Thirty-four pending claims — €19,400 advanced

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Age	Claims	Amount advanced
21 to 30 days	**23**	€11,600
31 to 45 days	**8**	**€5,200**
More than 45 days	**3**	**€2,600**
Total	**34**	**€19,400**

Twenty-six of the thirty-four are waiting on the same person — a single approver for three teams, away for two weeks in July with no deputy appointed. That is not a matter of diligence, it is a single point of passage.

Breakdown by approver

Approver	Claims pending	July absence	Deputy appointed
Approver 1	**26**	**2 weeks**	**None**
Approver 2	5	No	Yes
Approver 3	3	No	Yes

The real time against the stated time

Element	Value	Source
Average reimbursement time	**41 days**	Claims over 12 months
Stated time	**15 days**	**Expense policy, art. 9**
Gap	**26 days**	—

The gap between the real and the stated time is the most useful figure here: it sets practice against a commitment the company made itself, in writing.

What is proposed

Action	Effect	Nature
The 26 in one list, approvable in one session	**Clears the backlog**	One-off
Deputy appointed beyond 5 days' absence	**Prevents it re-forming**	**A setting**

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