



# Global presence. Local relevance.

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# Why we exist

**World Commerce & Contracting (WorldCC) is the global authority on commercial and contract management capability.**

**Commercial performance is increasingly shaped by complexity – regulatory expansion, geopolitical volatility, supply chain fragility, and the rapid integration of Artificial Intelligence (AI) into decision-making. In this environment, contracts are no longer static documents. They are systems that govern value, risk, accountability, and trust.**

**Performance depends on capability – shared standards, disciplined governance, aligned incentives, and informed judgment across organizations.**

**WorldCC establishes the frameworks, benchmarks, and institutional knowledge that enable that capability at scale.**



# Message from the Chair

**“Significant milestones in the past year have been the continued momentum behind the Contract Management Standard™ and the formal establishment of the Commerce & Contract Management Institute.”**



Dear members, partners, and supporters,

Reflecting on what has been both an extraordinary and challenging year, I am proud of what we have achieved together as a global community.

One of the most significant milestones has been the continued momentum behind the Contract Management Standard™. Following the extensive work undertaken by our community and partners to develop the new edition, our focus has now turned to global adoption. Together with the National Contract Management Association (NCMA), we are progressing toward our shared ambition of submitting the Standard for international ISO recognition – an important step in further establishing commercial and contract management as a recognized professional discipline worldwide.

Our collaboration with NCMA has also advanced through the formal establishment of the Commerce & Contract Management Institute (CCM Institute), under the leadership of Tim Cummins. The Institute is already playing a vital role in expanding research, capability development, and learning programs for members of both organizations, supported by the newly formed CCM Institute Board.

At the same time, our profession continues to operate in an environment of accelerating change. Global supply chains, geopolitical shifts, emerging technologies, and shorter business cycles are placing increasing pressure on organizations and their commercial relationships. Insights shared during our Academic Symposium reinforced the need for contracts that are clearer, faster, and better able to support dynamic business environments.

In response, WorldCC continues to invest in solutions that support our community. One example is the ongoing development of Ask Tim, our AI-powered platform designed to provide members with practical, accessible insights drawn from decades of research and professional expertise.

As we close the year, it also marks the conclusion of my tenure as Board Chair. I am delighted that Sharyn County will continue this leadership journey, with our transition beginning through a Co-Chair arrangement in 2026 before Sharyn formally assumes the Chair role in 2027. I have great confidence in the leadership and vision she brings to this role.

I would also like to extend my sincere thanks to my fellow Board members, whose dedication, knowledge, and commitment continue to strengthen our organization.

On behalf of the Board, I thank our members, partners, volunteers, and the many individuals who contribute their time and expertise to the WorldCC community. We are also grateful for the continued collaboration with NCMA, whose partnership is helping advance our shared mission and the future of our profession.

Finally, I would like to recognize the exceptional WorldCC team, whose commitment and professionalism make our work possible every day.

Together, we continue to strengthen the discipline of commercial and contract management and its impact on organizations and society.

**Rod Wade**

Chair, WorldCC Board of Directors

# Message from the CEO

“Diversity is not easy. But it is essential. Because it is precisely this that enables us to deliver on our vision: A world where all trading relationships deliver both social and economic benefit.”



As I reflect on 2025, one of the things that I have been most struck by is the levels of commitment and determination that I continue to witness across our global community.

Today we operate in a world defined by constant change: shifting geopolitical dynamics, accelerating technological advancement, and increasing pressure on organizations to deliver value. In that environment, commercial and contract management can no longer be a support function. It is a strategic discipline at the heart of how organizations operate, collaborate, and succeed.

This year, WorldCC has continued to lean into that reality – not only supporting our community to adapt but helping to define what good looks like.

One of the most significant milestones of 2025 was undoubtedly the launch of the **Contract Management Standard™ 4th Edition (CMS)** – the first globally recognized and definitive framework for the commercial and contract management process. Developed through unprecedented international collaboration, the Standard represents a step of change in how contract management is understood and applied. It provides a shared language, consistent framework, and a foundation for professionalism that transcends geography, sector, and role.

Importantly, it signals something bigger: recognition that our discipline is essential to business performance, resilience, and trust. Ultimately, the CMS represents a step towards a new level of influence.

Alongside this, we have seen the continued evolution of WorldCC itself. We are no longer a single entity, but a connected ecosystem:

- **World Commerce & Contracting**, bringing together our global community and future talent
- **WorldCC Foundation**, advancing purpose-led initiatives
- **Commerce & Contract Management Institute (CCM Institute)**, created in collaboration with NCMA, providing a dedicated home for research, standards, and market insight.

This evolution reflects both maturity and intent. It enables us to serve our stakeholders more effectively while strengthening our position as the independent, global authority for commercial and contract management. As highlighted in last year’s report, the creation of the CCM Institute marks a pivotal step in consolidating decades of research into a formal, enduring capability for the discipline and profession.

At the same time, we continue to invest in the future.

The development of **Ask Tim**, our AI-powered knowledge platform, demonstrates our commitment to ensuring that our community can access trusted insight in real time.

In a world increasingly saturated with information, the ability to provide curated, evidence-based answers is not just valuable – it is essential. Ask Tim represents a new model for how knowledge is consumed and applied in practice.

Yet, while much has changed, one thing remains constant: our belief in the power of community.

WorldCC is uniquely positioned because of the diversity of its membership. We are truly global, spanning regions, sectors, and perspectives. But with that comes responsibility. Our challenge – and our opportunity – is to deliver global presence with local relevance: to ensure that what we produce is meaningful, practical, and applicable in very different contexts.

None of what we achieve would be possible without the people who make up this community.

I am incredibly proud of the WorldCC team, whose energy, creativity, and commitment continue to drive our progress. I am grateful to our Boards for their guidance and support. And most importantly, I want to thank our members – not only for engaging with our insights, but for contributing their own expertise, experiences, and perspectives.

**This is what makes WorldCC different. This is what makes it powerful. And this is what will continue to shape the future of our profession.**

As we look ahead, our focus remains clear: to strengthen standards, deepen capability, and support our community to lead in an increasingly complex world.

Because contracts are not just about risk and protection. They are about outcomes, relationships, and value. And together, we are redefining what is possible.

**Sally Guyer**  
Global CEO, WorldCC

# Our journey

**“Commercial and contract management did not begin as a formal discipline. For many years, it operated without shared standards, consistent language, or recognized capability pathways. Practice varied widely across sectors and geographies, limiting alignment and eroding value. In 1999, the work began to address that fragmentation.”**

**Tim Cummins**  
President, WorldCC



What started as benchmarking and research evolved into the development of shared frameworks, professional certifications, and a global knowledge base. Over time, a discipline emerged – defined not by affiliation, but by capability.

The transition from IACCM to WorldCC in 2020 reflected a broader mandate. The focus moved beyond community-building toward institutionalizing standards, capability models, and evidence-based practice.

Today, WorldCC anchors:

- the internationally recognized Contract Management Standard™
- global benchmarks and research programs
- structured capability pathways for organizations and professionals
- cross-sector alignment between public and private markets.

The journey is not one of expansion alone – but of consolidation and authority. Commercial capability is now recognized as central to performance, resilience, and value creation. That institutionalization is the work of the past two decades – and the foundation for what comes next.



**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

A world where commercial and contract management capability is recognized as essential infrastructure for economic performance, organizational resilience, and societal trust.

## Our mission

WorldCC advances the discipline of commercial and contract management by establishing shared standards, generating evidence-based insight, and supporting the development of capability across organizations and professionals.

We work with businesses, government, and practitioners worldwide to strengthen commercial practice and improve the outcomes of trading relationships.

### Our mission is delivered through:

**1. Establishing and advancing the global standards for commercial and contract management**

**2. Generating research, benchmarks, and insights that strengthen commercial decision-making**

**3. Developing capability pathways for organizations and professionals**

**4. Promoting disciplined commercial practice across sectors and markets.**

## Our purpose

WorldCC exists to strengthen the quality and integrity of global commerce.

Through standards, research, and capability development, we support organizations and professionals in designing, governing, and executing commercial relationships that reduce risk and unlock value.



# Building global capability

WorldCC connects organizations and practitioners responsible for commercial and contract management across sectors and markets worldwide.

This global network reflects the growing importance of commercial capability in managing risk, delivering value, and strengthening trading relationships.

Members share a common mandate: to design, govern, and execute commercial relationships that reduce risk and unlock value.

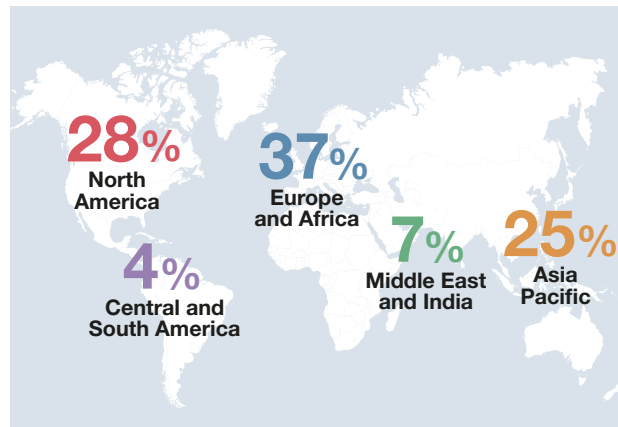
Membership provides access to shared standards, benchmarks, intelligence, and capability pathways.

## Scale and engagement of the WorldCC network

### Our membership numbers



### Membership by region



### Membership top 10 sectors



# What membership enables

## What we offer our community

### 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 commercial and contract management professionals →



### Creating standards

Establishing global certifications and best practices for commercial and contract management →



### Professional networking

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



### Knowledge resources

Evidence-based frameworks and practical implementation tools →



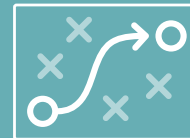
### Specialized training

Development of mission-critical competencies and capabilities →



### Strategic events

Forums for collaborative problem-solving and thought leadership →



# WorldCC ecosystem

WorldCC operates through three interconnected entities that together advance commercial and contract management globally. Each plays a distinct role in strengthening capability, developing insight, and supporting the next generation of commercial leaders.

Together they form an ecosystem that supports better contracts, better business performance, and better societal outcomes.

### WorldCC – The heart

Builds capability, connection, and community.

### CCM Institute – The mind

Creates knowledge, standards, and supports advocacy.

### WorldCC Foundation – The conscience

Ensures contracting serves people, planet, and society.



# 2025 in review

A year of progress in strengthening commercial capability across organizations, markets, and sectors. From standards and learning to research and global engagement, the initiatives highlighted in this section reflect the continued evolution of the discipline.



# The year at a glance

2025 marked another year of meaningful progress for WorldCC and the global community working to advance commercial and contract management. Across standards development, learning programs, research, innovation, and global engagement, WorldCC continued to strengthen the capabilities that underpin better contracts, stronger organizational performance, and more resilient trading relationships.

## Global engagement

66

In-person events

116

Online events

36k+

Registrations worldwide

WorldCC brought together leaders and practitioners worldwide to exchange ideas, share experiences, and explore the future of commercial and contract management.

## Learning and certification

2.5k+

Programs completed and certifications awarded

Through refreshed certification pathways and new programs, WorldCC continues supporting capability development across the global community.

## Research and insight

9k+

Research report downloads

WorldCC research translates complex commercial challenges into practical insights that help organizations strengthen decision-making and commercial performance.

## Public sector contracting



WorldCC continues supporting governments and public sector organizations exploring how clearer contracts, stronger governance, and improved commercial capability can deliver better project outcomes.

## Technology and innovation



Investment in AI and digital transformation is strengthening how WorldCC delivers knowledge, insight, and services to its global community.

# Events

WorldCC events bring the global community together to exchange ideas, strengthen capability, and explore the future of commercial and contract management. In 2025, WorldCC in-person events welcomed over 5,000 participants across three regions, alongside thousands more who engaged through digital programs and webinars.

## Flagship summits

WorldCC's flagship summits continue to provide a platform for leaders and practitioners to explore emerging trends, share insights, and strengthen the global community.



EMEA Summit (Edinburgh)



APAC Summit (Melbourne)



Americas Summit (Denver)

## Global webinars

WorldCC continues to support ongoing learning through its global webinar program. In 2025, **79 webinars** attracted more than **22,775 registrations**, enabling participants globally to engage with emerging topics and expert insight.



## Major digital and in-person takeovers

### AI Contracting Week →

**With nearly 3,000 registrations**, this global event explored the growing role of AI in commercial and contract management, sparking conversation on innovation, capability, and the future of the profession.

### Academic Symposium →

This global academic gathering welcomed over **800 registrations, 48 speakers, and 9 hubs**, strengthening research collaboration with 19 academic partners and generating 37 research paper submissions.

### World Sustainable Contracting Day (WSCD) →

WSCD attracted more than **1,600 registrations**, delivering a dynamic program featuring 13 case studies and 9 interactive workshops. The event also strengthened partnerships with 16 non-profit organizations, with outputs feeding into year-round initiatives including the Sustainability Clause Library.

### Careers Week →

Careers Week attracted nearly **900 registrations**, helping introduce new talent to the world of commercial and contract management.

### Negotiation Series →

Throughout the year, the Series attracted nearly **3,000 registrations**, supporting professionals across sectors to strengthen critical negotiation capabilities.

# Rohini's story

**Rohini Mohan**

Contract Discipline Manager, Chevron

**WorldCC**

Corporate Member since 2011

**“Ultimately, WorldCC has given me a broader lens on the discipline and a strong community of peers to learn from.”**



I have been part of the WorldCC community for more than 15 years during my time at Chevron. What initially drew me to the organization was the opportunity to learn how peers across industries were addressing many of the same contracting challenges we face.

For me, the real value has always come from hearing directly from practitioners who have seen similar issues across multiple organizations and sectors. There are many ways to approach contracting challenges, and understanding how others navigate them – often in more efficient ways – has been incredibly valuable.

Being part of the WorldCC community has broadened my perspective significantly. It has helped me step outside the Chevron context and see where our challenges are shared across the sector, and where we can learn from the experiences of others.

The network itself has also been invaluable. It gives me access to a community of professionals I can connect with, exchange ideas, and learn from as we all navigate similar journeys in commercial and contract management.

At Chevron, we have also seen strong benefits from participating in the CCM cohort programs. These programs provide a solid foundation for colleagues who move into contracting roles from other parts of the organization and help build a consistent understanding of the discipline.

We make a point of connecting what people learn in the program directly to our internal processes. Members of my team regularly engage with participants during the cohorts to show how the concepts apply in the Chevron environment.

WorldCC research has also helped shape how we think about contracting risks and the most negotiated terms in agreements. That insight has influenced how we develop contract templates and how we train our teams to approach negotiations.

# WorldCC Connects

WorldCC Connects brings the community together in smaller, interactive settings that encourage discussion, knowledge-sharing, and relationship-building.

In 2025, **63 WorldCC Connects** were held across **38 cities**.

Hosted in cities around the world, these gatherings create opportunities for members to connect locally while engaging with global insight and emerging trends in commercial and contract management.



**“Taking the time to share and connect with colleagues in other sectors has lots of value. An opportunity to learn and gain perspective on current challenges. Thank you WorldCC for such a fantastic event.”**

**WorldCC member**

## Expanding our global reach virtually

Beyond our physical hubs, WorldCC also delivers specialized virtual meetups in collaboration with strategic sponsors and alliance partners. These digital engagements extend the reach of our global community while maintaining the interactive and high-value experience that defines WorldCC’s approach to capability development and knowledge-sharing.

[View our full events calendar for 2026 →](#)

# Leandro's story

## Leandro Doca

VP, Head of CCM for Americas SBU,  
Global CCM Head of Transformation,  
Executive Sponsor for Dallas,  
Capgemini

## WorldCC

Corporate Member since 2011

WorldCC Fellow and WorldCC Council Member

Contributor to the Contract Management  
Standard™ 4th Edition

**“WorldCC fundamentally helped to shape how we built and scaled commercial and contract management across the Americas and other regions in Capgemini.”**



Leonardo, second from left.

When I first engaged with WorldCC (then known as IACCM) nearly 15 years ago, our contract management function was still developing and lacked a clear identity.

There was significant overlap and confusion between project management and contract management responsibilities, inconsistent role definitions, and limited executive visibility.

We weren't just looking for training – we were looking for a North Star. We needed a globally recognized framework to define what excellence looked like and to reposition contract management as a strategic capability rather than a transactional support function. That search led me to WorldCC.

The benchmarking research gave us an objective baseline and a language to engage executives. Using WorldCC maturity frameworks as reference, we strengthened governance, clarified roles, and aligned commercial and contract management more directly to business outcomes.

Over time, we achieved measurable impact:

- 25% reduction in average time-to-contract on strategic deals
- 30% reduction in major commercial escalations due to improved risk governance and role clarity
- Significant improvement in internal maturity assessments aligned to WorldCC capability dimensions.

Equally important was the qualitative shift. Participating in surveys and standards development elevated the strategic thinking of our leadership team, while training programs accelerated upskilling across the function and strengthened confidence in complex negotiations.

WorldCC gave us credibility. Our recommendations were no longer opinion-based – they were anchored in global best practice and data.

Personally, contributing to the Global Contract Management Standard™ expanded my global network and reinforced my conviction that commercial and contract management is a strategic lever for value creation.

WorldCC gave me – and my organization – clarity, credibility, and community.

# India roadshow 2025

## Strengthening the community across India

In 2025, WorldCC hosted the India roadshow, a series of events designed to strengthen engagement across the commercial and contract management community in India. The roadshow included five events across four cities – Delhi, Mumbai, Chennai, and Bengaluru – bringing together practitioners, sector leaders, and organizations to explore emerging trends and challenges shaping the discipline.

**“The sessions were incredibly insightful, with real-world examples and practical takeaways. The speakers brought a wealth of experience, making the discussions highly relevant.”**

**Participant Raghuram, PayU India**

The program also featured a special International Women’s Day event in Bengaluru, highlighting leadership, collaboration, and diversity within the contracting community. More than 550 participants attended sessions that included panel discussions, interactive Q&A conversations, and networking opportunities.

Topics explored throughout the roadshow included:

- Contract simplification
- Risk management
- Collaboration in commercial relationships
- The growing role of technology in contract management.

The events provided a platform for open dialogue, practical insight, and connection across the rapidly growing commercial community in India. Feedback from participants highlighted the value of bringing together sector perspectives and creating opportunities for meaningful exchange.

**“It was fantastic to connect with peers and sector leaders. The structured networking sessions helped initiate meaningful conversations that will extend beyond the event.”**

**Participant Vinayak**



# Learning and certification

WorldCC supports organizations and individuals through a comprehensive learning ecosystem designed to strengthen commercial and contract management capability. In 2025 we delivered 2,500 programs.

## Learning pathways

Drawing on global research, practitioner insight, and sector best practices, WorldCC learning programs help organizations build the skills required to manage increasingly complex commercial relationships and deliver stronger business outcomes.

Our learning pathways provide structured development opportunities – from foundational knowledge to advanced commercial leadership capability.

## Certification pathway

WorldCC's certification programs combine research-led insight with practical application, enabling participants to build capability that directly supports real-world commercial challenges.

Through structured certification pathways, targeted workshops, and specialized learning programs, WorldCC continues to support capability development across the global community.

## New subcontracting module

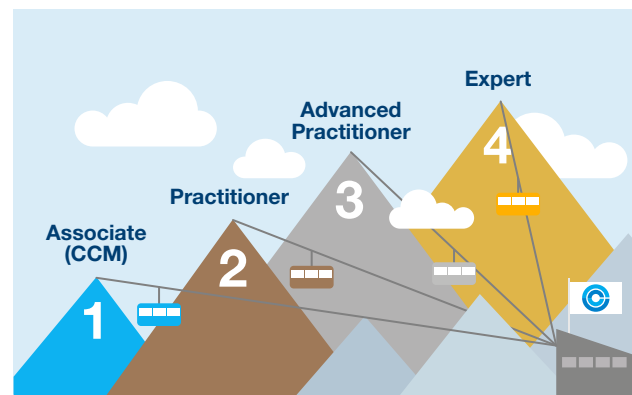
Recognizing the growing importance of subcontracting within complex commercial ecosystems, WorldCC introduced a new subcontracting module.

This program focuses on the practical challenges associated with managing subcontracted relationships, including governance, risk allocation, performance oversight, and collaboration across supply networks.

## Refreshed CCM certification

In 2025, WorldCC refreshed its flagship **Commercial and Contract Management (CCM) certification program**. The updated program is aligned to the Contract Management Standard™ and incorporates new insights, practical frameworks, and real-world case studies, ensuring the curriculum reflects the evolving demands of commercial leadership.

**The certification pathway continues to provide a structured learning journey across four levels:**



## Expanding the learning ecosystem

Beyond CCM certification and programs, WorldCC continues to support capability development through:

### Online professional development

Flexible online learning opportunities for individuals and teams. [Find out more →](#)

### Team learning

Interactive virtual and in-person sessions covering topics such as contract design, negotiation, agile contracting and post-award excellence. [Find out more →](#)

### Discover the full library of learning opportunities with WorldCC

[Find out more →](#)

**“Despite not managing contracts in my role, the course raised my awareness and there were many compliance elements that I look to embed in my company. I will be applying the best practice in my role, and will definitely be recommending the course to colleagues.”**

**CCM Practitioner**  
Compliance Manager, Utilities sector

# Gloria's story

**Gloria Johana Suárez Córdoba**  
Contracts Manager, DXC Technology

## WorldCC

Corporate Member since 2012

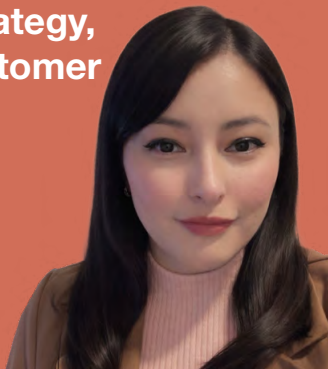
CCM Practitioner Certified

Leaders of the Future 2019

Mexico Council Member (2020-2022)

Leaders of the Future Mentor (2021) Judge (2024)

**“The CCM Practitioner certification transformed how I approached commercial contracting. It showed me that successful outcomes depend not only on legal expertise, but also on collaboration, negotiation strategy, and strong customer relationships.”**



My journey with WorldCC began more than a decade ago when I was working as a Contract Administrator at Xerox. At the time, I often heard about the importance of being part of WorldCC, and I decided to pursue certification as a way to strengthen my professional development.

From the beginning, I also had a personal ambition – to demonstrate that Mexican legal and commercial professionals can have a strong and meaningful voice within a global professional community like WorldCC.

In 2019, this journey opened new opportunities when I joined UnitedLex, which led to a major relocation within Mexico and a new stage of professional growth. That same year, I attended my first WorldCC Summit and participated in the Leaders of the Future program, an experience that expanded my perspective and strengthened my confidence within the global contracting community.

Since then, I have remained actively engaged – contributing to the first Spanish-language Leaders of the Future webinar, serving as a mentor and judge for the program, and supporting the WorldCC Mexico Council from 2020 to 2022.

WorldCC resources have also had a direct operational impact in my work. By developing a structured contract clause library, inspired by WorldCC tools and best practices, our legal team was able to significantly streamline negotiations and deliver four to six Master Services Agreements (MSAs) per day, helping sales teams close deals faster, improving alignment between legal and commercial teams, and strengthening cross-functional collaboration.

The impact extended beyond my own role. Seeing the value of this engagement, my organization later supported additional colleagues in pursuing WorldCC certification and sponsored their participation in the 2022 WorldCC Summit.

For me, WorldCC has not only expanded my professional capabilities – it has allowed me to proudly represent the voice of Latin American practitioners within a global contracting community.

# A new global entry point

In 2025, WorldCC and NCMA aligned their entry-level certification programs to create a unified Commercial & Contract Management (CCM) Associate designation – a new global entry point to the profession.

The program provides an accessible starting point for individuals entering the profession while establishing a consistent global foundation in commercial and contract management capability.

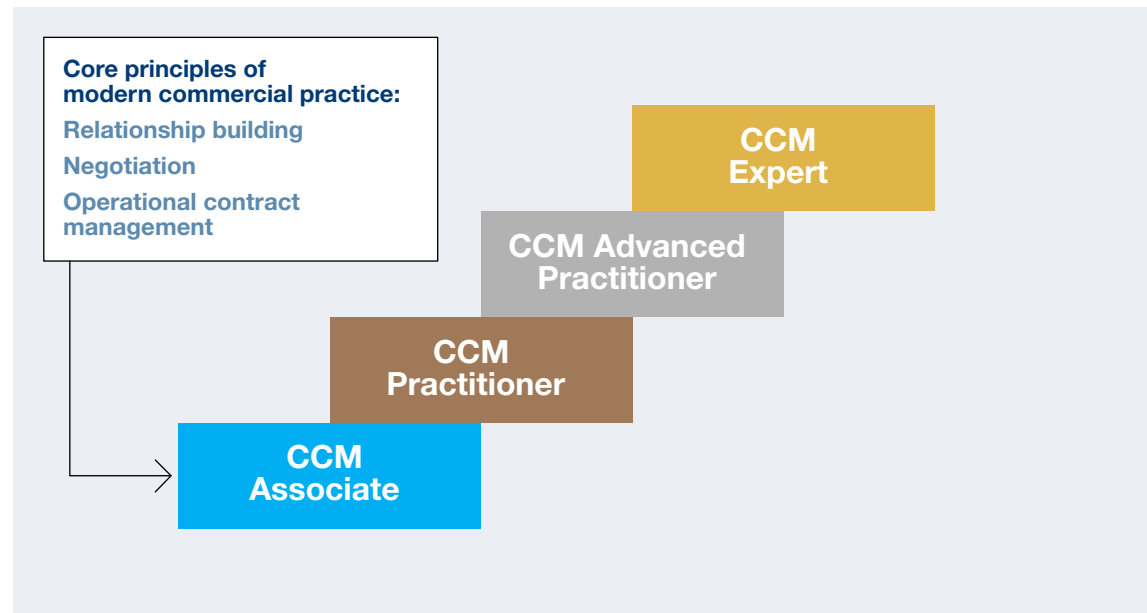
Developed in alignment with the Contract Management Standard™ and the contracting lifecycle, the CCM Associate program introduces the core principles of modern commercial practice – from relationship-building and negotiation to operational contract management.

By creating a shared entry-level certification, WorldCC and NCMA aim to:

- broaden access to the profession globally
- create a clearer pathway into commercial and contract management careers
- support organizations in developing early-career commercial capability
- strengthen alignment with global standards and best practices.

The CCM Associate program forms the first step in a structured certification pathway leading to Practitioner, Advanced Practitioner, and Expert levels.

**The CCM Associate designation is the initial stepping stone to CCM certification**



# Research

WorldCC research translates complex commercial challenges into practical insight and actionable guidance for organizations navigating an increasingly uncertain global environment.

Through collaboration with sector leaders, academic partners, and our global community, our research programs explore the evolving realities of commerce and contract management – from AI and digital transformation to supply chain resilience, negotiation strategy, and commercial capability development.

In 2025, our research portfolio continued to expand, delivering new reports, sector benchmarks, and practical resources designed to help organizations strengthen commercial performance and improve contracting outcomes. Across the year, our reports, insights, and knowledge resources were downloaded 14,550 times.

## Top three downloaded reports



## A selection of other research reports in 2025



[Learn more about our applied research and advisory initiatives →](#)

# Research (continued)

## Research in action



**Our research extends beyond publications through webinars and interactive discussions that bring insights directly to the global WorldCC community.**

## IJCC

*The International Journal of Commerce & Contracting* (IJCC) is the official academic journal of WorldCC, published in partnership with SAGE Publications.

As an international peer-reviewed journal, IJCC bridges the gap between academic research and real-world commercial practice, publishing research articles and practitioner perspectives on topics such as:

- Strategic contracting
- Negotiation and relational contracting
- Supply chain management
- Commercial strategy and governance.

In 2025, IJCC continued to expand its contribution to the discipline. Volume 9, Issue 3-4 (December 2025) featured four research articles across two special sections:

- Relational contracting
- Proactive contracting and the law.

Through the WorldCC network, the journal reaches a global audience of academics, practitioners, and policy leaders working to advance the discipline of commerce and contract management.

## Tips & Checklists

WorldCC's Tips & Checklists library transforms complex commercial topics into clear, practical guidance that can be applied immediately in real-world business environments.

With a total of 174 resources and growing, the library provides members with actionable toolkits that support negotiation, contracting, governance, and risk management.

- 1 AI
- 2 Commercial and contract management
- 3 Contract incentives and penalties
- 4 Sector-specific
- 5 Negotiation
- 6 Procurement
- 7 Professional skills development
- 8 Supplier Relationship Management
- 9 Templates

# From insight to impact

WorldCC works with organizations around the world to apply insights from our research, standards, and community knowledge. Through practical tools and benchmarking, organizations can translate insights into measurable improvements in commercial capability, contracting performance, and supplier relationships.

## Capability Maturity and Skills Assessment

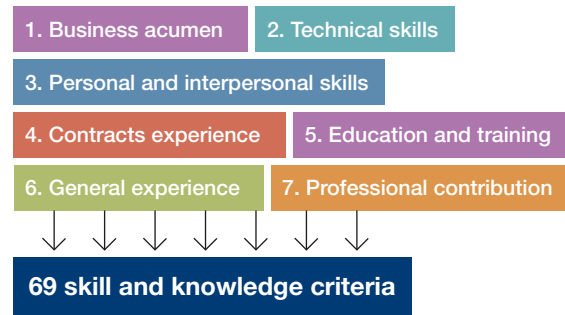
WorldCC's Capability Maturity Analysis (CMA) provides organizations with a clear, data-driven view of their commercial and contract management capability. By benchmarking processes against global best practice, organizations can identify capability gaps, prioritize improvement initiatives, and strengthen commercial governance.

— ABC Company — WorldCC — World Class



Alongside this, the Competency Management Program (CMP) assesses the applied skills and experience of commercial teams, helping organizations understand how people capability supports commercial performance.

### Assessment criteria categories



Together, CMA and CMP help organizations:

- benchmark capability and skills
- identify development priorities
- target improvement initiatives
- strengthen commercial talent pipelines.

## Voice of the Supplier Survey

The Voice of the Supplier Survey provides organizations with an independent and credible way to understand how suppliers experience their commercial relationships.

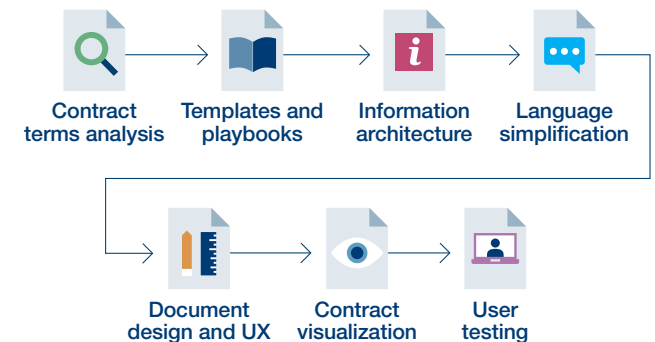
By gathering structured feedback from suppliers, organizations can identify areas for improvement, strengthen trust, and improve long-term supply chain performance.



## Contract design and simplification

Clearer and simpler contracts improve business relationships, reduce risk, and accelerate commercial outcomes. WorldCC's design-led approach examines both what contracts say and how they say it, combining plain language, information design, and user research to make contracts easier to understand and use.

Organizations adopting these practices report faster negotiations, improved collaboration, and stronger commercial relationships.



# Gor's story

## Gor Melikian

Vice President, General Counsel, Global Contracts,  
Emerson

## WorldCC

Corporate Member since 2017

**“The Capability Maturity Analysis helped us better understand how our function was perceived by the business and how we compared with our peers.”**



As someone coming from a legal background, one of the typical challenges I personally faced was how I approached contracts. My natural instinct was to review and negotiate agreements from a purely legal perspective and aim for a ‘perfect’ contract.

While that may be an ideal goal from a legal standpoint, I learned over time that it is rarely achievable in real business situations and, more importantly, not always the best way to create value. Focusing too much on legal perfection can slow things down, complicate negotiations, and sometimes damage relationships with customers or vendors rather than support long-term success.

At the organizational level, we faced a similar challenge. Our contracts team was strong from a technical and legal perspective, but we lacked a clear benchmark to understand how our contract services compared to sector standards. We wanted to see where we stood and how we could move from being perceived primarily as a legal function to becoming a true business partner. This is what led me to engage with WorldCC.

We made extensive use of WorldCC training and certification programs to help our team develop a stronger commercial mindset. We also relied on WorldCC research and benchmarking.

Through this process, we identified gaps that were not obvious to me or to my team before. Addressing them had a very positive impact, particularly on our relationship with the Sales organization.

Over time, we moved from being perceived as a hindrance to the business to being recognized as a trusted partner that supports deals and enables commercial success.

WorldCC also connected me with a broader community of commercial and contracts professionals and helps me stay up to date with the latest trends in negotiations and contract technology.

It continues to give me valuable perspective on how my team performs compared with others and where we can keep improving.

# ANZ government partnerships

WorldCC continues to strengthen its partnerships across Australia and New Zealand, supporting governments to improve procurement, contracting capability, and commercial outcomes. Through long-term engagement, community-building, and capability development, these partnerships are driving more consistent, system-wide improvement.

## New Zealand

WorldCC's partnership with the New Zealand Government remains one of the strongest in the region. Anchored by a long-term, whole-of-government membership through the Ministry of Business, Innovation and Employment, it spans both central and local government, including agencies such as the New Zealand Defence Force, the Ministries of Social Development, Justice, Foreign Affairs & Trade, and Education, the Department of Corrections, Auckland Transport, and Auckland Council.

This partnership extends beyond membership. Regular WorldCC Connect events, an active Community of Practice webinar program, and increasing adoption of Capability Maturity Analysis and benchmarking reflect a sustained, system-wide commitment to strengthening procurement and contracting capability.

## Australia

### Federal

Now in its second year, the Australian Government's membership held through the Department of Finance as steward of the Commonwealth Procurement Framework provides a whole-of-government package supporting the professionalization of procurement and contract management across the Australian Public Service.

### States and territories

WorldCC's engagement extends across all jurisdictions, with anchor memberships including Transport for NSW, Infrastructure NSW, SA Water, and SA Health organizations managing some of the most complex procurement programs in the country. This is complemented by a growing base of group and individual memberships across Victoria, NSW, WA, SA, the Northern Territory, ACT, and Tasmania.

### Australian Defence Forum – Adelaide, May 2025

As part of this broader engagement, WorldCC convened leaders from across Australia's defence community at the inaugural Australian Defence Forum.

Under the theme Reimagining Contracting and Negotiations: Laying the Foundation for Resilience, the forum brought together representatives from Defence, the Capability Acquisition and Sustainment Group, the Department of Finance, and industry partners to explore how contracting can better support program delivery and operational outcomes.

The forum emphasised the importance of moving beyond contracts as compliance tools, positioning them instead as dynamic frameworks for performance – supported by WorldCC's global research and benchmarking insights.

The event marked the beginning of an ongoing dialogue, reinforcing WorldCC's role in bringing government and industry together to strengthen commercial capability and improve defence outcomes.



# Digital transformation

We are transforming the digital experience for a global community. In 2025, WorldCC entered the final stage of a multi-year digital transformation program designed to modernize the systems and infrastructure supporting our global community.

Over the past several years, we have strengthened our digital foundation through a series of key technology upgrades, including the refresh of our Learning Management System (LMS), the introduction of HubSpot for marketing and sales operations, the deployment of a mobile event app, and the implementation of Power BI to enhance data analytics and insight. These investments created the platform for the next major step in our digital evolution: the deployment of fully integrated Customer Relationship Management (CRM), website, and member portal.

This final phase represents one of the most significant technological investments in our 25-year history. The new platform forms the backbone of a unified, data-driven digital ecosystem designed to strength organizational capability, improve operational efficiency, and significantly enhance the member experience.

The initiative was driven by an organization-wide digital review, which identified increasing fragmentation across our legacy systems. Over time, these systems had become difficult to maintain and were no longer suited to supporting a rapidly expanding global community. Routine changes required custom development, multi-currency support was limited, and manual spreadsheets and offline processes were often required to bridge gaps between systems. These constraints created inefficiencies, duplicated data, and made it difficult to deliver the seamless, intuitive digital experience our members expect.

The introduction of the new platform directly addresses these challenges. Built on the Ready Membership platform, it unifies our CRM, website, and member portal within a single integrated platform. Modern Application Programming Interface (APIs), low- and no-code configuration, and a trusted single source of member data enable the platform to deliver on the principles set out in our Digital & CRM Vision:

**Streamlined processes, intuitive systems, organizational agility, and personalized experiences at scale.**

For members, the benefits will include clearer navigation, unified login, personalized content, multi-currency capability, frictionless renewals, and simplified access to WorldCC resources. For our internal teams, the platform will introduce automated workflows, integrated membership management tools, and significantly improved confidence in the quality and consistency of organizational data.

Implementation is progressing through a carefully structured program, with a phased launch planned for Q2 2026. This milestone will mark the completion of major system changes and the beginning of an ongoing cycle of service improvement, focused on expanding automation, enhancing self-service capabilities, and continuously refining the member experience.

This transformation represents a foundational investment in WorldCC's future. As a global not-for-profit serving diverse sectors and geographies, the ability to adapt quickly and deliver high-quality digital services has become essential.

By replacing outdated systems with a unified, future-ready platform, we are strengthening our ability to serve a rapidly growing global membership while creating the scalability required to support innovation across all areas of our work.

As we prepare for launch, our focus remains on delivering a stable, intuitive, and engaging digital experience that supports better contracts, stronger business performance, and positive societal outcomes for years to come.

## Digital transformation highlights

**LMS** platform refreshed

**CRM** Ready Membership (system of record)  
Sales & Marketing HubSpot implemented

**APP** event mobile app launched

**BI** Power BI analytics introduced

**AI** Ask Tim (LLM-powered expert layer)

**CRM+** website and portal launch in 2026

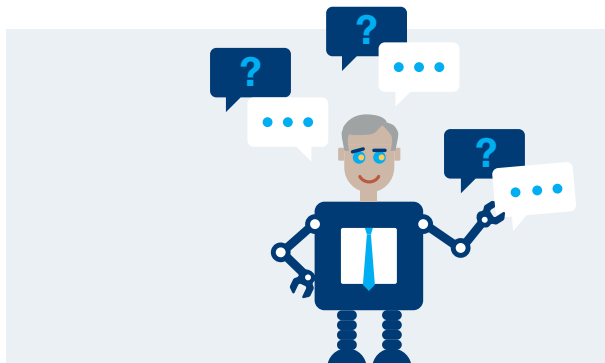
# Ask Tim

Ask Tim turns knowledge into intelligence. For more than two decades, WorldCC has built one of the world's richest bodies of knowledge on commercial and contract management including research, expert insight, practitioner guidance and real-world experience.

In 2024, we recognized the power of Generative Artificial Intelligence (GenAI) in supporting WorldCC's goals and enhancing access to, and impact from, our knowledge. Since then we have worked with our technology partners and our members to develop Ask Tim, our AI-powered knowledge tool.

The ambition is simple but powerful:

**To apply WorldCC knowledge to members' real-world challenges, giving them a CCM expert at their side.**



## The journey so far

Our journey began with experimentation and learning. Key milestones included:

- 1 Proof of concept development (2024)**  
An initial agile sprint tested how GenAI could interact with WorldCC's research and expert content.
- 2 Launch of the Ask Tim alpha community (April 2025)**  
Practitioners across the WorldCC network joined an early testing community, providing feedback and exploring real-world use cases.
- 3 Negotiation knowledge library (July 2025)**  
A new library of negotiation-focused insights was integrated into the platform, translating years of research into accessible, conversational guidance.

These early developments helped us understand how professionals interact with AI-enabled knowledge tools and where they deliver the greatest value.

Through 2025, the pace of innovation in relation to GenAI and Agentic AI has unlocked opportunities to further enhance Ask Tim. In order to further scale Ask Tim, migration to a new technology platform was initiated with our technology partner Resoluitiion.

This will further expand Ask Tim's capabilities – enabling deeper analysis, richer insights and more proactive support for members.

## What we learned

The Alpha Community journey confirmed several important insights.

**AI is most powerful when combined with trusted expertise. Technology enhances professional judgment – it does not replace it.**

**Capability emerges from collaboration. Insight is strongest when technology, practitioner experience, and research work together.**

**Professionals need answers that are:**

- Bespoke – tailored to their specific situation
- Fast – delivered at the speed of decision-making
- Trusted – grounded in credible sources.

## Moving forward

Throughout 2026, development will focus on:

- scaling access through a phased beta rollout
- expanding datasets and research integration
- deepening integration with WorldCC systems and learning resources
- continuing to evolve Ask Tim with input from the global community.

As the discipline enters the 'age of intelligence', Ask Tim represents an important step forward – connecting technology, knowledge and community to support better commercial outcomes.

# ASK TIM

Powered by  
**resoluitiion**

# Community and leadership

A global discipline is built by the people who shape it. Across regions, programs, and networks, WorldCC supports the leaders, practitioners, and future talent advancing commercial excellence.



# Global presence. Local relevance

Across the Americas, EMEA, and APAC regions, WorldCC members come together through councils, events, research collaboration, and partnerships that translate global knowledge into practical action.

These regional connections help identify emerging challenges, share best practices, and strengthen commercial capability across diverse markets and sectors. By combining global standards with regional perspectives, WorldCC ensures its work remains relevant to organizations navigating very different commercial environments.

**Global community.**  
**Shared insight.**  
**Stronger commercial capability worldwide.**

## North America

Across the Americas, the community continues to contribute actively to WorldCC research, leadership programs, and standards initiatives. Members from the region regularly participate in global initiatives such as **Leaders of the Future**, while organizations across sectors are exploring new approaches to strengthening commercial capability and governance.

## EMEA

The EMEA region remains a center of strong community engagement and sector dialogue. Several cities across Europe hosted events as part of the **Contract Management Standard Global Series**, bringing together practitioners and organizations to explore the practical implementation of the CMS and the evolving role of commercial management.

## APAC

Across the Asia-Pacific region, engagement continues to grow through partnerships with universities, commerce, and public sector organizations. Initiatives such as **Student Connect**, regional events, and participation in global research projects are helping build capability and support the next generation of commercial leaders.

# Spotlight on Latin America

Putting Latin America on the contract management map. How Webdox produced the first comprehensive study on contract management maturity in the region.

## Context

For many years, contract management conversations in Latin America relied heavily on data and benchmarks developed in other regions. While these insights were valuable, there was a growing need to demonstrate the relevance of the discipline through evidence and experience rooted in the region itself.

Research from WorldCC, particularly the finding that poor contract management erodes an average of 8.6% of contract value, helped open important conversations with executives across Latin America. But the ambition was greater – to build a regional voice and demonstrate how contract management maturity could transform organizational performance.



**Webdox**

## Approach

Through engagement with the WorldCC community and member meetings, legal and commercial leaders across Latin America began to connect, share experiences, and build a stronger regional network.

Drawing on WorldCC's global frameworks, benchmarks, and research, Webdox partnered with WorldCC to produce the first comprehensive study on contract management maturity in Latin America, surveying 316 professionals across Brazil, Chile, Mexico, Colombia, Peru, and other countries.

These insights helped organizations understand where they stood in terms of contract management maturity and provided a roadmap for improvement grounded in internationally recognized standards.

## Impact

The combination of WorldCC standards and structured contract lifecycle management practices has enabled organizations across the region to achieve measurable improvements. Examples include:

Telefónica Chile reduced contract management cycle times by up to **25%**

Document review agility improved by **75%**

Achieving zero errors in accounting data extraction

OXXO Colombia reduced contract analysis time by **98%**

From five hours to fifteen minutes per document

Across more than 800 organizations in 13 countries, legal teams have moved from reactive, manual processes toward strategic contract governance and measurable performance management.

**“WorldCC gave us something that no local effort could have built alone: global credibility combined with regional relevance.”**

**José Manuel Jiménez, Founder & CEO, Webdox CLM**

# Leaders of the Future

The Leaders of the Future initiative, launched in 2017, reflects 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 an evolving commercial landscape.

## Program framework

Over a four-week cycle, regional teams analyze emerging trends at the intersection of people, process and technology, applying their 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** – Strengthening influence and impact.

## Benefits for organizations

The program also delivers value to participating organizations by:

- accelerating the development of high-potential talent
- expanding cross-sector knowledge networks
- encouraging innovation in commercial and contract management
- strengthening strategic decision-making capabilities.

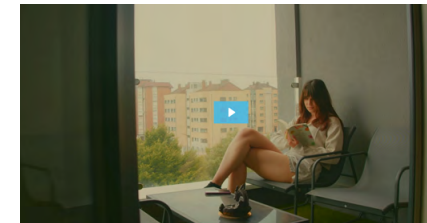
Each year, Leaders of the Future Global Champions demonstrate exceptional creativity, insight, and collaboration as they tackle real-world commercial challenges.

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

[See the next page for our 2025 Leaders of the Future Winners impact stories →](#)



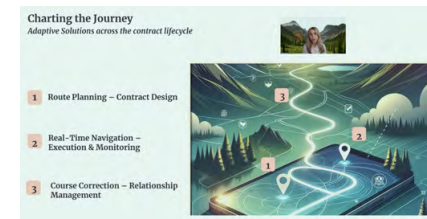
Team 1  
APAC



Team 2  
EMEA



Team 3  
EMEA



Team 4  
Americas

[Watch the Leaders of the Future team insight videos →](#)

# Future leader's voices

“The program opened doors, including new networks, new opportunities, and even a promotion.”

**Haydn Stravos**

Category Specialist; Strategic Procurement, Corporate Services, Brisbane City Council



## APAC Regional Winner and Global Winner

When I entered the Leaders of the Future competition, I was still relatively new to procurement after transitioning from accounting. I was building my foundation quickly, but I was also becoming frustrated with how rigid and linear procurement and contract management sometimes felt.

I only heard about the competition because my CPO and Category Manager nominated me. This came shortly after tropical cyclone Alfred hit Brisbane, when I stepped up to support emergency procurement for aerial damage surveying and sandbags. That experience helped demonstrate that I could think independently, learn quickly, and handle pressure.

Joining the WorldCC competition team pushed me into a completely different style of thinking – more innovative, more creative, and far outside the usual boundaries I was used to. The turning point came when our team locked in our final idea. Seeing the concept take shape made me realize it could have real impact.

Winning both the Global and APAC categories changed how I saw myself. I went in with massive imposter syndrome, feeling like I was years behind everyone else, but the experience helped me recognize my own capability and potential. It also sparked conversations within my organization about how we might bring our competition idea into our strategic contracts.

Ultimately, the experience pushed me to think bigger, challenge the status quo, and approach procurement with a more creative mindset.

“Taking part helped me start thinking more ‘outside the box’ and connect with the wider community behind WorldCC.”

**Maria Chiara Morselli**

Contracts Manager, ATOS



## EMEA Regional Winner

Being part of the Leaders of the Future program was a truly rewarding experience for me. In many ways, it was a challenge quite different from the ones I usually encounter in my day-to-day work.

In our professional roles we are often measured through demanding projects, tight deadlines, and teamwork. This initiative, however, encouraged creativity and the willingness to step outside our usual frameworks.

While the program is serious in its purpose, it also brought a refreshing and inspiring atmosphere that made the experience particularly engaging.

Taking part helped me start thinking more ‘outside the box’ and connect with the wider community behind WorldCC. Meeting professionals from different backgrounds who share an interest in this field was both motivating and enriching.

I am also very grateful to my former managers, Paula and Florian, who supported my participation in the program. Even today I continue to see the benefits of that experience. It encouraged me to approach challenges with a broader perspective and strengthened my connection to the global WorldCC community.

I very much hope there will be many more opportunities in the future to engage with the community, both online and in-person.

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

# Daisie's story

## Daisie Henshall-Brown

Senior Manager, Central Government Contracts,  
BT Business

## WorldCC

Corporate Member since 2019, CCMP Certified

**“For me, the most valuable aspect of WorldCC is the community. The relationships and global network it creates have been invaluable in shaping my experience and helping me grow as a commercial leader.”**



Throughout my career across both the public and private sectors, WorldCC has played a consistent role in shaping my professional development.

My journey with WorldCC began early in my career at BT, when I was navigating my first customer contract within the banking sector. With the encouragement of my mentor, John Blyth, I became actively involved with the community – an experience that transformed how I understood the role of contract management. It revealed the strategic importance of the discipline and connected me with a global network of individuals who have supported and influenced my growth as a commercial leader.

Since then, WorldCC has remained a constant throughout my career progression. One of the most significant moments came in 2018 when I attended my first WorldCC EMEA Conference and was honoured with the **Leader of the Future Award**. Today, I am proud to return as a mentor and judge for the same program, helping support the next generation of leaders entering the profession.

Beyond the recognition, WorldCC's events, webinars, and community discussions have played an important role in shaping my thinking on topics ranging from mental health in the workplace to building sustainable careers in commercial management.

At an organizational level, BT's long-standing partnership with WorldCC has helped position us as a leading commercial organization. Through shared knowledge, standards, and community engagement, we have been able to develop the skills and capabilities needed to operate in an increasingly complex and technology-driven commercial environment.

# Student Connect

Student Connect is a WorldCC initiative strengthening the connection between universities, students, and commerce.

By bringing commercial and contract management knowledge into university programs, Student Connect helps ensure that students graduate with practical insight into how contracts shape business relationships, value creation, and organizational performance.

Universities around the world are embedding WorldCC knowledge frameworks into their curricula, creating new pathways for students to engage with the discipline and connect with the global community.

The result is a growing pipeline of work-ready talent equipped with the knowledge, skills, and perspective needed to contribute to the future of commercial practice.

## Program highlights

### Academic partnerships

Working with universities to integrate WorldCC knowledge frameworks into academic programs, connecting theory with real-world practice.

### Internships and commercial exposure

Providing students with opportunities to engage with WorldCC members through internships and volunteering placements.

### Student membership and community

Giving students access to the WorldCC network, resources and insight through dedicated student membership.

### Professional development

Offering webinars, competitions and learning opportunities designed to build commercial and contracting capability.

### Industry engagement

Creating opportunities for students to interact with organizations and practitioners across the global WorldCC community.

## Looking ahead

Student Connect will continue expanding its global academic network while strengthening pathways between universities, students, and the WorldCC community.

Key priorities include:

- expanding partnerships with universities across emerging regions
- increasing engagement through mentoring and guest lectures
- developing more student learning opportunities through webinars and workshops
- strengthening pathways into internships and early-career opportunities.

Through Student Connect, WorldCC continues to support the next generation of leaders entering the field of commercial and contract management.

## Student Connect in key numbers in 2025



## Voices from Student Connect

**“Being involved with Student Connect was a great opportunity to learn from sector experts and explore potential career paths.”**

Samuel John, Imperial Business School

**“Interning with the Student Connect program gave me hands-on exposure to real-world projects in a global environment and helped strengthen my professional skills.”**

Dolores Guzman, University of the Philippines

# Spotlight on IÉSEG

## Preparing the next generation of contract management leaders

### Context

As organizations increasingly recognize the strategic importance of commercial and contract management, demand for professionals with these capabilities continues to grow. Yet in France, the discipline has historically been underrepresented in business school curricula.

Recognizing this gap, IÉSEG School of Management introduced one of the first contract management courses offered within French Grande École de Commerce, integrated into the General Management and Strategic Consulting Major. The initiative reflects IÉSEG's commitment to aligning business education with evolving industry needs.

### Approach

The course was developed in collaboration with WorldCC, drawing on the proactive law and contract management principles, it introduces students to the full contract lifecycle – from drafting and negotiation to implementation, governance, and performance management.

Students explore both the legal and commercial dimensions of contracts, engaging with emerging topics such as AI-enabled contract management, sustainability considerations, relational contracting, and legal design. Through this approach, contracts are framed not as static legal documents but as strategic tools that support relationships, enhance performance, and drive value creation.

### Impact

The program has generated strong interest from the sector, with companies engaging through guest lectures, internships, and collaboration opportunities.

Through its collaboration with WorldCC's Student Connect initiative, IÉSEG also connects students with the wider professional community, offering exposure to sector insights, networking opportunities, and pathways into the profession.

By bringing contract management thinking into the classroom, IÉSEG is helping prepare the next generation of business leaders to understand how contracts shape business relationships, value creation, and organizational performance.



**As well as offering their new contract management course, IÉSEG are themselves adopters of the Contract Management Standard™.**

# Fellows

The WorldCC Fellowship recognizes individuals who have demonstrated outstanding commitment to advancing the discipline of commercial and contract management.

Fellows are experienced leaders whose work has contributed to strengthening the profession – through practice, research, innovation, mentoring, and community engagement. Their expertise spans sectors, and regions, reflecting the global nature of the WorldCC community. Fellows play an important role in supporting the continued development of the discipline by sharing knowledge,

contributing to thought leadership, and helping shape the future direction of commercial practice.

Through their leadership and engagement, they help ensure that the profession continues to evolve in response to changing commercial environments.

[More about WorldCC Fellowships →](#)

## Some of our 2025 Fellows



**Bruno D'Souza**  
Manager,  
Contract Management,  
SEVEN



**Ole Horsfeldt**  
Partner, Gorrissen  
Federspiel



**Dr. Sangeeta Khorana**  
Professor of  
International Trade  
Policy, Aston University



**Kirk Samson**  
General Counsel,  
Novaspect



**Oluyemi Orija**  
Founder and Executive  
Director, Headfort  
Foundation



**Thierry Vidal**  
Director of Contract  
Management,  
Naval Group



**Anne Brady**  
Lead, Projects  
Commercial,  
BHP



**Kirsty Buchan**  
Mariyung Contract  
Manager, Transport NSW



**Ariene dela Cruz**  
APAC Contract  
Management Lead,  
Accenture



**Albert Khor**  
Lead Project  
Commercial Specialist,  
MODEC



**Janet Taylor-Hall**  
CEO, Cognia Law



**Ashish Seth**  
India CCM Head,  
Capgemini



**Lois Lin**  
Chief Legal Officer,  
Wiwynn



**Phil McIlroy**  
Procurement Business  
Partner, Transgrid



**Hiroyuki Inuma**  
Services Contract  
Manager, Deal Desk,  
Microsoft Japan



**Deborah-Anne Strydom**  
Senior Expert CCM,  
Huawei Technologies



**Michael Hiscox**  
Commercial Director,  
Disability Support  
Services, Ministry of  
Social Development,  
New Zealand



**Fleur Edgerton**  
Senior Executive Leader,  
Procurement,  
Property and Contracts,  
Australian Securities &  
Investment Commission



**Cynthia Muffuh**  
Senior Advisor, Africa  
Regional Programming,  
United Nations Global  
Compact



**Silvia Pessah-Eljay**  
International Public  
Health Advisor.  
Former Minister of  
Health of Peru.  
CEO, Pessah &  
Associates Health



**Anne Cathrine Olsen**  
Strategic Program Director,  
Commercial Management,  
Europe & Latin America,  
Ericsson



**Philippa Smith**  
Division Manager  
Contracts & Field  
Management,  
BC Hydro

# Philippa's story

## Philippa Smith

Division Manager, Contracts & Field Management,  
BC Hydro

## WorldCC

Corporate Member since 2019, Fellow

**“For anyone seeking to elevate their practice, explore fresh ideas, or build confidence in driving change, the WorldCC community offers an unparalleled place to start.”**



In 2010, BC Hydro moved to a strategic contracting model for high-volume, repeatable services with the objective of improving efficiency, safety, quality performance, and pricing through long-term relationships.

When the first contracts created under the new approach were introduced, it became clear that success relied on partnership. We focused on building trust to strengthen relationships and establish a constructive tone of engagement. Over the life of the contracts, trust increased and created the foundation needed for collaborative problem-solving and strong performance. This experience revealed the depth required to manage contracts effectively, including setting strategic direction, engaging stakeholders, managing relationships, applying commercial insight, and fostering collaboration. Recognizing the strategic importance of these capabilities, I pursued advanced learning to strengthen my judgment, broaden my perspective, and elevate the sophistication of our approach.

I turned to WorldCC to access evidence-based research and global expertise that could enhance our strategic direction. Through the CCM Advanced Practitioner certification, research such as the ‘10 Pitfalls of Contract Value Erosion’, and active engagement with the WorldCC community, I gained tools and insights that accelerated the maturity of our practices at BC Hydro. Exposure to global best practices broadened my perspective and advanced my development as a leader. The community also provided a forum to test and validate ideas, which strengthened my ability to influence internal decision-makers and lead meaningful change.

This knowledge supported the development of a Contract Performance Practice, the establishment of an enterprise Contract Management RACI, and stronger awareness of how contracts deliver measurable value. These foundations enabled us to identify cost-avoidance opportunities that exceeded the value of the resources invested in strategic contract performance management. My continued involvement with WorldCC has deepened my commercial leadership and provided opportunities to share BC Hydro's experience with international audiences. Receiving the WorldCC Fellow accreditation affirmed my commitment to advancing the discipline and recognized the leadership contribution I bring to elevating commercial capability across the profession.

Ultimately, the WorldCC community combines practical experience, research, and collaboration in a way that helps contract management professionals at every stage continue to grow and improve.

# Albert's story

**Albert Khor**  
Lead Project Commercial Specialist, MODEC

**WorldCC**

Member since 2021, Fellow

**“After discovering WorldCC, I immediately recognized the value of its research resources and professional certification pathways.”**



I currently serve as a Lead Project Commercial Specialist at MODEC, providing commercial input to client contracts and subcontracts teams on complex oil and gas construction projects.

My journey with WorldCC began when I stepped into a Subcontracts Manager role in a previous position. At the time, I was searching for a professional institution that could provide practical insights and research-backed knowledge to strengthen my understanding of contract management.

I made the case internally for the Commercial & Contract Management Advanced Practitioner program and became the first person from my organization to complete it, graduating in December 2021.

The Advanced Practitioner programs in both Commercial & Contract Management and Supplier Relationship Management provided structured learning that strengthened my professional capabilities. At the same time, the WorldCC thought leadership webinars exposed me to diverse perspectives from sector experts and practitioners, helping shape my ambition to contribute as a thought leader in the field.

One memorable moment was attending the WorldCC members' meeting in Singapore, where I connected with professionals from across the region and expanded my professional network.

Another highlight was being invited to join the Standards Consensus Body Working Group for the Contract Management Standard™ 4th Edition, collaborating with experts from different countries and sectors to help shape the future of the discipline.

Today, as a WorldCC Fellow, I look forward to contributing to the community – whether through mentoring, knowledge-sharing, or supporting future thought leadership – while continuing to learn from the global network of professionals that makes this community so valuable.

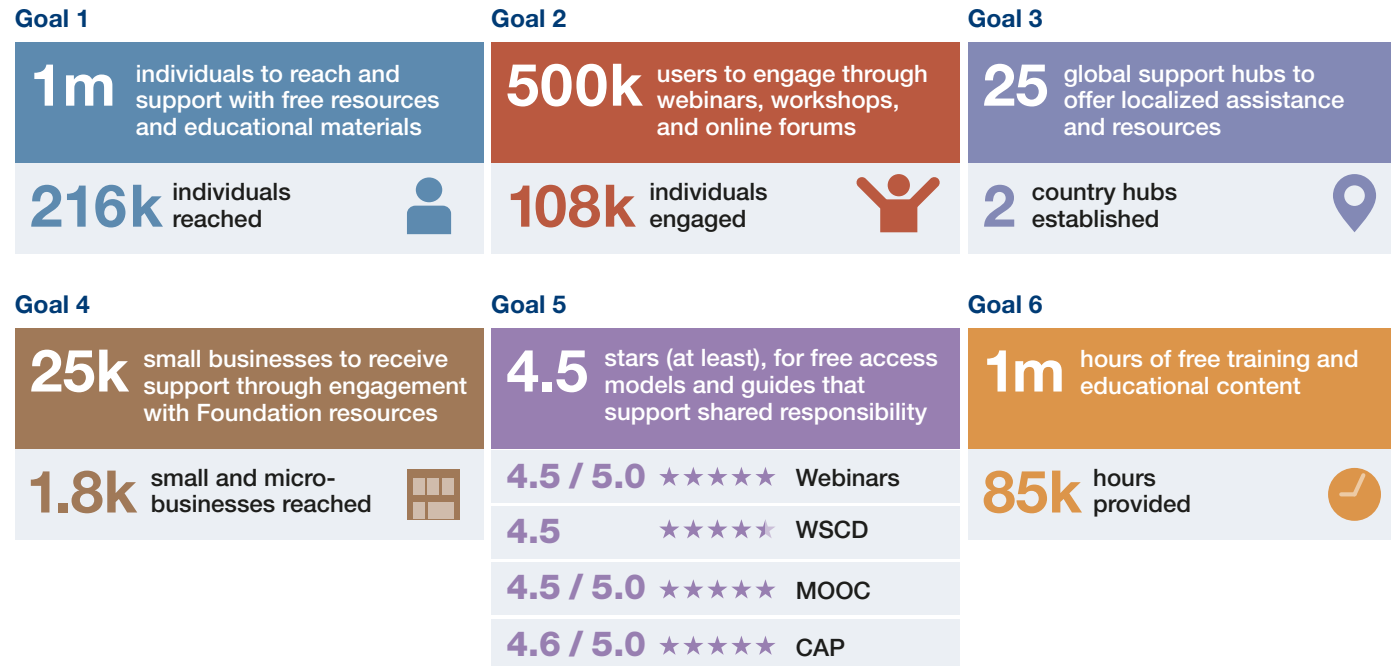
# Our ecosystem's extended impact

Beyond the WorldCC core, further initiatives extend the reach of commercial capability through the WorldCC Foundation and CCM Institute. Their research, education, and social impact programs continue to strengthen the discipline and expand its influence across sectors and communities.

# WorldCC Foundation

2025 marked another year of meaningful progress towards the Foundation's 2030 audacious goals, advancing our mission through focused action and collaboration.

The momentum we created this year demonstrates the dedication of our team and partners, as well as the growing impact of our work. Guided by a clear vision and a collective commitment, we laid the groundwork for even greater impact in the years to come. **Our goals and their progress are:**



 **Australia Hub** – the Australia Hub was established to strengthen engagement across the Australian market. Throughout the year, Foundation resources were actively promoted at ten Member Connect meetings held in Sydney, Melbourne, Perth and Canberra. These sessions raised awareness of the Foundation's tools and practical guidance, while creating space for members to exchange insights on implementation challenges and opportunities.

 **UK Hub** – In 2025, the UK Hub continued to expand its regional presence, strengthening engagement and on-the-ground support for the Foundation's work. Foundation resources were promoted at five Member Connect meetings across London, Leeds, Edinburgh and Bristol creating regular touchpoints for members to explore practical Environmental, Social and Governance (ESG) implementation and share emerging market practices.



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

# Foundation programs

In 2025, we strengthened the integration of sustainability into commercial practice through initiatives such as World Sustainable Contracting Day (WSCD) and the continued development of the Sustainability Clause Library equipping the world with practical tools to embed responsible principles into their contracting.

## World Sustainable Contracting Day

Goals supported: 1, 2, 5, 6



## Sustainability Clause Library

Goals supported: 1, 2, 4, 5



**“WSCD has helped contextualize theoretical ideas and legislative requirements into practical application that has shown real results.”**

**“WSCD has opened my eyes to the broader applicability of sustainable contracting.”**

**“As a result of engaging with the Sustainability Clause Library I have committed to follow and implement sustainability practices in my organization’s contracts.”**

### New partners

In 2025 we signed Memorandums of Understanding (MoUs) with three new partners:

- The Chancery Lane Project
- Social Traders
- Responsible Contracting Project.



# Foundation's programs (continued)

In 2025, we also advanced our commitment to developing future talent through initiatives such as Inspiring Women and the Commercial Awareness Program, helping to broaden access to opportunities and build the next generation of commercial professionals.

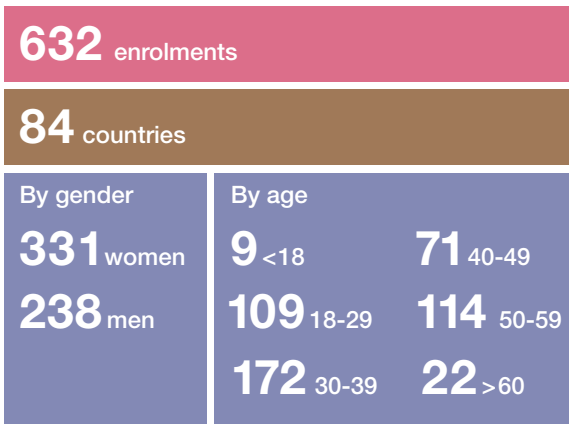
## Inspiring Women

Goals supported: 3, 4



## Commercial Awareness Program

Goals supported: 1, 3, 4, 6



“Inspiring Women exceeded my expectations. It provided a supportive environment to connect with accomplished and like-minded women and helped me grow both personally and professionally. I gained valuable insights, confidence, and a renewed sense of purpose.”

“The Commercial Awareness Program enhanced my level of knowledge and gave me the courage to implement on commercial level.”

“The program made me understand how crucial it is to manage the contract lifecycle after the award phase. The importance of overseeing contracts post-award is well emphasized by the WorldCC’s Contract Management Standard™.”



# Carmella's story

**Carmella Kavanagh**  
WorldCC Foundation Volunteer

## WorldCC

Student Member since October 2025

**“My involvement with the Foundation has been instrumental in building both my confidence and professional network.”**



During my law degree, I first became aware of the work and mission of WorldCC.

After graduating, I began engaging more closely with the organization and discovered the work of the WorldCC Foundation, particularly its focus on responsible contracting, leadership, and long-term societal impact.

I was especially drawn to the opportunity to volunteer with the Inspiring Women program. Having previously worked with the National Center for Domestic Violence, where I supported women through legal processes, I felt a strong connection to the Foundation's commitment to recognizing female leadership and promoting inclusion across the global contracting community.

Volunteering with the program gave me the opportunity to take an active role in interviewing the 25 female leaders recognized as Inspiring Women for 2026. Speaking directly with these leaders provided valuable insight into their career journeys and perspectives on leadership, while also helping me build confidence communicating with senior professionals.

Hearing their experiences was particularly impactful for me as a recent graduate. Many spoke openly about the non-linear nature of their careers, the importance of remaining open to opportunities, and the challenges they overcame along the way. Those conversations helped me reflect on my own path and sparked a deeper interest in the field of commercial and contract management.

Alongside volunteering, I have also engaged with the wider WorldCC community through the Commercial Awareness Program, webinars, and my ongoing work toward the CCM Associate certification.

My involvement with the Foundation has been instrumental in building both my confidence and professional network. That experience recently led to the opportunity to take on a paid internship with the CCM Institute, supporting initiatives that share research, knowledge, and commercial best practices across sectors.

For me, the most valuable part of WorldCC has been the community – connecting with professionals who are generous with their time, experience, and guidance. Their support has helped me grow both personally and professionally, and it has reinforced my enthusiasm for building a career in this field.

# Foundation Board

As we reflect on the progress of 2025, we recognize the guidance of our Board of Directors and the leadership of our CEO and President, whose vision and commitment continue to shape the future of our work.

The Governing Board is a diverse, multi-stakeholder group of leaders from government, business, academia, financial services, and international trade and development. It provides strategic leadership to the Foundation – setting long-term direction, ensuring financial sustainability, and overseeing strong performance and accountability.

### Support the future of fair, sustainable business

By donating to the WorldCC Foundation, you help maintain and grow free tools and resources that enable more inclusive and sustainable contracting practices worldwide.

Find out how you can make a difference  
[info@worldcc.foundation](mailto:info@worldcc.foundation)

## Our Board members



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**Oluyemi Orija**  
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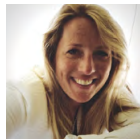
**Alan Detheridge**  
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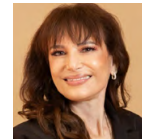
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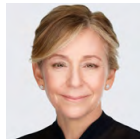
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# CCM Institute

In 2024, the Commerce & Contract Management Institute (CCM Institute) was launched as a global center for insight, standards, and thought leadership. Born from a collaboration between WorldCC and NCMA, the Institute has set out to define the future of commercial and contract management worldwide. 2025 was the year that vision came to life.

From the outset, momentum defined our inaugural year. We focused on building credibility, establishing rhythm, and turning purpose into tangible value. Our publishing cadence became a reliable source of insight, amplifying the voices of experts while extending the Institute's reach across sectors and regions.

In our first full year, the Institute delivered a portfolio of achievements that reflected both breadth and depth:

- flagship Benchmark Report: Setting a data-driven foundation for the profession.
- 19 practitioner articles and perspectives: Translating complex challenges into actionable guidance.
- 11 podcast episodes: Connecting thought leaders with a global audience and generating nearly 1,000 listens worldwide.
- first CCM Institute led Academic Symposium: 9 hubs, 48 speakers, 19 academic partners, 37 paper submissions, and 833 registrations – a milestone for bridging theory and practice.
- over 1,000 content downloads: Demonstrating strong, growing engagement across the global community.

These outputs were shaped not by a single team but by the collective expertise of practitioners, academics, and sector leaders operating at the forefront of the profession. Collaboration has been, and will continue to be, our cornerstone.

The Institute's insights also reached influential audiences, from members of the US Congress to the Five Eyes (FVEY) alliance, as well as a broad array of organizations and academic institutions. These interactions underscore the Institute's growing role as a trusted source of knowledge and guidance in the commercial and contract management space.

With strong foundations laid, enduring partnerships established, and an engaged global audience, the CCM Institute is poised to play an increasingly influential role in shaping the profession in 2026 and beyond. The journey has just begun, and the momentum we built in 2025 sets the stage for continued impact, innovation, and collaboration in the years ahead.



Last year the Institute added more content to its website →



The Contract Management Standard™ 4th Edition was published in 2025 →

# Benchmark report

In 2025, the CCM Institute released its latest global benchmark study, exploring how organizations are navigating an increasingly complex and unpredictable commercial environment.

One insight stood out immediately: executives understand that commercial and contract management matters.

Our research shows that 88% of organizations recognize that strengthening commercial and contract management capability is essential to performance and resilience. Yet despite this recognition, progress often stalls. For many organizations, improving commercial capability remains one of many initiatives competing for attention – acknowledged as important, but frequently deferred. The research suggests this may be a costly oversight.

Today's business environment is defined by disruption. Geopolitical tensions, supply chain volatility, regulatory change, and rapid technological advances are reshaping how organizations operate and collaborate.

## Sustained levels of uncertainty

87%

of organizations now report operating under sustained levels of uncertainty, recognizing that this may represent a new normal rather than a temporary disruption.

## The three major types of uncertainty are:



In this environment, the ability to manage commercial relationships effectively is becoming a defining capability. Yet the benchmark revealed a consistent underlying challenge. Many improvement initiatives focus on tools, policies or organizational changes but overlook a fundamental requirement: a clear, consistent process.

Without shared frameworks and defined accountability, organizations experience confusion over roles and responsibilities, delays in decision-making, and inconsistent contract performance across teams and supply networks. As organizations experiment with new operating models, adopt emerging technologies such as AI, and respond to resource constraints, these gaps become even more visible.

The findings highlight a growing divide between organizations that are building structured commercial capability and those still relying on fragmented approaches.

This is where global standards and shared frameworks become critical. The release of the Contract Management Standard™ 4th Edition provides organizations with a common language and structured approach for managing commercial relationships across the entire contract lifecycle.

As organizations navigate uncertainty, strengthen supply chains and rethink how work gets done, the research reinforces a clear message: commercial capability is no longer optional – it is foundational to resilience and performance.



[See the Benchmark report →](#)

# Insight into action

## Sector challenge



As organizations confront rising uncertainty and increasing complexity across the contract lifecycle, many are rethinking how technology can support stronger commercial governance and performance.

## The market gap



For Sirion, this challenge was clear from the beginning.

When the company entered the Contract Lifecycle Management (CLM) market, it faced an environment dominated by solutions focused primarily on contract repositories and document authoring. Most technology addressed the contracting process up to signature – while the management of contracts after execution received far less attention.

Yet WorldCC's research was highlighting a different reality.

## Research insight



The organization's work on contract value leakage, post-award governance, and commercial capability reinforced an important insight: the greatest risks and opportunities in contracting often occur after signature, during execution and ongoing performance management. That perspective helped shape Sirion's early direction.

Rather than focusing only on drafting and storage, the company initially differentiated itself by addressing post-signature contract performance – helping organizations manage obligations, monitor risk and improve commercial outcomes during execution and performance management. Over time, Sirion has expanded to support the full contract lifecycle, bringing those same performance insights into earlier stages such as authoring, negotiation and contracting workflows.

WorldCC's research and practitioner community played an important role in shaping this thinking. The organization's benchmarking and thought leadership helped Sirion better understand how procurement and commercial leaders define success, how contract managers' roles are evolving, and where organizations struggle most across the lifecycle.

This insight influenced both product development and strategic positioning, particularly around areas such as obligation tracking, risk visibility and performance governance – capabilities that now extend across the full lifecycle of contracting, from contract creation through ongoing performance management.

## Innovation and collaboration



More recently, this collaboration has extended into innovation.

Through integration with Ask Tim, WorldCC's AI-powered knowledge assistant, Sirion users can access curated commercial and contracting insights directly within the platform – connecting operational execution across the full contracting lifecycle with global best practices.

For Sirion, the value of engaging with the WorldCC ecosystem goes beyond research. It provides a shared language for discussing commercial capability, a community of practitioners shaping the discipline, and a continually evolving body of insight that informs both technology and practice.

As organizations look for new ways to manage uncertainty and strengthen commercial performance, examples like Sirion demonstrate how research, community insight and technology can combine to support the next generation of end-to-end contract management capability.

**“WorldCC gave us not just validation, but vocabulary. It connected our product vision to the real challenges faced by procurement and commercial leaders.”**

Ajay Agrawal, Founder and CEO, Sirion

# The CMS in action

A highlight of 2025 was the release of the Contract Management Standard™ 4th Edition (CMS). This globally recognized framework provides a common language and structure to enhance efficiency, consistency, and best practices across sectors and jurisdictions.

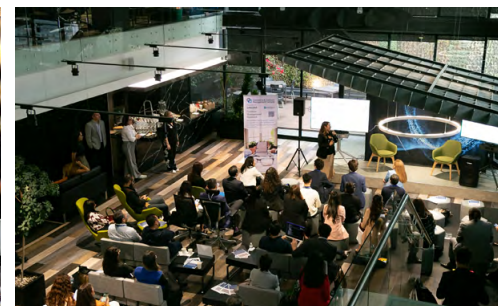
Over the year, the Standard traveled to 16 cities worldwide through our global roadshow event and was translated into six additional languages – Spanish, German, Dutch, Portuguese, Danish, and Arabic – ensuring accessibility to professionals everywhere. By year's end, the Standard had been downloaded 6,254 times across 56 countries.

16 cities were visited for the roadshow event

6 translated into six languages

6k+ downloaded 6,254 times, in 56 countries

## Some of the roadshow events which supported the release of the Standard 4th Edition:



# Adopting the CMS

Following the release of the Contract Management Standard™ 4th Edition (CMS), attention has increasingly turned toward adoption and practical implementation.

36 organizations have now publicly pledged to adopt the CMS, and as of the end of 2025 over 6,000 people downloaded the CMS – and the community continues to grow. Across both the public and private sectors, organizations are embedding the CMS within their commercial practices to establish a shared framework for commercial and contract management capability.

[Learn how to pledge adoption of the Standard →](#)



The Institute provides this badge to CMS adopters to use in their communications.

## Adopters of the CMS



# Early CMS adopters

**Ned Coleman**  
Executive Director Contract Management,  
Accenture

## WorldCC

Corporate Member since 2018, Fellow,  
CMS Adopter

**“The CMS represents such an important milestone for the discipline.”**



Organizations across sectors are embedding the Contract Management Standard™ (CMS) to strengthen governance, align teams, and improve commercial outcomes.

Accenture has enjoyed a long-standing relationship with WorldCC, and previously IACCM, spanning more than two decades. During that time, developing contract management capability has remained a strategic priority for our organization.

Certification has played a central role in that journey. Over the years, we estimate that more than 2,000 Accenture professionals have completed WorldCC certification programs, and we continue to provide ongoing WorldCC membership to employees following certification. For many of our people, this is a valued professional benefit.

But the true impact goes beyond credentials. Certification accelerates the learning curve for new contract managers and strengthens their ability to navigate what is often a complex and evolving discipline. It complements our internal development programs while helping individuals build confidence and professional identity within the field.

Contract management itself is a profession that few people set out to enter. Most of us discover it through experience rather than formal academic pathways. The professionalism, rigor and consistency that come with a shared global standard are critical in recognizing the value contract managers bring to organizations.

When the CMS was released, we were eager to assess our internal Contract Management Architecture against it. This architecture defines how contract management operates within Accenture – providing a structured lifecycle, a services framework, and a values-driven approach to supporting the business.

We were delighted to discover that our internal framework closely aligns with the CMS lifecycle and principles. That validation reinforced our belief that strong contract management capability is essential to commercial performance.

Today, we are proud to be recognized as a Contract Management Standard Adopter.



## Early CMS adopters (continued)

**Pierre Marchès**  
Managing Partner, Prime Conseil

### WorldCC

Corporate Member since 2025, CMS Adopter

**“WorldCC helped anchor our approach in a recognized global reference and connect with the broader evolution of the discipline.”**



### Prime Conseil was created out of a genuine passion for contract management developed over 15 years across various sectors.

Our ambition was clear: to contribute to the rise of contract management and position the discipline as a strategic performance lever, not simply a risk or compliance function.

In practice, one recurring challenge quickly became apparent. Each client often had a different understanding of what contract management actually is – its scope, its objectives, and the respective roles across the contract lifecycle. As a result, a significant part of our work initially involved establishing a common framework and shared language before any transformation could begin.

This lack of harmonization often generated internal resistance within organizations. Unclear responsibilities, fragmented practices, and differing perceptions of the function made it difficult to align stakeholders and position contract management as a value-creating discipline.

More recently, adopting the Contract Management Standard™ (CMS) has been a natural step to further structure our methodology and provide our clients with a clear and internationally recognized framework.

Being part of the WorldCC community allows us to step back from day-to-day delivery, benchmark our practices, and draw inspiration from developments across regions and sectors.

Adopting the CMS has also prompted valuable internal reflection. We simplified our lifecycle approach, integrated its competency framework into our recruitment, and redesigned our Prime Academy training paths around its pillars.

The resources provided by WorldCC are unique globally and represent one of the key pillars supporting our contract management practice. For anyone involved in contract management, it is an essential reference point.



# Shaping the future

Commercial and contract management capability continues to evolve as organizations face increasing complexity. WorldCC's strategic priorities focus on strengthening capability, advancing insight, and shaping the future of the discipline.

# Strategic priorities

As the discipline continues to evolve, WorldCC's strategy focuses on strengthening the global capability that underpins effective commercial and contract management. Our priorities center on five areas that support organizations and professionals navigating an increasingly complex commercial landscape:

## 1 Advancing global standards



Expanding adoption and practical implementation of the Contract Management Standard™ to strengthen commercial governance and capability across sectors.

## 2 Strengthening research and insight



Through the Commerce & Contract Management Institute, developing research, benchmarks, and intelligence that support better commercial decision-making.

## 3 Expanding capability development



Evolving learning pathways, certifications, and professional development opportunities to support practitioners at every stage of their careers.

## 4 Leveraging technology and innovation



Continuing development of tools such as Ask Tim, enabling faster access to knowledge, insight, and practical guidance.

## 5 Growing the global community



Strengthening engagement across regions, sectors, and career stages while supporting future leaders through programs such as Student Connect and Leaders of the Future.

# Governance

**Strong governance underpins WorldCC's commitment to integrity, transparency, and accountability. Effective leadership and oversight help guide the organization's mission and ensure lasting impact across its global community.**

# Leadership structure

WorldCC's 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

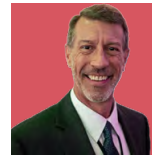
A member-elected body ensuring balanced regional, sector, and subject-matter representation.

[Find out more about our governance →](#)

## Research & Learning Council

Supports research and thought leadership in commerce and contracting.

## Board of Directors



**Rod Wade**  
Chair, WorldCC.  
VP, Contract Management  
& Procurement, MedImpact  
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**Tim Cummins**  
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Officer, WorldCC.  
Director of Supply  
Management at Culture  
and Tourism Department  
(Middle East Region)  
Department of Culture  
and Tourism, Abu Dhabi  
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# Global Council

The WorldCC Global Council represents the voice of the global community and plays an important role in connecting members with the organization’s strategic direction.

Council members are elected through an open and democratic process that ensures representation across regions and professional communities. This approach strengthens participation and helps ensure the Council reflects the diversity and evolving priorities of the global membership.

Beyond governance, the Global Council helps shape initiatives that advance capability development, strengthen engagement across regions and support the continued growth of the profession.

Through their leadership and insight, Council members contribute to discussions that influence the future of commercial and contract management worldwide.

**Global Council elections are held every two years to ensure broad representation across the global community.**

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



# A year investing in the future

## Our finances

In 2025, WorldCC continued to strengthen its financial position while making targeted investments to support the future of the profession and the global community we serve.

Total revenue increased 4% compared with 2024, driven by growth across several areas of activity. Membership revenue grew by 4%, while research and analytics increased 17%, conferences grew 8%, and sponsorship expanded by 28%, reflecting strong engagement from partners and the wider community.

Revenue from learning and development declined by 25%, primarily due to reduced corporate learning activity, which returned to levels similar to those seen in 2023.

During the year, WorldCC made planned investments in several strategic initiatives designed to strengthen capability and deliver greater value to members. These included continued development of the AI-powered Ask Tim platform, alongside enhancements to the WorldCC website and member portal, both scheduled for launch in 2026.

As a result of these investments, expenses increased by 14%, and WorldCC recorded a deficit for the year, which was funded from reserves.

Despite this increased investment, overhead remained stable at 12.7% of total expenses, reflecting continued financial discipline and effective operational management.

Revenue (000's USD)	2025		2024
Membership	2,293	4% ↑	2,199
Learning and development	2,276	-25% ↓	3,032
Research and analytics	658	17% ↑	608
Conferences	1,331	8% ↑	1,042
Sponsorship	172	28% ↑	147
Miscellaneous	19	-53% ↓	40
Shared services*	612		
<b>Total revenue</b>	<b>7,361</b>	<b>4% ↑</b>	<b>7,068</b>
Expenses (000's USD)	2025		2024
People cost	3,690	-6% ↓	3,935
Third-party supplier costs	2,516	25% ↑	2,018
Shared services*	612		
Overhead	992	13% ↑	876
<b>Total expenses</b>	<b>7,810</b>	<b>14% ↑</b>	<b>6,829</b>

\* WorldCC provides shared services that are charged to and reimbursed by the Commerce & Contract Management Institute.

“Revenue growth continued in 2025, and our investments in technology and member services will deliver meaningful benefits to the community in 2026 and beyond.”

Julia Duryee  
Global Financial Controller



# Thank you

Our special thanks to some notable contributors and organizations:



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