

Excellence in Procurement & Supply Awards 2025

WINNERS BOOK

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WELCOME

It's a great privilege to welcome you to the CIPS Excellence in Procurement & Supply Awards 2025.

Today, organisations around the world are navigating turbulence on all fronts – rising costs, supply constraints and geopolitical headwinds are converging. With automation racing ahead and new trade dynamics at play, procurement must step up as a strategic lever for resilience and growth.

This is a moment of visibility, of opportunity and of profound responsibility for our profession. Never before have we had a platform like this – to lead, to innovate and to redefine what great procurement and connected supply chains look like.

What really stood out to me, and to the other judges, was the practical brilliance on display. In a world full of complexity, your submissions didn't just rise to the challenge, they delivered real impact, with creativity and resilience at their core. We saw examples of procurement driving real change – not just in business performance but across society.

Procurement is becoming more inclusive, bringing in more SMEs, unlocking innovation and pushing the boundaries with new technologies. Yes, sustainability goals have come under strain, but many of you continue to make it central to your work. That persistence matters.

As I shared in my keynote at the CIPS Futures Conference, the modern procurement professional is no longer just a commercial operator. You are geopolitical thinkers, AI educators, sustainability leaders and orchestrators of ecosystems. And reading through this year's nominations, it's clear: many of you are already embracing that reality.

A big congratulations from all of us at CIPS. Tonight's recognition is a reflection of your determination, creativity and the real difference you're making. Take a moment to enjoy it – you've absolutely earned it.

**Ninian Wilson, Chief Executive Officer & Global Supply Chain Director, Vodafone Procure & Connect
Chair, CIPS Excellence in Procurement & Supply Awards**

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THE JUDGES



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Segen Ltd



Andrew New
NHS Supply Chain



Andrew Newnham
Marks & Spencer



Ben Fricke
Whitbread



Claire Bevan
Dentsu



David Wylie
Ministry of
Procurement



Einav Ben-Yehuda
Department for Environment,
Food and Rural Affairs



George Booth
Lloyds Banking Group



James Allen
GKN Aerospace



Joanne Newman
Department of
Health & Social Care



John Butcher
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John Hayes
HM Revenue
& Customs



Juliet Sotnik
CIPS



Kevin Horner
Laing O'Rourke



Laura Simmonds
WPP



Lauren Feery
DS Smith



Mark Langrish
Experian



Matt Stallard
Sainsbury's



Ninian Wilson
Vodafone Procure & Connect



Pamela Badhan



Paul Doherty
Heathrow Airport



Paul Williams
Deutsche Bank



Rob Turner
Deliveroo



Sam Ulyatt
Crown Commercial Service



Sarah Rayner
Cabinet Office



Sarah Willmott
Nationwide Building Society



Simon Hannak
Costa Coffee



Simon Harnett
National Grid



Tim Bullock
NATS



Yasmine Latto
Charlotte Tilbury

Thank you to all the 2025 judges



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OVERALL WINNER

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CATEGORY:
Best Practice in Supply Chain Integration

PROJECT:
**Oxford Nanopore –
Becoming Demand Driven**

WINNER:

Oxford Nanopore Technologies PLC

We're in a world of next-day delivery – to enable this, businesses must hold stock somewhere. But what do we need to procure? How much stock is needed to exceed customer requirements? Where to store stock? How to manage risks while optimising inventory? This is all incredibly complex, expensive and risky for

JUDGES' COMMENT

"This is an exceptional example of technical and strategic supply chain innovation. Oxford Nanopore adopted DDMRP in a high-complexity, fast-growth environment and demonstrated sharp commercial and service improvements. The initiative stands out for its clarity of purpose, execution maturity and long-term integration into business rhythm – a rare, truly demand-driven transformation."

Oxford Nanopore, which makes an innovative, disruptive new way of DNA and RNA sequencing. Its products, used in over 120 countries, work on a mixture of software, hardware, biologics and chemistry. This results in lots of variables/unpredictability and a large supply chain network to manage.

CATEGORY:

Best Initiative to Build a Diverse Supply Base

WINNER:

Heathrow Airport

A diverse supply base fuels innovation by drawing on a wider range of perspectives, capabilities and creative solutions. However, a significant barrier for SMEs is the lack of accessible platforms to connect with large buyers such as Heathrow. Without clear visibility and engagement opportunities, many SMEs struggle to navigate complex procurement processes or showcase their capabilities. Bridging this gap is essential to unlocking their potential. Heathrow Lift Off addresses this by creating a more accessible pathway for SMEs to engage with its supply chain, driving innovation, promoting supplier diversity and ensuring sustainable growth for our ecosystem.

CATEGORY:

Most Inclusive Procurement Function

WINNER:

Kier Transportation

Kier Transportation's Procurement and Supply Chain Team has taken action to address the advancing skills shortage across the infrastructure sector. With a proactive strategy to develop and retain an inclusive and diverse team, it has seen an increase in attraction and retention rates among its employees, and a positive impact on how it procures and manages its supply chain. Kier is able to offer a market-leading approach to supply chain management and leverage strategic supplier relationships. This has also resulted in enhanced collaboration, increased innovation and greater efficiencies for its clients.


JUDGES' COMMENT

"This is what supplier diversity is really about, bringing the innovative thinking of SMEs and educational units to address strategic and operational issues within a business while also creating opportunities for those less fortunate."

FINALISTS: Kantar; Nestlé UK Ltd; Sellafield Ltd; Sky; Transport for London


JUDGES' COMMENT

"This team has been successful in pushing for diversity and inclusion, introducing initiatives to make this a reality. Inclusion is about actively listening to understand what makes a difference. This team achieved that, with a tangible impact."

FINALIST: Government Commercial – Defra, FCDO, CCS and DHSC

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ATAMIS**CATEGORY:****Procurement Team of the Year – Large Organisation****WINNER:**

Etihad Airways

At Etihad Airways, procurement is a strategic function with significant influence on corporate decision-making. Led by Cassie Mackie, the department plays a crucial role in driving financial performance and operational excellence. The team is structured to align closely with key business units, providing valuable input across all operations. Procurement's value proposition extends beyond cost savings, encompassing revenue enhancement, risk management and competitive advantage. Cassie's remit includes informing business strategy, leading high-stakes negotiations and spearheading digital transformation initiatives. This strategic positioning ensures procurement is a key contributor to Etihad's success.

CATEGORY:**Best Approach to Risk Mitigation****WINNER:**

United Utilities

Project Blueprint is a transformative initiative aimed at reducing United Utilities' deliverability and supply chain reputational risk through standardising assets and creating seamless integration between engineering and commercial teams to implement market-led solutions. By focusing on standardisation, United Utilities is not only improving design efficiency but also significantly reducing costs and carbon emissions while ensuring security of supply for its critical assets. By building strong collaborative relationships with the supply chain, it is securing the capability and capacity needed to deliver its ambitious programme and driving economic growth in the North West.

**JUDGES' COMMENT**

"A standout example of how a mature procurement function can impact business strategy and revenue creation, along with savings and risk management. They have achieved this with a reduction in staff by creating efficiencies so as not to impact performance."

FINALISTS: Beeline Kazakhstan; dentsu; Lantmännen Unibake; MTN Group – Global Sourcing and Supply Chain; National Grid; Phillips Medisize

**JUDGES' COMMENT**

"A prime example of a cross-functional team that has been able to bring standardisation to complex marketplaces and thereby reduce supply chain risk. The team acted as part of the integrated delivery team to achieve a reduction in cost, carbon emissions and time."

FINALISTS: Holland & Barrett; Lantmännen Unibake; Lloyds Banking Group; Lonza AG; Phillips Medisize



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**CATEGORY:****Best Collaborative Teamwork Project – Public Sector****WINNER:**

UK Ministry of Defence/Defence Equipment & Support (DE&S)

As Russia's illegal invasion of Ukraine headed towards a third year, the UK Ministry of Defence recognised that to keep Ukraine in the fight and position it in any peace negotiations required more than the rapid procurement and gifting of equipment – it needed a solution that was sustainable and scalable. Thus, Task Force Hirst was established in 2024 to develop UK/Ukrainian industrial co-operation, using procurement as the

**JUDGES' COMMENT**

"This is a powerful example of a problem that couldn't have been resolved without effective and collaborative teamwork. Working under difficult circumstances, the team mobilised quickly and used the stakeholder group to provide an innovative solution."

engine for strategic change. Hirst delivered major capability contracts that will support Ukraine and drive economic benefit to the UK defence industry and the armed forces.

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**CATEGORY:****Best Collaborative Teamwork Project – Private Sector****WINNER:**

JLR

Linefeed is one of the largest contracts held by Jaguar Land Rover (JLR), spanning five plants in the UK. The primary objective of any Linefeed sourcing project is to ensure production stability, as uninterrupted car production is vital for a car manufacturer. For over 15 years, JLR did not seek competition for this service due to the risk presented to production, resulting in a single incumbent for most of the plants. Through a meticulously planned and collaborative strategic approach, JLR set out to challenge the status quo of the incumbent while ensuring production stability, operational efficiency, future flexibility and cost-effectiveness.

**JUDGES' COMMENT**

"This is an excellent example of a challenging and critical project whereby cross-functional working was not only successful but delivered strong outcomes. The lessons learned have been clearly embedded for the future."

HIGHLY COMMENDED: Balfour Beatty

FINALISTS: bp plc; Crown Commercial Service; EDF Nuclear Operations; Pepco Group Ltd; Primark; Whitbread; World Rugby – Women's Rugby World Cup England 2025

CATEGORY:
Best Commitment to Carbon Reduction in Supply Chains
WINNER:

UK Power Networks

UK Power Networks (UKPN) is committed to reaching net zero for both its own business carbon footprint and that of its supply chain. By leveraging an industry-leading carbon reporting platform and a pioneering embodied carbon tool, UKPN is leading the way in sustainability. The reporting platform pinpoints carbon hotspots across its supply chain, resulting in a much more accurate carbon submission from around 160 suppliers. In 2024, this approach resulted in a reduction of approximately 20%. Furthermore, UKPN's embodied carbon tool resulted in around a 19% reduction across completed major projects. This company doesn't just measure, it takes real actions to reduce supply chain emissions.

CATEGORY:
Best Initiative to Deliver Social Value Through Procurement
WINNER:

National Highways

This initiative aimed to address two challenges: the lack of employment opportunities for individuals leaving the prison system, and the skills shortage in the highways and construction sectors. The initiative sought to create a socially valuable solution to both issues by offering practical skills training and tangible career pathways within prisons. National Highways is now working with its supply chain to adopt a shift in recruitment strategies; focusing on rehabilitation potential rather than traditional hiring; integrating structured pre-release training, with the possibility of post-release employment support; and developing a model that's scalable and repeatable across the industry.


JUDGES' COMMENT

"It's wonderful to see the collaborative approach taken in sharing best practice and addressing similar challenges across the supply chain. Providing good educational support in response to carbon reporting fatigue has yielded impressive results."

FINALISTS: Aviva; CBRE; ENGIE; Lloyds Banking Group; Severn Trent


JUDGES' COMMENT

"This is an impressive social value programme of rewarding and repeatable initiatives. The initiative has clearly had a huge impact."

FINALISTS: Co-op; Equans UK – Places & Communities; London & Quadrant Housing Trust; Roke Manor Research Limited; Seven Force Strategic Collaboration

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**CATEGORY:****Best Sustainable Procurement Project of the Year****WINNER:****bp plc**

The NEP/NZT project is pioneering the UK's first full-chain carbon capture and storage system in Teesside, aiming to decarbonise one of the nation's most carbon-intensive regions. By 2035, the East Coast Cluster is projected to transport and securely store around 23m tonnes of CO₂ annually, addressing approximately 50% of all UK industrial cluster emissions. The project reached FID in December 2024, and the procurement team played a key role through implementing novel contracting strategies and awarding over \$4bn of supply chain contracts, with voluntary industry ambition of 60% UK content helping to stimulate economic growth by supporting thousands of jobs.

**JUDGES' COMMENT**

"This first-of-a-kind engineering project involved lots of innovative thinking and cross-functional working. This new way of achieving decarbonisation has been highly effective, which will be genuinely impactful for the future of the entire industry."

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**CATEGORY:****Best Supplier Relationship Management Initiative****WINNER:****Rail Delivery Group**

In response to feedback from over 700,000 passengers, the Rail Delivery Group (RDG), the Department for Transport (DfT) and RDG's supply partners developed the Welcome Point. This is an innovative, centralised solution designed to enhance accessibility, foster inclusion and drive meaningful impact across the rail network. Before the Welcome Point's introduction, the absence of accessible features and visible help points made navigating railway stations a daunting task, resulting in many opting to avoid public transport

HIGHLY COMMENDED: Nestlé UK Ltd**FINALISTS:** Balfour Beatty; Essex County Council; Jazz – Pakistan Mobile Communications Limited; National Highways; Virgin Media O2**JUDGES' COMMENT**

"Welcome Points is a thoughtful, inclusive approach to improving accessibility across the rail network. The project identifies a gap in the travel experience for disabled passengers and offers a solution that has improved confidence, independence and satisfaction."

altogether. The RDG and the DfT have responded with a commitment to create a system that sets a new benchmark for accessibility.

HIGHLY COMMENDED: TAHAKOM**FINALISTS:** Allwyn Entertainment Ltd; Kier Transportation; MTN Group – Global Sourcing and Supply Chain; NHS Supply Chain

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CATEGORY:
Best Use of Digital Technology

WINNER:

Premier Foods

With a large catalogue of purchased materials and finished products sold, Premier Foods' teams wanted to work cross-functionally among procurement and sales to transform the way the company presents its cost forecasts. They exploited multiple business intelligence, data analytics and planning tools to create a forecasting approach in which the Procurement Team can plan, review and present the data. This is then transformed, using a sophisticated allocation-based model, from a commodity input-led view into a product/brand output-led view to enable the Sales Team to review and utilise the outputs in its strategic pricing and investment decisions.



JUDGES' COMMENT

"The digital transformation at Premier Foods sets a great example of strategic innovation and cross-functional collaboration. The team has improved forecasting accuracy and agility, with improved price competitiveness and stronger commercial alignment."

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CATEGORY:
Best Procurement Transformation Programme

WINNER:

Charlotte Tilbury

Charlotte Tilbury is a beauty brand with global reach. Its Procurement Team has transformed significantly over the past year. The new procurement function aimed to address the lack of structured processes causing inefficiencies, financial risks and poor visibility over company spending. Key issues were uncontrolled spending, lack of spend visibility, high contract risk, operational inefficiencies and limited stakeholder engagement. A phased approach was adopted to establish the procurement function, focusing on immediate stabilisation, long-term governance and strategic value creation, combining best practices with business objectives.

HIGHLY COMMENDED: Beeline Kazakhstan; VEON Group

FINALISTS: bp plc; Experian; Goaco and Cabinet Office; Kodiak Hub; MTN Group – Global Sourcing and Supply Chain; Resolutiion



JUDGES' COMMENT

"A hugely impressive transformation for a relatively small team. They grew at a pace the business was ready for, making good use of technology and a clear strategy enabled by identifying the right people."

FINALISTS: Deliveroo; EDF Nuclear Operations; Government Commercial Function; Maaden; MTN Group – Global Sourcing and Supply Chain; National Grid; Nationwide; Virgin Media O2

CATEGORY:
Procurement Team of the Year – Small Organisation (Private Sector)
WINNER:

Pragmatic Semiconductor

In under two years, Pragmatic Semiconductor's Procurement Team has evolved into a high-performing strategic partner. The team of five introduced governance, risk management and supplier relationship frameworks, playing a central role in major business initiatives including the delivery of a new semiconductor fab and capacity expansion plans. Pragmatic Park is the UK's first 300mm semiconductor manufacturing site, set to become the largest by wafer volume by late 2025. Procurement's influence extends across sustainability, compliance and corporate strategy. Recognised internally for excellence and impact, the team has transformed procurement into a value-driving capability, supporting ambitious growth plans and long-term success.


JUDGES' COMMENT

"From a standing start to well-respected function in such a short time speaks to the quality of the process implemented. The results achieved are universally impressive and demonstrate the impact a well-planned strategy can make to an organisation."

CATEGORY:
Procurement Team of the Year – Small Organisation (Public Sector)
WINNER:

Seven Force Strategic Collaboration

Seven Force Commercial Services provides commercial and procurement services to seven police forces across the eastern region: Essex, Kent, Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk and Suffolk. Its aim is to use the collaborative buying power of these forces to obtain better value for money from their contracts, enhancing interoperability and efficiency across the wider police service, promoting innovation and technological solutions for modern-day policing. Aligned with national initiatives, yet providing support for victims of crime at the local level, this high-quality, value-for-money supply chain increases social value benefits.


JUDGES' COMMENT

"A good example of a team being expanded and embracing the challenge. They got procurement involved to bring knowledge of innovation options to help shape tenders, and moved to outcome-based contracts. The benefits yielded give this team credibility."

FINALISTS: British Red Cross; Byoma; Roke Manor Research Limited



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CATEGORY:
Outstanding People Development Programme

WINNER:
Cabinet Office

The Procurement Act 2023 will improve the way public procurement is regulated and support the government's goal to speed up and simplify procurement processes. It aims to spotlight value for money and maximise opportunities for small businesses, charities and social enterprises to innovate in public service delivery. To successfully deliver this, the Transforming Public Procurement Design and Development Team created a learning package that has supported thousands of procurement professionals to develop the knowledge, skills, understanding and confidence to operate effectively within the new public procurement regime – driving increased value for money and social value for the taxpayer.

CATEGORY:
Public Procurement Project of the Year

WINNER:
Department for Business and Trade

In response to global supply chain shocks such as COVID-19 and the Russia-Ukraine conflict, the Global Supply Chains Intelligence Programme (GSCIP) was established in May 2021. Led by the Department for Business and Trade and used through partnership with other government organisations such as the MoD, FCDO, CCS and NHS Supply Chain, GSCIP is transforming government understanding of supply chains through big data and AI. GSCIP is a pioneering initiative that integrates commercial and government data to provide new insights into supply chain risks and opportunities, through applying advanced data science techniques, thereby shaping strategic government policy and operational priorities.



JUDGES' COMMENT

"A once-in-a-generation project, and to land it was an outstanding achievement. The reach, accessibility and blend of technical and behavioural learning are impressive. The strategy exemplifies what national capability uplift can look like."

FINALISTS: bp plc; HPC Supply Chain Directorate; Lloyds Banking Group; Rolls-Royce plc; SABIC; Severn Trent



JUDGES' COMMENT

"The GSCIP platform is transforming the understanding of supply chains through big data and AI. This is an innovative and strategic response to a dynamic global risk environment, which demonstrates strong technical ambition."

HIGHLY COMMENDED: UK Ministry of Defence/Army Commercial

FINALISTS: DHSC and NHS England; Expenditure & Projects Efficiency Authority (EXPRO); London Stadium 185; The Pensions Regulator; Transport for London; Zakat, Tax, and Customs Authority

CATEGORY:**Best Practice in Supply Chain Integration****WINNER:**

Oxford Nanopore Technologies PLC

We're in a world of next-day delivery – to enable this, businesses must hold stock somewhere. But what do we need to procure? How much stock is needed to exceed customer requirements? Where to store stock? How to manage risks while optimising inventory? This is all incredibly complex, expensive and risky for Oxford Nanopore, which makes an innovative, disruptive new way of DNA and RNA sequencing. Its products, used in over 120 countries, work on a mixture of software, hardware, biologics and chemistry. This results in lots of variables/unpredictability and a large supply chain network to manage.

**JUDGES' COMMENT**

"Oxford Nanopore adopted DDMRP in a high-complexity environment and demonstrated sharp commercial and service improvements. The initiative stands out for its clarity of purpose, execution maturity and integration into business rhythm."

CATEGORY:**Procurement Consultancy Project of the Year****WINNER:**

Curzon Consulting

Curzon Consulting partnered with Convatec, a global medical products company, to execute a fast-paced, data-driven procurement cost-reduction programme that delivered both immediate and long-term value. Working across over 15 spend categories and using a wide range of procurement levers and strategies, the initiative achieved savings of several million USD within just four months – exceeding targets by 70%. Beyond savings, the project enhanced procurement's credibility and capabilities, embedding strategic sourcing practices and sustainability improvements across the organisation. The project stands as a leading example of procurement excellence in a challenging and time-constrained environment.

JUDGES' COMMENT

"Curzon has been very effective at identifying opportunities, closing gaps in capacity and capability, and delivering results. This is a very solid demonstration of strong procurement activity."

HIGHLY COMMENDED: epi Consulting**FINALISTS:** ERA Group; GEP; Procure4; TSM – Spend Management Done Right



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CATEGORY:
Sustainable Procurement Champion

WINNER:

Alba Rodriguez Costa Coffee

Alba Rodriguez joined Costa Coffee during a team restructure in 2023. With a mostly new team, she saw an opportunity to reset Costa's approach to sustainability. Alba led the creation of a four-pillar strategy, aligning direct and indirect teams and embedding sustainability into supplier audits, carbon tracking and innovation. She is a Mental Health First Aider and part of Costa's Diversity & Inclusion network. After joining the Nudge Global Impact Challenge in 2021, Alba became a mentor in 2022, supporting future sustainability leaders. Originally from Spain, Alba built her career in the UK, always driven by the belief that procurement drives real change.



FINALISTS: Jenna Sherratt, Manchester Airport Group (MAG); Sahar Malik, Matriarch

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CATEGORY:
Young Talent

WINNER:

Matt Lowe Turner & Townsend

Matt Lowe is a dedicated professional in the procurement and supply field, recognised for his achievements and commitment to excellence. At 29, he has consistently delivered results that exceed expectations considering his age and experience. Matt's innovative approach, dedication to promoting diversity and ability to drive meaningful change have been acknowledged by his colleagues, who encouraged him to apply for this award. He is passionate about leveraging



JUDGES' COMMENT

"Matt is CPO-ready. He is incredibly impressive in terms of what he's accomplished – his experience, the locations he's worked in, his engagement with domestic and global supply chain, and the stakeholders that he's engaged. He's outstanding."

technology and fostering inclusive cultures to create sustainable value. Matt has successfully completed his CIPS Level 5 and is already halfway through Level 6, aiming to achieve MCIPS by the end of 2025.

HIGHLY COMMENDED: Lisa Massey, Byoma Ltd

FINALISTS: Adam Bevan, Metropolitan Thames Valley Housing; Aimee Coutts, Lloyds Banking Group; Amy Gill, Nationwide; Daniel Randall, Coventry Building Society

CATEGORY:
Leader of the Year

WINNER:

Amanda Davies Mars Snacking

Amanda is one of the world's most influential procurement and supply chain professionals, responsible for supply chain resiliency, driving value creation and leading supplier-enabled innovation at the global food products business, Mars Snacking. She is an authentic advocate for sustainable procurement, unflinching in facing up to the facts of climate change and the work left to do on the road to net zero. Amanda is working to truly embed sustainability as a responsibility of procurement at a time when it is at risk of dropping from the agenda. She is an inspirational, hands-on leader whose actions show how procurement can drive real, positive change. As procurement stretches its influence to align with the boardroom, Amanda is a genuine global role model for the profession.





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