

MOVETHICS Review · 00

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Launch edition: a practical reading guide, not a report of verified cases. There is no guaranteed publication schedule.

Performance starts the payment clock.

Once transport is properly performed, the economic payment clock has started. Evidence should prove performance, not create a second artificial starting date for payment.

Avoid automatically transferring consequences to parties that did not reasonably control their cause.

Can the carrier invoice promptly after delivery using reasonable evidence, without avoidable extra administrative steps?

Waiting is capacity.

Waiting outside the carrier's reasonable control consumes time, equipment and human capacity and should be visible, attributable and treated under a predictable rule.

Avoid unnecessary administrative or documentary processes that artificially delay invoice eligibility or payment after proper performance.

Is waiting outside the carrier's control recorded and handled under a clear, predictable rule?

The chain must remain visible.

Subcontracting is legitimate when it adds capability or managed risk, but the physical executor should remain reasonably identifiable and further subcontracting controlled and traceable.

Maintain reasonable visibility and control over material subcontracting under our responsibility.

Is further subcontracting subject to a prior agreed, controlled and traceable mechanism?

Practical resources

PAY-01 · How many days usually pass from completed transport to money received?

PAY-02 · Can the carrier invoice promptly after delivery using reasonable evidence, without avoidable extra administrative steps?

PAY-03 · Are undisputed transport amounts paid normally even when another load or claim is disputed?

WAIT-01 · Is waiting outside the carrier's control recorded and handled under a clear, predictable rule?

PEN-01 · Are material commercial penalties known before delivery - preferably before load acceptance?

PEN-02 · Before a final deduction, are cause, evidence and a real opportunity to challenge required?

PEN-03 · Are ordinary commercial penalties proportionate and prevented from wiping out the economics of an otherwise properly performed transport?

CAP-01 · Where capacity is reserved or dedicated, is there reciprocal protection for under-utilisation, cancellation or specific investment?

CAP-02 · Does contract/tender stability reasonably match the structural resources or long-term capacity requested?

HUM-01 · Are recurring night, weekend, holiday, relay and short-notice requirements recognised and planned as part of the service rather than treated as invisible normality?

HUM-02 · If a delay makes lawful delivery impossible within driving, rest or safety rules, is the operation replanned before pressure or penalty?

VOICE-01 · Can an unsafe, unlawful or materially changed operation be refused without automatic retaliation?

SUB-01 · Is the physical carrier reasonably identifiable before execution?

SUB-02 · Is further subcontracting subject to a prior agreed, controlled and traceable mechanism?

GREEN-01 · When greener transport requires dedicated investment or additional operational complexity, is that exposure made visible and addressed?

SUB-03 · Are unauthorised or untraceable re-listing and resale of awarded loads prevented?

INT-01 · When an intermediary subcontracts transport, does it retain a clear function, responsibility or managed risk rather than merely passing pressure downstream?

A signature does not constitute assessment, verification, certification or proof of perfect conduct.

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