

2025

UK Procurement Benchmark Report

Shifting
priorities in a
moving
landscape



Foreword

As we release this report, it strikes me once again just how complex a position procurement now occupies within modern organisations. The results of the survey we recently conducted with procurement professionals across the UK shines a light on the challenges, ambitions and concerns shaping the function today. Procurement still seems to struggle in certain industries to get the recognition they need to drive real change. The strong, influential role critical to achieving the value procurement leaders know their function can deliver remains out of reach for some.

Unsurprisingly, value driving and cost control remains top of the list of the most significant challenges facing teams and leaders. However, interestingly procurement leaders reported lack of early engagement in future planned procurement activities as a key challenge speaking to the continued perception gap procurement experience in certain organisations. When teams are not included in discussions early enough, opportunities for strategic influence are missed not to mention the increased risk exposure.

The struggle to achieve comprehensive visibility of the supply chain continues to be a real concern for **53%** of all procurement professionals surveyed. As CEO of an organisation like Atamis, where creating that single version of the truth when it comes to supply chain visibility is paramount to the work we do with our clients, it goes to show how crucial the right software partner is to the success of a procurement function.

The global backdrop makes this work all the more demanding. We are living through a period of almost relentless uncertainty. Geopolitical tensions, disrupted supply chains, energy market volatility and inflationary pressures have become part of the day-to-day landscape.

With **56%** of the procurement professionals we surveyed unsure if they can manage supplier KPIs effectively, it is clear how much is left to be done to make procurement excellence the norm. At Atamis, we believe in elevating the procurement profession. We're committed to supporting our clients in achieving the visibility they need to drive real change within their organisations.

Phil Musgrave
CEO, Atamis



Executive Summary

The purpose of the survey and of this report is to uncover, digest and understand how procurement as a function is responding to the mounting pressures facing the industry. To a certain extent, the challenges faced by procurement fall in line with the challenges facing the organisation as a whole.

Cost, sustainability and resilience.

However, when **35%** of all procurement leaders surveyed still feel that the function fails to grasp a strong influencing role within the organisation and **1 in 5** stating obtaining board level buy-in a top challenge, we must look to the wider landscape facing the industry.

With just **47%** of leaders in possession of partial or full visibility of supply chain tiers beyond tier 1, how can procurement drive change without the tools necessary to obtain that visibility?

While we are also seeing a turn towards digitisation, **38%** of respondents do not have a dedicated software provider in place and only **26%** of those with a software solution in place have a provider that acts as a valued strategic partner.

White value and cost control remains a key challenge, we are also seeing the emergence of priorities such as delivering on sustainability and social value metrics ranking high on the for procurement.



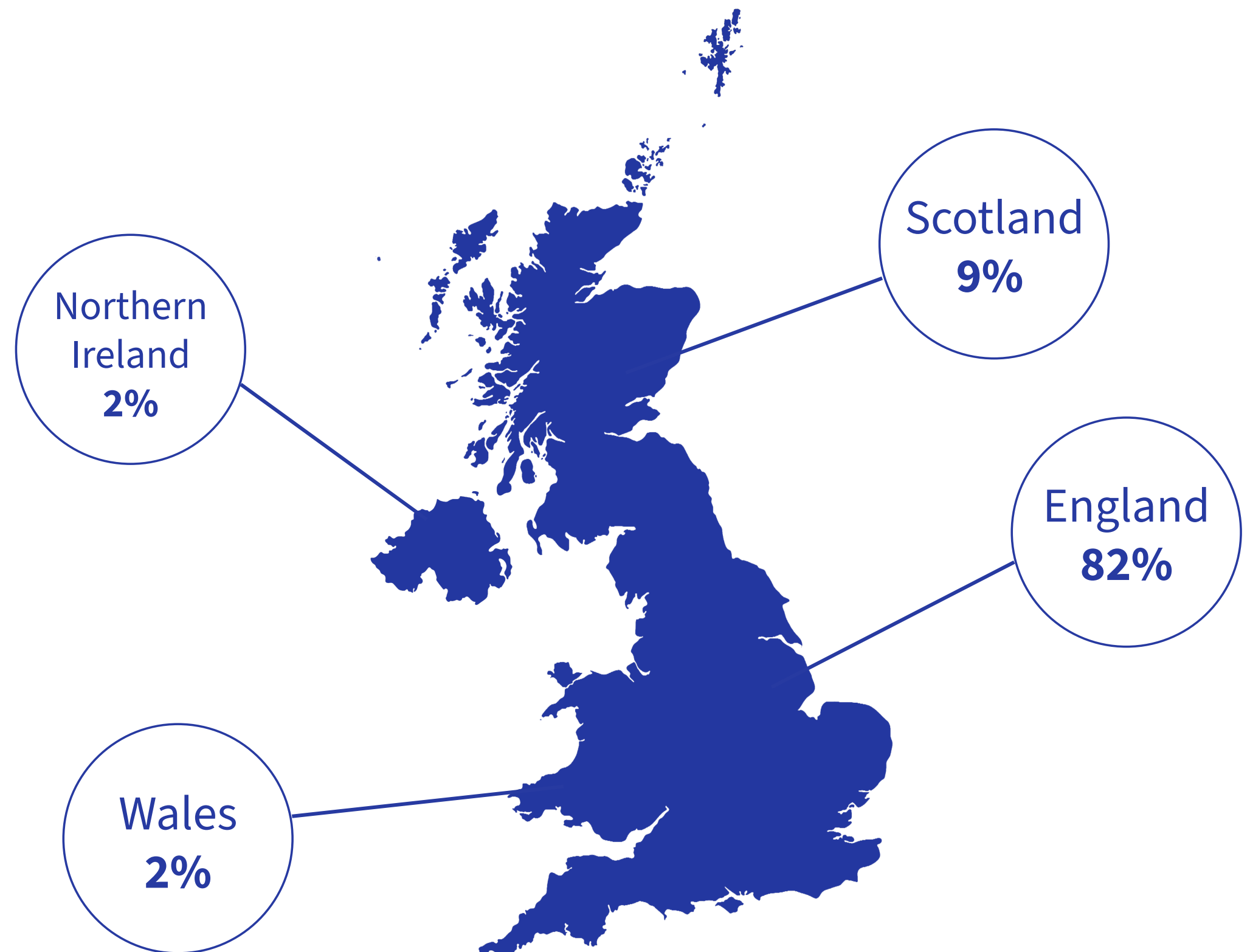
Overview

The respondents to the survey were predominantly UK-based (**95%**) procurement professionals working in industries ranging from Financial Services to Local Government.

Overview

Location

Atamis' UK Procurement Benchmark Report collected responses from procurement professionals predominantly working within the United Kingdom.



*5% of respondents work outside the UK

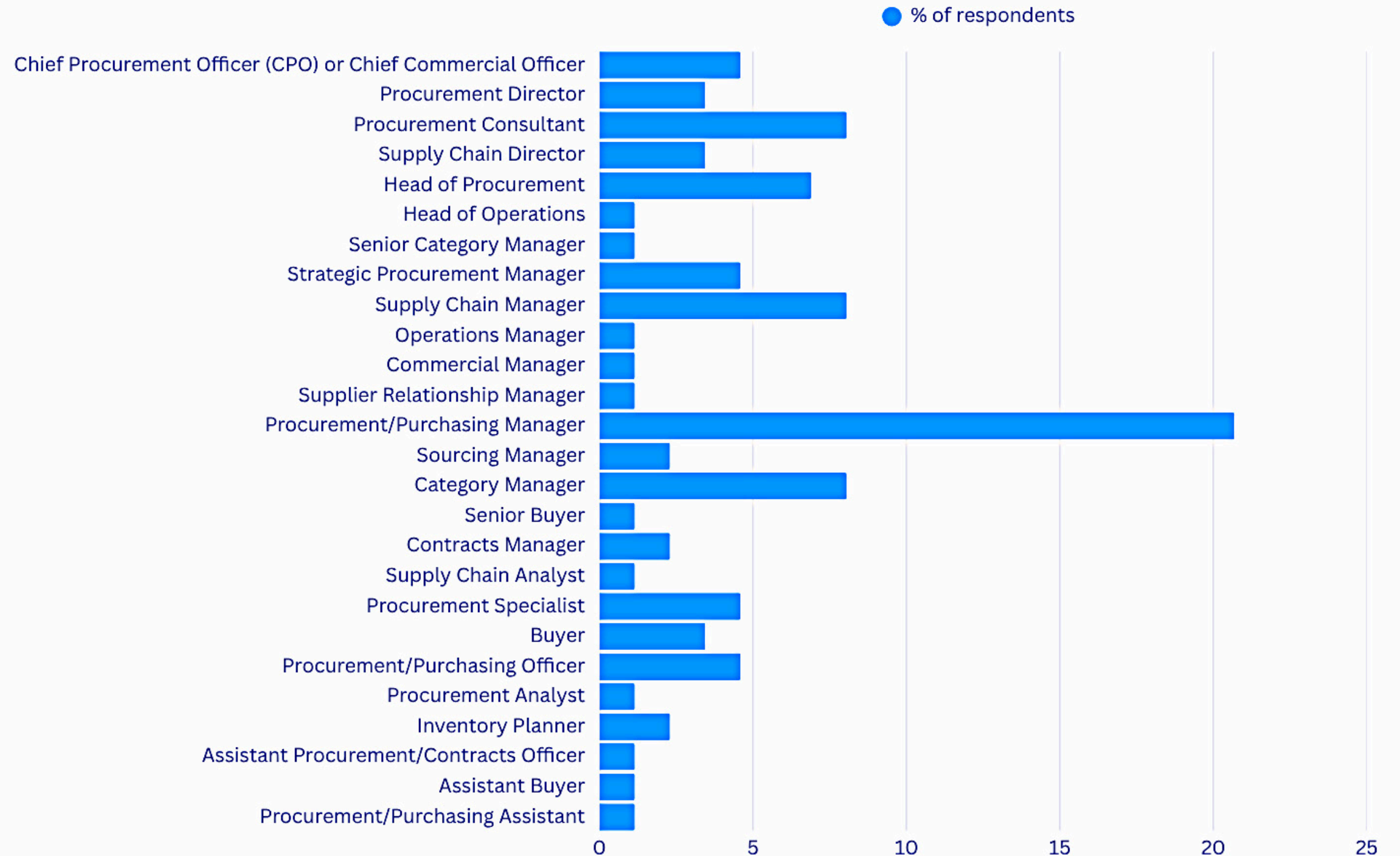
Overview

Job titles

Atamis' UK Procurement Benchmark Report was conducted across August and September 2025 targeting procurement professionals working in the UK.

44% of all respondents listed their job title as:

- Procurement/Purchasing Manager
- Supply Chain Manager
- Procurement Consultant
- Head of Procurement



Overview

Industries

24% of all respondents listed the industry their organisation works in as Manufacturing & Engineering.

8% selected Local Government and 6% said they worked in Financial Services.

See the chart for a full breakdown of industries surveyed.



The Bigger Picture

47% of respondents named geopolitical disruption as a highly impactful risk on operations.



The Bigger Picture

National & international trends

Procurement in the UK is operating against one of the most complex geopolitical backdrops in recent memory. Global tensions, from the ongoing conflict in Ukraine to instability in the Middle East and renewed friction between China and Western economies continue to test the resilience of supply chains. For UK organisations, these pressures translate into heightened costs, constrained availability of critical materials and an ever-present need to diversify sourcing strategies.

The aftershocks of Brexit still ripple through both public and private sectors, particularly in areas such as regulatory divergence, labour shortages and customs complexity. Procurement teams face the added challenge of balancing compliance with the UK's evolving trade policy while keeping pace with new sustainability and transparency regulations, including the push for Scope 3 reporting and ethical sourcing standards.

Energy security and inflation remain high on the agenda. While prices have stabilised since the extremes of 2022–23, volatility continues to impact long-term contracts and cost forecasting. In the public sector, constrained budgets are forcing procurement leaders to find savings without sacrificing service delivery or supplier resilience. Meanwhile, private sector teams are rethinking supplier portfolios, this means seeking closer, more strategic relationships to protect continuity and strengthen innovation opportunities.

Amid uncertainty, one trend is clear: procurement's role as a stabilising and strategic force has never been more visible. Whether it's mitigating geopolitical risk, reshaping supply chains for resilience or supporting sustainability goals, procurement professionals in the UK are navigating a global landscape that demands agility, visibility and data-driven decision-making.

The Bigger Picture

Freight uncertainty

It's telling that **55%** of procurement professionals in our survey identified delivery delays as one of their most impactful supplier risks and it's not because they're new to the problem. It's because the nature of that risk has fundamentally changed.

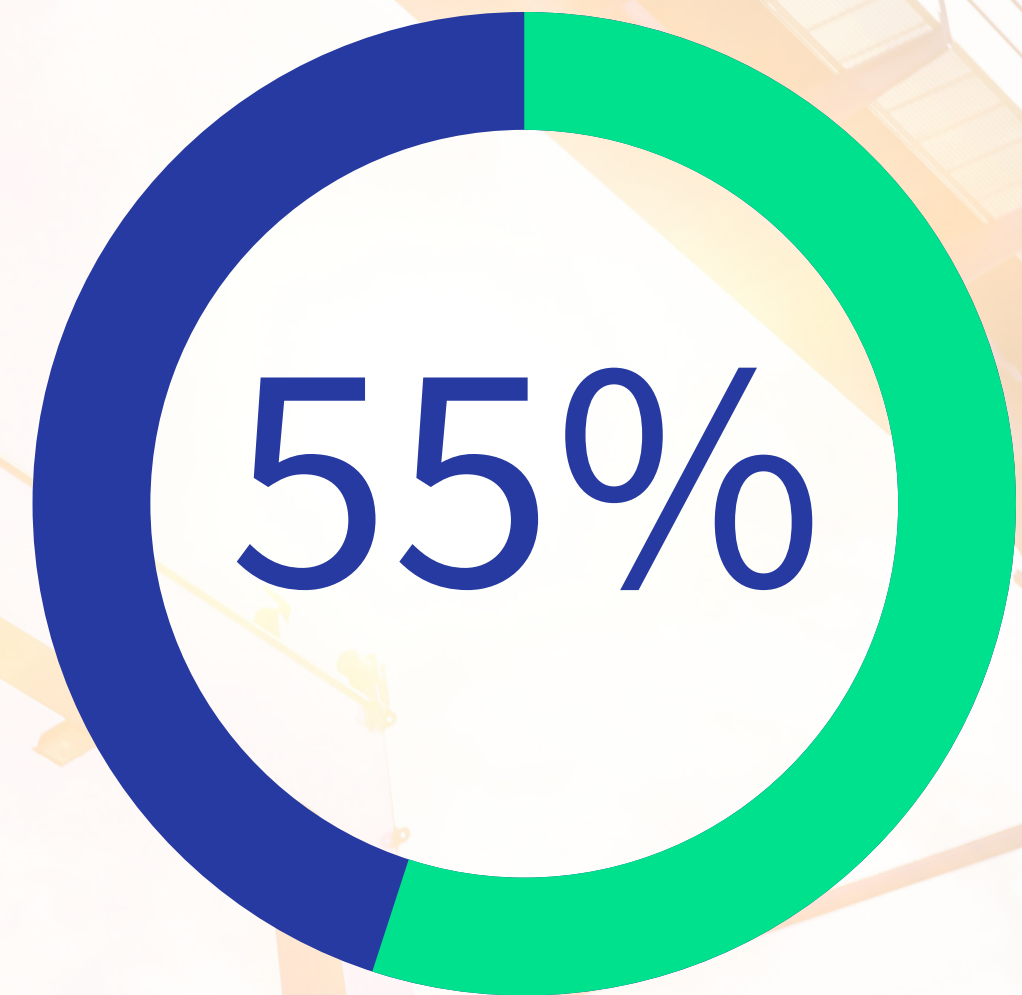
For UK organisations in particular, post-Brexit customs complexity and domestic transport issues have amplified the ripple effect, especially in sectors reliant on just-in-time delivery or overseas manufacturing inputs.

Procurement teams are feeling the impact on multiple fronts.

Operationally, delays increase costs, drain contingency budgets and erode stakeholder confidence.

Commercially, they undermine supplier performance metrics, delay revenue generation, and stretch working capital.

Strategically, they challenge procurement's ability to deliver against broader business objectives such as resilience, sustainability and customer satisfaction.



55% of respondents selected Delivery Delays as a highly impactful supplier risk on their operations

The Scale of the Challenge

Supply-side risk to reporting, the challenges facing Procurement are many and far-reaching.



The Scale of the Challenge

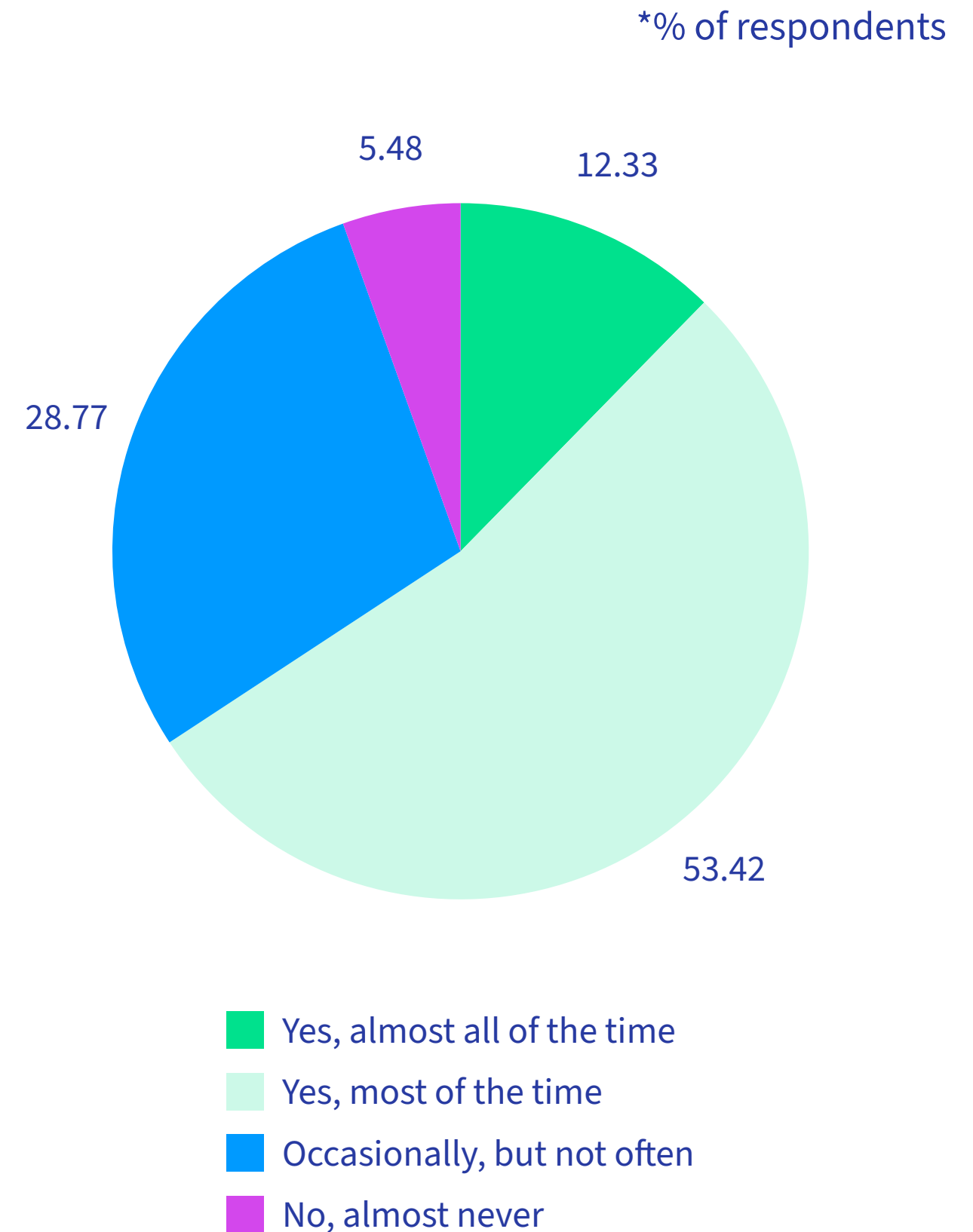
Procurement's voice

Our survey reveals that 34% of procurement professionals still feel the function lacks a consistent voice of influence or value within their organisation, describing procurement as being heard only occasionally or in some cases, almost never.

This feedback underlines a persistent gap between procurement’s potential value and its perceived value.

Despite demonstrable contributions to cost optimisation, risk reduction and sustainability goals, many teams remain positioned as operational enablers rather than strategic partners. This often stems from historical perceptions of procurement as a gate keeping or compliance function that slows progress rather than drives it.

The data highlights a critical moment for the function. Procurement has earned its seat at the table in many organisations, but not yet in all. Bridging that gap will depend on two factors: visibility and influence. Visibility through better data, storytelling and reporting on value delivered; influence through collaboration and confidence.



The Scale of the Challenge

Biggest pain points

The results of our survey show the vote is unanimous in terms of the top two challenges facing Procurement.

58% of all respondents consider lack of early engagement in future planned procurement activities a top challenge

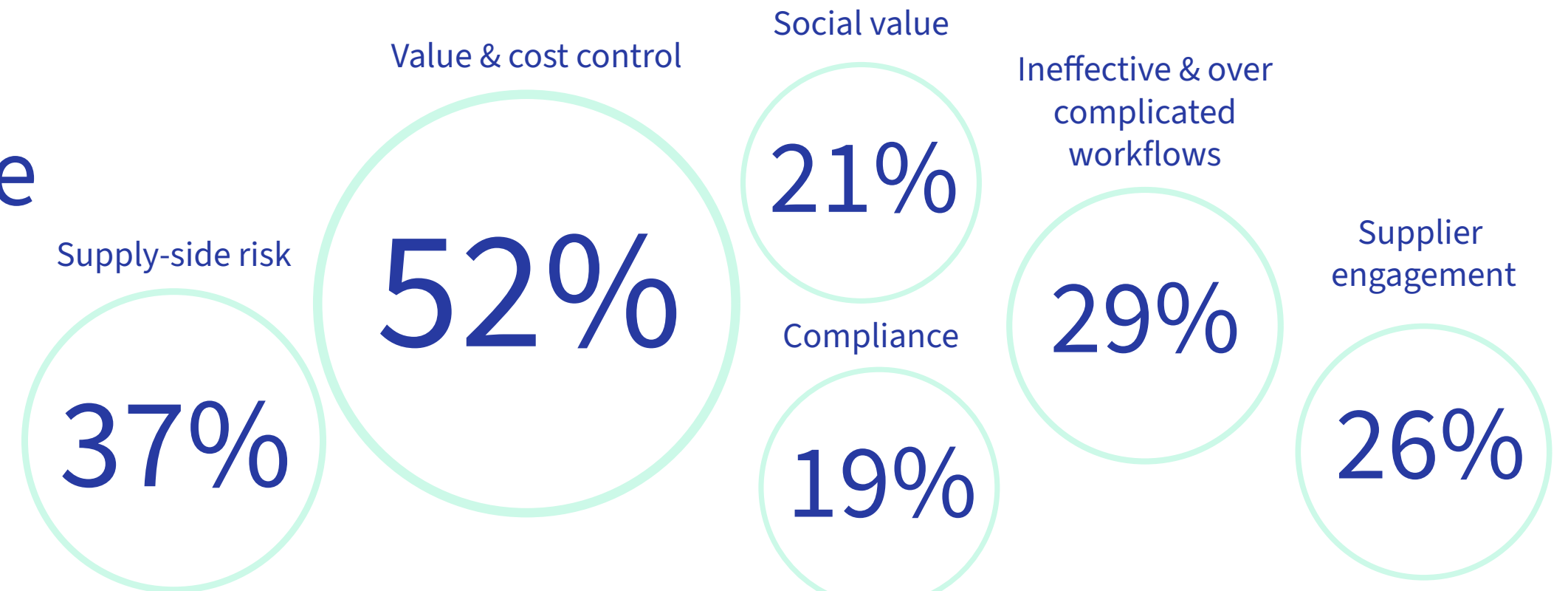
52% of all respondents consider value and cost control, somewhat unsurprisingly a top challenge

However, there are some surprising highlights in the feedback received from respondents to Atamis' UK Procurement Benchmark Report 2025.

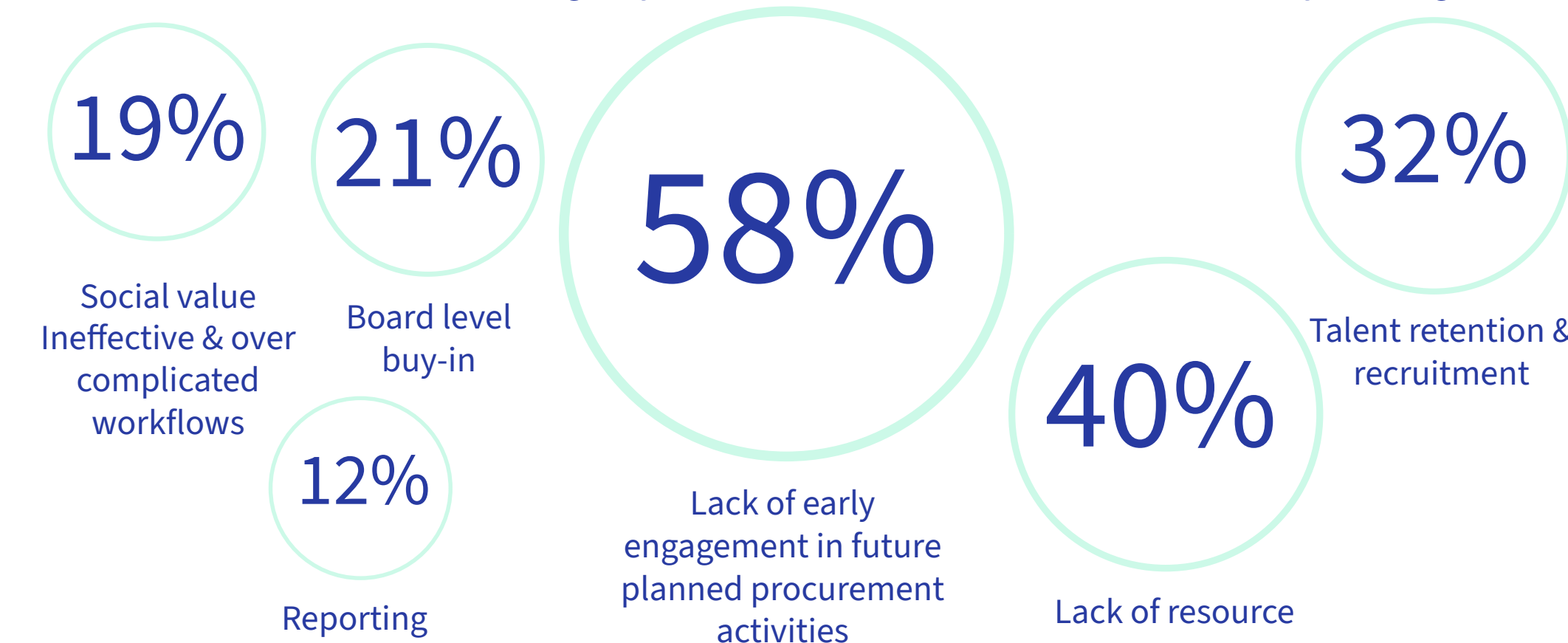
Just **1 in 5** respondents consider meeting ESG targets a top priority - could this symbolise a shift away from sustainable procurement?

Equally, **21%** of respondents chose measuring and reporting on social value a top challenge suggesting a move away from responsible procurement in the UK?

Just one third of our respondents selected talent retention and recruitment a top challenge - does this signify a turn in the tide with what has long been a core roadblock for procurement?



What are the top challenges your procurement team is currently facing?



The Scale of the Challenge

Supply chain visibility

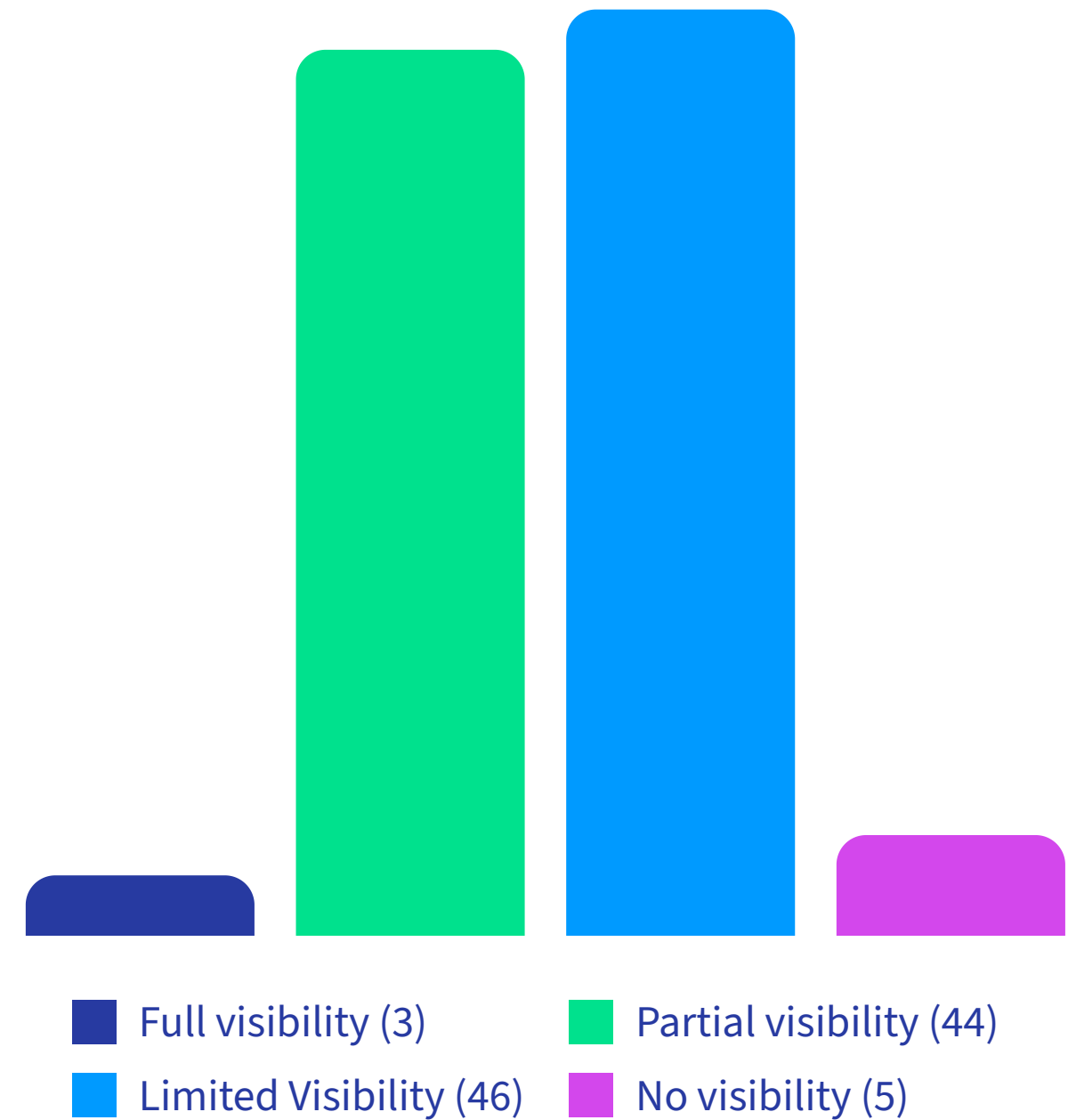
Our survey highlights a striking concern for procurement professionals: **54%** reported limited or no visibility beyond their tier 1 suppliers.

This lack of transparency is not a minor inconvenience. It carries real and measurable risks for organisations across both public and private sectors. Without a clear line of sight into deeper tiers, procurement teams are exposed to hidden vulnerabilities, including supplier financial instability, ethical and ESG breaches, quality issues and unexpected disruptions that can ripple through the entire supply chain as well as impact reputation.

Addressing this challenge requires investment in a digital solution that provides a **single, comprehensive view of the entire supply chain lifecycle.**

A sophisticated software partner can consolidate supplier information across multiple tiers, track performance and risk metrics, and deliver actionable insights in real time. This visibility enables procurement to anticipate disruptions, assess supplier sustainability and compliance and make informed decisions that balance cost, quality and risk.

How would you assess your current visibility into supply chain tiers beyond tier 1?



*% of respondents

The Scale of the Challenge

Supplier risks

Our survey reveals a telling picture of the risks UK procurement professionals perceive as having the greatest impact on their operations.

Delivery Delays and Quality Failures

Delivery delays topping the list (**55%**) reflect the ongoing pressures on UK supply chains post-pandemic, compounded by Brexit-related customs changes, port congestion, and fluctuating global logistics costs. Closely linked are quality failures (**52%**), which threaten not only contractual obligations but also brand reputation and customer satisfaction. For UK organisations reliant on just-in-time manufacturing or tightly scheduled service delivery, these operational risks can cascade rapidly across multiple tiers, making early detection and mitigation critical.

Geopolitical Disruption

With **46%** flagging geopolitical disruption, procurement professionals are acutely aware of the vulnerabilities stemming from global tensions. Issues such as energy price volatility, trade restrictions, sanctions, and regional instability directly affect supply continuity and cost structures. UK companies with global supply chains must navigate these uncertainties while remaining agile, balancing resilience with commercial objectives.

Financial Instability

That **44%** identified supplier financial instability highlights the importance of assessing supplier solvency as a core part of risk management. The UK economy's ongoing exposure to inflationary pressures and interest rate fluctuations, coupled with mid-market supplier fragility, means that the failure of a critical supplier could halt production or service delivery, with knock-on effects throughout the supply chain. Being able to confidently review and assure supplier financial stability is a key requirement for any source-to-contract software provider.

Compliance Risks

Finally, **38%** highlighted compliance risks, reflecting growing regulatory scrutiny both domestically and internationally. UK procurement teams are increasingly required to ensure adherence to ESG requirements, labour standards, data protection and anti-bribery regulations. Failures here carry not only legal and financial penalties but reputational damage, particularly in regulated sectors under heightened public or governmental scrutiny.

*% of respondents

The Scale of the Challenge

Supplier KPIs

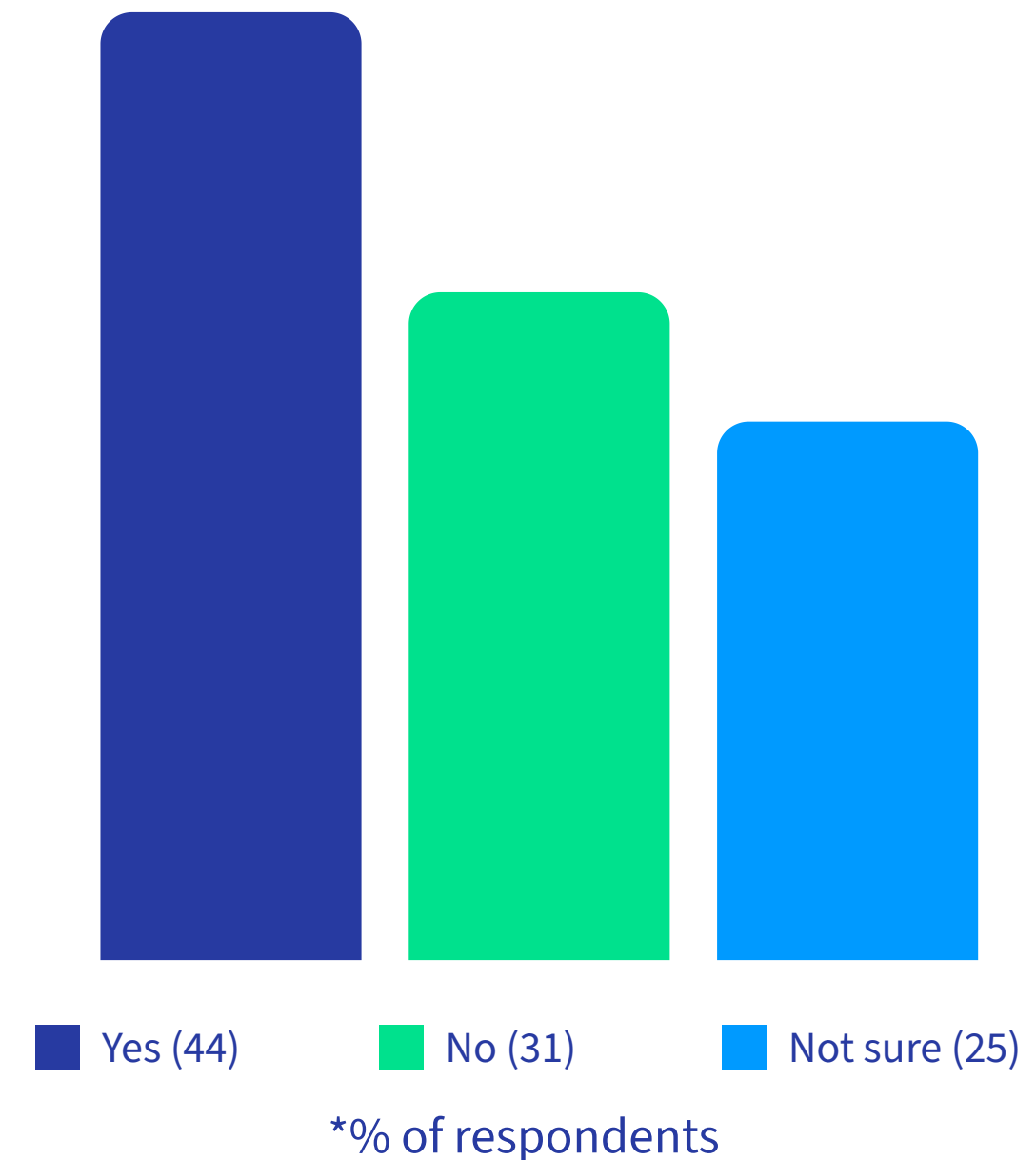
Our survey highlights a concerning confidence gap in the way UK procurement professionals manage supplier performance. When asked if they felt confident in managing their supplier KPIs, only **44%** said yes, while **31%** said no and a further **25%** were unsure.

This indicates that more than half of procurement teams lack certainty in tracking, measuring and interpreting supplier performance data - a critical function in maintaining operational resilience and delivering strategic value.

Supplier KPIs are not just numbers on a spreadsheet; they are the foundation for informed decision-making, risk mitigation and long-term supplier relationship management. Without confidence in KPI management, procurement teams are left reacting to issues rather than proactively preventing them. This can lead to missed targets, poor contract enforcement and a diminished ability to demonstrate value to internal stakeholders.

Addressing this confidence gap requires investment in a software solution designed to **automate and centralise KPI tracking**. Modern procurement platforms capture performance data in real time, tier suppliers, flag deviations and generate actionable insights with minimal manual effort. By automating the heavy lifting, teams can focus on analysis, strategic interventions and supplier relationship development rather than wrestling with fragmented data from multiple sources.

Are you confident that you are managing your supplier KPIs effectively?



*% of respondents

The Scale of the Challenge

Supplier KPIs cont.

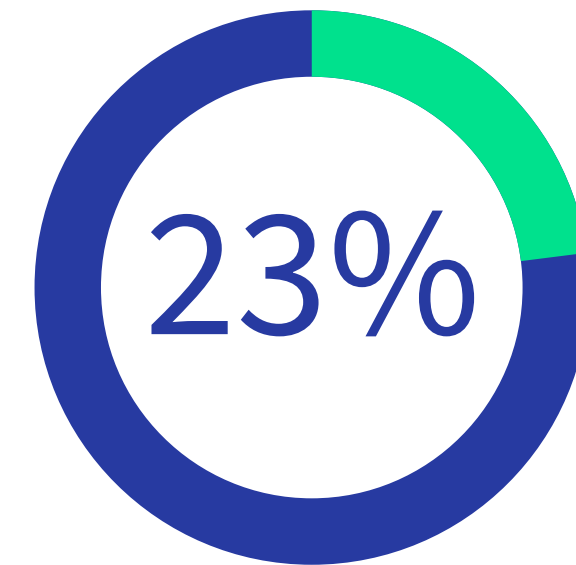
When asked about their biggest challenges in relation to managing supplier KPIs effectively, 35% cited a lack of internal resource, while 23% pointed to the absence of meaningful reporting dashboards that provide actionable insights.

These figures emphasise a persistent issue: procurement teams are often bogged down with administrative tasks, limiting their ability to focus on strategic supplier management.

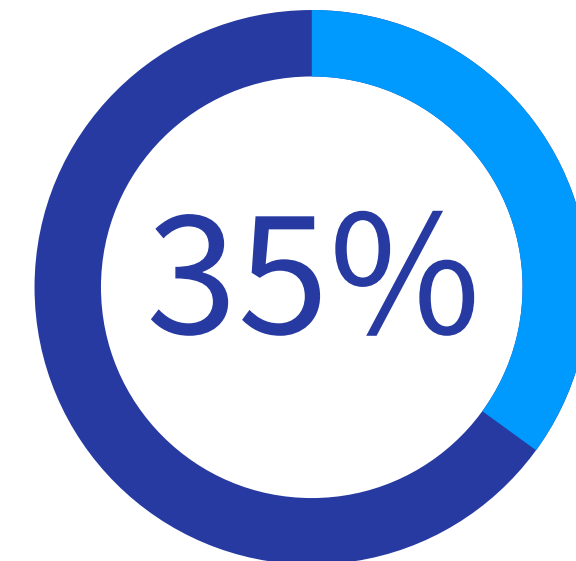
Addressing these challenges is not simply a matter of recruiting more staff. While additional resource can help, the root of the problem often lies in inefficient processes and fragmented data. A modern procurement software solution can automate the administrative heavy lifting.

From tracking and recording KPI data to generating dashboards that provide real-time, actionable insights. By centralising supplier information and automating reporting, teams can free themselves from repetitive manual tasks and focus on strategic initiatives such as supplier development, risk mitigation and performance improvement.

What are the biggest challenges faced in managing supplier KPIs?



Not having meaningful reporting dashboards from which to draw actionable insights



Lack of internal resource

Responsible procurement

"Procurement and sustainability
are two sides of the same coin"

Gareth Burch, Atamis Product Director



*% of respondents

Responsible procurement

Barriers to sustainable practices

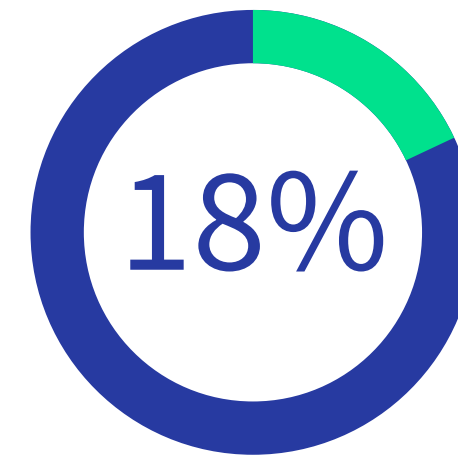
Our survey highlights the key barriers UK procurement professionals face when embedding sustainable procurement practices. Respondents cited supplier capabilities (**34%**), lack of data (**24%**), cost (**18%**), and internal buy-in (**15%**) as the most significant challenges. These figures reflect both practical and strategic constraints that continue to slow progress on sustainability initiatives across the sector.

Data as a Core Concern

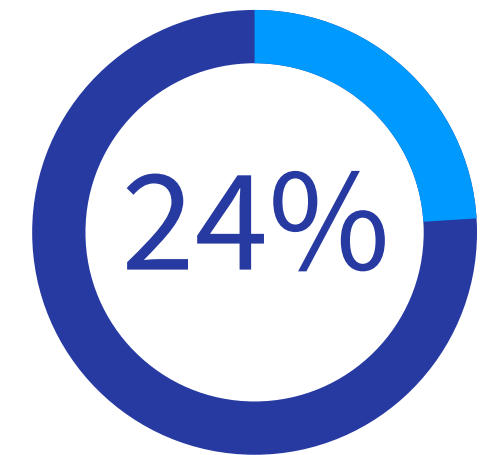
The lack of reliable, actionable data emerged as a core issue. Procurement teams increasingly need a source-to-contract provider that centralises supplier information and makes data work for them, enabling actionable insights across sourcing, contracting and supplier management. Without this, identifying performance gaps, tracking progress against sustainability goals and demonstrating value to stakeholders becomes a complex, confusing and time-consuming task.

Survey feedback also revealed internal clarity issues. Comments such as **“we need a better understanding of what sustainable truly means”** and **“lack of knowledge of what is needed from our supply chain for real results”** indicate a disparity in understanding across the procurement profession. Teams are often unsure which sustainability goals to prioritise or what constitutes meaningful impact, leaving them reactive rather than strategic in their approach.

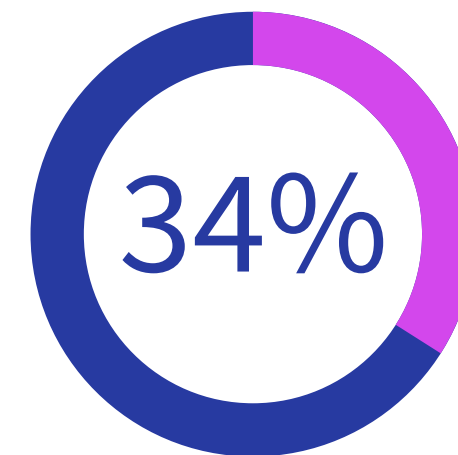
What are the biggest barrier you face in adopting sustainable procurement practices?



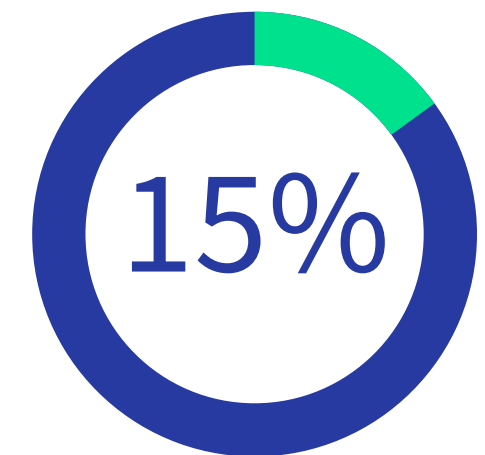
Cost



Lack of data



Supplier capabilities



Internal buy-in

Responsible procurement

Measuring scope 3

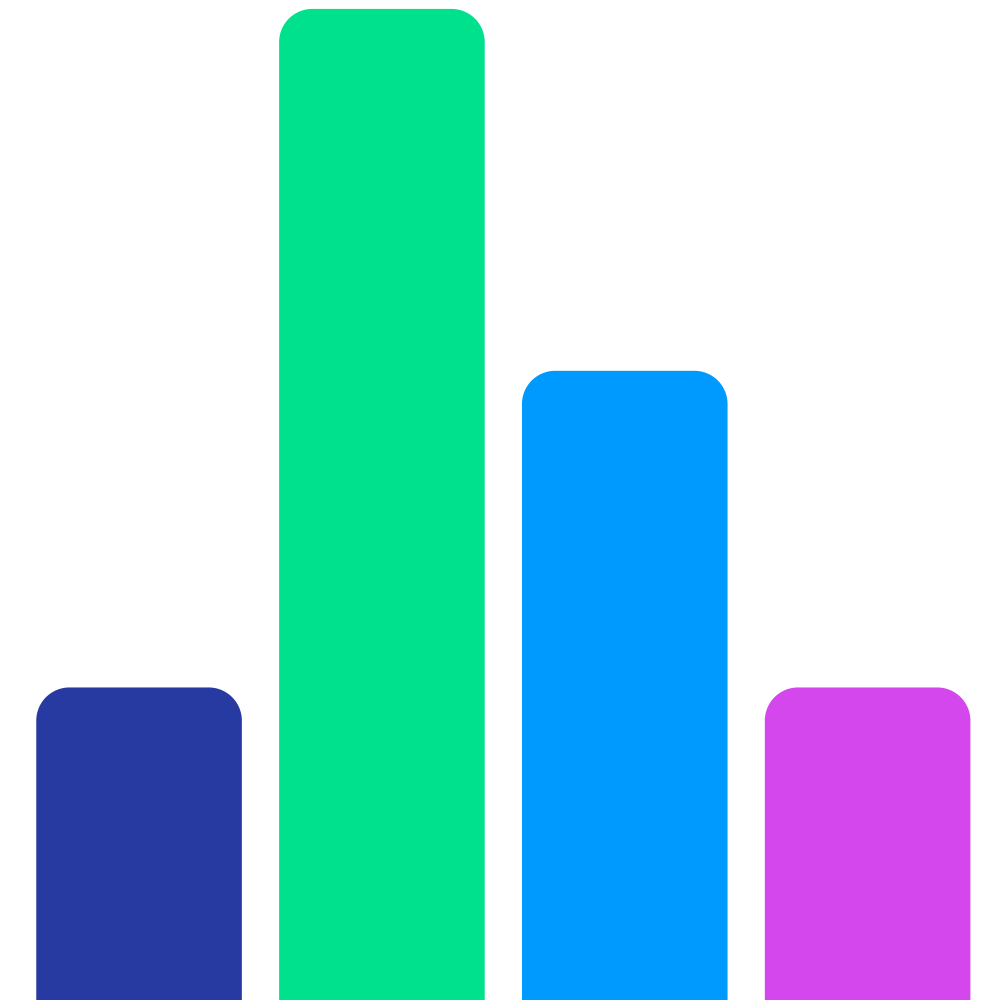
Our survey results reveal that while many procurement teams are beginning to take action on Scope 3 emissions, full readiness remains limited. When asked how prepared they were to measure and reduce Scope 3 emissions from their supply base, only **14%** said they were very prepared, while **44%** described themselves as somewhat prepared, **28%** said they were still in preparation, and **14%** admitted they were not prepared at all.

Scope 3 emissions are those generated across an organisation’s supply chain, often account for the majority of total carbon output. Yet, measuring and reducing them is inherently complex. Procurement sits at the centre of this challenge, tasked with gathering data from suppliers, aligning expectations across tiers and ensuring that environmental commitments translate into tangible action.

A key enabler in overcoming this gap is the use of digital tools that automate data collection, standardise reporting and support supplier collaboration. A source-to-contract solution can consolidate supplier information, track emissions across the lifecycle, and help procurement teams identify where the biggest impact can be made.

By reducing the manual burden of data gathering and analysis, procurement can focus on engaging suppliers, setting reduction targets, and building partnerships that deliver real environmental progress.

How prepared are you to measure and reduce Scope 3 emissions from your supply base?



- Very prepared (14)
- Somewhat prepared (44)
- In preparation (28)
- Not prepared (14)

*% of respondents

Technology

Almost 4 out of 10 procurement professionals do not have a dedicated procurement software partner.

Atamis UK Procurement Benchmark Report 2025

Technology

Moving towards digitisation

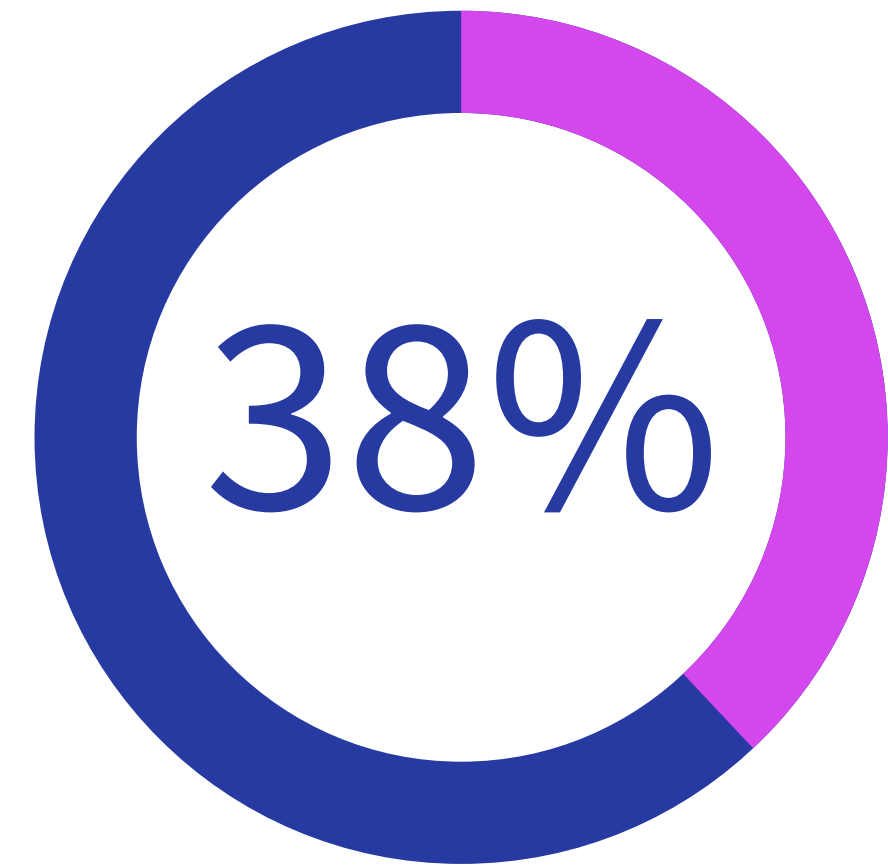
Our survey found that while **62%** of procurement professionals use a dedicated procurement software provider, a significant **38%** still do not. This statistic points to a persistent digital divide within the profession that leaves many teams operating without the visibility, control and efficiency teams need to drive procurement excellence.

Procurement functions without a dedicated software solution often rely on spreadsheets, email chains or disconnected systems to manage sourcing, contracts and suppliers. This manual approach may seem manageable in the short term but exposes organisations to elevated operational and compliance risks.

Without a single, unified platform, critical information such as contract milestones and supplier performance data can be missed. The result is a fragmented view of procurement activity that makes it difficult to identify issues before they escalate.

Missed Opportunities for Savings and Strategic Value

Beyond risk exposure, teams operating without a digital procurement solution are missing opportunities to drive cost savings, efficiency and strategic value. Without automation, valuable time is spent on administrative tasks like tracking approvals, reconciling spend, chasing supplier information rather than focusing on supplier innovation, category strategy or value engineering.



Do not have a dedicated procurement software partner in place

Technology

A real digital partner

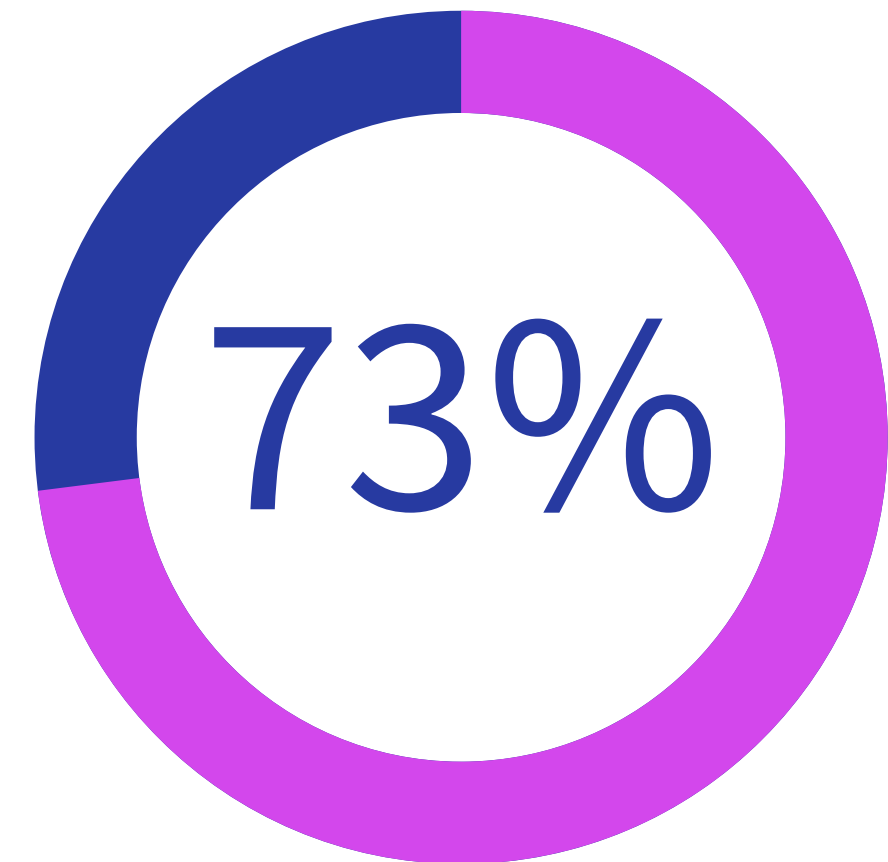
Just 26% of procurement professionals feel that their software partner is a valued strategic partner supporting procurement teams to achieve organisational goals.

While software should serve as an enabler for smarter, more efficient and more strategic procurement, too many organisations are left with tools that function as transactional systems rather than transformative solutions.

When software providers fail to act as true partners, procurement teams lose out on far more than technical support. Without a collaborative, consultative relationship, organisations often find themselves struggling to adapt the technology to their specific processes and maturity level. This can lead to underutilised systems, data silos and inefficiencies that limit visibility and insight.

This data signals an urgent need for procurement functions to re-evaluate their technology relationships.

Procurement software should be a catalyst for growth, not a constraint. The providers that deliver the greatest impact are those that embed themselves as an extension of the team, understanding business objectives, adapting to challenges and helping procurement measure and demonstrate its contribution to the organisation.



Do not consider their software solution to be a valued strategic partner.

*% of respondents

Technology

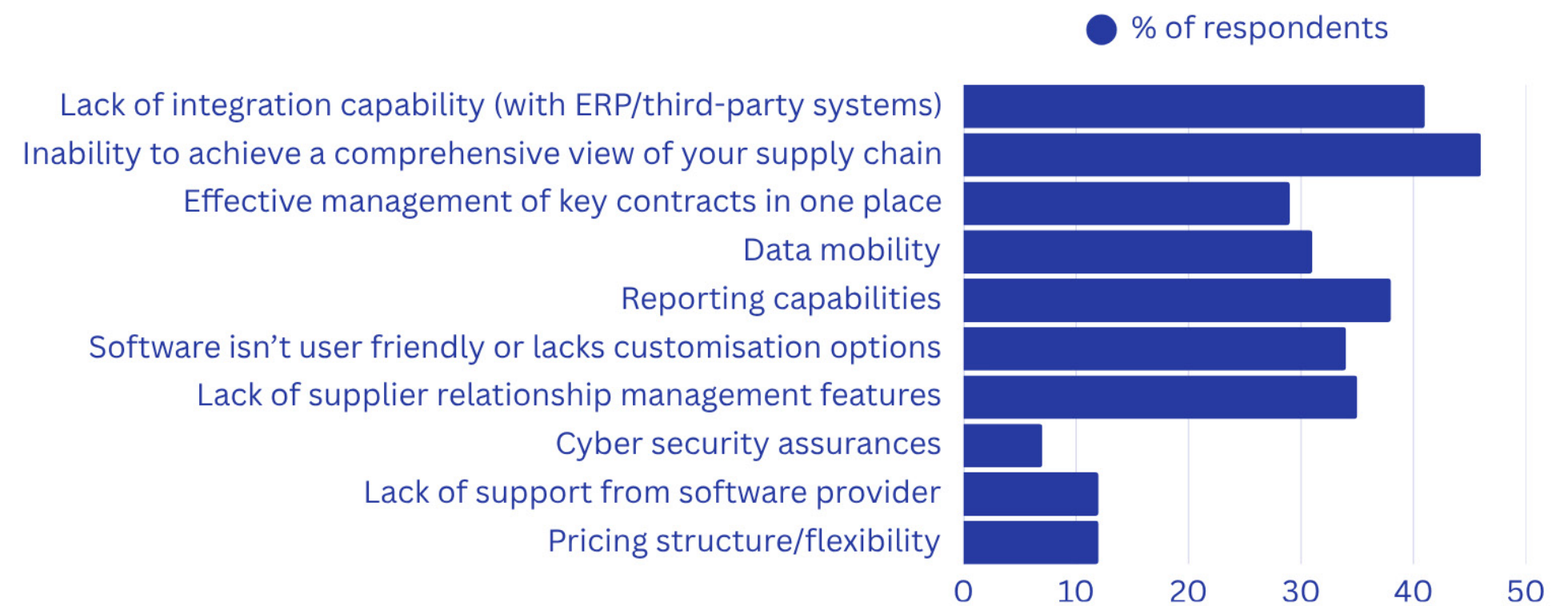
Software provider shortcomings

In relation to the ways in which procurement currently feel that their current software provider falls short, there are a number of key frustrations.

Primarily, 46% of procurement leaders feel they are unable to achieve a comprehensive view of their supply chain, this is a critical failing when it comes to mitigating third party risk as well as spotting opportunities for value creation.

Equally, 41% feel dissatisfied with their software solution's ability to integrate with third-party systems. Again, this is a pivotal capability for procurement, if your finance team are happy with their ERP, why should they have to move away? Instead, software providers must easily sync with existing systems to enrich data and also to ensure organisations achieve a best-in-class solution.

Just 7% felt that cyber security was a key frustration with their software provider. On the surface, this suggests a degree of confidence in how providers are handling data protection, system security and compliance. It's a positive sign that, for most procurement teams, cyber resilience is being adequately addressed, particularly given the sensitivity of supplier, contract and financial data overseen by procurement.



2025

UK Procurement Benchmark Report

About Atamis

The Atamis system has been deployed to over 300 organisations including the Cabinet Office for contract & supplier management, Admiral Group plc for eSourcing and supplier due diligence, NHS England for pre-procurement approval and the Welsh Government for analysing £6bn every year of cross-public sector spend.

Atamis is a flexible source-to-contract software solution, allowing clients to select from a portfolio of Apps, Enhancers & Integrations to meet their needs and enable ultimate procurement data mobility. Powered by Salesforce, Atamis boasts sophisticated reporting capabilities. Reliable, responsive and intuitive, information in the system is accurate and instantly available.



Source-to-contract software trusted by

