



We are WorldCC

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Why we exist

World Commerce & Contracting is dedicated to shaping the future of global commerce by advancing standards, capabilities, and best practices in commercial and contract management (CCM). As the leading not-for-profit association in this field, we are uniquely positioned to foster collaboration and innovation across sectors and borders.

Our members represent a like-minded community that is focused not only on individual success but also on the broader impact of their work on business and society. Together, we are shaping both the present and the future of commerce and contracting, one successful relationship at a time.



Message from the Chair

“It was an incredible honor for me to be asked to assume the position of Chair of the WorldCC association Board of Directors in January 2024, having joined the Board in 2023 after a decade as an IACCM / WorldCC member, Council Representative and Fellow. I am privileged to be a part of such an accomplished group of professionals that make up your Board of Directors.”



The opportunity to continue my service in furtherance of WorldCC and our profession is both inspiring and appreciated. It is our role as your Board of Directors to be responsible for the strategic direction and oversight governance of the organization. Each of us, like you, value diversity and seek to ensure objectivity and integrity in all our activities. The Board oversees the work WorldCC does to ensure the association is supporting global and cross-sector perspectives and empowering our members worldwide to build high-performing, trusted, trading relationships while you grow your careers and contribute to the success of the enterprises in which you work, and to our global community.

It is my pleasure to introduce, for the first time, the World Commerce & Contracting annual report 2024.

As Sally Guyer, CEO of WorldCC notes in her statement on the next page, we have seen remarkable changes in our profession along with significant challenges this past year. Throughout its 25 year history, WorldCC has not only kept us abreast of thought-leading and technology evolutions in our practice, but has led us toward new horizons in market intelligence, technology, collaboration, negotiation, simplification and many other aspects of the work we do and the world in which we conduct business.

One of the key focuses of the Board over the past two years has been the collaboration with the National Contract Management Association (NCMA) – as we continue to forge broader relationships within our global community. We join Sally in recognizing the incredible and valuable contributions our members have made in support of creating the new Contract Management Standard® (CMS™) as well as the key role WorldCC has in the newly established Commerce & Contract Management Institute (CCM Institute).

I would like to note my personal appreciation of the opportunity to work with Sally and her executive management team and for the opportunity to thank her for her exceptional leadership of WorldCC. The inspiration, enthusiasm and dedication Sally and the WorldCC team provide to our members, councils, partners and Board continues to be a valuable and personally rewarding experience.

I invite you to explore this annual report. It provides a wealth of information, resources, learning opportunities, and connections offered in service of you, your colleagues and our partners.

On behalf of the Board of Directors I wish to extend a heartfelt thank you to our members for your engagement, enthusiasm and ongoing contributions to WorldCC's success; and I cannot overstate my sincere appreciation for the talented WorldCC team for your dedication and support of our remarkable cause and the work we do every day.

Rod Wade

Chair, WorldCC

Vice President, Contract Management & Procurement,
MedImpact Healthcare Systems, Inc.

CEO's statement

“Welcome to the very first WorldCC annual report – a milestone moment for our association and global community. As we reflect on the past year, it is clear that 2024 was one of transformation, challenge, and also opportunity for commercial and contract management professionals worldwide.”



Our decision to publish this report is rooted in our commitment to transparency, knowledge-sharing, and collective progress. As a not-for-profit membership association, we exist to support and empower our global community. This report captures not only our achievements but also the evolving landscape in which we operate – one that is increasingly complex, fast-moving, and demanding of new skills and adaptive thinking.

Navigating global challenges

The past year has been defined by market uncertainty and the accelerating speed of change. These forces have brought both opportunity and strain, as businesses grapple with overwhelming workloads, reskilling imperatives, and the continued evolution of artificial intelligence (AI). AI presents both a challenge and an opportunity, one that demands our attention, agility, and expertise to harness its full potential.

Regulatory complexity has also grown, with diverse and sometimes conflicting approaches across jurisdictions adding to the demands on organizations. As the year progressed, shifting political landscapes raised critical questions about the future of sustainability, inclusion, and ethical business standards.

Geopolitical tensions further shaped the commercial landscape, requiring businesses to adopt more adaptive and strategic approaches to risk and collaboration. While some market dynamics called for increased cooperation, others reinforced more transactional and adversarial behaviors. Our community's ability to navigate these tensions and drive meaningful business contributions has never been more critical.

Celebrating our community

In the face of these challenges, our members have stepped up; adapting, innovating, and demonstrating the resilience that defines this profession.

A shining example of this commitment is the dedication of our International Working Groups, whose volunteers have generously contributed their time and expertise to support the evolution of the Contract Management Standard® (CMS™). Their work is shaping the future of our profession, ensuring that commercial and contract management remains relevant, impactful, and aligned with the changing business landscape.

More broadly, throughout this report, we will be highlighting member stories to demonstrate the real-world impact of our community. These stories showcase how individuals and teams are driving meaningful change, proving that CCM is not just about contracts – it is about outcomes, relationships, and business success.

Continued over

CEO's statement (continued)

Establishing the Commerce & Contract Management Institute

Against this backdrop of change, research has been a cornerstone of WorldCC's mission, offering insights that shape business practices and drive evidence-based decision-making. Over the past 25 years, WorldCC has led pioneering research, providing invaluable market intelligence for our members.

In 2024, our commitment to research took a major step forward through a landmark collaboration with the National Contract Management Association (NCMA). Recognizing the importance of advancing thought leadership, NCMA commissioned two reports from WorldCC early in the year. The success of these studies catalyzed deeper discussions, culminating in the decision to create a jointly owned research institute.

By year-end, our respective Boards had formally approved the agreement, giving rise to the Commerce & Contract Management Institute (CCM Institute) – a newly established charitable entity registered in Virginia – already a leading hub for research, insight, and innovation in commercial and contract management.

A call to action for 2025

As we move forward, our focus as an association is clear: to equip those responsible for commerce and contracting not only to adapt but to thrive. Reimagining contracts and negotiations means building the resilience needed to navigate uncertainty, embrace new technologies, and lead with confidence.

I encourage each of you to:

Seize the vantage point you hold in driving commercial success and shaping business outcomes.

Take a leadership role in defining priorities for your organization and stakeholders.

Embrace training and business standards with a sharper focus – leveraging them not just for compliance, but for strategic impact.

Demonstrate your unique value in measurable ways that strengthen business performance.

“This is a time to embrace change with confidence, leaning into the capabilities that make the practice of commercial and contract management indispensable in today’s world.”

I want to express my deepest gratitude to our members, partners, and the incredible WorldCC team for their dedication and support. Together, we are laying the foundations for resilience and reimagining what’s possible for the future of contracting and negotiations.

Sally Guyer

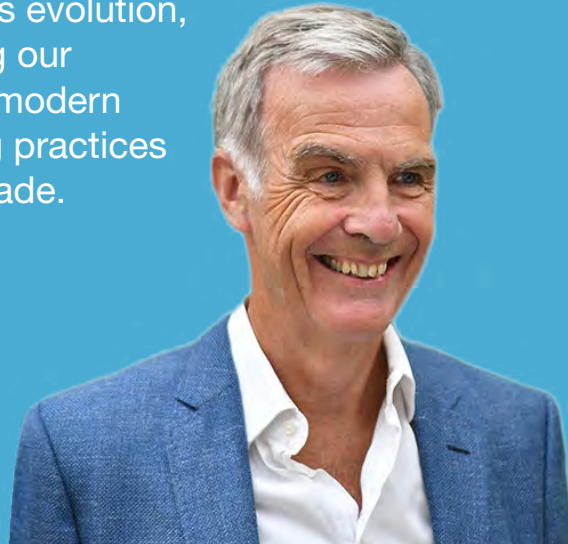
Global CEO, WorldCC

Our journey

When Tim Cummins founded the International Association for Contract & Commercial Management (IACCM) in 1999, it was in recognition of the fact that contract and commercial management lacked definition and practitioners had no recognized home. Since then, our association has grown to become the world's leading resource for research, learning and thought leadership.

In 2020, we adopted the name World Commerce & Contracting to reflect our expanding influence and guidance for senior management and policy-makers in business and government. Our journey has been one of continuous evolution, with a steadfast commitment to helping our members navigate the complexities of modern commerce and driving forward-thinking practices that contribute to the future of global trade.

Tim Cummins
President, WorldCC



Watch the WorldCC story from the seeds of the Benchmarking Group, the launch of IACCM, and through to the 25th year of our sector-shaping global association.

Vision, mission, purpose

Our vision is a world where all trading relationships deliver social and economic benefit. We envision a world where commercial relationships are trusted, transparent, and mutually beneficial – where all parties, whether buyers, sellers, or stakeholders, engage in contracts that drive sustainable growth and positive societal impact.

Our mission

- To improve the quality and integrity of trading relationships
- To identify and promote the international standards and practices for defining and managing successful trading relationships
- To develop and communicate leading practices that support economies and society by ensuring that our commitments are ethical, achievable and sustainable.

We seek to achieve our vision and mission by:

- Raising awareness through research, publications and advocacy
- Increasing insight through analytics, events and networking
- Focusing on continuous learning, professional development and promotion of lifelong learning
- Creating standards, principles, leading practice and raising capabilities
- Inspiring innovation and an innovative mindset through awards programs
- Engaging our strong and connected community.

Our purpose

The association's purpose is to support shaping the rules for global commerce and increasing organizational, individual and institutional capability in commercial practice, in particular through effective contract and relationship management. Our role is to support our members to help them, and their organizations navigate the change happening all around us and prepare for a purpose-driven and sustainable future.



Our members

Membership

The association welcomes everyone with an interest in better contracting: business leaders, practitioners, experts and newcomers. Our members are diverse by geography, culture, sector and function.

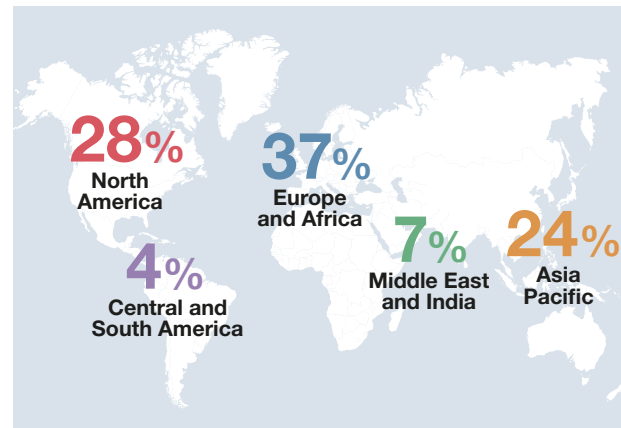
Our membership numbers



Global reach

Our membership spans the globe, reaching individuals and organizations worldwide. Our continued growth is supported by an ever-expanding network that spans regions and sectors.

Members by region



Sector distribution

WorldCC's membership spans every sector of the global economy, from individuals to the world's largest corporations and public agencies. This diversity reinforces our position as the premier global organization for CCM professionals.

Membership top 10 sectors



Watch our members talk about why WorldCC matters to them →

Find out more about WorldCC membership and our members →

Fayola's story

Fayola-Maria Jack

Founder and CEO, Resolutiion

WorldCC

Corporate member, since 2009

Board Member, Secretary

“WorldCC has always been more than a membership association – it feels like family. It gave me the courage to think bigger, be bolder, and ultimately build technology designed to serve the very community that has given me so much.”



I'm Fayola-Maria Jack (Fay for short), Founder and CEO of Resolutiion – the first AI-native commercial relationship platform built to help enterprises anticipate and resolve the issues that impact performance and value, with a focus on preventing and resolving commercial conflict.

My career has spanned senior leadership roles across the private sector and UK government, including serving as European Head of Legal for ManpowerGroup and Enterprise Mobility, leading EU Exit commercial assurance at the UK Cabinet Office, co-authoring the UK Government's Outsourcing Playbook, and driving commercial transformation for the UK Royal Air Force. Yet throughout this journey, one constant has been my passion for strengthening commercial relationships – and WorldCC has been a source of inspiration and support at every stage.

I first connected with WorldCC more than 15 years ago, early in my career in aerospace and defence. My line manager, an incredible mentor, encouraged me to engage with the association, and that introduction opened the door to a community that has inspired me ever since. I began contributing as a writer for the IACCM eZine and later joined the editorial team, immersing myself in the conversations shaping the profession. It was my first real taste of being part of something bigger: a global movement dedicated to transforming commerce and contracting.

WorldCC has always been more than a membership association – it feels like family. The knowledge, support, and encouragement I've received have profoundly shaped my professional journey. Tim and Sally stand out as forces of nature in our field, and through WorldCC I have connected with brilliant peers who pushed me to think bigger, be bolder, and never lose sight of the human side of contracts.

The courage WorldCC gave me ultimately fuelled my leap into building Resolutiion. Today, it sits alongside globally recognized brands such as Monzo, Revolut, Deliveroo, and LinkedIn – but uniquely focused on serving this community. That is the power of WorldCC: inspiring growth, shaping careers, and driving a mission to ensure commercial relationships don't just survive, but thrive.

Fayola's connection to WorldCC allowed her to feel part of a global movement transforming commerce and contracting.



Membership value

What we offer our members

Increasing insight

Advancing industry standards through research, benchmarks, and education →



Learning partnerships

Collaborating with leading universities and research institutes to generate cutting-edge insights, develop future talent, and integrate practical knowledge into education for the next generation of CCM professionals →



Creating standards

Establishing global certifications and best practices for CCM →



Professional networking

Access to a global community of practice, spanning organizational boundaries →



Knowledge resources

Evidence-based frameworks and practical implementation tools →



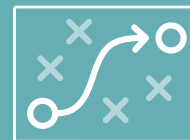
Specialized training

Development of mission-critical competencies and capabilities →



Strategic events

Forums for collaborative problem-solving and thought leadership →



Rasmus' story

Rasmus Tønnies

Partner, ARC Contract Management

WorldCC

Corporate and vendor member, since 2022

Fellow

CCMAP certified 2014

“WorldCC empowered me with tools, insights, and above all, greater confidence to lead change.”



When I first encountered World Commerce & Contracting – then known as IACCM – in 2014, I had just been appointed as lead of contract management at Ramboll Management Consulting, a global engineering, architecture, and consultancy firm.

It was a time of both opportunity and uncertainty. Contracting was evolving, and the value of commercial acumen in project delivery was finally beginning to gain the recognition it deserved. Joining WorldCC wasn't just about becoming a member – it marked a turning point in my career.

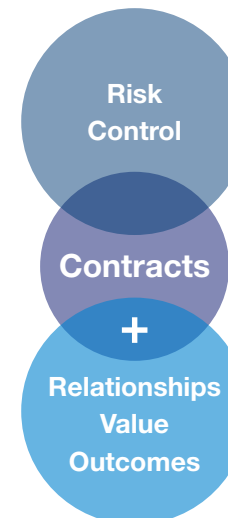
I found what felt like a professional home. Being part of WorldCC gave me a shared language and a community that validated what I instinctively believed: that contracts aren't just about risk and control – they're about relationships, value, and outcomes.

Through WorldCC's research, training, and network of like-minded professionals, I deepened my understanding of what great contract management looks like – not just in theory, but in practice. I was particularly drawn to the global benchmarking data and future-focused thought leadership, which helped me reframe contract management from a support function into a strategic enabler when selling and delivering contract management transformation projects to our clients.

As my role evolved and my influence grew, so did my ambition. The sense of purpose I developed, also supported by WorldCC, helped shape my decision to co-found ARC Contract Management – a specialist consultancy grounded in Nordic values like trust, transparency, and collaboration.

It's more than an association – it's a movement. And I'm proud to be part of it.

Today, I continue to contribute to the WorldCC community as a Fellow, speaker, and advocate – paying forward the value I once received. My journey is a testament to the power of connection, continuous learning, and global perspective.



WorldCC gave Rasmus a shared language, validating that contracts aren't just about risk and control – they're also about relationships, value, and outcomes.

2024 highlights

WorldCC made significant strides in 2024, solidifying its leadership in the field of commercial and contract management. Through strategic growth, high-impact events, and unmatched knowledge-sharing initiatives, we further elevated our global presence and provided unparalleled value to our members worldwide.

**Gold Award for
International Association
of the Year 2024 →**



Awards

As WorldCC continues to grow, recognition inspires us to push boundaries, foster innovation, and deliver even greater value to our global community.

International Association of the Year

In 2024, WorldCC proudly celebrated a milestone year, earning prestigious accolades at the Association Excellence Awards.

WorldCC was honored with the Gold Award for International Association of the Year, recognizing its global impact, commitment to professional development, and successful collaboration with NCMA. Judges praised WorldCC's reach, the increasing adoption of its certifications, and its role in elevating sector standards.



Best New Event

AI Contracting Week, our groundbreaking event exploring the intersection of artificial intelligence and contracting, received the Silver Award for Best New Event.

The event attracted a large audience in record time, with judges commending its high-quality content and exceptional engagement.



25 Years of Progress

In June 2024, we celebrated a landmark moment with 25 Years of Progress – a special event hosted by BT in partnership with WorldCC at the iconic BT Tower in London. The day brought together sector leaders for inspiring keynotes, intimate fireside chats, and engaging panel discussions on digitization, leadership, female empowerment in technology, and sustainable business practices.

Key figures such as the Lord Mayor of London, Michael Mainelli, and Zelda Perkins of Can't Buy My Silence, shared insights on the future of contracting, embracing diversity, transparency, and accountability.

[Members can watch videos of the addresses →](#)

We extend profound gratitude to our extraordinary community of members, partners, volunteers and WorldCC employees – the true architects of our collective success.

[Read more about WorldCC's 25 years of contract management transformation →](#)

“Celebrating these awards in our 25th year is truly special. They highlight our commitment to empowering members with knowledge, certifications, and events that shape the future of our field.”

Sally Guyer, Global CEO, WorldCC

25 Years of Progress was hosted by BT Group

BT Group



Leaders of the Future

This initiative began in 2017 and represents WorldCC's commitment to investing in emerging commercial talent. The team-based program equips participants with the skills, knowledge, and strategic mindset needed to navigate the evolving commercial landscape.

Program framework

Over a four-week cycle, regional teams analyze emerging trends at the intersection of people, process, and technology, applying insights to real-world contracting challenges. The program fosters:

Analytical depth – Understanding complex commercial dynamics.

Creative problem-solving – Developing innovative contracting methodologies.

Cross-functional collaboration – Connecting future leaders across sectors.

Strategic communication – Enhancing influence and impact.

Benefits for organizations:

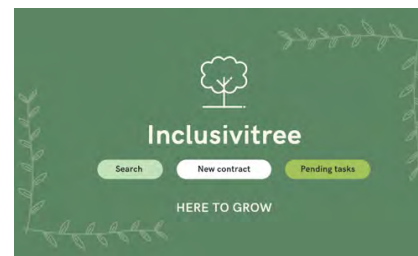
- Fast-tracking the development of high-potential talent
- Expanding cross-sector knowledge networks
- Driving innovation in CCM
- Strengthening strategic decision-making capabilities.

This year's Leaders of the Future Global Champions have set new standards in contract management excellence, showcasing their ability to tackle real-world challenges with creativity and strategic insight.

Through this initiative, WorldCC continues to nurture the next generation of leaders, ensuring the profession remains agile, forward-thinking, and impactful.

“The Leaders of the Future program is a great initiative from WorldCC, allowing the next generation of commercial and contract managers to engage with experienced professionals, explore emerging trends, and develop best practices. Our participants return energized, inspired, and connected to a global professional network.”

Isabelle Roux-Chenu, former Senior Advisor to the Group Chairman and CEO, Capgemini 2024 Global Champions



[Read and watch more about Leaders of the Future →](#)

[See the next page for a Regional Leaders of the Future Winner impact story →](#)

Images from the video presentation of the Leaders of the Future 2024 competition winners. The talented team from the Americas region first won their regional category before going on to secure the global title, captivating both our panel of judges and the worldwide audience with their innovative and inclusive approach to contract lifecycle management.

Marguerite's story

Marguerite Richards
Commercial Officer, BAE Systems

WorldCC

Corporate member

Leaders of the Future,
2024 APAC Regional Winner



PLAY VIDEO

“What made the program truly stand out was the support and mentorship we received.”

When I first engaged with WorldCC, I was in the early stages of my career at BAE Systems, working as a Commercial Officer.

Like many of my colleagues, I'd heard of the Practitioner course and seen the value it brought to our team, but it wasn't until I was recommended to take part in the Leaders of the Future program that I had my first formal interaction with WorldCC. That experience marked a turning point.

Leaders of the Future wasn't just a competition, it was a deep dive into global collaboration, professional growth, and the practical realities of contracting in different environments. I had the opportunity to work alongside a group of peers from across the world, including one team member in Qatar and, surprisingly, others just down the road from me in Adelaide. The chance to learn from people with such different perspectives opened my eyes to just how diverse – and interconnected – our profession really is.

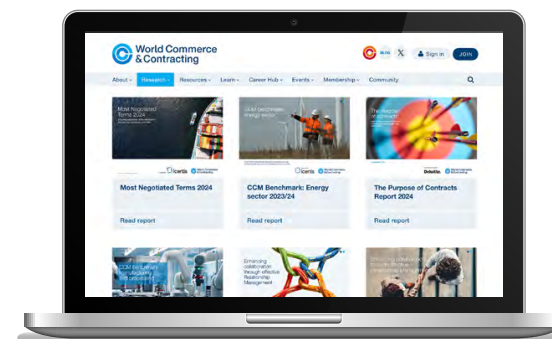
Our mentor played a pivotal role: keeping us on track, encouraging us, and challenging us to refine our ideas into something practical and compelling. That guidance made a huge difference. Working to a tight timeline, we felt a real sense of responsibility, not just to each other, but to our mentor and the WorldCC team who were so clearly passionate about what they do. That energy was contagious.

For me, participating in Leaders of the Future gave a powerful glimpse into what collaboration across sectors and geographies can look like. I'd never worked so closely with professionals outside of my own organization, and it was incredibly valuable to learn how different backgrounds, skills, and experiences can come together to create something meaningful. We used WorldCC's research papers to guide our thinking – resources that are clear, concise, and directly relevant to the challenges we face in commercial roles.

Though I haven't yet completed formal WorldCC learning myself, I'm looking forward to exploring the Practitioner course, especially after seeing the impact it's had on colleagues of mine. The knowledge-sharing they've brought back to our team has already sparked great conversations – and I'm eager to be part of that journey first hand.

More than anything, this experience gave me a sense of belonging. It helped me build a network with others at similar career stages, people I might never have met otherwise. We've stayed connected beyond the program, and I'm genuinely excited to see where everyone goes next. I hope to cross paths with them again at future WorldCC events.

What stood out most to me was how deeply everyone cared. It's rare to find a program where the passion is so palpable, from the participants, the mentors, and the WorldCC team. That sense of shared commitment inspired us all to show up, contribute fully, and deliver something we could be proud of. It reminded me that this isn't just a profession – it's a community. And I'm proud to be part of it.



Marguerite's team used WorldCC's research papers to guide their thinking.

Fellows

The WorldCC Fellow status is the highest honor awarded to our members – recognizing outstanding contributions to the profession, sector leadership, and a commitment to advancing commercial and contract management. Fellowship is not just an accolade; it is a testament to years of dedication, thought leadership, and influence in shaping the sector's future.

Meet some of our latest Fellows



Priya Bhasin
Deal IQ (NZ)



Brett Boerema
Linde



Dave Brinton
CASG
AU Department
of Defence



Ned Coleman
Accenture



Leandro Doca
Capgemini



Paula Doyle
WorldCC



Eero Halmari
Valmet



Suvi Hirvonen-Ere
Aalto University



Barry Hooper
Crown
Commercial
Service



Nigel Jeffrey
Schneider Electric



Maka Kama
Alliance
Community
Group



Ohad Katz
Raytheon
Australia



Sam Knight
Datacom



Rob Manning
Thales AU



Joseph Martinez
BNY Mellon



Will Morris
Rolls-Royce



Kami Paulsen
Deloitte Legal
Business
Services



Laurence Pidcock
NZ Government
Procurement



Ian Radford
Asda



Allison Ramirez
EDF Renewables



Mark Ross
Deloitte
Legal Business
Services



Jerry Silber
Verizon



Darya Swaby
Semptra LNG



Dominic Targett
AIA Group



Gene Turner
LawHawk



Joanne Walker
Rolls-Royce



Verity White
Checklist Legal

Public sector partnership

In 2024, Australia became the latest government to turn to WorldCC to advance procurement and contract management capabilities. This partnership marks a significant milestone in strengthening the nation's public sector expertise, ensuring its workforce is equipped to navigate the complexities of their roles.

Driving public sector transformation through professional excellence

Recognizing the critical roles that procurement and contract management play in public sector operations, the Australian Government is committed to fostering a culture of continuous learning and professional growth. Through this strategic partnership, WorldCC will provide Australian Public Service employees with:

- Sector-recognized qualifications aligning with global standards
- Access to dynamic knowledge-sharing networks across sectors
- Comprehensive learning and development resources tailored to public sector needs
- Career advancement pathways from foundational to executive levels.

Building a resilient procurement ecosystem

This collaboration underscores WorldCC's commitment to supporting public sector organizations in their pursuit of excellence by providing access to cutting-edge resources and global networks. Our comprehensive approach will strengthen Australia's procurement framework through evidence-based methodologies and international best practices.



Australia's Parliament House in Canberra.

“This collaboration with the Australian Government marks a defining moment in our mission to elevate procurement and contract management to new heights. By equipping public sector professionals in Australia with not just knowledge, but also the confidence and strategic acumen to excel in complex, fast-evolving environments, we are fostering a culture of leadership and innovation.

Partnership is not only about skills development – it's about transforming the way the Australian public sector approaches its most critical operations for long-term success.”

Sally Guyer, Global CEO, WorldCC

Impact and activities

In 2024, WorldCC achieved remarkable milestones, expanding our global community, enhancing learning opportunities, and driving sector-wide innovations. Through strategic engagement, cutting-edge research, and impactful events, we have strengthened our role as the leading authority in CCM.



Learning

WorldCC serves as your dedicated professional development partner, offering a comprehensive ecosystem of learning resources designed to advance both individual careers and organizational capabilities. Our strategically designed educational pathways support the full spectrum of professional development needs – from foundational skills to advanced commercial leadership competencies.

Learning pathways and certification

Our learning methodology integrates global best practices, emerging research, and practitioner insights to deliver educational experiences that drive measurable performance improvements. Through structured certification pathways, specialized workshops, and targeted skills development programs, we enable professionals to navigate complex commercial challenges with confidence and strategic vision.

Commercial and Contract Management Certification

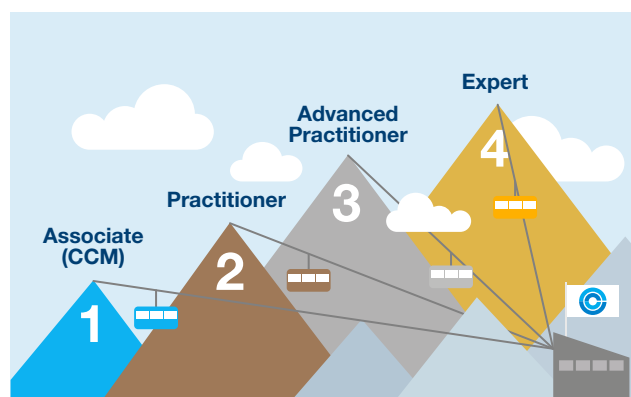
Our commitment was demonstrated through the refresh of our flagship CCM Certification Program, launched in July 2024. This update reflects the evolving needs of the sector, incorporating new insights, practices, and case studies to better prepare professionals for today's and tomorrow's challenges. The revamped CCM Program is designed for a better user experience, uniting teams, enhancing career prospects, and driving excellence in commercial and contracting roles.

Supplier Relationship Management Certification

As supplier collaboration rises to the top of the procurement agenda – cited by 61% of Chief Procurement Officers as their number one priority – our Supplier Relationship Management (SRM) Certifications respond to this growing demand for strategic partnership.

Developed in collaboration with sector experts and aligned with the latest research, our SRM Practitioner and Advanced Practitioner Certifications are the only sector-accredited programs designed to deliver a flexible, practical, and globally-recognized learning experience.

CCM and SRM Certification Program levels



Other learning

Professional certification

Certifications are a great way to learn, upskill, and stay relevant in our rapidly changing world. We've pulled together our extensive work in research, training, and professional development to design these courses for you. Anyone who wants to succeed in a commercial role can benefit from our programs, which are recognized in over 160 countries worldwide. [Find out more →](#)

Professional development programs

Our online courses offer lifelong learning opportunities for individuals and teams who want to expand their skills and knowledge in commerce and contracting. [Find out more →](#)

Workshops

WorldCC hosts workshops on a variety of topics including Agile Contracting, Contract Design, Modern Contracting, Negotiation and Post Award Excellence. Workshops are both in-person and also virtual format, and range from half a day up to several days. [Find out more →](#)

Learning (continued)

Changing the conversation with suppliers – a learning case study

North West London Procurement Services (NWLPS) has transformed its supplier engagements by implementing a comprehensive SRM framework. Aligned with the organization's 'Stronger Together' strategy, this initiative aimed to strengthen partnerships, maximize value, and stimulate innovation with key suppliers.

Previously, NWLPS primarily focused on transactional relationships. Recognizing the strategic importance of suppliers in service user-satisfaction and care delivery, NWLPS shifted to outcome-driven relationships. This evolution facilitates shared goals, innovation, and risk mitigation. The SRM framework comprises four key components: Supplier Segmentation, Relationship Management, Supplier Performance Management, and Supplier Risk Management.

A crucial element was the development of staff skills through the SRM Skills Academy and WorldCC SRM Certification. Lee Jackson, Managing Director of NWLPS, stated, "The WorldCC SRM Certification ensures consistency in our supplier practices and provides our team with more knowledge to manage supplier relationships effectively. It serves as a tool for enhancing our procurement outcomes, which in turn help our patients at the NHS and in local communities."

This initiative has yielded significant achievements, including the identification of key strategic partners, the establishment of robust performance metrics, and the fostering of innovation.

NWLPS's commitment to building strong, value-driven supplier relationships is underpinned by its investment in the WorldCC SRM Certification, which equipped its team with the expertise to manage these strategic partnerships effectively. One Procurement Contract Manager said, "The on-site training was comprehensive and insightful, and we will be able to apply that in our roles in the future."

The anatomy of NWLPS's SRM framework



Supplier segmentation Effective segmentation facilitates decision-making and prioritisation of resources for improved scalability and flexibility.

Relationship management Cultivating mutually beneficial partnerships through proactive engagement and communication.

Supplier performance management Monitoring and developing their suppliers to ensure good service at the optimum total cost of ownership.

Supplier risk management Implementing processes to monitor, evaluate, and mitigate supplier risks.

"The WorldCC SRM Certification enables the adoption of a different perspective when dealing with suppliers. Rather than the traditional confrontational approach, by adopting the concepts of SRM more meaningful discussions can be had with key suppliers enabling the organization to realize greater benefit in partnership arrangements."

Head of Category, Cardiovascular, NWLPS



[Read the full case study →](#)

[Or watch the webinar →](#)

Ashley's story

Ashley Gierth

Senior Program Manager, Babcock International

WorldCC

Individual member, since 2024

CCMP certified



PLAY VIDEO

“WorldCC has not only kept me informed – it’s kept me motivated.”

My journey with World Commerce & Contracting began when our business was exploring CCM accreditation – a tool many of our clients use to manage contracts.

While that course had its merits, I was looking for something with greater depth, something that captured the full spectrum of commercial and contract management. That search led me to World Commerce & Contracting and its Practitioner Program.

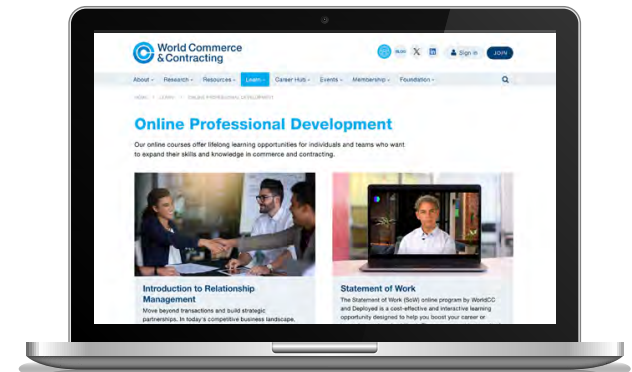
With strong support from our Commercial Director in the rail division, I enrolled and soon became an individual member. What I didn’t realize at the time was that other parts of Babcock were already engaging with WorldCC. I was stepping into a much broader community of practice.

Since then, WorldCC has become a cornerstone of my professional development. The Continuing Professional Development (CPD) platform has been particularly helpful – giving me access to short, relevant content and an easy way to track progress and maintain certification. It’s structured, manageable, and highly effective.

The learning doesn’t stop there. From cutting-edge research on topics like AI in Contracting to live webinars and global events, there’s always something new to explore. What’s made the biggest impact, though, is the global reach. Engaging with professionals from Australia, Canada, South America, and beyond has given me fresh insight into how commercial practice varies across regions – and what we can all learn from each other.

The blend of training, networking, and real-world relevance has made it something I actually enjoy returning to. It supports both my discipline and my ambition.

For anyone considering joining, I’d say this: if you’re serious about developing in commercial or contract management, there’s no better platform. You’ll gain knowledge, global perspective, and a community that truly understands your world.



Ashley's search for learning with greater depth led him to WorldCC and its Practitioner Program.

Learning (continued)

The people behind the progress

Members' feedback on our learning programs

"This course effectively demonstrates the connection between Statements of Work (SoW) and commercial models, providing a solid foundation for cross-functional teams involved in drafting, reviewing, or evaluating SoW."

SoW Learner, IT Sector

"The content was not only highly informative but also practical, offering real-world insights that I feel confident applying directly in my role. Every topic we covered felt relevant and applicable, giving me a strong foundation to build on as I tackle new challenges in my work."

Contract Coordinator, Utilities

"CCM Certification has played a pivotal role in bringing clarity, understanding, and consistency to my daily responsibilities, resulting in streamlined processes and improved customer relationships that will benefit my company."

CCMP Certified member

"Throughout this course, I have been impressed with the quality advice and guidance I have received. I've been able to implement the skills I've learnt immediately in my role and seen monumental improvement in the relationships I hold both with suppliers, but also with internal stakeholders. I am confident that I have the expertise to thrive in a sector of continuous change as an SRM Advanced Practitioner."

Procurement Specialist, Aerospace and Defense

"The SRM Advanced Practitioner Program has been a transformative experience that has equipped me with the tools and insights to enhance supplier management within my organization. By fostering a culture of collaboration, leveraging data-driven decision-making, and implementing a structured approach to SRM, I am well-positioned to achieve the procurement goals outlined in my organization's supplier strategy."

Partner Relationship Manager, Healthcare

"Initially, I concentrated on what I believed needed to change, but through this course, I've developed invaluable methods and skills for shaping relational commercial models. I now recognize that the strength of the relationship, rather than the contract, is the key to adding value."

Service Manager, Telecommunications

"The SRM Certification highlighted the importance of building strategic partnerships rather than mere transactional relationships. Inspired by this, I have started to approach supplier engagements with a long-term perspective, looking for opportunities to innovate and collaborate more deeply."

Contract Manager, Multinational Banking and Financial Services Corporation

Chris' story

Chris Attenborough

Head of Contract & Business Management,
BT Global Manufacturing

WorldCC

Corporate Member, since 2009

Fellow and Council Member



PLAY VIDEO

“From the moment I engaged with WorldCC, I found it to be an invaluable source.”

My connection with WorldCC goes back many years – BT has been a committed corporate member for over 25 years, and I’ve personally been involved for around 15 years.

From the moment I engaged with WorldCC, I found it to be an invaluable source of resources, networks, research, and insights that have deeply influenced how I lead and manage contracts.

Early on, I completed the CCM Advanced Practitioner course, and more recently, the Expert course. Many in my team have followed suit, completing multiple training modules. What stands out for me is how these courses consistently highlight that the challenges we face daily are shared across sectors – and, importantly, that there are proven solutions rooted in best practice.

WorldCC’s research is one of its greatest assets. In a world full of opinions and noise, having credible, expert-backed insights helps me champion best practices inside BT and with our customers, who expect the very best sector expertise.

After 27 years at BT, I know how easy it is to get stuck in a bubble. WorldCC keeps me connected to fresh ideas, diverse perspectives, and the latest business thinking, helping me stay innovative and creative. This benefits not only my career but also my team and customers.

For me, WorldCC is more than a membership – it’s a community and resource that drives continuous improvement, supports career growth, and helps break down barriers in a fast-changing world.



Chris completed the WorldCC CCM Advanced Practitioner course, and more recently, the Expert course.

Research

Our research is designed to transform complex commercial challenges into practical, data-driven solutions. Through rigorous analysis, collaboration, and actionable intelligence, we provide frameworks that drive measurable improvements in contract management and elevate sector standards. In 2024, our reports were downloaded 9,700 times.

Top three downloaded reports



A selection of other research reports in 2024



[More about our research →](#)

Research (continued)

Research webinars



Our research goes beyond publications by fostering direct engagement through high-impact webinars that introduce and showcase our research reports.

Contracting Excellence Journal

Our report series has continued growth in cross-disciplinary engagement, expanding our influence across underrepresented sectors and regions.

Tips & Checklists

Launched in February 2024, our library of 104 actionable guides breaks down complex topics into clear, executable steps. They have generated over 11,339 page views and 2,710 unique users seeking practical, real-world applications.

Empowering through knowledge

Our research portfolio continues to evolve, aligning with emerging priorities while strengthening core competencies:

- **Practical Implementation Tools:** Over 100 specialized checklists that turn theory into actionable workflows.
- **Rapid Knowledge Transfer:** Our Tips & Checklist repository ranks as the 4th most accessed resource in our knowledge ecosystem.
- **Progressive Engagement Model:** Structured knowledge assets tailored to professionals at every stage of expertise.

By systematically analyzing market trends and member challenges, WorldCC's research initiatives serve as catalysts for professional development and sector transformation – reinforcing our position as the leading authority in CCM excellence.

What the CCM community said about our research

“Thank you, Tim and Sally. Great conversation. Everyone’s different perspectives on AI, the pros and cons – so interesting! I enjoyed the scenarios on how support AI can be used, all the way up to fully-enabled AI.”

“A sensitive issue, presented with care and empathy by the two presenters. They provided clear examples to back their reasoning and hinted at a few good ways to move forward. Very valuable.”

“Thank you WorldCC for this very interesting and well-documented session, including highly valuable exchanges with both our speakers and our chat contributors! I was not expecting that much!”

Tim's story

Tim Bass

Global Contracting Center of Excellence Manager,
Eastman Chemical Company

WorldCC

Individual member, since 2024

North America Council Member



Watch how WorldCC member Tim Bass boosted his confidence and clarity in handling contracting issues.

“What I found in WorldCC was more than just a membership; I found a partner in that journey.”

When I first joined WorldCC, I was leading the global Contracting Center of Excellence at Eastman Chemical Company.

We were at a pivotal point – working to define a clear, strategic vision for how contract management could deliver real business value. What I found in WorldCC was more than just a membership; I found a partner in that journey.

WorldCC gave me something I hadn't found anywhere else: a sense of confidence and clarity around the challenges our entire sector is grappling with. Contracting is evolving rapidly, and having access to world-class research, thought leadership, and practical tools has helped me build a robust, future-focused toolbox – one that's directly shaping our long-term strategy at Eastman.

The research articles, white papers, and especially the webinars have been incredibly valuable. When AI and ChatGPT first emerged, we were all trying to make sense of the impact it might have on our work. WorldCC was quick to respond – offering timely, insightful content and webinars that helped us validate our approach and benchmark it against broader business. That kind of guidance was essential in helping us think through how to adopt this transformative technology in a practical, impactful way.

Attending the North America Summit in Atlanta reinforced that value. It gave me the opportunity to connect with peers, share experiences, and assess where we were in our contracting maturity – while gaining insight into how to move forward.

One of our key milestones was securing senior leadership buy-in to invest in contract management. WorldCC's research on ROI and benchmarking played a vital role in building that case. As a result, we invested in enhanced post-award analytics and are now seeing meaningful returns.

What sets WorldCC apart is not just the insight – it's the community. The ability to connect, collaborate, and learn from peers across sectors has made a lasting impact. WorldCC isn't just supporting our work – it's helping us lead it with purpose and confidence.



WorldCC's research on ROI and benchmarking played a vital role in building Tim's case to secure senior leadership buy-in to invest in contract management.

Events

Our mission is to create first-class learning and networking experiences that empower our global community. Our events in 2024 sparked innovation, fostered collaboration, and provided exceptional opportunities for professional growth – bringing together over 1,000 delegates across three regions.

Flagship summits



EMEA (Malaga)



APAC (Sydney)



Americas (Atlanta)

Global webinars

91 high-impact webinars, with **20,000 registrations** ensuring continued learning globally.



Major digital takeovers

AI Contracting Week →

With over 2,300 registered attendees, our award-winning event highlighted the growing interest in AI's role in contracting – sparking vital conversations on its future impact and innovations.

Careers Week →

Attracted over **850 participants**, helping to welcome new talent into the world of CCM.

Negotiation Week →

Drew in more than **1,275 registrants**, focused on building critical negotiation skills across sectors.

Collaboration Week →

Engaged over **895 professionals**, championing the value of cross-sector collaboration.

World Sustainable Contracting Day

A milestone event with over **1,450 registrants** and **35 sessions**, advancing global conversations around sustainability in contract management. [Find out more →](#)

Academic Symposium

Welcomed nearly **700 participants** across **8 virtual sessions** and **4 in-person hubs**, creating a vibrant platform for research, trends, and innovation in CCM. [Find out more →](#)

Ulrika's story

Ulrika Söderlund

Director Contracts & Commercial Excellence,
Saab Dynamics AB

WorldCC

Corporate member, since 2018

Global Council

CCM Advanced Practitioner

“For me, WorldCC is more than a network – it’s a professional home that inspires, challenges and connects.”



I’m a contract specialist based in Sweden, working in the defence sector. I joined WorldCC in 2018 and was elected to the Global Council in 2024.

When I first came across WorldCC (then IACCM), I was exploring ways to strengthen the commercial capability within Saab Dynamics, Missile Systems. It quickly became clear that WorldCC offered the expertise, research and community we needed. Since then, I’ve proudly acted as Saab’s point of contact, ensuring our professionals benefit from the insights and opportunities WorldCC provides.

My journey truly took off at the 2019 Member Conference in Madrid – an inspiring event that showed me the power of the WorldCC community in action. Since then, I’ve participated in every EMEA Summit, experiences that have shaped my understanding of our profession and sparked new ways of working. A highlight was having WorldCC CEO Sally Guyer join Saab’s ‘Legal and Commercial Days’ in 2022, which helped demonstrate the value of WorldCC directly to my colleagues.

One pivotal moment was contributing to the CLM Process Forum in Coventry in 2019. It was there I encountered the term ‘Contract Design’ – a phrase that captured my long-held belief that contracts must be structured, accessible and usable by all stakeholders. That alignment between my own philosophy and WorldCC’s leadership confirmed I was in the right place.

WorldCC has been central to my personal development. I became a CCM Advanced Practitioner in 2020, developed in-house training inspired by WorldCC’s research, and benefited from learning about hot topics such as contracting for uncertainty, career pathways and the impact of AI. Equally important has been the chance to give back – serving as a Business Guru, supporting Leaders of the Future and Innovators of the Future, and testing new initiatives such as Ask Tim.

For me, WorldCC is more than a network – it is a professional home that inspires, challenges and connects. I’m proud to represent both Saab and WorldCC as a member, ambassador and Global Council representative, and I look forward to continuing the journey together.



Ulrika’s journey truly took off at the 2019 Madrid Conference – which showed her the power of WorldCC’s community in action.

WorldCC Connect

WorldCC Connect events are a cornerstone of our community, offering members local opportunities to engage, learn, and grow throughout the year.

Designed to spark connections and ignite meaningful conversations, these meet-ups – both in-person and online – cater to professionals within our community at every stage of their journey.

From formal meetings to casual café catch ups, WorldCC Connect brings our vibrant network to life and provides spaces for collaboration, knowledge-sharing, and professional development.

WorldCC Connect events are held at key hubs, driving impact worldwide



“The events and the hosting opportunities of WorldCC are beautiful. They give us an opportunity to network with other organizations that are in similar situations, and also face dilemmas like ‘What’s the best CLM system out there?’ and ‘How do we organize our structure?’ ”

WorldCC member

Expanding our global reach virtually

Beyond our physical hubs, WorldCC delivers specialized virtual meet-ups in collaboration with strategic sponsors and alliance partners. These digital engagements broaden our global impact while maintaining the interactive and high-value experience that defines WorldCC’s approach to professional development.

Student Connect

Student Connect supports WorldCC's mission by developing skilled talent pipelines, raising career awareness, and integrating contracting knowledge into academic programs. This initiative bridges academia and business to ensure students gain practical skills and exposure – building the contracting leaders of tomorrow.

Program highlights

Academic partnerships Embedded learning content in leading institutions including Oxford, Leeds, Imperial College London, and five other prestigious universities

Sector engagement Hands-on experience with KPMG, Accenture, Capita, Eviden, and Mott MacDonald

Corporate Ambassador Program Growing corporate interest with BT and Chevron promoting the initiative at key recruitment universities

Professional development Quarterly expert webinars and annual competitions challenging students with real-world scenarios.



Academic partners

As with everything we do at WorldCC, Student Connect is a collaboration, and we are delighted to partner and support some incredible leaders in both academia and business.



IMPERIAL



zeppelin university

bridging
business culture politics

What the students said

“Interning with Eviden exceeded expectations. Beatriz helped me learn a lot and made me feel valued.”

Nehal Jain, Christ University

“My internship with Capita was inspiring, well-structured, and engaging. A few more workshops would make it even better.”

Carlos Mendes, University of London

“The Mott MacDonald internship was an excellent experience that aligned with my career goals.”

Venkat Akheel, University of Hertfordshire

“WorldCC’s mentorship was invaluable. The leadership style was supportive, providing meaningful learning opportunities without pressure.”

Naji Shah, University of Vaasa

Beatriz's story

Beatriz Antona Rodriguez
VP Legal CTO, ATOS

WorldCC

Corporate member, since 2011

Fellow

CCME certified

“Those accessing WorldCC’s surveys and reports became better informed, certification holders elevated their skills, and participants in the Leaders of the Future program gained exceptional development opportunities.”



WorldCC has been an essential partner in my leadership journey – especially during times of uncertainty and rapid change.

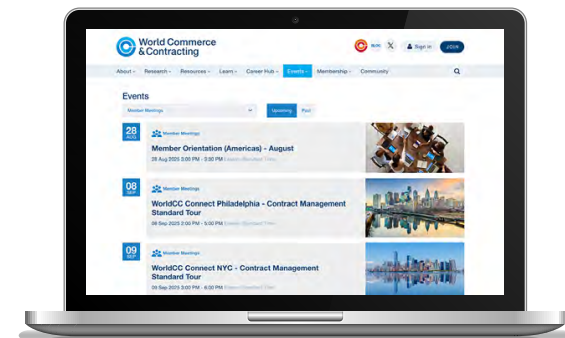
Through WorldCC’s professional certifications, global network, and cutting-edge insights, I’ve been able to equip my teams to perform autonomously and effectively, even when budgets and resources are tight.

In 2024, geopolitical tensions and AI/GenAI disruptions brought unprecedented challenges and opportunities. With less time for micromanagement or coaching, I knew my teams needed to be proactive, flexible, and well connected. WorldCC’s 24/7 online training and global community became a critical resource, helping my teams stay skilled, informed, and ready to serve the business faster and smarter.

The membership meetings and virtual sessions provided the latest perspectives and sparked insightful debates – fuelling innovation and collaboration across our teams.

This engagement has had a real, measurable impact: those accessing WorldCC’s surveys and reports became better informed, certification holders elevated their skills, and participants in the Leaders of the Future program gained exceptional development opportunities.

Personally, my involvement with WorldCC’s Standards Consensus Body for ISO Certification deepened my understanding of the profession’s evolving role. Despite the budget pressures in 2024, maintaining our WorldCC membership was a clear and worthwhile decision – one that continues to support both my leadership and our team’s success.



WorldCC member meetings provide Beatriz’s teams with the latest perspectives and insightful debates – fuelling innovation and collaboration.

Contract Management Standard

WorldCC, in partnership with the National Contract Management Association (NCMA) and the Commerce & Contract Management Institute (CCM Institute), has dedicated significant resources throughout 2024 to develop CMS™4 – the latest iteration of the Contract Management Standards® (CMS™) framework.

The CMS™ framework

CMS™ provides a comprehensive, universal framework for contract management excellence, designed for implementation across diverse sectors and geographical regions. This framework establishes common terminology, processes, and best practices that enhance organizational efficiency and compliance.

Standards development process

The CMS™ update adhered to core principles of due process, established through consensus, openness, balanced representation, and elimination of dominance by any single interest group. The methodology included:

- Job task analysis survey across multiple regions
- Expert drafting committees with diverse sector representation
- Structured peer review process
- Public comment validation to ensure broad applicability.

2024 key achievements

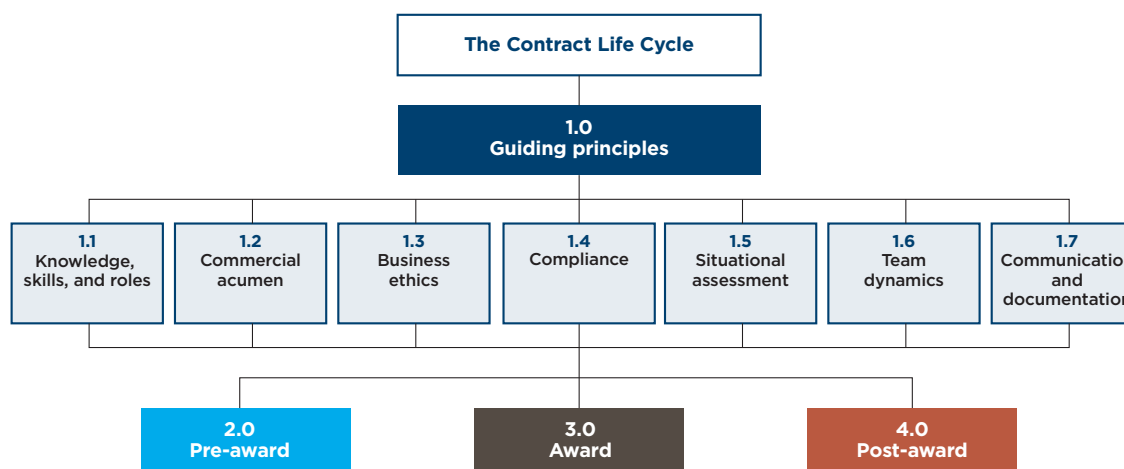
- **Global working groups:** International experts collaborated to refine best practices, ensuring the framework reflects diverse business environments
- **Strategic Roadmap:** Developed comprehensive implementation plan for 2025 to ensure successful adoption of CMS™4
- **Baseline Establishment:** Created global benchmarks aligned with our mission of ensuring all trading relationships deliver measurable social and economic benefit.

Looking forward: 2025 implementation

With CMS™4 finalized, the focus now shifts to adoption and implementation by organizations globally, supported by ongoing training and resources.

[Learn more about participation opportunities and follow our progress →](#)

The guiding principles of contract management, the framework diagram from CMS™4



Hiroyuki's story

Hiroyuki Inuma

Services Contract Manager, Deal Desk,
Microsoft, Japan

WorldCC

Corporate member, since 2013

CCM Advanced Practitioner certified

Global Council

“Through WorldCC, I’ve had the privilege to help shape global contracting principles while ensuring the perspectives of Japan and Asia are represented.”



My journey with WorldCC started about a decade ago, I became a Microsoft corporate member and enrolled in the WorldCC learning and certification program for the CCM Advanced Practitioner course – a step that marked the beginning of a rewarding professional journey.

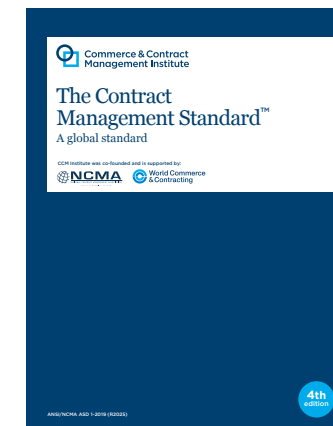
I have also had the privilege of serving as an APAC Council Member at WorldCC for several years now.

In 2019, I attended the WorldCC APAC Summit in Sydney, where I connected with inspiring CCM professionals from across regions and sectors. Shortly after, I was honored to be elected as a WorldCC Council Member. Contributing to member conference calls and sharing insights from my work at Microsoft has not only broadened my own perspective but deepened my belief in the power of collaboration within our profession.

I was also invited to serve as one of the ‘Contract Tech Gurus’ at the 2021 APAC Vibe Summit’s ‘Battle of the Tech Guidelines’, where I shared feedback and ideas with technology providers on the future of contracting.

Other highlights of my involvement with WorldCC include contributing to the WorldCC Contracting Principles, supporting research and learning initiatives, and providing input into the most recent update of the Contract Management Standard.

As a WorldCC Council Member, I remain committed to helping shape the future of contracting, sharing best practices, championing innovation, and ensuring that local perspectives from Japan and Asia are represented on the global stage. Above all, I hope to inspire others to approach contracting not just as a function, but as a force for connection, progress, and lasting value.



Highlights of Hiroyuki's work with WorldCC include providing input into the just-published Contract Management Standard 4th edition.

Ask Tim

Over 25 years, WorldCC has created content equivalent in scale to almost 50 times the complete works of Shakespeare. For an average practitioner, consuming all of this material would likely take about 60 years.

In an era flooded with GenAI tools, WorldCC is pushing the boundaries of innovation with its groundbreaking Ask Tim, creating a new way for you to instantly access WorldCC knowledge to answer the question on your mind.

Maybe you need to do a contract closeout and want to understand best practices and potential pitfalls. Or perhaps you want to extend your knowledge and need a 300-word summary of what friction points are. Alternatively, you're about to land a deal with a Banking, Financial Services, and Insurance (BFSI) client and want to know how long it might take to get to signature.

Ask Tim leverages the trusted WorldCC knowledge base to support you and help you stand out. A traditional search would give you a list of relevant content to consume. Ask Tim takes that a step further, assimilating trusted WorldCC content – whether reports, webinars, blog posts, or checklists – combining them into an answer to your question and showing you the relevant points in the sources used.

ASK TIM

Powered by



With our technology partner, Dandilion, Ask Tim started as a proof of concept developed using agile methodologies between July and October 2024. This was used to understand the 'art of the possible' and share the vision with many of you.

As a result of these interactions, we have developed a plan which, through 2025, will see Ask Tim move at pace from a proof of concept to a member solution accessing increasing amounts of curated and trusted WorldCC content.

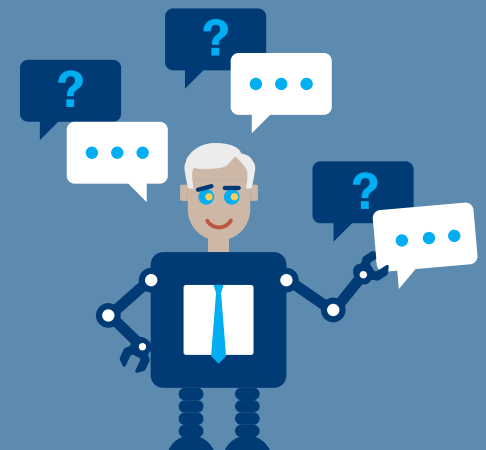
On our journey, we have learned that Ask Tim is more than just a tool – we are all at different points on a journey of adoption in relation to GenAI. The environment of guidance, training, and support that surrounds Ask Tim will be critical in helping us all unlock the benefits of GenAI-based tools.

Equally, we know that over the coming years, as CCM practitioners, all of us will be involved in buying, selling, or implementing GenAI. Therefore, sharing the Ask Tim journey will provide a potential point of reference for you.

2024 was merely the starting point for Ask Tim, and we're so excited to invite and involve more of you to use and contribute to the further development of Ask Tim as we move through a phased alpha release and then beta release in 2025.

The environment of guidance, training and support that surrounds Ask Tim will be critical in helping unlock the benefits of GenAI tools.

Ask Tim will be your bespoke, fast, and trusted source for commercial and contracting intelligence.



Sharyn's story

Sharyn County

General Manager of Procurement and Real Estate at a prominent Australian listed energy infrastructure firm

WorldCC

Corporate member, since 2011

Fellow and Council Member

SRMP and CCME certified

“WorldCC has helped fuel my passion for mentoring others, providing a space for shared learning and connection.”



My introduction to WorldCC – then known as IACCM – came in the early 2000s, when I was working as a Technology Contract Commercial Manager.

I vividly recall being inspired by a speech from Tim Cummins. It was a defining moment, one that sparked a strong sense of connection and belonging. I knew then that I wanted to be part of this community.

Since that time, WorldCC has been with me at every stage of my career. From practitioner roles to my current executive leadership position, the insights and support I've gained through WorldCC have helped shape my thinking and broaden my awareness of the challenges and trends shaping our profession. It continues to offer innovative concepts and fresh perspectives on the value that CCM brings – not just to organizations, but to the wider community.

With more than 25 years of experience in senior commercial roles across the energy, technology, engineering, construction, outsourcing, and services sectors, I've always been passionate about fostering environments where success and collaboration can thrive. I'm driven by the opportunity to mentor others, share insights, and encourage best practice innovation across our profession.

Today, I'm proud to serve as a Global Board Director and the Australian representative for our membership – continuing to support the growth of the commercial and contracting community that has supported me throughout my journey.

WorldCC is more than a professional network – it's become a part of who I am. I can't imagine my career without its influence.



Sharyn is proud to serve as a Global Board Director and the Australian representative for WorldCC membership, continuing her commercial and contracting journey.

Future

The future of commerce and contracting is both exciting and challenging. As we face an era of rapid change and increasing complexity, our focus is on positioning ourselves for success in an ever-evolving landscape. In this section, we outline our strategic goals for the coming year and beyond, built around adaptability, uncertainty management, dispute resolution, and capability-building. These priorities will guide our efforts to empower our community with the tools, skills, and mindset needed to thrive in the future of commercial excellence.



Strategic goals 2025

Our strategic goals are grounded in six interconnected focus areas. These themes reflect the real-world challenges and opportunities facing today's commercial professionals. We are also committed to harnessing the transformative power of AI, both in how we support our members and in how the profession itself will evolve.

As World Commerce & Contracting celebrates its 25th anniversary, we take this moment to reflect on the extraordinary progress made by the association and by the global community that we serve.

Over the past quarter century, commercial and contract management has evolved to a recognized strategic discipline, critical to organizational success. While the pace of change around us continues to accelerate – often in unpredictable ways – what remains constant is our

shared commitment to advancing the profession, adapting with purpose, and shaping a more resilient and effective commercial world.

2024 not only marked a milestone in our history but a pivotal point for our future. Our vision is firmly focused on equipping our global community with the tools, capabilities, and confidence needed to thrive in an environment defined by complexity, change, and accelerating innovation. The world of commerce and contracting is evolving – and so must we.

1 Adaptability



2 Managing uncertainty



3 Resolving disputes



4 Embedding capability



5 Embracing AI



6 Advancing the profession



See the following pages for details of the goals

Strategic goals 2025 (continued)

1 Adaptability



At the heart of our strategic vision is adaptability. Organizations today must pivot quickly in response to shifting markets, economic uncertainties, changing expectations, emerging technologies, and internal transformations.

In our world of contracting, this requires more than agility – it demands new commercial practices that enable rapid change while safeguarding value and integrity.

In 2025, we will deepen our support for this capability through our focus on the Adaptability Quotient (AQ) and the Contract Governance & Relationship (CGR) framework. These tools are designed to help organizations navigate disruption by enabling smarter decision-making, more responsive contract terms, and adaptive supply chain and ecosystem strategies.

We will also continue to grow and evolve our SRM and CCM programs, ensuring they remain cutting-edge in enabling resilience through networks of trust and accountability. Whether it's through more flexible commercial models, dynamic contracting structures, or scenario-based planning, we believe adaptability is not just a survival skill – but a competitive advantage.

2 Managing uncertainty



The ability to manage uncertainty is increasingly central to commercial success.

Volatility – from geopolitical shifts to environmental risks to supply chain disruption – demands new ways of thinking about risk. It also requires new tools for identifying, assessing, and mitigating exposure.

Our focus in 2025 will be on Strategic Risk Management that integrates traditional contract-based controls with modern approaches to transparency, collaboration, and data-driven insight. Through our Value, Compliance, and Uncertainty (VCU) model, we are helping organizations understand risk as a multidimensional concept – one that balances short-term pressures with long-term outcomes.

We will continue to embed this thinking in our Modern Contracting, Negotiation, and Agile workshops, bringing practical, actionable methods to the fore. By helping members shift from reactive to proactive risk management, we empower them to deliver greater value under pressure and turn uncertainty into opportunity.

3 Resolving disputes



Disputes are inevitable – but they need not be destructive. In fact, handled constructively, they can become catalysts for stronger, more resilient partnerships.

Our goal in this area is to reframe how disputes are viewed and managed, helping our members move from confrontation to collaboration.

Our research into Friction Points has revealed where and how cost and delay most commonly arise in the contract lifecycle, and in 2025 we will build on this work with new research and a Dispute Resolution Working Group. These initiatives will explore methods for early intervention, root cause analysis, and outcome-based resolution strategies.

We are also launching practical Dispute Resolution (DR) workshops to equip commercial teams with the communication, negotiation, and empathy skills they need to transform conflict into constructive dialogue. This human-centred approach is at the core of our belief that contracts should not be barriers, but bridges.

Strategic goals 2025 (continued)

4 Embedding capability



Long-term resilience requires more than reactive solutions. It demands that organizations embed the right skills, systems, and culture across their teams to create sustainable capability.

Our goal is to help members develop the infrastructure – not just the insight – for ongoing growth.

This year, we will continue to champion AI and technology as enablers of capability building. Our certification programs will be enhanced to reflect the growing integration of automation, analytics, and AI into commercial practices. And through tools such as our Capability Maturity Assessment, we will offer a clear pathway for organizations to assess and evolve their commercial maturity.

The development of talent also remains central. Whether through leadership programs, capability benchmarking, or targeted training, we are committed to helping individuals and organizations grow with confidence and purpose.

5 Embracing AI



Perhaps the most exciting and potentially transformational force shaping the future of commercial and contract management is artificial intelligence.

At WorldCC, we believe that AI will not replace contracting professionals, but it will redefine their roles, amplify their impact, and reshape the way value is created and protected.

We see AI as a profound opportunity for the community, and we are here to ensure our members lean into this change with clarity and capability. Through our research (such as the recent [AI adoption in contracting](#) and [Humans and AI: Together Transforming Contract Management](#) reports), we are identifying where AI can reduce friction, increase speed, and enable better decisions.

And we are also leading by example. In 2025, we will launch Ask Tim – an AI-powered tool that brings 25 years of WorldCC research, tools, and insights directly to our members' fingertips. Ask Tim is a trusted, intelligent companion designed to support professionals in real-time as they navigate complex contract scenarios, seek best practices, or look for new ways to drive value. We believe it will be a game-changer in how knowledge is accessed and applied.

6 Advancing the profession



We are also thrilled to continue our partnership with NCMA in the launch of Version 4 of the Contract Management Standard® (CMS™).

Standards are essential in helping elevate the professionalism, consistency, and status of contract management within organizations. CMS™4 reflects the evolution of the role and its growing strategic importance, ensuring that professionals are recognized for their expertise and impact.

Together with NCMA, we have engaged global stakeholders to ensure the standard reflects the realities of diverse sectors, cultures, and practices. This collaboration is a powerful example of how shared purpose can drive positive change for the profession as a whole.

The Standard has its home in the newly formed Commerce & Contract Management Institute, a joint venture with NCMA that establishes a dedicated home for research and thought leadership. As we look ahead, we do so with curiosity, resolve, and a deep sense of purpose in supporting our community through whatever comes next.

Dayse's story

Dayse A. Silva

Operations Delivery Transformation Lead for
Legal and Contract Transformation, Accenture

WorldCC

Corporate member, since 2010

Leaders of the Future Mentor

“That community – the sense of shared ambition and open dialogue – was just as valuable as any tool or framework.”



WorldCC has been a trusted partner throughout both my professional journey and the large-scale transformation of Accenture's legal and contract operations.

As we faced growing pressure to deliver more with less – and do it faster – WorldCC has provided the guidance, insights, and business connection we needed to lead with confidence.

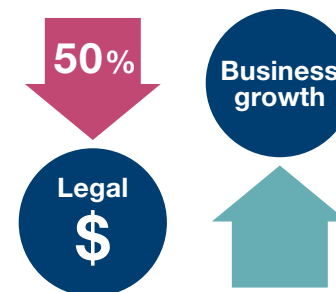
From benchmark reports and in-depth research to webinars and summits, WorldCC consistently delivered the resources that helped shape our thinking and refine our strategy. We weren't just reacting to change – we were learning from a global community of peers, grounded in data and forward-looking perspectives.

As someone deeply involved in driving this reinvention – from transitioning to a global, technology-powered model to now advising clients on their own journeys – I've seen first hand how WorldCC's expertise can shift mindsets and unlock new possibilities. Their best practices were instrumental in helping us develop a contracting approach that was not only efficient and scalable, but also globally aligned and future-ready.

Our relationship with WorldCC also extended beyond resources. Together, we co-hosted events that brought professionals together to share ideas, build networks, and challenge conventional thinking.

The transformation we led achieved real results: a 50% reduction in legal costs while supporting consistent business growth, and the creation of a global digital contracting system that improved visibility, efficiency, and risk management. But behind those numbers was a deeper learning: that true change requires connection, curiosity, and the courage to reimagine what's possible.

Looking ahead, WorldCC will remain at the heart of how we continue to grow. As the pace of change accelerates – driven by AI, new regulations, and evolving expectations – this community provides the perspective, support, and leadership we need to keep moving forward.



The transformation Dayse led achieved a 50% reduction in legal costs while supporting consistent business growth.

Looking ahead

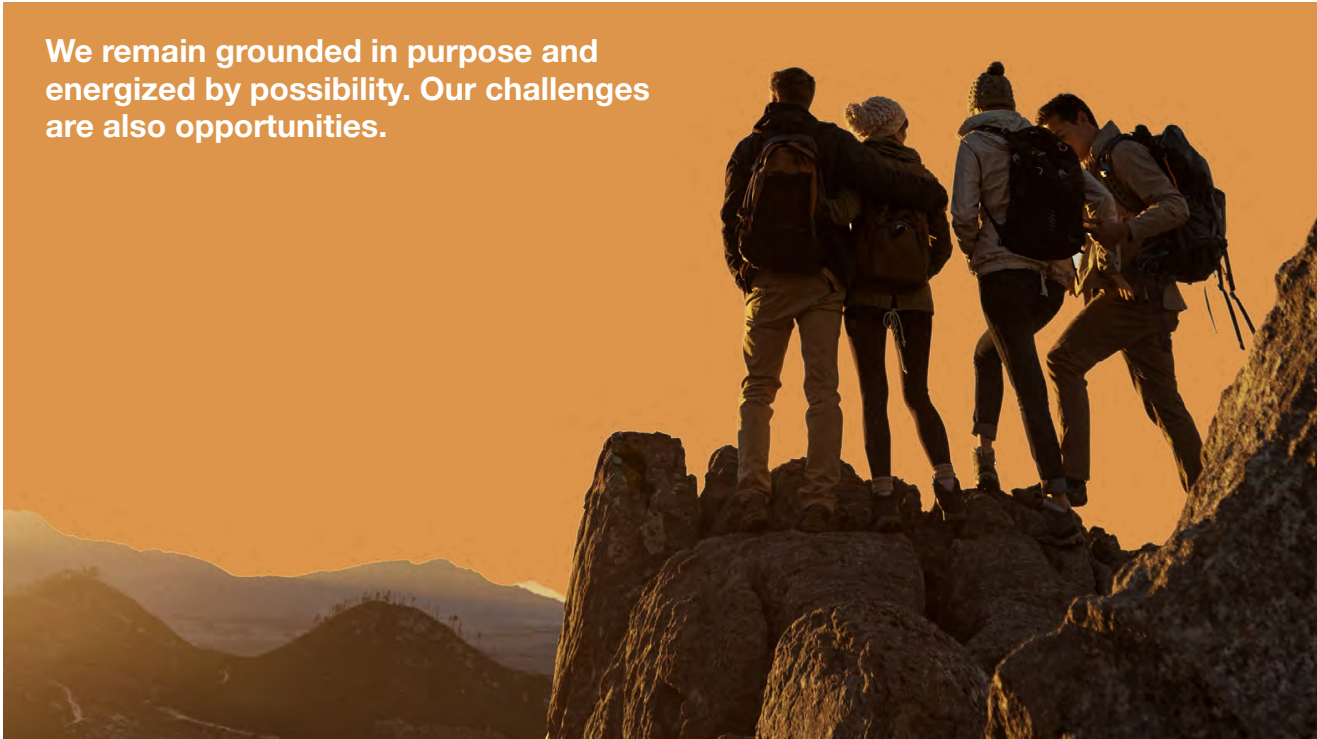
As we look to the future, we do so with a clear recognition that the commercial and contract management profession stands at a pivotal inflection point. Volatility and unpredictability are no longer occasional challenges – they are now the norm.

This demands not only adaptability but an unrelenting focus on outcomes, where the delivery of commercial value is measured in impact, not just process. For many organizations, this will require a significant shift in mindset, purpose, and performance metrics, alongside a substantial investment in upskilling. The accelerating advance of AI, automation, and self-service technologies will reshape how commercial work is done – freeing professionals to provide deeper strategic insights, stronger business controls, and greater value. These emerging challenges and opportunities are exactly why WorldCC exists, to help our members navigate change with confidence and thrive in the new era of commercial excellence.

As we step into the next chapter of our journey, WorldCC remains grounded in purpose and energized by possibility. The challenges facing our members are real – but so too are the opportunities.

By focusing on adaptability, uncertainty, dispute resolution, and capability, we aim to create a world where commercial excellence is not the exception, but the norm.

We thank our community, members, partners, and supporters, for their trust over the past 25 years. And we look forward, with determination and excitement, to shaping the next 25 together.



We remain grounded in purpose and energized by possibility. Our challenges are also opportunities.

Ibiyemi's story

Ibiyemi Lawani

Competitive Performance Advisor, Chevron

WorldCC

Corporate member, since 2010

Global Advisory Board Member

“Serving on the Global Advisory Board has been both humbling and empowering, underscoring the importance of global collaboration in advancing contracting practices.”



I have been an active WorldCC member since 2010 and currently represent the EMEA region on the Global Advisory Board.

I am a strategy expert, at Chevron, where I focus on upstream business performance across West and Mid-Africa.

My journey with WorldCC (then IACCM) began when I transitioned into a Contracting Professional role in the oil and gas sector. With a background in IT, I was eager to explore this new domain while advancing my professional development. Enrolling in the IACCM certification program provided a strong foundation in commercial and contract management, which I quickly applied to contract administration, negotiation, vendor management, and procurement. This accelerated my expertise and earned me recognition as a trusted resource; often called upon to coach business executives across various sectors. Immersing myself in the WorldCC community has proven to be a pivotal decision that has profoundly shaped my career ever since.

WorldCC has been instrumental in shaping my professional journey, deepening my expertise, enhancing my leadership, and amplifying my voice within the global commercial and contract community. The certification programs laid a solid foundation, while the platform has enabled me to connect with peers worldwide and contribute to shaping global standards.

One of the most rewarding opportunities has been serving as a judge for the Innovation & Excellence Awards and the Leaders of the Future programme. These experiences offered valuable insights into groundbreaking initiatives that are redefining the future of commerce and contracting. They have strengthened my belief in the power of collaboration, continuous learning, and our profession's ability to drive meaningful global change.

A standout moment in my WorldCC journey was shaping a key learning event for the EMEA region that incorporated Africa's unique contracting perspectives and opportunities. The enthusiastic feedback from participants was truly rewarding. Equally memorable has been my service on the Global Advisory Board, where I have had the privilege of collaborating with inspiring industry leaders to advance global standards. These experiences have been both humbling and empowering, underscoring the importance of global collaboration in advancing contracting practices.

I am excited about the transformative impact WorldCC is driving across global commerce and contracting. From advancing professionalization through the CCM Institute to amplifying diverse voices through the WorldCC Foundation, the opportunities to shape the future of the industry are immense. Looking ahead, I am inspired by WorldCC's forward-thinking agenda, championing sustainable contracting practices, embracing AI and digital innovation, and advancing global standards through collaborative research. I look forward to contributing my voice, insights, and leadership to drive meaningful progress in this evolving field.



One of Ibiyemi's most rewarding opportunities has been serving as a judge for WorldCC awards like the Innovation & Excellence Awards.

The WorldCC family

Our family is built on three interconnected units: WorldCC, the WorldCC Foundation, and the Commerce & Contract Management Institute (CCM Institute). Each entity plays a crucial role in advancing contracting excellence, driving sustainable practices, and supporting the next generation of commercial leaders.



CCM Institute

WorldCC is excited to have unveiled the Commerce & Contract Management Institute (the CCM Institute), a newly established partnership with the National Contract Management Association (NCMA). This collaboration is dedicated to setting higher standards in buying and selling, driving better trading outcomes across both the public and private sectors.

The origins

During the WorldCC Board of Directors meeting in Malaga we agreed that we needed to focus our attention on our research capability including raising awareness through significant focus on branding and reputation.

NCMA's existing Research Institute

CMI has existed as the NCMA Research Institute for many years, but it has been dormant. The NCMA Board approved significant investment to reinvigorate the Institute and appointed an Executive Director in 2023.

NCMA research collaboration with WorldCC

Early in 2024 NCMA had been using WorldCC capability to support research reports for their Institute, including:

[Relationship Management SRM →](#)

[Most Negotiated Terms →](#)

"We quickly concluded that together we are greater than the sum of our parts."

Creating a new brand

Throughout the second half of 2024, WorldCC worked together with NCMA to establish a strategic framework and brand for the later named CCM Institute.

The Institute seeks to improve the world through higher standards in buying and selling, resulting in better trading outcomes in both the private and public sectors. By delivering rigorous, practical research and insights, which are both relevant and useful, CCM Institute aims to shape global policy and practice and bring you more usable knowledge to improve the way you and your teams work.

Much like its founders, WorldCC and NCMA, the CCM Institute is a not-for-profit organization. By joining forces, WorldCC and NCMA collectively bring together 85 years of experience with almost 200,000 contracting and commercial professionals from around the globe in both the public and private sectors.

By the close of 2024 we had completed the activities required for public announcement and in early 2025 the new Institute was publicly launched and started to publish research reports under its new brand.

[Visit the Institute website →](#)

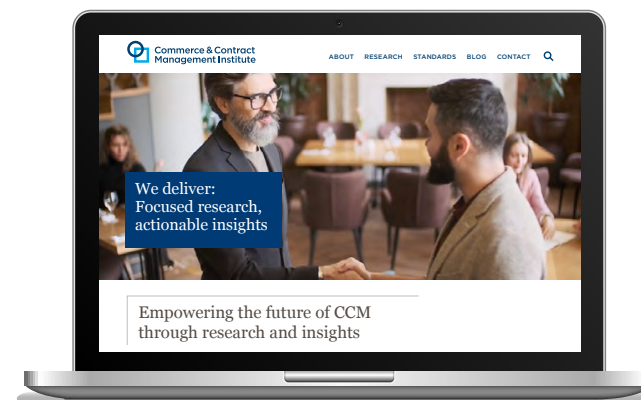
[Get in touch by email info@ccm.institute →](mailto:info@ccm.institute)



CCM Institute was co-founded and is jointly supported by:



The new Institute website:



WorldCC Foundation

The charitable arm of WorldCC, the Foundation is focused on providing open-source tools, research, and educational resources. The Foundation believes that advocacy is most effective when it translates into practical, accessible tools that drive real change.

Two standout initiatives from the WorldCC Foundation that highlight our advocacy in action – the Contract Design Pattern Library and the Sustainability Clause Library – embody this approach, offering sector professionals the resources they need to simplify contracts and embed sustainability principles into their agreements.

The Contract Design Pattern Library provides 27 principle-driven patterns that address common contracting challenges, promoting clearer, more user-friendly contract design. We've seen its impact through real-world applications, where organizations have leveraged these patterns to enhance communication, reduce misunderstandings, and streamline contract execution.

A major milestone in 2024 was the launch of the Sustainability Clause Library. This open-access resource is designed to integrate environmental, social and governance (ESG) principles into contracting, making responsible business practices more actionable. With contributions from legal experts and sector leaders, we have established a robust framework for clause submission and review. Looking ahead, we aim to expand its reach through strategic partnerships and global events, ensuring it becomes a go-to tool for embedding sustainability in contracts.

These initiatives exemplify our commitment to advocacy in action – providing practical, high-impact resources that empower our members and influence sector best practices.

The Foundation in 2025

As we move into 2025, we remain dedicated to growing these initiatives and further cementing our role in shaping the future of responsible contracting. The Sustainability Clause Library will continue to evolve, incorporating new clauses and insights to support the ever-changing contracting landscape and we will continue to extend the reach of the Commercial Awareness program ensuring that professionals worldwide have the knowledge and skills to navigate the challenges of modern contracting.



The Foundation's impact in 2024



66k Individual outreach

Reached and supported 66k individuals with free resources and educational materials.



78k Community engagement

Engaged 78k users in one year through webinars, workshops, and online forums.



25k Educational impact

Provided 25k hours of free training and educational content.

[Find out more about the WorldCC Foundation →](#)

[Get in touch by email info@worldcc.foundation →](mailto:info@worldcc.foundation)

Governance

At World Commerce & Contracting, our governance structure is designed to ensure transparency, inclusivity, and global representation.

Our leadership is structured across four levels:

Board of Directors

Responsible for strategic oversight and governance of the organization.

Global Advisory Board

Provides expertise, validation, and oversight for specific initiatives.

Global Council

A member-elected body ensuring balanced regional, sector, and subject matter representation.

[2024-2026 Elected Council →](#)

Research & Learning Council

Supports research and thought leadership in commerce and contracting.

Board of Directors



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VP, Contract Management
& Procurement, MedImpact
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Daniel Watts

Officer, Senior Director,
Contracting Solutions,
Johnson & Johnson

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Global Council

The Global Council is a vital force in shaping the future of WorldCC. Representing diverse sectors, regions, and areas of expertise, this member-elected body ensures that a broad range of perspectives influences our direction. The Council serves as a hub for advocacy, fostering a thriving global community that is inclusive, engaged, and forward-thinking.

A truly open and transparent election process

One of the greatest strengths of the Global Council is its open and democratic election process. Every two years, members have the opportunity to step forward and represent their region or professional community. The process is designed to be inclusive and fair, with fellow members casting votes to elect representatives who will advocate on their behalf.

By allowing anyone to stand for election, we cultivate a culture of participation, innovation, and continuous growth. This ensures that the Council remains dynamic and responsive to the evolving needs of our global membership.

Why the Global Council matters

The impact of the Global Council extends far beyond governance – it is a driving force behind initiatives that advance professional development, broaden our global reach, and amplify the voices of our members. Council members play a crucial role in shaping the future of contracting, ensuring that World Commerce & Contracting stays at the forefront of sector progress.

We invite all members to seize the opportunity to get involved – whether by standing for election, engaging with Council initiatives, or helping to shape the future of our profession.



[Find out more about our Global Council →](#)

[Re-elected and newly elected members for 2024 →](#)

Some of our nearly 100 Global Council members of 2024-26



Sound money

The finances of the association remain sound and show improvement when compared with 2023. Total 2024 revenue increased by 17% over 2023, mainly due to growth in membership (6%), learning and development (31%), and conferences (48%).

Offsetting this was a reduction in sponsorship for webinars (59%) and a reduction in miscellaneous income (23%). Expenses also grew in comparison to 2023. People cost accounted for 3% of the increase, and third-party supplier costs rose by 15% mainly due

to the growth in learning and development. Overheads increased by 59% due to investment in AI. As a result, 2024 year-end retained earnings were USD 184,000, a fourfold increase over the prior year.

Revenue (000's USD)	2024		2023
Membership	2,245.5	6% ↑	2,115.1
Learning and development	3,033.1	31% ↑	2,309.4
Sponsorship	148.5	-59% ↓	367.1
Research and analytics	609.4	12% ↑	543.8
Conferences	1,062.4	48% ↑	715.8
Miscellaneous	40.2	-23% ↓	51.5
Total revenue	7,139.0	17% ↑	6,102.8

Expenses (000's USD)	2024		2023
People cost	3,935.4	3% ↑	3,831.8
Third-party supplier costs	1,374.8	15% ↑	1,193.7
Overhead	1,645.2	59% ↑	1,034.8
Total expenses	6,955.4	15% ↑	6,060.3

“We experienced a 17% year on year growth in 2024 over 2023.”

Julia Duryee
Global Financial Controller



Thank you

As we publish our first annual report for World Commerce & Contracting, I am struck by how far we have come – and how much we have accomplished – together. This year has been about more than delivering programs, research, and events; it has been about building a vibrant, connected, and forward-thinking community that is shaping the future of commerce and contracting.

To our members, thank you for placing your trust in us, for sharing your expertise, and for championing new ways of working. Your insight and energy keep us moving forward.

To our team and volunteers, your creativity, hard work, and commitment have been the driving force behind every achievement. You have brought our vision to life in ways both seen and unseen, and I could not be prouder of what we have achieved together.

To our Board, partners, and supporters, your leadership, collaboration, and investment in our mission have expanded our reach and deepened our impact. You have helped us push boundaries and explore new possibilities, ensuring that our work delivers value across sectors and around the globe.

This first report marks a milestone, but it is also a springboard. With the foundation we have built together, I know we are poised to do even more in the year ahead – to connect, to innovate, and to lead positive change in the way the world contracts and trades.

Thank you for being part of this journey. The best is yet to come. With appreciation.

Sally Guyer

Global CEO, WorldCC

Special thanks to notable contributors and organizations

Contact

Please contact us at info@worldcc.com

If your enquiry is about your region, please tell us where you are based and one of our regional heads will respond directly.



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