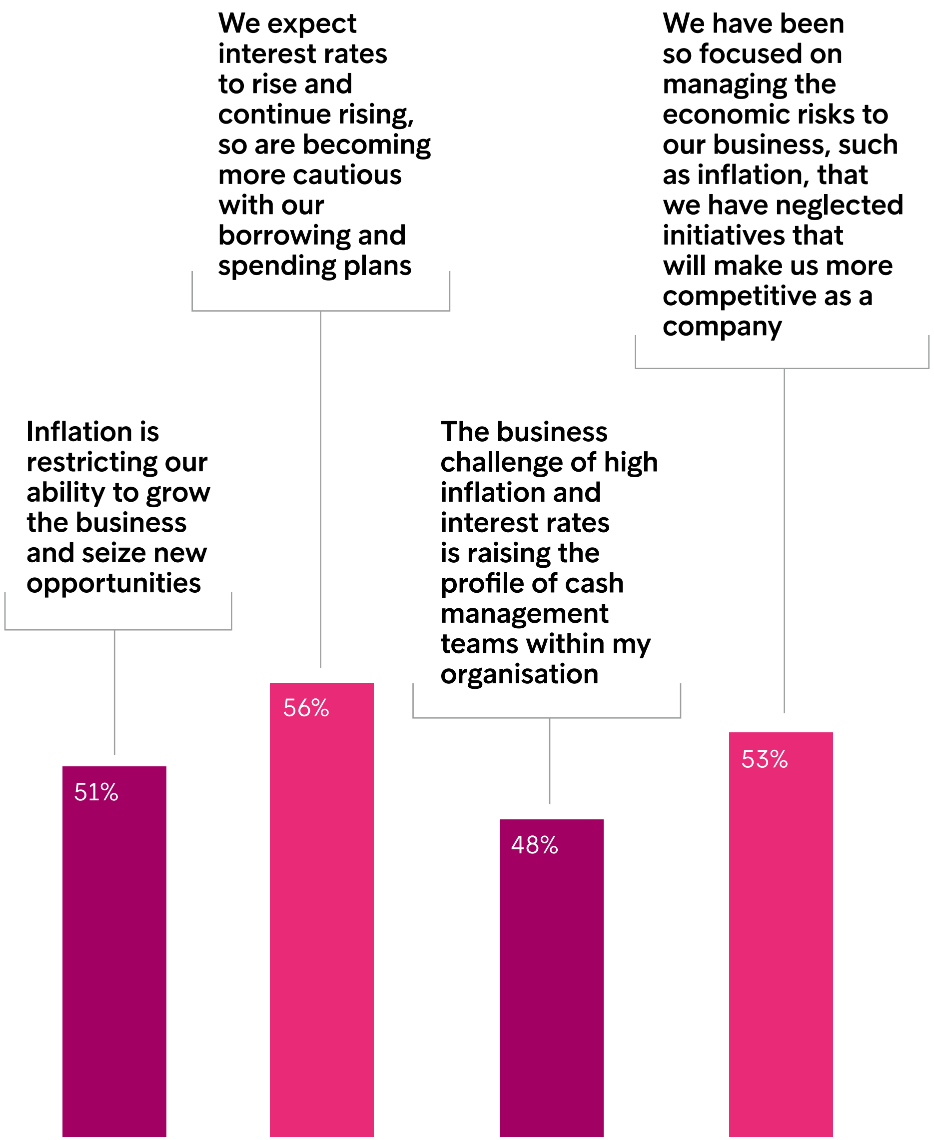
"For inflation to come down, it's really about expectations," notes Zabrodzka-Averianov. "If businesses do not believe that that will happen, it will make it very difficult for central banks to deliver on their ambitions."

Sacrificing growth for efficiency creates a vicious circle
In this commercial environment, businesses feel they have little choice but to scale back their aspirations. Half of Europe's companies still want to grow their businesses – 51 per cent say it remains a priority for the year ahead – yet almost three in four (72 per cent) say they will focus on cutting costs and improving efficiency. With margins squeezed, the imperative is to save money, and push growth plans into the future.

Proportions of respondents that expect inflation to last for at least another year



Statements about macro economic drivers (agree)



"Profitability is falling because it is not possible to raise prices at the same rate as costs."

József Szigetvári
Chief Executive Officer
Szallas Group, Hungary

In an unwelcome continuation of the trend that started during the pandemic, industries like hospitality and tourism are being hit worse than others. József Szigetvári, Chief Executive Officer of Hungary's Szallas Group – which provides a booking platform for holiday accommodation – warns of the challenges within his sector. "Accommodation providers are really suffering from inflation," he says. "Profitability is falling because it is not possible to raise prices at the same rate as costs."

More than half of the businesses in Intrum's research (53 per cent) say higher inflation and interest rates have already prompted them to shift their focus away from growth. Even more (56 per cent) are becoming increasingly cautious about borrowing, in anticipation of further rises.

The risk is that, as businesses rein in their spending, the economy will continue to slow without affecting the upward pressure on prices. The IMF expects growth in the euro area to fall from 3.5 per cent in 2022 to just 0.8 per cent this year; in the UK and Germany, its forecasts are for contractions of 0.3 per cent and 0.1 per cent, respectively, over 2023.

But sustainability is here to stay
One of the more positive messages in our 2023 research is that, despite the economic and commercial pressures that businesses face, most

48%

In the last 12 months, we have become significantly more aware of the social impact of our business and our need to ensure that we conduct our business in a socially responsible way (with the highest possible concern for the well-being of our customers, employees and society at large)

49%

If we are not seen to be taking our environmental responsibilities seriously, we will rapidly lose customers

remain committed to improving their ESG performance. Almost six in 10 (58 per cent) say they have even stepped up their efforts to become more sustainable over the past 12 months.

In part, this commitment reflects business leaders' strength of feeling on issues such as climate change. But it is also the case that key stakeholders – investors, employees, regulators and, perhaps above all, customers – continue to have high expectations around sustainability.

Indeed, Intrum's latest consumer research finds that 54 per cent of Europeans won't buy from companies that they know are responsible for harming the environment. Meanwhile, investors pay greater attention to the increasingly sophisticated ESG ratings provided by specialist agencies.

There is also a growing body of evidence that more sustainable companies perform more strongly. One recent McKinsey study found that sustainability reduces costs and can improve operating profits by up to 60 per cent.

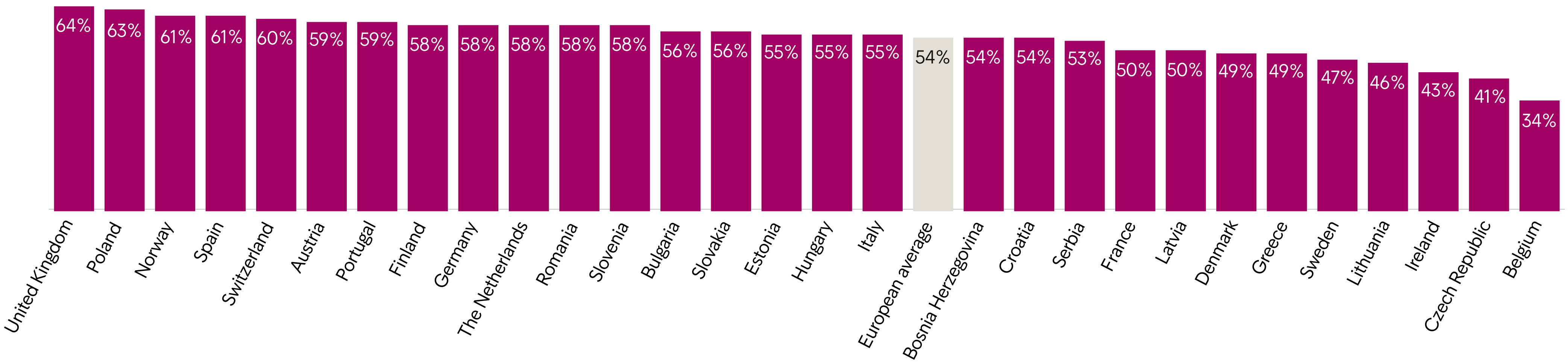
“We have moved customers from paper invoices to digital for environmental reasons but there are also cost benefits to that switch.”

Sofia Leandro
Business Analyst
Vodafone Portugal

Returns like these are especially attractive given the headwinds that businesses are experiencing. Increased energy efficiency will, for example, not only reduce carbon emissions, but also cut outgoings at a time of elevated energy prices. More than half the businesses in this research (54 per cent) say they have tried to reduce their energy usage because of rising energy prices but will keep them low in order to maximise the environmental benefit.

Sofia Leandro, Business Analyst at the telecoms giant Vodafone Portugal makes a similar point. “We have moved customers from paper invoices to digital for environmental reasons,” she says, “but there are also cost benefits to that switch.”

We have been reducing our energy usage recently, to manage the cost of rising energy prices, but will keep usage low in the future to help limit our impact on the environment (agree)

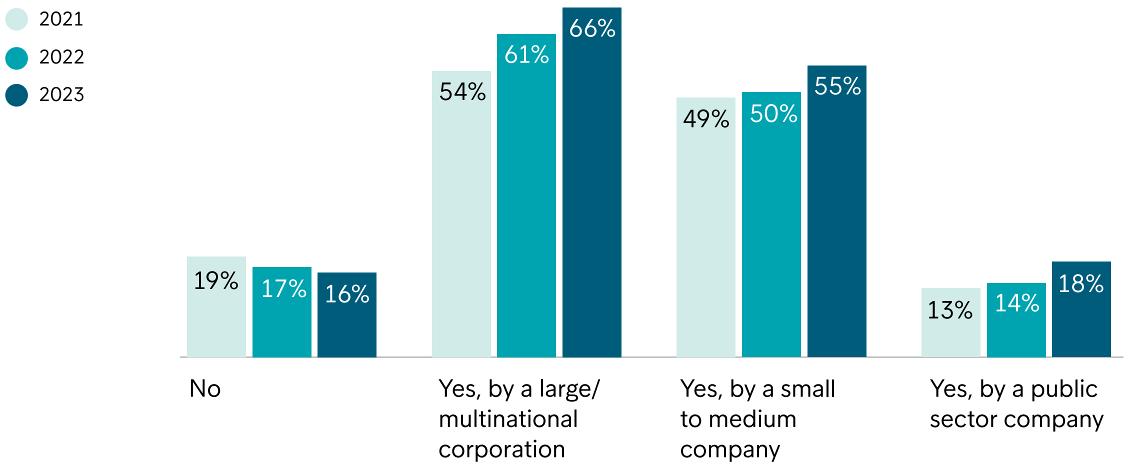


Businesses must learn how to break the late-payments loop

The European economy has a late-payments problem. In our research, the proportion of businesses that have been asked to accept longer payment terms is growing year on year, with large companies particularly likely to be asking for extensions.

In 2021, 54 per cent of EPR respondents said they had received an extension request from a large company. Today, that figure is 66 per cent, after rising to 61 per cent in 2022. The number of respondents receiving the same request from smaller businesses has risen from 49 per cent to 55 per cent.

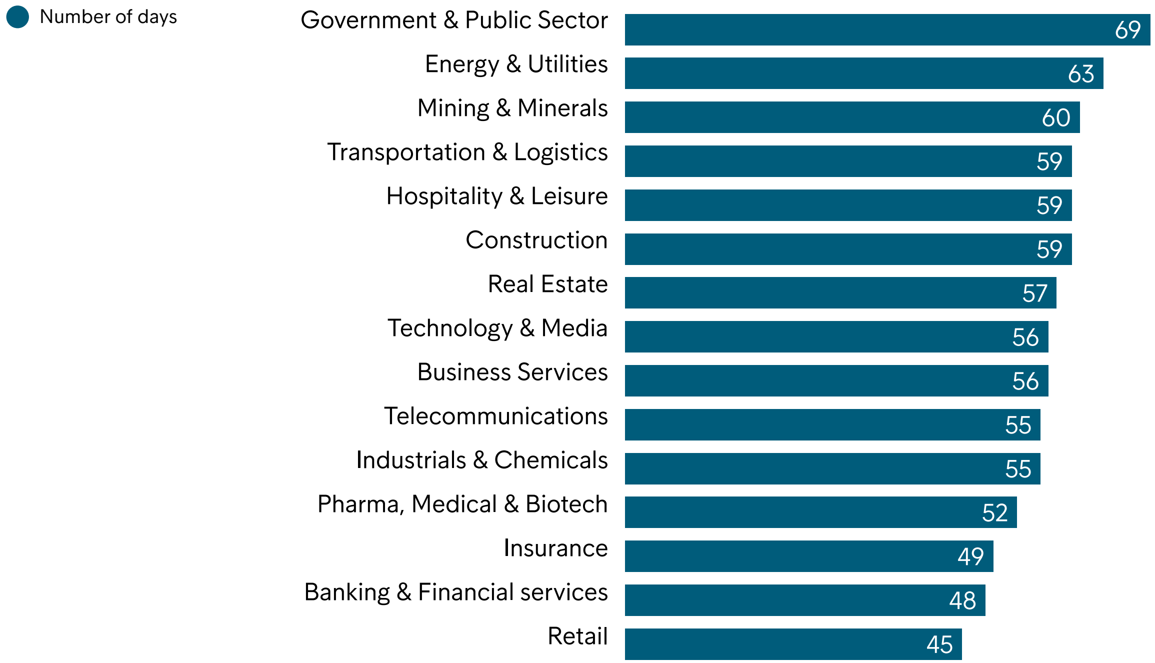
Have you been asked to accept longer payments than you feel comfortable with over the past twelve months?



"The support programmes we saw during the pandemic helped customers fulfil their contracts for some time, but now they are starting to have problems. We try to help them as much as we can, but we expect this effect to be visible for the next one to two years."

Emilia Niesterowicz-Panek
Santander Bank Polska

What is the average time taken by your corporate customers (B2B) in each of the following industries to make their payments?



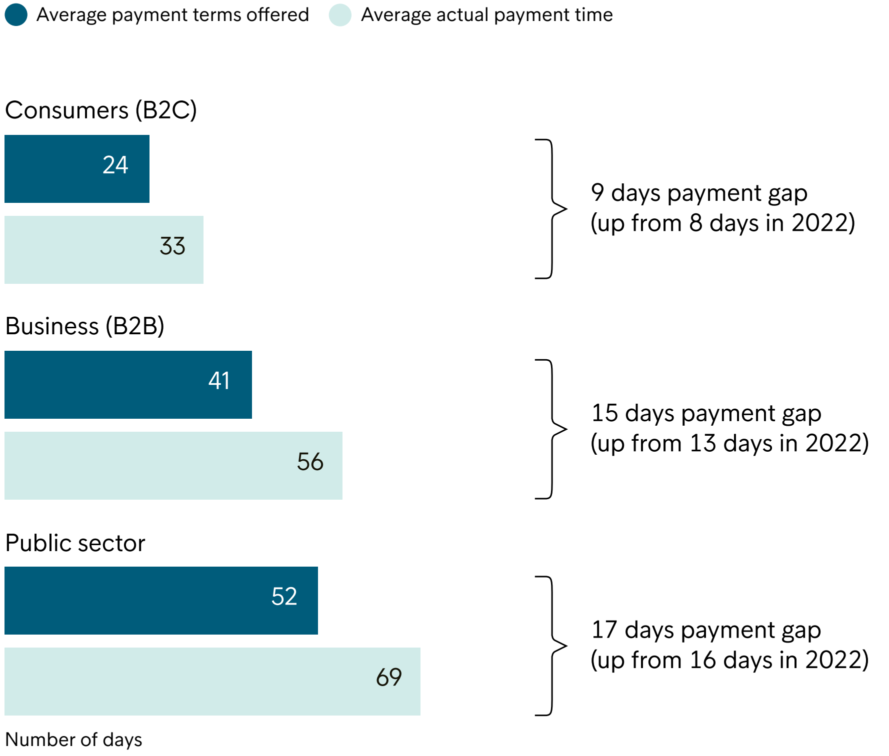
The safety net has been taken down
State-support during the pandemic will have played a part in keeping requests for payment extensions down in recent years. But, as this support has been withdrawn, more and more companies have sought to address their cashflow issues by paying their suppliers later than agreed.

Emilia Niesterowicz-Panek, a Director of External Restructuring at Santander Bank Polska, Poland's largest privately-owned bank, says she is dealing with a growing number of distressed customers. "The support programmes we saw during the pandemic helped customers fulfil their contracts for some time, but now they are starting to have problems," she explains. "We try to help them as much as we can, but we expect this effect to be visible for the next one to two years."

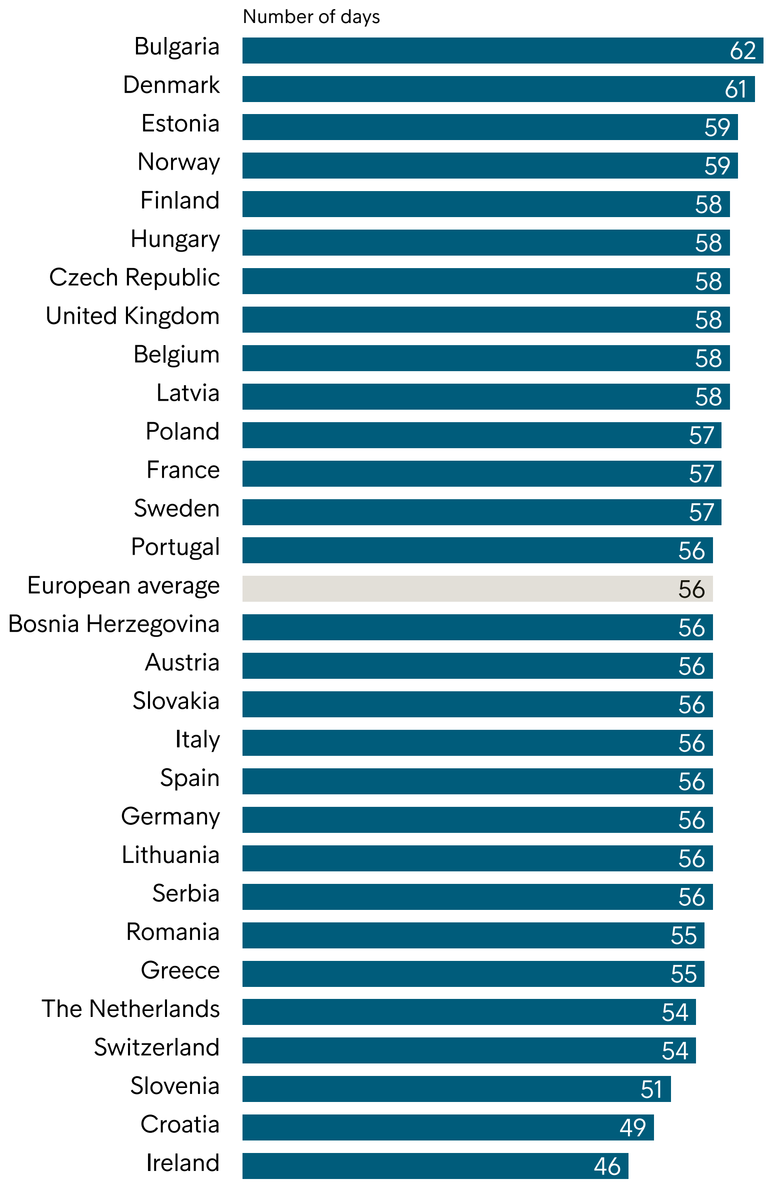
This is a problem across the economy, with businesses reporting that customers are consistently taking longer to settle their debts. Businesses tell us that their typical corporate customer takes 56 days to pay an invoice, up from 53 days in 2022. However, some sectors are proving particularly problematic. Energy and utility businesses pay bills, on average, after 63 days. Government and public services organisations typically pay after 69 days.

"I have noticed our customers are more demanding about the invoices we send to them," says a senior credit executive at a machine rental company in Northern Europe. "They are very strict about the details. If the invoice doesn't fulfil their requirements, they will push back, even though it's for the right amount."

Gap in payment terms offered and actual payment duration



Countries where corporate customers (B2B) take longest to make payments

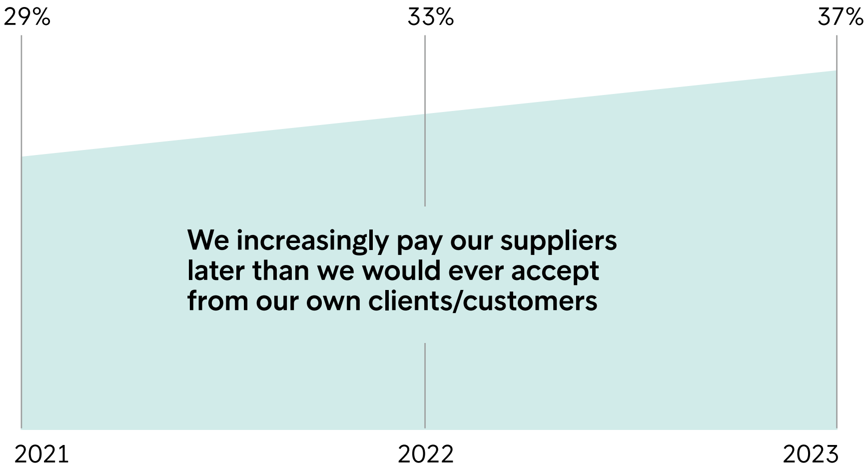


A slide towards bad debt
Such delays cause businesses significant problems with cashflows, but there is also increasing concern about the risk of defaults. More than two-thirds of businesses (70 per cent) say credit losses are a problem for them, up from 60 per cent in 2022. Increasingly, businesses fear that a late payment will turn into an irrecoverable loss.

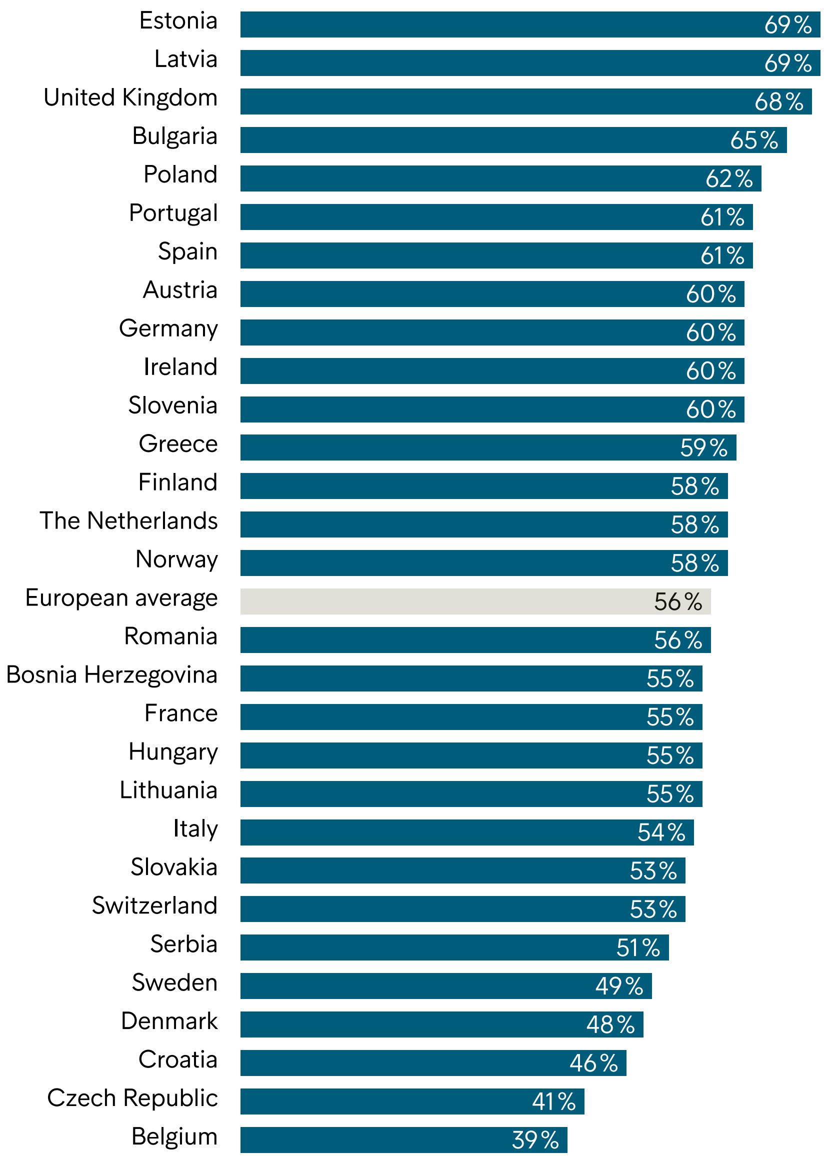
Bankruptcies in Europe are also a growing problem. According to Eurostat, the number of bankruptcy declarations in Q4 2022 reached its highest level among EU firms since data-collection began in 2015.

The late-payments loop in B2B transactions
As cashflows are squeezed, we see a 'late-payments loop' emerge. If a business is struggling to get its customers to pay, then it may have to hold back on paying its own suppliers, potentially leading to supply chain disruption and a less resilient European economy.

In our survey, businesses increasingly concede that they are in that position. Just two years ago, 29 per cent of respondents admitted to paying suppliers later than they would accept from their own customers. In 2023, that proportion has risen to 37 per cent.



Due to inflation, we are finding it increasingly difficult to pay our suppliers on time (agree)



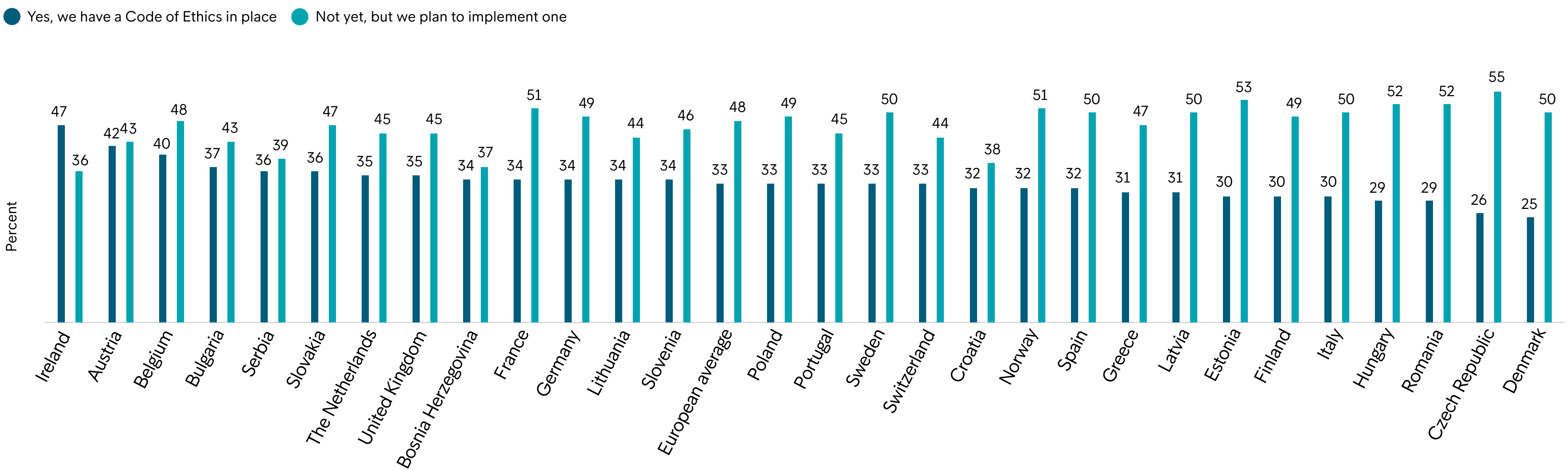
The growth in this trend is understandable, as businesses in an inflationary environment do have cashflow challenges and often struggle to fund their expenses. Nevertheless, it would be in everyone's interests to encourage a prompt payments culture across Europe.

This culture would require a stronger bond between payer and payee, especially in B2B transactions. "Our sales teams have extremely close relationships with our customers and that's the key," says Circle K's Egita Kaudze. "There is a continuous customer conversation going on about payment days and credit assessment rules."

Our research highlights a correlation between businesses that pay on time and those that have put codes of ethics in place. When businesses make a public commitment to paying suppliers on time, they are more likely to do so, with just one in three saying they pay customers late or ask for longer payment terms compared with 40 per cent of those without a code. The fact that the proportion of businesses that either has a code in place, or plans to implement one, has risen from 77 per cent in 2021 to 81 per cent today is therefore to be welcomed.

Respondents are learning from the downturn
Many businesses are doing more than simply trying to manage their way through the downturn. Instead, they are focusing on practical measures that will strengthen the business for the long term. We see respondents building robust credit and payment processes, strengthening cash management teams, and offering customers more ways to pay.

Code of Ethics



"The support of good IT solutions in collections and recovery processes is crucial."

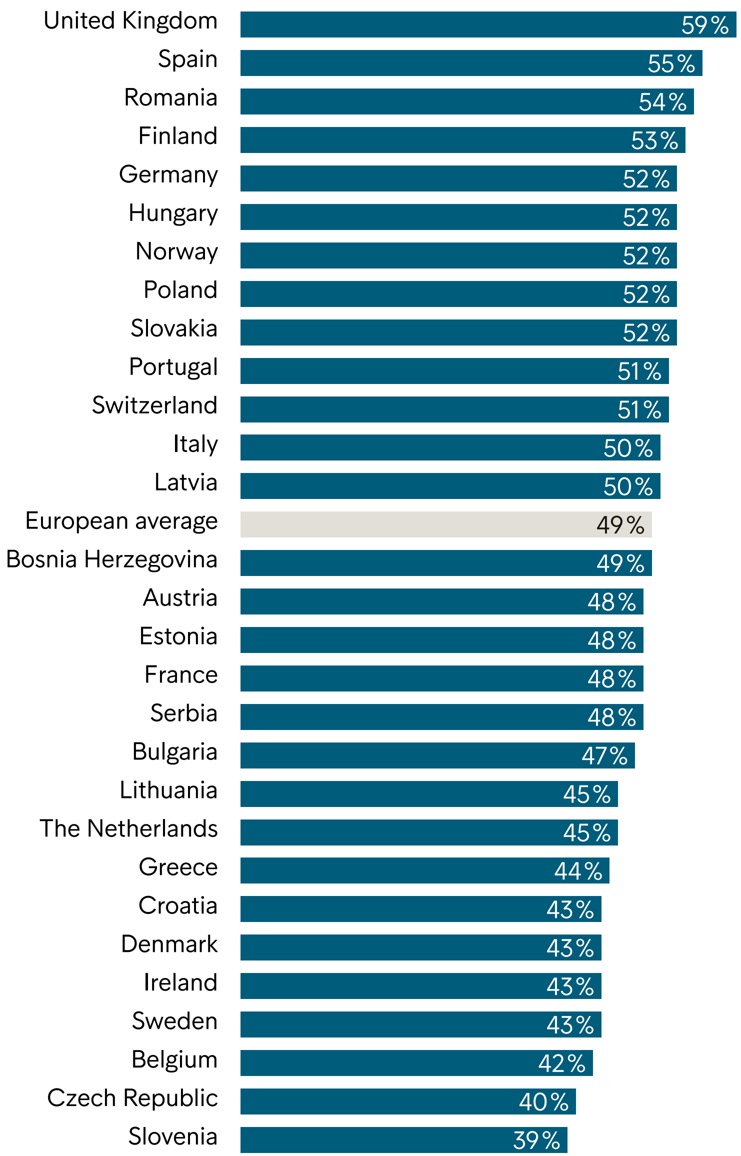
Emilia Niesterowicz-Panek
Santander Bank Polska

It's a board level concern, explains one credit leader in Northern Europe. "Our profile has completely changed," she says. "Collection and recoveries were always something that had to be done, but the team used to be situated in the basement. Nowadays, our role is really important to our management board."

This shift will continue to benefit businesses as recovery takes hold. Almost half of respondents to this research (49 per cent) say cash and financial debt management has never been more of a priority for business leaders than it is now. That has the potential to drive investment in new technology to improve debt management for years to come.

Businesses worry about the upfront cost of investing, but Santander Bank Polska's Emilia Niesterowicz-Panek urges them to focus on the bigger picture. "The support of good IT solutions in collections and recovery processes is crucial – when automating easy tasks and allowing people to focus on more complex cases and give real support to customers," she says. "We are also using very good machine learning models. These help at every stage of the credit lifecycle, from offering customers the best products for their needs, to predicting the potential loss on our credit portfolio, to finding the best strategies during collection and recovery processes for specific groups of customers."

In my entire career, cash and financial debt management has never been more of a boardroom priority than it is today (agree)



Chasing payments is costing Europe a quarter of a trillion euros a year

With customers paying late and demanding more lenient payment terms, businesses are dedicating more resources to securing revenue. More than half of European firms (53 per cent) say they are finding it increasingly difficult to reach agreement with customers on terms that are mutually beneficial, leading to protracted negotiations. The same proportion complain that customers are asking them to postpone their issuance of invoices.

48%

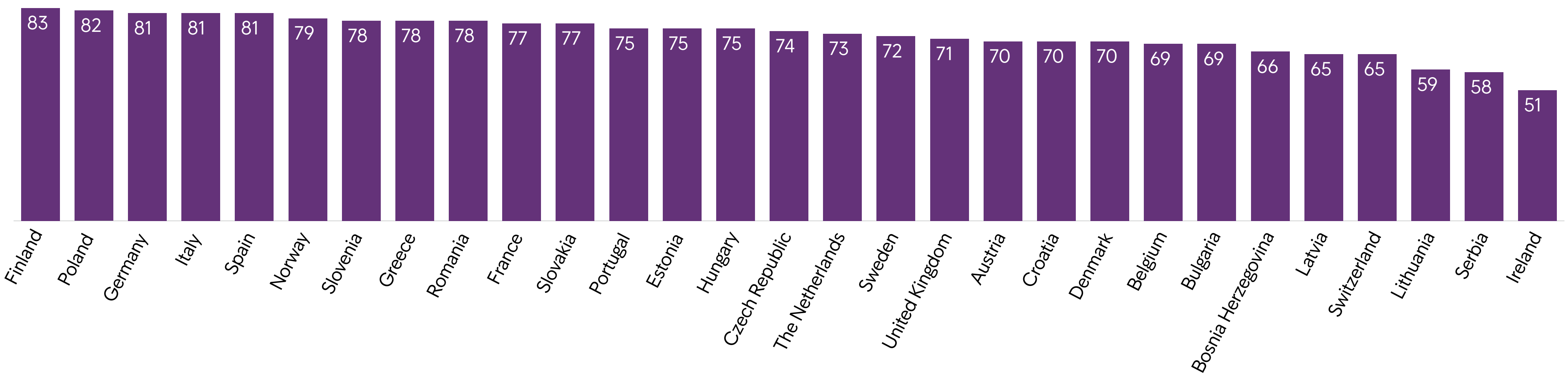
Clients/customers are increasingly asking us to change key elements of the contract retrospectively, to postpone payment or obtain a price discount

53%

In today's business environment, we are finding it increasingly difficult to agree on payment terms that are fair for us as well as our clients/customers

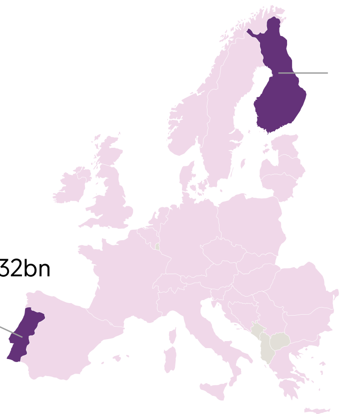
Countries that spend the most days each year chasing late payments from customers

Number of days



Total annual cost to the European economy:

€275bn



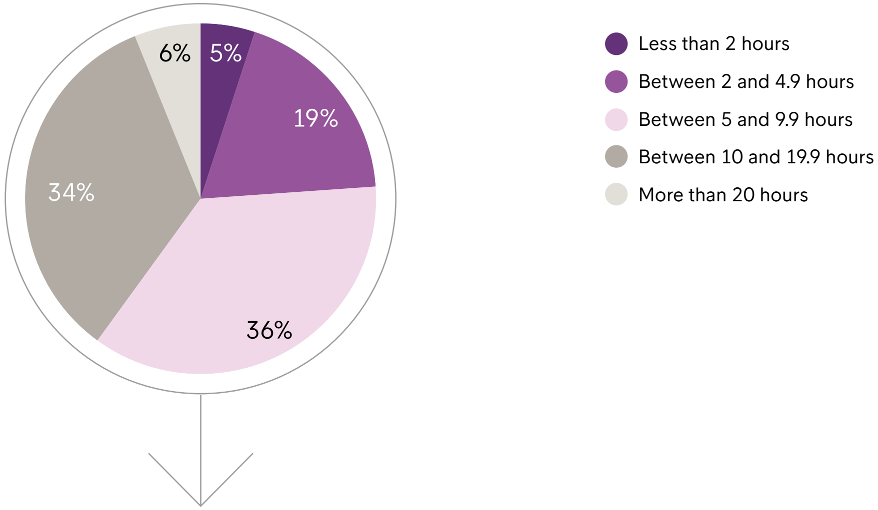
Lost days quickly add up

The result is higher costs – and at the worst possible time given the other pressures on European businesses. The scale of the problem is also far larger than is often realised. According to our survey, the average business spends an average of 10-and-a-half hours each week chasing customers over late payments – the equivalent of around 74 days a year.

Using the average salary per country provided by the OECD, we can work out a rough estimate that this translates into a total annual cost to the European economy of EUR 275bn[3]. In comparison, Finland has a GDP of approximately EUR 272bn while Portugal's GDP is around EUR 232bn, according to the most recent data from the World Bank.

Costs like these are unsustainable and are preventing investment in initiatives that could create a stronger, more sustainable economy. Two-thirds of businesses (65 per cent) say that if clients and customers paid them more quickly, they would be able to pay their own suppliers with greater speed. At the same time, 61 per cent say getting paid more quickly could help them to prioritise sustainability performance, and 46 per cent say it might allow them to expand their workforces.

To your best estimate, how many hours on average does your business spend each week chasing clients/customers for payment (such as sending reminders and making phone calls, etc)?



10.4 hours in a week on European average = **74** days on average in a year chasing late payments

3) Figure based on Intrum survey findings extrapolated using OECD and EC data on working hours and average salaries across European economies. Please be aware that this is a rough estimate, calculated using 2021 data, which was the most recent available at time of writing

"Where customers are rejected, the commercial team can also ask my team to review the case manually."

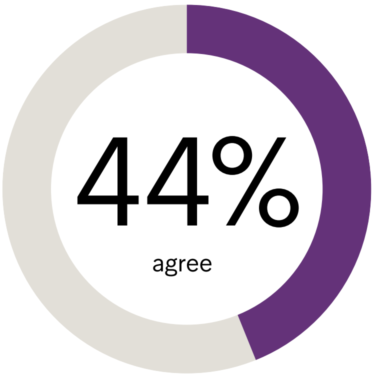
Sofia Leandro
Business Analyst
Vodafone Portugal

Businesses are taking stricter measures

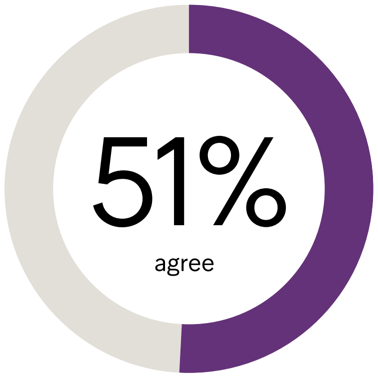
In this context, difficult decisions have to be made, warns Prosegur Alarms' Rosário Cotrim, starting at the moment of customer acquisition. One approach taken by her company is to ensure there are clear links between the commercial team and finance, which directly affects the commercial team if the contract is finished, without payment, within the first two years.

"We are very integrated," Cotrim says. "We all want to have many new customers, but we want them to be good customers."

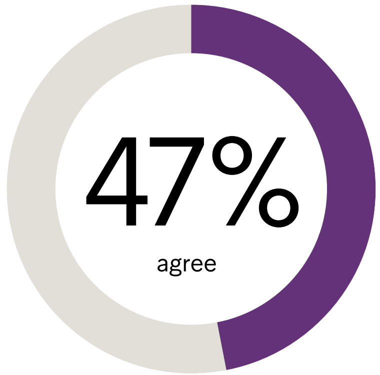
Sofia Leandro points to checks and balances at Vodafone Portugal. "When the commercial team has a new prospect, they insert all the data that is available for that potential customer into our system, which automatically processes a decision on whether to approve them," she says. "Where customers are rejected, the commercial team can also ask my team to review the case manually."



We urgently need to upgrade our technology platforms, to help us manage debt more effectively, but are reluctant to invest in today's uncertain operating environment



We would like to improve our management of late payments, but find this difficult due to a lack of skills and resources in-house



Our finance and administration systems are seriously outdated and prevent us from being as agile as we need to be

The need for focus

Despite the high cost of late payments, many businesses are struggling to get to grips with the problem. Investing in sophisticated debt management platforms could drive improvements, but businesses are anxious about over-committing. Approaching half (44 per cent) say they recognise the need to invest but are reluctant to spend money at the current time.

Overcoming this reluctance will pay off, insists Szallas Group's József Szigetvári. "During Covid, we made lots of great developments in this area," he says. "It has made cash handling much easier because we have history for all our partners in a central database."

Different approaches will suit different businesses – legal action to recover small debts from consumers may be disproportionate and uneconomic, for example. "We avoid the legal route as much as we can because it's expensive, slow, and the return rate is low, but sometimes there is no other option," says Vodaphone Portugal's Leandro.

Above all, visibility is crucial. "We are very lucky to have one system for the whole process, right through to the write off or the debt sale," says Santander Bank Polska's Niesterowicz-Panek. "We have all types of customers in this one system. No matter the segment of the customer, no matter the maturity of the debt, we can see all the information in one place."

Interest is growing in exercising rights given by the Late Payment Directive

The number of businesses making use of the rights to compensation for late payment provided by the Late Payment Directive (LPD) is growing. The regulation entitles businesses to charge interest when customers pay late, as well as to seek EUR 40 in compensation for recovery costs for each invoice paid late.

While businesses are understandably concerned about confronting their clients and customers with demands, 47 per cent of respondents in this year's research say they sometimes or always enforce their LPD rights, up from 42 per cent in 2022.

"We want to collect, but we want to keep the customer. We want to solve the problem of the customer because right now, maybe they can't pay, but tomorrow they could be a valuable customer once again."

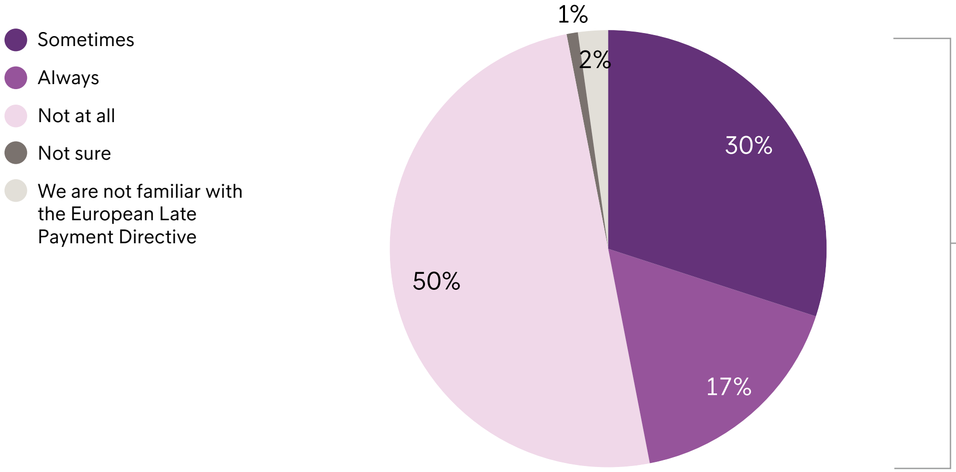
Rosário Cotrim
Customer Director
Prosegur Alarms

For the regulation to become more effective, however, changes may be required. For example, 55 per cent of companies think there should be an increase to the EUR 40 minimum compensation for recovery costs and/or to the interest rate charged on late payments (currently set as the ECB's lending rate, plus eight percentage points).

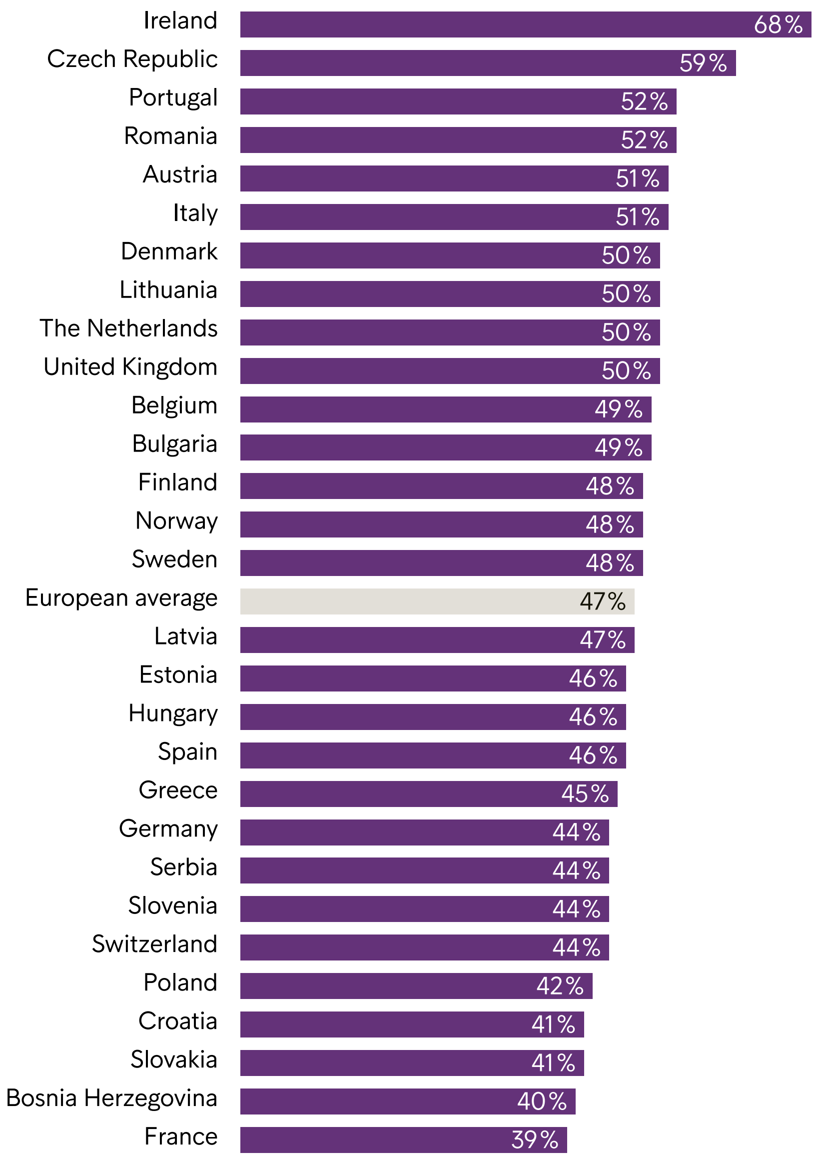
Most businesses (53 per cent) say they would exercise their rights under the LPD more frequently if the existing rules were reviewed, while more than a third (37 per cent) believe that increased enforcement from a public body with powers to consider complaints and issue sanctions would make them more likely to exercise their rights under the Directive.

This is not to suggest businesses are looking for more confrontation. The last thing companies want is to alienate their customers, says Rosário Cotrim. "We want to collect, but we want to keep the customer," she says. "We want to solve the problem of the customer because right now, maybe they can't pay, but tomorrow they could be a valuable customer once again."

Under the European Late Payment Directive (LPD), you are automatically entitled to interest for late payment and EUR 40 minimum as compensation for recovery costs. To what extent do you use it?



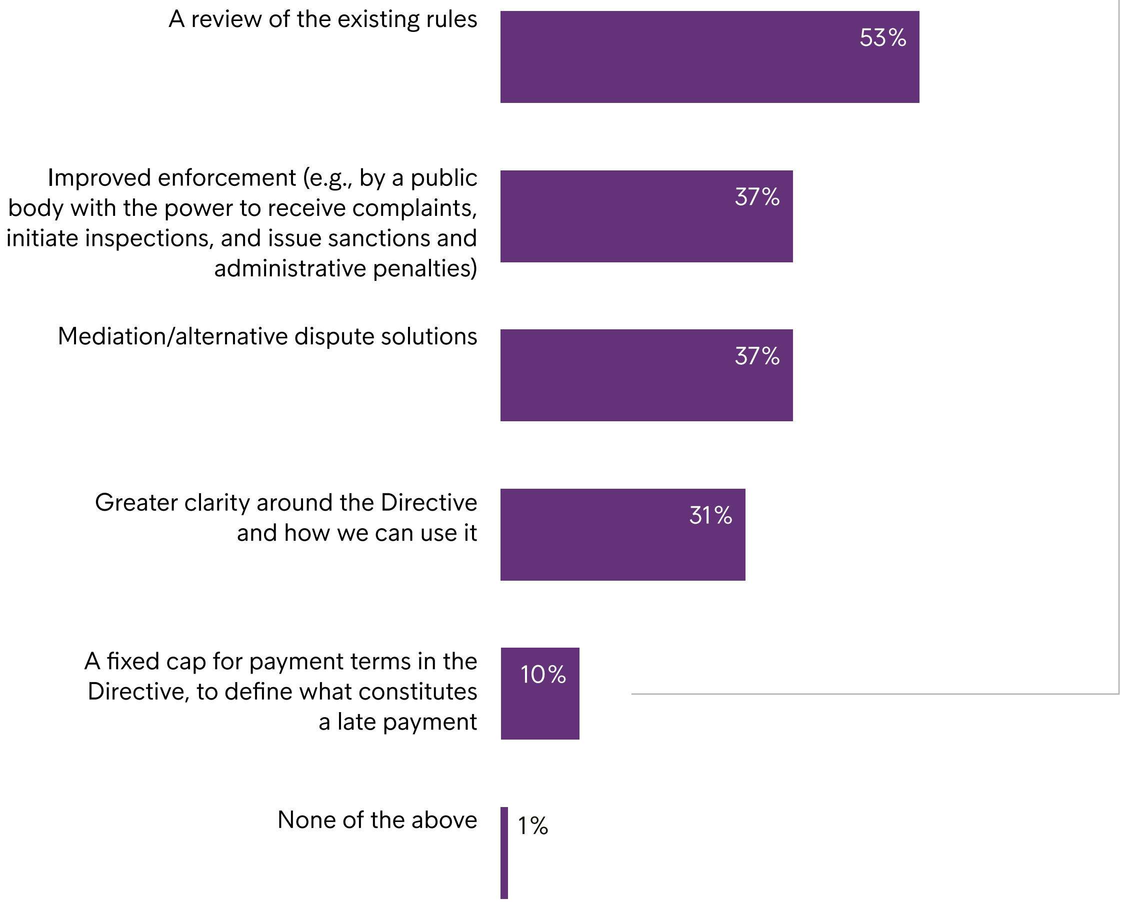
Exercising the right to charge interest and recovery costs



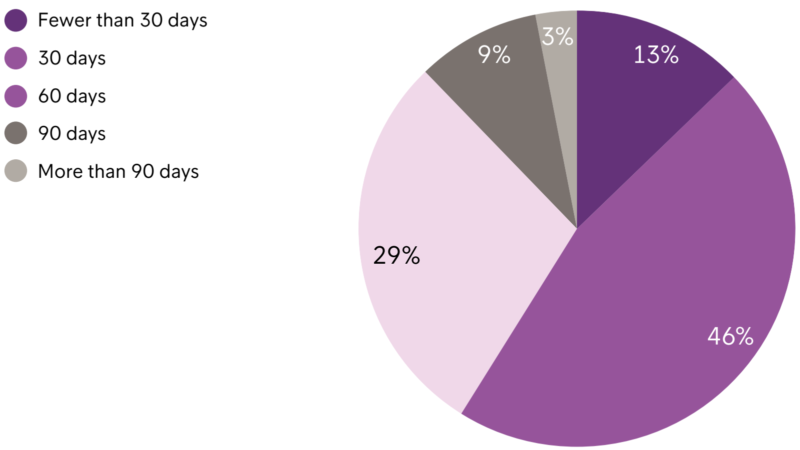
“It is time to ensure better payment conditions, and increased predictability in payments. It is central – especially for SMEs – to know that they will be paid on time and within reasonable time.”

Antonella Correra
Legal Officer
European Commission

Which of the following, if any, would make you use the European Late Payment Directive more frequently than you do currently?



You said you would like to see a cap for payment terms fixed in law. At how many days do you think the cap should be fixed for suppliers?



Conclusions and recommendations

Build the business case for investing in payments and collections

In a constrained financial environment – in which inflation is forcing companies to prioritise cost-cutting at the same time that employees are demanding higher salaries – businesses want to rein in investment, particularly in areas that are not considered frontline. But Intrum's research highlights several potential benefits that businesses could unlock through greater efficiency when it comes to reducing and collecting late payments. Indeed, the total cost of this effort is big enough to rival the total GDP of countries including Finland and Portugal.

Many businesses say resources currently tied up in late payments could be redeployed for growth, in areas such as digital transformation and innovation, hiring and reskilling and geographical expansion. Viewed through that lens, the case for investment in efficient payments and collection systems becomes easier to make.

Introduce or review a code of ethics

Although companies expect on-time payments from their customers, relatively few lead by example. Paying suppliers unacceptably late has become the norm for many, indicating that payment hypocrisy is becoming widespread. While larger companies have historically used their scale to achieve more favourable payment terms, SMEs are also asking for greater leeway.

Businesses that make payments late open themselves up to a wide range of risks, however, from reputational damage to regulatory confrontation. Relationships with suppliers may be damaged for the long term. So, while cashflow pressures may push businesses down this path, there are sound commercial reasons to resist.

Intrum's research suggests that a code of ethics, which includes commitments to treating suppliers fairly, can help enshrine a culture of prompt payments. Businesses that operate with such codes are less likely to request extended payment terms, or to pay their suppliers late.

Don't lose sight of growth and sustainability – brighter future ahead

It is understandable that businesses are prioritising cost savings and efficiency instead of investing in growth, but there is a balance to strike.

Businesses that focus on key growth drivers will recover more quickly than their defensively minded peers, especially as inflation begins to abate and the economic picture brightens. Cashflow management will be crucial in this regard, since a mounting late-payments problem will make it harder for businesses to strive for opportunities.

Regarding sustainability, meanwhile, regulatory requirements and customer expectations are growing, as are executive desires to create a greener economy. In the short-term, businesses can focus on sustainability improvements that drive efficiency.

About the survey

The report is based on an external survey of 10,556 executives in Europe. The survey was conducted in 29 European countries end of November 2022 and March 2023.

The research was conducted through telephone interviews and online survey participation (web questionnaire). The questionnaire was translated into the respective national language.

The target group for the survey include subject matter experts within finance departments in addition to c-level executives. The data has been analysed at pan-European and individual country level and company size.

Definitions

Company size:

SME: companies with less than 249 employees

Large corporations: companies with 250 employees or more

The research was conducted by FT Longitude, the specialist research and thought leadership business of the Financial Times. Market Expertise has supported field work in all 29 markets (Austria, Belgium, Bosnia & Herzegovina, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, The Netherlands, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland and United Kingdom).

Due to rounding to the nearest whole percentage, there may be slight variations in the total percentage displayed on a graph in the report.

Country snapshots White Paper
We have created a separate white paper which provides valuable insights into payment behaviour on national level, including insights on the payment landscape in each country. This White Paper comes as an additional publication to the European Payment Report 2023 and was previously included in the full report. Download here: intrum.com/epr2023countrysnapshots

The structure of the sample

Role of respondents:	
Chief Executive Officer	17%
Chief Financial Officer	8%
Head of Corporate Treasury	2%
Chief Operating Officer	8%
Head of Credit Risk	5%
Director of Finance	20%
Director of Corporate Treasury	3%
Financial Controller	4%
Head of Accounting	8%
Vice-President of Finance	6%
Senior Finance Manager	6%
Senior Finance Executive	5%
Credit Manager	2%
Finance Executive	6%

Company size:	
0 to 249 employees	70%
250 to 2,499 employees	20%
More than 2,500 employees	10%

Industry sectors:	
Banking & Financial services	8%
Business Services	8%
Retail	12%
Construction	5%
Energy & Utilities	5%
Government & Public Sector	5%
Hospitality & Leisure	5%
Industrials & Chemicals	10%
Insurance	7%
Mining & Minerals	5%
Pharma, Medical & Biotech	10%
Real Estate	5%
Technology & Media	5%
Telecommunications	5%
Transportation & Logistics	5%

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