



Impact Report 2025

Procurement as an
agent for change



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What unites all of this work is a conviction that procurement, done well, is a force for good. It creates fairer markets. It protects human rights. It reduces environmental harm. It strengthens economies. And it gives individuals, organisations and communities the tools they need to build better outcomes - for today and for generations to come”

Emma Scott

CIPS Foundation Lead

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Foreword

CIPS Foundation was created with a simple but powerful belief: that procurement and supply can transform lives.

Around the world, the way organisations responsibly procure resources and manage supply chains can shape economies, safeguard people, and protect our planet. When procurement is professional, ethical and sustainable, it becomes one of the most effective levers for lasting systemic change.

Over the past year, the Foundation has demonstrated just how far this principle can reach. Our mission - professionalising procurement and creating a commercial, sustainable and ethical world - has never felt more urgent, and never more possible. Whether tackling modern slavery, strengthening food systems, protecting tropical forests or widening access to education, each of our funded programmes shows what happens when procurement excellence is applied to global challenges: measurable, meaningful and sustainable change.

This year's **Impact Report** highlights the remarkable results of our approach. We estimate that more than two million lives have been touched by projects supported through the Foundation. We have helped empower thousands of women farmers in Rwanda to build resilient livelihoods. We have supported advances in data and risk intelligence that will help protect vulnerable people from labour exploitation. We have contributed to efforts that safeguard precious forest ecosystems, and enabled small charities to scale responsibly and reach more children with access to books.

Our bursary programme continues to open doors for aspiring professionals facing hardship, supporting their journey to MCIPS and enabling them to build secure futures for themselves, their families and their communities. Their achievements remind us that investment in people is investment in the future of the profession itself.

What unites all of this work is a conviction that procurement, done well, is a force for good. It creates fairer markets. It protects human rights. It reduces environmental harm. It strengthens economies. And

it gives individuals, organisations and communities the tools they need to build better outcomes - for today and for generations to come.

None of this impact would be possible without your support. As members of CIPS, you enable the Foundation to extend its reach and deepen its influence. You demonstrate what our profession stands for at its very best: integrity, expertise, and a commitment to positive global change.

As you read this report, I hope you feel proud of what we have achieved together. The challenges facing our world remain significant, but so too does the potential of procurement to overcome them.

Thank you for standing with us, and for helping us drive a future that is more ethical, more sustainable and more equitable for all.

Emma Scott

CIPS Foundation Lead



About CIPS Foundation

The CIPS Foundation exists to transform people's lives through professionalising procurement and supply chains. By using best practice procurement as a system lever, the Foundation is tackling environmental and social change head-on to embed lasting systemic change.

Our funded programmes implement procurement and supply chain interventions to address climate action, economic inequality, reduce hunger and poverty and tackle human rights abuses. What sets us apart from other grant-makers is the expertise an intervention that CIPS brings to these projects. Our global standards in procurement and supply create lasting change. By professionalising procurement and supply, we embed solid foundations for sustainable growth and create agents for change.

Our body of work

This defines the range of supply chain challenges that we are working to overcome. The procurement and supply profession is extensive, and that means the challenges are, too.

Each area is mapped to one or more of the UN's Sustainable Development Goals (SDGs).



Tackling economic inequality

High standards of procurement and supply chain management can address economic inequality. It can reduce hunger and poverty by improving food access and affordability.

UN SDGs



Human rights and modern slavery

Modern slavery affects an estimated 50 million people, with 28 million trapped in forced labour tied to global supply chains.

UN SDGs



Access to education

When people have access to quality education they can break from the cycle of poverty. Education helps to reduce inequalities and helps to reach gender equality.

UN SDG



Driving equal opportunity

Equity in supply chains means creating fair treatment, access, and opportunity for all, especially for historically marginalized groups.

UN SDGs



Responsible consumption of resources

Responsible resource consumption in supply chains is key to sustainability, resilience, and long-term value.



Fighting climate change

With up to 90% of an organisation's carbon footprint rooted in its supply chain, reducing emissions is a critical priority.



Ethical Procurement

The cost of fraud is an estimated £219 billion in the UK alone. Public sector losses are quoted at around £50.2 billion. Fraud, bribery and corruption in supply chains prevents public funds going to those who need them the most and impedes economic growth. Strong controls and robust governance in procurement practices can have a positive impact on cutting fraud.

UN SDG



The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests.



Our theory of change

Having good intentions will not bring about change by itself.

Using an established **Theory of Change** model the foundation is able to outline how we plan to make meaningful change in line with our body of work.

The **how**, explains what change is required to meet our mission. The **activities** show how we are helping to bring that change about. Lastly, the **outcomes and impact** describe what success continues to look like.

Our goal is to play a part in professionalising procurement and creating a commercial, sustainable and ethical world for everyone.



How

- Increase knowledge and skills
- Embed robust procurement practices
- Influence change



Activities

- Bursaries and workplace development
- CIPS Diagnostic Review
- Funding charitable projects
- Using our voice to influence change



Outcomes & Impact

- Better access to education
- Reducing human rights and modern slavery
- Driving equal opportunities
- Tackling economic inequality
- Fighting climate change
- More responsible consumption of resources
- High standards of ethical procurement

2025 outcomes & impact

How the CIPS Foundation impacted lives in 2025



In 2025 we gave our support to four different projects that are all changing lives.

What they have in common is that they use procurement to have an ethical, social and environmental impact in the areas where they operate. Across four continents, they are tackling modern slavery. They are improving child literacy. They are helping to design deforestation-free supply chains. And they are addressing poverty and food insecurity.

Our support has had a measurable impact. The outcome of each project is directly related to the UN's Sustainable Development Goals.

We supported 20 bursary students at varying levels of their studying journey with funded access to exams and learning resources. 100 exams were sat in 2025 and four students reached their target of becoming full members of CIPS with MCIPS status.

Plans for the year ahead involve developing our bursary offer further and awarding a new bursary cohort. The improved offering will provide more support for students in order to get better outcomes and support the goal of achieving MCIPS.



Eve Wang'ombe, MCIPS

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Achieving the MCIPS title is a dream come true. This will open new opportunities for growth in my current job and future job opportunities. It will strengthen my confidence in the procurement and supply chain field and also help me support myself and my family with job stability.

OVER **2** MILLION lives impacted

20 bursary students funded

£180,000 awarded in grants

100 fully-funded exams made available

160 hours of CIPS Consultancy Services made available



Combating modern slavery

Creating data-driven detection and prevention insights to procurement professionals on modern slavery and human rights trends.



ABOUT UNSEEN

Unseen is a modern slavery charity providing a network of safehouses backed by community support for survivors of trafficking and modern slavery. The charity also runs the UK Modern Slavery and Exploitation Helpline, and works with individuals, communities, businesses, governments, other charities and statutory agencies. Their goal is to bring about a world without slavery.

Scale

The World Economic Forum estimate that 28 million people are used as forced labour in supply chains around the world. Their combined labour is thought by the International Labour Organization to be worth over \$200 billion.

Over 120,000 people in the UK are thought to be caught up in modern slavery. A report by Unseen called 'The Economic Cost of Modern Slavery: Policing' estimates that modern slavery costs the UK around £60 billion a year. This amounts to 2% of the country's annual GDP.

Change

Through £60,000 of funding from the CIPS Foundation, Unseen has been able to strengthen and automate the Helpline's technological foundations, improving how quickly supply chain risk intelligence is shared with key stakeholders.

The project improves :

- Emerging pattern detection: Identifying new trends in exploitation cases that were previously undetectable
- Linking related cases: Highlighting connections between exploitation cases to provide a deeper understanding of potential issues
- Automated reporting: Anonymised data reports and trends are automatically generated and visualised. This will offer quick access to actionable data through the Business Portal – an online platform for businesses to receive critical updates on modern slavery risks in their supply chains

These developments have already made a significant difference. New systems have reduced the Helpline's webform backlog by around 50%, meaning people are receiving support faster and cases can be prioritised more effectively. Enhanced data collection, management and sharing have also made it easier to spot patterns, flag risks, and turn frontline intelligence into insight.

28 million people are used as **forced labour** in supply chains

An estimated **120,000** people are affected in the UK alone

The **profits of global slavery** are estimated to be worth **\$236 billion**

In 2024, Unseen spoke to **4,839 potential victims** across 2,089 cases

Outcomes & Impact

- Detailed sector-specific information and risk patterns have been analysed across labour supply chains. Findings from the UK 2025 Hospitality Report point to a growing problem in the sector linked to skilled worker visas as a result of the improved data capture and analysis.
- The Helpline has seen a sharp rise in labour abuse in the sector. Potential victims increased by 60% between 2023 and 2024. The main issues were underpayment of wages, excessive hours, and workplace harassment.
- A full report of the findings along with a webinar with 240 key stakeholders provided critical trend data for procurement and supply professionals.
- Through the Foundation's work with Unseen, we have been able to provide practical help and guidance to members. Unseen's CEO, Andrew Wallis, joined us for an episode of CIPS Futures Podcast discussing the future of modern slavery legislation and shared insights from the helpline data.
- Justine Cater, the deputy CEO of Unseen, joined a panel session at CIPS Future conference, and we have published several of Unseen's practical resources on the CIPS Knowledge and Insights pages of our website.

Watch

 Andrew Wallis joins the CIPS Futures Podcast

 Justine Cater joins a panel session at CIPS Futures conference

Read more

 A full report of the findings

THERE ARE OVER

11,000

Calls to the Unseen helpline each year

(Unseen)

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The CIPS Foundation's investment has been truly transformative. It's allowed us to power critical technology enhancements for our Modern Slavery and Exploitation Helpline, enabling us to prioritise survivor support and turn frontline data into real supply-chain insight. We're incredibly excited to continue this partnership.

Natasha Mitra
Head of Helpline Services

Taking action on climate change

Embedding deforestation procurement decisions in public sector food contracts.



ABOUT SIZE OF WALES

Size of Wales (Size) is a charity working with indigenous and local people worldwide to protect at least two million hectares of tropical forests in Southeast Asia, South America and Africa. This is an area that is approximately the size of Wales. Their mission is for Wales to become the world's first deforestation-free nation

Scale

Size of Wales' annual report states that the world's forests absorb approximately 2.6 billion tonnes of carbon dioxide each year. This is about one-third of the carbon dioxide released annually by burning fossil fuels. It means that these forests are critical to limiting rising global temperatures.

Forests also provide a vital ecosystem for the people who live among them. They give shade, food and a livelihood to millions of inhabitants. Despite this, an estimated 28.3 million hectares of forest were lost globally in 2023, according to the Global Forest Review. This is a 24% increase from 2022.

According to a jointly published report by Size of Wales and WWF Cymru, Food, Forests and Injustice: The Hidden Link Between Wales and Brazil, every year Wales imports around 190,000 tonnes of soy and 12,000 tonnes of beef. Much of this is linked to deforestation and land-grabbing in Brazil. About 80% of the soy brought into Wales is used as livestock feed, often by intensive poultry and dairy farms.



The session was very informative. I didn't realise how many products that we consume every day have an impact on tropical forests.

A J Rees and Sons (Butchers)

Change

An area equivalent to 40% of the size of Wales is required to grow Welsh imports of cocoa, palm, beef, leather, natural rubber, soy, timber, pulp and paper, according to figures from Size.

With £40,000 of funding, this awareness campaign aims to change the buying behaviours for food contracts in the public sector. This applies across councils, care homes, schools, hospitals and other public buildings.

Workshops and training sessions were held with 16 public bodies and seven key food suppliers who work with Caerphilly County Council.

This looked at environmental impacts, but social impacts as well. The sessions looked at the Guarani Indigenous Peoples in Brazil, connecting it to the Welsh impact on issues such as river pollution, and linked it to intensive poultry farming in Wales.

Training, as well as a procurement toolkit, have helped buyers and suppliers to use more deforestation-free sourcing and procurement policies.

Welsh suppliers were also supported to audit their supply chains for high-risk products purchased by public bodies. This is backed by a list of practical suggested alternatives. Suppliers are now working on deforestation policies, which are going to be integrated into their supplier assessment and procurement processes.

Outcomes & Impact

- Overall, the feedback from the training was extremely positive, with 92% of buyers and suppliers saying that they were more confident in identifying forest-risk ingredients in their supply chain.
- Alternatives are also being sought for items such as corned beef sourced from Brazilian giant, JBS. They are the world's largest beef producer and were fined US \$8 million for illegal deforestation. Through working with alternative vendors in their supply chain, they hope to source more responsible UK corned beef.
- Buyers are also looking at how they can adjust menus to look at less, but higher-quality meat and dairy products as well as plant-based protein sources.

Inspiring the future

Using money from the grant, Size of Wales engaged young people in schools. This made them aware of the impact of the food on their school menus. They worked with chefs and local councils to redesign school menus with deforestation in mind.

Pupils developed 'deforestation-free' brownies, pasties and pizza recipes to pitch to public sector buyers and food suppliers and advocate for change on their menus.



One hectare of forest can have 200 tree species and more than 40,000 insect species

The world's forests absorb 2.6 billion tonnes of CO2 a year

Tropical forests are home to about 80% of all known species

Size of Wales aims to protect over two million hectares of tropical forests

Wales imports 190,000 tonnes of soy a year – most is fed to livestock



What we eat and produce here in Wales can have a profound effect on the future of forests and those communities that depend on them.

Barbara Davies-Quy
Deputy Director of Size of Wales



Opening up access to education

Through robust procurement and supply practices, small charities are able to grow and increase the impact they make.



ABOUT THE CHILDREN'S BOOK PROJECT

The Children's Book Project is a registered charity that distributes used and surplus books to children and families across the UK.

Scale

The Children's Book Project estimate that over a million children in the UK do not have a book of their own.

The National Literacy Trust say that children who own a book are three times more likely to find joy in reading for pleasure. Owning a book increases literacy skills, and can improve creativity, imagination and self-confidence.

Through CIPS Foundation funding, The Children's Book Project have been helped towards their growth ambition of donating a million books by 2026. This doubles the size of their existing donations and will help them reach more children who need their help.

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The CIPS Foundation commitment to improving supply chains and promoting ethical, sustainable practices aligns perfectly with our mission. This partnership will create a lasting impact on children's lives across the UK and we're excited about the transformative difference we can make together.

Anna Powell
Children's Book Project



Change

The CIPS Diagnostic Review is a procurement maturity framework that was created for small charitable organisations. Using this tool, the Foundation has been able to identify procurement and supply chain areas where the charity can make improvements and aid their ability to grow and be more efficient with their funds.

As a result of using the tool, the charity has started looking at having more defined responsibilities for procurement. They are also putting greater oversight in place with better visibility of spend and introducing governance controls.

The funding also covered CIPS Consultancy Services. Experts from CIPS have worked with the charity to develop a formal procurement strategy to cover value for money, sustainability, ethics, delegated authority, supplier expectations and risks.

Outcomes & Impact

- Eighteen documents and processes have been introduced. These include a policy designed to guide purchasing activity by adding consistency and structure. This is now aligned to the charity's purpose through sustainability, inclusion and social value. The Foundation has also supported informal learning across the teams, so staff have a structured framework that makes them feel more confident about making decisions.
- New processes, templates and ways of working are slowly settling in. Their presence is being felt in areas such as governance, strategy, process, systems, capability, and performance measurement.
- The charity is in a solid place to scale their resources to double in size and donate 1 million books in 2026.

In 2024-25, the Project worked with **658 schools and community groups** so children could take home **529,397 books** of their own

Over a **million children** in the UK **don't own a book of their own**

The Children's Book Project plans to **distribute a million books in 2026**

For every **£1 spent**, the Project delivers **around £4.77** in social value

748 schools, companies and other organisations hosted book collections in 2024-25

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The Children's Book Project has made significant and rapid progress in procurement maturity, during 2025. This reflects a high level of agility, openness and commitment from the charity which is laudable.

Gillian Askew
CIPS Assessor



Strengthening resilient food production systems



ABOUT ACTIONAID

ActionAid is an international charity working with women and girls to create a more just, equitable and sustainable future. Their mission is To achieve social justice, gender equality and eradication of poverty by working alongside communities, women's rights organisations, activists, social movements, funding partners and supporters.

Scale

Rwanda is one of the top 20 lowest-income countries in the world with a GDP per capita of just \$1,000 according to the World Bank. Almost one fifth of the population are facing food insecurity. This is despite the fact that agriculture is the leading economic sector.

The UN Food and Agriculture Organisation estimates that around 70% of the population is involved in farming, often on small, hillside farms. These are vulnerable to the effects of climate change, long droughts and unpredicted heavy rainfall.

It is estimated by the World Bank that 40% of fresh harvests in Rwanda perish and go to waste due to limited access to post-harvest facilities like cold and airtight storage. This contributes even more to income loss and food insecurity.

Women farmers feel this more than anyone else. They have limited access to improved agricultural processes and often struggle to access financial schemes and local markets. These gender-based inequalities put women at a huge disadvantage in the agricultural supply chains they rely on to survive.

32% of children under five are malnourished

20% of the population of Rwanda live in food poverty

Change

A £60,000 grant from the CIPS Foundation, along with funding from the European Commission, has strengthened food production systems with women smallholder farmers in Rwanda.

This project improved the women farmers' skills. It looked at ways that they could strengthen yields of existing crops, diversifying thier products. And it has also looked at ways of reducing post-harvest losses and increasing their resilience to volatile climate conditions.

These include crop rotation, compost production through waste management programmes, irrigation pumps and improved cold storage and transportation equipment. As a result, more products now meet market standards and health risks to consumers have been reduced.

The women farmers in this project have also been given supply chain training. This took the form of workshops that explored how to improve their yields, use more sustainable methods and effectively manage their finances.

The training will help change their approach in negotiations with end customers and get them thinking about how to transport and supply their products in an efficient way. The training has helped them to see where there are bottlenecks in the supply chain and reduce losses, as well as working with their partners to adapt to market challenges.

The programme has also helped open opportunities for the farmers to strengthen relationships with vendors. At district and national agricultural shows, they were able to show their crops and give assurances to buyers based on their improved farming methods. This provided an opportunity to learn techniques from other farmers and also share knowledge about successful practices. Facilitated dialogues were also carried out for future contracts to supply directly to schools. This would reduce food insecurity among children by increasing the supply of nutritious food to schools.



Outcomes & Impact

- There is plenty of proof as to how effective this training has been. Almost 70% of women farmers have reported that the programme has reduced their post-harvest losses by at least 50%. Food insecurity in the region has decreased from 55% to 45% through this work
- Average monthly income for women farmers has increased by 30%.

“The project is supporting participants to make tremendous changes, and the capacity of cooperative members has been greatly strengthened. Women farmers' increased knowledge and skillsets have had significant impacts upon their community, uplifting income rates, improving child nutrition and education and causing declining instances of child stunting and malnutrition.

ActionAid Rwanda
Project Manager



Annick's story

My name is Annick, and through my involvement with the women's farming cooperatives I have become economically independent and more aware of my self-worth. I had been financially dependent on my husband, and felt powerless and unable to make independent decisions or contribute to the household.

Since being involved in this project, I have gained skills in sustainable agriculture and have learned to produce organic fertiliser to improve my planting techniques. My bean production increased from 90kg to 500kg which I have been able to sell and increase my own household's food security.

Our nutrition has also been improved by my new kitchen garden where I process soy beans and help to reduce food costs and grow my business.

As a result of my financial stability, I was successful in securing a loan to build an updated and safer house. Now, I am confident as an entrepreneur and feel proud of my skills and contribution.



Final words

During the year, our funding has had some long-lasting benefits. Over £180,000 has been made available to different charities. We estimate that this has impacted the lives of over two million people across four continents.

We are helping to protect 823,000 hectares of tropical forests, home to millions of indigenous people where nearly 3,000 species face extinction. Our support is helping keep them free from the effects of aggressive deforestation. This is vital if we want to fight greenhouse gas emissions.

The future looks brighter for women farmers in Rwanda. They have developed skills around crop production and storage, and are more confident in supply chain activities and in dealing with vendors.

More children in the UK now own a book of their own, often for the first time. Reading will help improve their literacy skills, which will be of huge help to their education. More importantly, they have been introduced to the idea of reading for pleasure.

And finally, insights on the perpetrators of modern slavery will make it easier for businesses to spot the signs. Together, we can stop this devastating crime entering our supply chains and bring hope to thousands of people who are trapped by poverty.

The Foundation aligns with everything we stand for as procurement professionals and members of CIPS. This organisation is at its best when we act as members of a global community that drives positive change. When we look outward, that change has an impact far beyond our own organisations.

Your support for the CIPS Foundation means everything to the lives of the people that we help. It turns procurement from a profession into a powerful force for good.

Thank you for being an agent for change.

CIPS Foundation funding helped save

823,000

hectares of tropical forests



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Thank you CIPS Foundation for changing the course of my life, my family and my work. I will use my CIPS education and Chartered status to inspire other needy students in Kenya and Africa to give them hope that nothing is impossible for a willing heart and mind.

Kevin Okinda
MCIPS Chartered



OVER
3,300

women farmers in Rwanda helped by CIPS funded projects



11,000

calls were made to the Modern Slavery Helpline, which is supported with a grant from the CIPS Foundation

OVER
500,000

books were gifted in the UK with support from the CIPS Foundation

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With the MCIPS designation, I am certain new doors will be opened that will improve my chances to serve others while also having a chance to boost my income, which will help me improve the lives of my family as well as the wider community in the spheres that I provide my services.

Ignatius Opiyo
MCIPS





cips.org