THE GPM® SUSTAINABILITY COMPETENCE STANDARD

GLOBAL STANDARD
VERSION 2.0

The GPM® Sustainability Competence Standard

GPM Global

Version 2.0

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The GPM® Sustainability Competence Standard

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The GPM® Sustainability Competence Standard

Introduction

The GPM Sustainability Competence Standard is a comprehensive guide to what individuals and organizations need to support sustainability and sustainability initiatives.

In the following pages, you will find a detailed breakdown of the competences expected of sustainability professionals, from understanding the fundamentals of environmental stewardship to assessing the impacts of sustainability initiatives. This GPM standard also highlights the importance of ethical leadership, stakeholder collaboration and engagement, and the ability to inspire and drive change.

This isn't about ticking boxes on a checklist. It's about developing a holistic view of sustainability and how it intertwines with every aspect of business and society. It's about nurturing the mindset needed to see the big picture, identify opportunities, and take decisive action toward a more sustainable future.

Whether you're an existing leader looking to integrate sustainability into your current role, or an aspiring leader aiming to carve a new path in this field, or an organization looking to differentiate itself, *The GPM Sustainability Competence Standard* is your roadmap to success.

Overview

The GPM Sustainability Competence Standard presents a comprehensive competence framework for individuals working in sustainability. The framework provides guidance to support individuals and organizations in developing the competences required for sustainability.

The International Organization for Standardization (ISO) defines *competence* as the "ability to apply knowledge and skills to achieve intended results." This standard is a Performance-Based Competence Standard (PBCS) where competence is inferred based on the ability to satisfy the performance criteria.

The standard is based on the Australian Qualifications Framework (AQF) which is used globally:

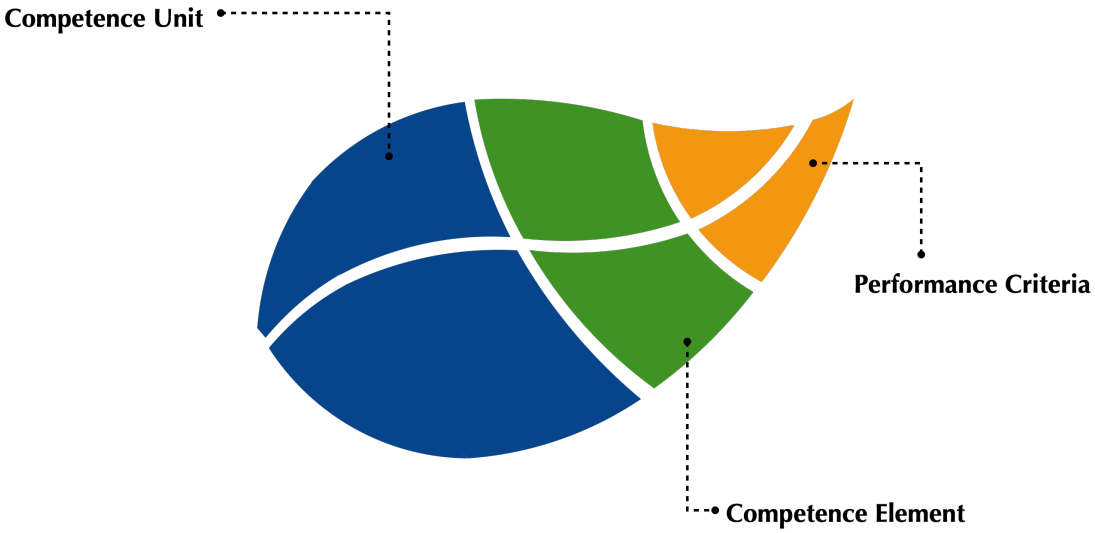
Competence units. A competence unit defines a broad area of on-the-job performance. This standard includes seven competence units that cover the essential knowledge and skills required for leadership in sustainability and nine competence units that cover the essential knowledge and skills required for sustainability in project management. Each unit focuses on a specific aspect of sustainability.

Competence elements. Competence elements describe the key activities within a unit. They describe *what* is done by the individual but do *not* prescribe *how* it is done. For example, sustainability leaders should be "conducting comprehensive assessments of activities within their area of responsibility for sustainability impacts" (see competence element 4.1), but they can do it themselves or delegate the work to others.

Performance criteria. Performance criteria describe observable results and actions in the workplace from which competence can be inferred. Performance criteria can be satisfied in many different ways—there are no mandatory approaches, tools, or methodologies.

Underpinning knowledge. Underpinning knowledge is a list of topics that an individual would be expected to understand in order to generate evidence to support the performance criteria. When assessed directly, underpinning knowledge is typically assessed through examination.

Underpinning skills. Underpinning skills is a list of expertise that an individual would be expected to have in order to generate evidence to support the performance criteria. When assessed directly, underpinning skills are typically assessed through application.



The GPM performance-based approach enables organizations to assess and measure the competence of their Sustainability Leaders and Sustainable Project Managers. It uses *threshold competence* reflecting the ability to meet minimum acceptable standards of performance within the workplace.

The scope of this standard extends across diverse industries and fields of endeavor, including, but not limited to, architecture, automotive, biotechnology, construction, defense and aerospace, design, education, engineering, financial services, government, information systems, mining, not-for-profit operations, petrochemical, pharmaceuticals, software development, and telecommunications.

By using this standard to develop the competence of individuals, organizations can equip them with the necessary knowledge and skills to lead the charge towards a more sustainable future. This standard provides a comprehensive outline of how to develop individuals to drive positive change and pioneer sustainable practices within their organizations and communities.

The standard includes a unit on *Regenerative Design* that is not assessed. Regenerative Design is an emergent practice that emphasizes the integrity of all ecosystems that provide essential services to life on Earth. With this release, Regenerative Design is not assessed because there are not enough people doing it. Our intent at GPM is to change that.

Roles

This standard defines competences for two roles, and for two levels within each role.

Sustainability Leader. A Sustainability Leader is committed to advancing sustainable practices and advocating for sustainability principles. This individual works collaboratively with others to design and implement solutions that foster long-term sustainability and resilience. They take action to integrate sustainability into decision-making processes, value chains, and day-to-day operations.

Within this role, GPM assesses at two levels:

- Certified Sustainability Professional™ which requires Sustainability Leader Units 1–7.
- Certified Sustainability Fundamentals™ which requires Sustainability Leader Units 1–5.

Sustainable Project Manager. A Sustainable Project Manager is a steward of change, guiding projects to meet organizational objectives in a way that respects and enhances our social, environmental, and economic systems. They apply their competences to ensure successful projects while also driving sustainability.

Within this role, GPM assesses at two levels:

- CSPMx™ (Expert) which requires Sustainable Project Manager Units 1–7, 9, and 10 and a minimum score of sixty (60) using GPM's *Management Complexity Ratings* worksheet.
- CSPMs™ (Specialist) which requires Sustainable Project Manager Units 1–6, 9, and 10 and a minimum score of thirty-five (35) using GPM's *Management Complexity Ratings* worksheet.

GPM's *Management Complexity Ratings* worksheet is a free download from our website at https://greenprojectmanagement.org/certification.

The following table shows which competence units apply to each role and level.

Competence Unit Name	Sustainability Leader		Sustainable Project Manager	
	CSP	CSF	CSPMx	CSPMs
Ethical Leadership	1	1	1	1
Living Systems Stewardship	2	2	2	2
Dignity, Diversity, Equity, and Inclusion	3	3	3	3
Assessing and Responding to Sustainability Impacts	4	4	4	4
Stakeholder Collaboration and Engagement	5	5	5	5
Sustainable Procurement	6		6	6
Change Management and Resilience	7		7	
Regenerative Design	See comment in *Overview* section			
Project Design			9	9
Project Oversight			10	10

GPM Assessment Process

GPM's competence-based certifications do not have education or experience prerequisites—either a candidate can provide evidence of their competence or they can't. This means that a candidate must provide acceptable evidence for *all* of the relevant performance criteria to be assessed as *competent*. A candidate who does not provide acceptable evidence for all of the performance criteria is assessed as *unable to provide evidence of competence*.

GPM's assessment process requires evidence that is *clear and convincing*—a legal standard that calls for the evidence to be:

- Substantially more likely to be true than not
- So clear as to leave no substantial doubt
- Sufficiently strong to command the belief of a reasonable mind

Evidence must come from work done within the past ten (10) years. Candidates with career interruptions (e.g., parental leave, military service, graduate study) can request an extension.

Most evidence will satisfy multiple performance criteria. For example, performance criteria 1.2.2 and 5.3.6 both involve ESG disclosures and can likely be satisfied with the same evidence.

Some performance criteria can be satisfied with relatively little evidence—a single document—while others may require considerably more. For example, "Conducts due diligence to ensure their supply chain protects human rights, uses ethical practices, and complies with environmental standards" might require little evidence if the supply chain is short and limited.

GPM offers a series of on-demand, online workshops to prospective candidates about how to identify, select, and prepare their evidence.

Glossary of Terms

All of the terms used for assessment (units, elements, and performance criteria) can be found in *The GPM Glossary of Sustainability Terminology* which can be accessed at: greenprojectmanagement.org/glossary

Descriptions of terms listed as underpinning knowledge and skills are general enough that they can be found on many online references.

Units, Elements, and Performance Criteria for Sustainability Leaders

Why we chose these competence units. In developing this standard, we selected each competence unit with careful thought and deliberate intent, leveraging decades of hands-on experience and leadership in sustainability. Our framework was meticulously crafted with every detail scrutinized to ensure that each unit accurately embodies what **Sustainability Leaders** need to achieve positive, lasting outcomes.

Why it matters. The interconnected challenges of today's world—such as climate change, resource scarcity, and social inequity—demand that Sustainability Leaders go beyond traditional approaches. They must integrate sustainability into their thinking and their actions to create positive and lasting impacts on society and the environment. This is why we included **Ethical Leadership**, which defines what is necessary for individuals to act transparently and responsibly, fostering trust and inspiring others to align with sustainability objectives.

Competence units such as **Regenerative Design** and **Dignity, Diversity, Equity, and Inclusion** reflect our commitment to a holistic approach. These units outline the essential practices that Sustainability Leaders need to incorporate forward-thinking, inclusive strategies that enhance resilience and drive impactful outcomes.

Every unit was chosen for its practical, actionable insights into what it takes for Sustainable Leaders to lead with confidence and impact. They set a clear benchmark for excellence, guiding Sustainable Leaders to ensure that everything they do supports long-term social and environmental goals.

Collectively, these units, elements, and performance criteria define what is necessary for Sustainability Leaders to become champions of sustainable practices and regenerative thinking. We are setting the benchmark for excellence in sustainability leadership to empower professionals to lead with confidence and vision.

Unit Number	Competence Unit Name	Competence Unit Definition
1	**Ethical Leadership**	Ethical Leadership involves inspiring and guiding organizations, individuals, and teams toward a sustainable future. Sustainability Leaders lead with purpose. They establish compelling visions and mobilize support for the initiatives they lead. Their decisions prioritize societal and environmental well-being. They demonstrate integrity and honesty through their commitment to ethical behavior. They are open and accountable in their support for sustainability. They improve their knowledge and skills to advance their professional objectives.
2	**Living Systems Stewardship**	Living Systems Stewardship involves demonstrating responsibility and care for our planet. Sustainability Leaders work actively to protect biodiversity, preserve natural resources, and reduce pollution.
3	**Dignity, Diversity, Equity, and Inclusion**	Dignity, Diversity, Equity, and Inclusion (DDEI) involves advancing fairness and social justice throughout the organization. Sustainability Leaders strive to create an environment that supports the well-being of all individuals.

Unit Number	Competence Unit Name	Competence Unit Definition
4	**Assessing and Responding to Sustainability Impacts**	Assessing and Responding to Sustainability Impacts involves collecting and analyzing data to understand the social, environmental, and economic impacts that sustainability activities have. Sustainability Leaders use comprehensive assessments (e.g., *P5™ Impact Analysis* for projects or business) to reduce negative consequences, increase benefits, and identify opportunities for improvement in outcomes within their area of responsibility.
5	**Stakeholder Collaboration and Engagement**	Stakeholder Collaboration and Engagement involves building constructive relationships with stakeholders to drive collective action towards improved sustainable outcomes. Sustainability Leaders facilitate dialogue and collaboration to achieve positive social and environmental impacts while maintaining profitability.
6	**Sustainable Procurement**	Sustainable Procurement is the process of sourcing, acquiring, and managing products and services to minimize negative sustainability impacts while actively contributing to social regeneration and ecological restoration. Sustainability Leaders ensure that procurement activities contribute positively to their organization's sustainability objectives.
7	**Change Management and Resilience**	Change Management and Resilience involves keeping change initiatives of all types aligned with long-term goals while addressing immediate challenges. Sustainability Leaders must respond to evolving social and environmental conditions.
8	**Regenerative Design**	Regenerative Design is development in the service of life. It is a forward-thinking approach that minimizes negative impacts and actively seeks to enhance and regenerate social, ecological, and economic systems. Sustainability Leaders apply regenerative design principles throughout the entire life cycle of a product, infrastructure item, or service.

Unit 1 Ethical Leadership

Definition. Ethical Leadership involves inspiring and guiding organizations, individuals, and teams toward a sustainable future. Sustainability Leaders lead with purpose. They establish compelling visions and mobilize support for the initiatives they lead. Their decisions prioritize societal and environmental well-being. They demonstrate integrity and honesty through their commitment to ethical behavior. They are open and accountable in their support for sustainability. They improve their knowledge and skills to advance their professional objectives.

Elements	Performance Criteria
1.1 Exhibiting leadership in sustainability.	1.1.1 Demonstrates commitment to sustainable practices. 1.1.2 Communicates a compelling vision for the sustainability initiatives they lead. 1.1.3 Encourages others to take action to deliver positive social and environmental impact. 1.1.4 Communicates the business case for sustainability to policymakers and other stakeholders. 1.1.5 Advocates for adoption of green technologies among peers. 1.1.6 Prioritizes social and environmental well-being in their decision-making.
1.2 Ensuring transparency and accountability in sustainability practices.	1.2.1 Communicates openly about their organization's sustainability objectives and progress towards them. 1.2.2 Provides input to organizational ESG disclosures and sustainability reporting. 1.2.3 Takes responsibility for the sustainability initiatives they lead.
1.3 Addressing ethical challenges in initiatives.	1.3.1 Responds proactively to ethical challenges. 1.3.2 Seeks guidance from others to make informed, ethical decisions. 1.3.3 Communicates transparently about actions taken to resolve ethical conflicts. 1.3.4 Takes responsibility for the long-term impacts of their decisions.
1.4 Enhancing personal capabilities.	1.4.1 Engages in professional development opportunities to stay current in sustainability and regeneration. 1.4.2 Engages with sustainability networks and forums to learn from and share with others.

Unit 1, Ethical Leadership: Underpinning Knowledge and Skills

Knowledge:

- Barriers to dignity, diversity, equity, and inclusion
- Conflict management tools and techniques
- Consensus building tools and techniques
- Cultural competence frameworks
- Environmental accords, treaties, laws, and regulations
- Ethical models and frameworks
- Goal and objective setting tools and techniques
- Governance mechanisms for ensuring accountability
- Human rights principles
- Impacts of climate change
- Inclusive leadership tools and techniques
- Introspection tools and techniques
- Interpersonal networking strategies, tools, and techniques
- Personal and professional development tools and techniques
- Planetary boundaries
- Policy-making processes
- Problem-solving tools and techniques
- Regenerative design approaches
- Stakeholder engagement tools and techniques
- Strategy and business model development
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Biodiversity protection
- Collaboration
- Conflict management
- Continuous learning
- Development of metrics and indicators
- Ethical decision-making
- Facilitation
- Flexibility
- Goal setting
- Interpersonal networking
- Negotiation
- Problem-solving
- Self-reflection and self-awareness
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Team building
- Written and oral communication

Unit 2 Living Systems Stewardship

Definition. Living Systems Stewardship involves demonstrating responsibility and care for our planet and all life. Sustainability Leaders work actively to protect biodiversity, preserve natural resources, and reduce pollution.

Elements	Performance Criteria
2.1 Fostering support for the planet and all life.	2.1.1 Ensures compliance with environmental accords, treaties, laws, and regulations within their area of responsibility. 2.1.2 Establishes and monitors goals, targets, and measures for the achievement of sustainability objectives within their area of responsibility.
2.2 Protecting biodiversity.	2.2.1 Supports initiatives to protect or enhance biodiversity within the context of their responsibility. 2.2.2 Collaborates with relevant stakeholders in support of sustainable land and water use and protection of ecosystems.
2.3 Preserving natural resources.	2.3.1 Tracks and shares natural resource usage to support data-driven decision-making for reduction efforts within their area of responsibility. 2.3.2 Takes action to reduce natural resource consumption within their area of responsibility. 2.3.3 Collaborates with relevant stakeholders to minimize the use of natural resources within their area of responsibility.
2.4 Restoring ecological balance.	2.4.1 Tracks and shares greenhouse gas (GHG) emissions to support data-driven decision-making for reduction efforts within their area of responsibility. 2.4.2 Takes action to reduce pollution within their area of responsibility. 2.4.3 Collaborates with relevant stakeholders to develop pollution prevention strategies for their area of responsibility.

Unit 2, Living Systems Stewardship: Underpinning Knowledge and Skills

Knowledge:

- Circular economy model
- Collaboration tools and techniques
- Concept of "doing more with less"
- Conservation tools and techniques
- Energy efficiency technologies
- Environmental accords, treaties, laws, and regulations
- Environmental science and technology
- Ethical models and frameworks
- Forecasting tools and techniques
- Governance mechanisms for ensuring accountability
- How natural and human systems interact
- Impacts of climate change
- Importance of advocacy in promoting sustainability
- Life cycle cost analysis tools and techniques
- Planetary boundaries
- Policy-making processes
- Problem-solving tools and techniques
- Regenerative design approaches
- Regenerative land-use practices
- Renewable and non-renewable resource categories
- Scenario planning tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Written and oral communication tools and techniques

Skills:

- Biodiversity protection
- Collaboration
- Conservation planning
- Continuous learning
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Ecosystems management
- Energy management
- Ethical decision-making
- Flexibility
- Forecasting
- Impact measurement
- Life cycle assessment
- Life cycle costing
- Negotiation
- Problem-solving
- Scenario planning
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Written and oral communication

Unit 3 Dignity, Diversity, Equity, and Inclusion

Definition. Dignity, Diversity, Equity, and Inclusion (DDEI) involves advancing fairness and social justice throughout the organization. Sustainability Leaders strive to create an environment that supports the well-being of all individuals.

Elements	Performance Criteria
3.1 Incorporating dignity, diversity, equity, and inclusion into organizational culture.	3.1.1 Helps to establish and maintain a diverse and inclusive workplace that values and respects all individuals. 3.1.2 Provides training and education on dignity, diversity, equity, and inclusion for individuals within their area of responsibility.
3.2 Supporting disadvantaged and at-risk groups	3.2.1 Ensures compliance with accords, treaties, laws, and regulations related to related to non-discrimination. 3.2.2 Advocates within their area of responsibility for policies, programs, and approaches that advance dignity, diversity, equity, and inclusion. 3.2.3 Engages with disadvantaged and at-risk groups to understand their needs and challenges. 3.2.4 Takes action to support disadvantaged and at-risk groups within their area of responsibility. 3.2.5 Cultivates dignity, diversity, equity, and inclusion within their area of responsibility.

Unit 3, Dignity, Diversity, Equity, and Inclusion: Underpinning Knowledge and Skills

Knowledge:

- Barriers to dignity, diversity, equity, and inclusion
- Benchmarking approaches
- Change management principles
- Collaboration tools and techniques
- Conflict management tools and techniques
- Consensus building tools and techniques
- Creativity fostering tools and techniques
- Cultural competence frameworks
- Data analysis tools and techniques
- Diversity measurement metrics
- Ethical models and frameworks
- Facilitation tools and techniques
- Goal and objective setting tools and techniques
- Governance mechanisms for ensuring accountability
- Group decision-making tools and techniques
- Human rights principles
- Impacts of climate change
- Importance of advocacy in promoting sustainability
- Inclusive leadership tools and techniques
- Interpersonal networking strategies, tools, and techniques
- Needs of disadvantaged and at-risk groups
- Negotiation tools and techniques
- Problem-solving tools and techniques
- Scenario planning tools and techniques
- Stakeholder engagement tools and techniques
- Statistical analysis tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Collaboration
- Conflict management
- Continuous learning
- Creativity
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Ethical decision-making
- Facilitation
- Flexibility
- Goal setting
- Interpersonal networking
- Negotiation
- Problem-solving
- Risk management
- Scenario planning
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Team building
- Written and oral communication

Unit 4 Assessing and Responding to Sustainability Impacts

Definition. Assessing and Responding to Sustainability Impacts involves collecting and analyzing data to understand the social, environmental, and economic impacts that sustainability activities have. Sustainability Leaders use comprehensive assessments (e.g., *P5™ Impact Analysis* for projects or business) to reduce negative consequences, increase benefits, and identify opportunities for improvement in outcomes within their area of responsibility.

Elements	Performance Criteria
4.1 Conducting comprehensive assessments of activities within their area of responsibility for sustainability impacts.	4.1.1 Collects relevant data on social, environmental, and economic performance. 4.1.2 Conducts data analysis to extract current insights and to anticipate long-term impacts. 4.1.3 Identifies and assesses potential positive and negative impacts of activities. 4.1.4 Conducts social and environmental audits to identify improvement opportunities. 4.1.5 Uses data to set specific and measurable sustainability targets and Key Performance Indicators (KPIs) and Objectives and Key Results (OKRs).
4.2 Engaging stakeholders in the assessment process.	4.2.1 Actively seeks input to ensure a comprehensive evaluation of impacts. 4.2.2 Ensures transparency in the assessment process. 4.2.3 Communicates findings broadly and openly.
4.3 Responding to positive and negative impacts.	4.3.1 Uses assessment tools to anticipate the effects of sustainability initiatives on stakeholders. 4.3.2 Develops and implements responses to maximize positive impacts and minimize negative ones. 4.3.3 Monitors the effectiveness of responses and adjusts as needed. 4.3.4 Communicates and consults with relevant stakeholders on how to respond and the effectiveness of the responses.

Unit 4, Assessing and Responding to Sustainability Impacts: Underpinning Knowledge and Skills

Knowledge:

- Benchmarking approaches
- Change management principles
- Creativity fostering tools and techniques
- Data analysis tools and techniques
- Energy efficiency technologies
- Environmental science and technology
- Ethical models and frameworks
- Forecasting tools and techniques
- Group decision-making tools and techniques
- How natural and human systems interact
- Impacts of climate change
- Life cycle assessment tools and techniques
- Negotiation tools and techniques
- Planetary boundaries
- Problem-solving tools and techniques
- Risk management tools and techniques
- Scenario planning tools and techniques
- Stakeholder engagement tools and techniques
- Statistical analysis tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Sustainability reporting standards and frameworks
- Systems thinking tools and techniques
- Written and oral communication tools and techniques

Skills:

- Biodiversity protection
- Collaboration
- Conflict management
- Contingency planning
- Continuous learning
- Creativity
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Ethical decision-making
- Financial and economic analysis
- Flexibility
- Forecasting
- Goal setting
- Impact measurement
- Life cycle assessment
- Negotiation
- Problem-solving
- Scenario planning
- Stakeholder engagement
- Statistical analysis
- Sustainability Impact Assessment
- Systems thinking
- Written and oral communication

Unit 5 Stakeholder Collaboration and Engagement

Definition. Stakeholder Collaboration and Engagement involves building constructive relationships with stakeholders to drive collective action towards improved sustainable outcomes. Sustainability Leaders facilitate dialogue and collaboration to achieve positive social and environmental impacts while maintaining profitability.

Elements	Performance Criteria
5.1 Fostering collaboration with stakeholders.	5.1.1 Seeks input from stakeholders to ensure that initiatives address their needs. 5.1.2 Demonstrates responsiveness to feedback and suggestions from stakeholders. 5.1.3 Engages with stakeholders to understand their sustainability needs. 5.1.4 Demonstrates skill in navigating differing stakeholder interests and building consensus.
5.2 Mediating conflicts among stakeholders.	5.2.1 Addresses conflicts and disagreements with and among stakeholders to reach mutually beneficial solutions. 5.2.2 Facilitates win-win outcomes.
5.3 Communicating with stakeholders.	5.3.1 Tailors communication approach for different contexts and different stakeholders. 5.3.2 Considers the needs of stakeholders. 5.3.3 Responds in a timely manner to stakeholder inquiries and requests. 5.3.4 Responds constructively to criticism. 5.3.5 Addresses concerns raised by stakeholders. 5.3.6 Contributes to ESG disclosures and sustainability reporting.
5.4 Promoting stakeholder inclusivity and diversity.	5.4.1 Engages with underrepresented stakeholders to ensure their voices are heard and respected. 5.4.2 Engages and invites a diverse range of stakeholders to contribute to discussions and decision-making processes.
5.5 Promoting effective individual and team performance within area of responsibility.	5.5.1 Establishes, communicates, and exhibits behavioral expectations. 5.5.2 Monitors performance against expectations. 5.5.3 Identifies and addresses individual and group development needs.

Unit 5, Stakeholder Collaboration and Engagement: Underpinning Knowledge and Skills

Knowledge:

- Advocacy tools and techniques
- Collaboration tools and techniques
- Conflict management tools and techniques
- Consensus building tools and techniques
- Ethical models and frameworks
- Facilitation tools and techniques
- Goal and objective setting tools and techniques
- Group decision-making tools and techniques
- Interpersonal networking tools and techniques
- Negotiation tools and techniques
- Networking strategies, tools, and techniques
- Problem-solving tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Advocacy
- Change management
- Collaboration
- Conflict management
- Contingency planning
- Continuous learning
- Development of metrics and indicators
- Ethical decision-making
- Facilitation
- Flexibility
- Goal setting
- Interpersonal networking
- Negotiation
- Problem-solving
- Risk management
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Team building
- Written and oral communication

Unit 6 Sustainable Procurement

Definition. Sustainable Procurement is the process of sourcing, acquiring, and managing products and services to minimize negative sustainability impacts while actively contributing to social regeneration and ecological restoration. Sustainability Leaders ensure that procurement activities contribute positively to their organization's sustainability objectives.

Elements	Performance Criteria
6.1 Planning sustainable procurement activities.	6.1.1 Identifies and assesses sustainability risks and opportunities in the supply chain within their area of responsibility. 6.1.2 Ensures procurement activities within their area of responsibility comply with relevant laws and regulations. 6.1.3 Engages with relevant stakeholders to agree on priorities and performance expectations for procurement. 6.1.4 Aligns procurement strategy and objectives within their area of responsibility with the organization's sustainability objectives.
6.2 Selecting and engaging sustainable suppliers.	6.2.1 Applies evaluation criteria that include social, environmental, and economic measures to supplier selection. 6.2.2 Conducts due diligence to ensure their supply chain protects human rights, uses ethical practices, and complies with environmental standards. 6.2.3 Incorporates sustainable procurement clauses with Key Performance Indicators (KPIs) and Objectives and Key Results (OKRs) into contracts to monitor supplier performance. 6.2.4 Evaluates their suppliers' alignment with their organization's sustainable procurement objectives. 6.2.5 Facilitates open dialogue with their supply chain to promote innovation and continuous improvement of sustainability practices.
6.3 Managing procurement reporting.	6.3.1 Regularly reports to relevant stakeholders on social, environmental, and economic impacts of procurement activities within their area of responsibility. 6.3.2 Shares sustainable procurement achievements and challenges with relevant stakeholders.

Elements	Performance Criteria
6.4 Managing procurement performance.	6.4.1 Measures procurement impacts against sustainability objectives using qualitative and quantitative metrics. 6.4.2 Ensures corrective action where suppliers fail to meet sustainability commitments. 6.4.3 Regularly reviews procurement practices to ensure alignment with internal sustainability standards, industry norms, and relevant laws and regulations. 6.4.4 Implements improvements based on benchmarking reviews. 6.4.5 Collaborates throughout their supply chain to refine and advance sustainable procurement practices.
6.5 Engaging with the supply chain to strengthen sustainability practices.	6.5.1 Collaborates with the supply chain to set and achieve joint sustainability targets. 6.5.2 Conducts supplier assessments to ensure compliance with internal sustainability standards. 6.5.3 Provides support to the supply chain to help improve their sustainability performance.

Unit 6, Sustainable Procurement: Underpinning Knowledge and Skills

Knowledge:

- Benchmarking approaches
- Change management tools and techniques
- Circular economy model
- Collaboration tools and techniques
- Contract management tools and techniques
- Conflict management tools and techniques
- Creativity fostering tools and techniques
- Data analysis tools and techniques
- Ethical models and frameworks
- Financial and economic analysis tools and techniques
- Goal and objective setting tools and techniques
- Governance mechanisms for ensuring accountability
- Impacts of climate change
- Industry best practices
- Life cycle cost analysis tools and techniques
- Negotiation tools and techniques
- Performance reporting tools and techniques
- Planetary boundaries
- Problem-solving tools and techniques
- Risk management tools and techniques
- Scenario planning tools and techniques
- Stakeholder engagement tools and techniques
- Statistical analysis tools and techniques
- Supplier management tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Biodiversity protection
- Change management
- Collaboration
- Conflict management
- Contingency planning
- Continuous learning
- Contract management
- Creativity
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Ethical decision-making
- Financial and economic analysis
- Flexibility
- Forecasting
- Goal setting
- Impact measurement
- Life cycle costing
- Negotiation
- Problem-solving
- Risk management
- Scenario planning
- Stakeholder engagement
- Supplier management
- Sustainability Impact Assessment
- Systems thinking
- Team building
- Written and oral communication

Unit 7 Change Management and Resilience

Definition. Change Management and Resilience involves keeping change initiatives of all types aligned with long-term goals while addressing immediate challenges. Sustainability Leaders must respond to evolving social and environmental conditions.

Elements	Performance Criteria
7.1 Supporting change initiatives within their area of responsibility.	7.1.1 Communicates the business reasons driving the need for change. 7.1.2 Cultivates commitment to and champions change initiatives. 7.1.3 Provides a clear roadmap of the actions needed to achieve the change objectives. 7.1.4 Uses ongoing feedback to ensure that change initiatives are firmly integrated into organizational operations.
7.2 Building flexibility into change initiatives within their area of responsibility.	7.2.1 Designs change initiatives that can adapt to unforeseen circumstances. 7.2.2 Monitors and evaluates social, environmental, and economic trends to anticipate potential changes. 7.2.3 Identifies and assesses scenarios that could affect change initiatives. 7.2.4 Develops responses to scenarios that could affect change initiatives.

Unit 7, Change and Resilience: Underpinning Knowledge and Skills

Knowledge:

- Change management principles
- Change management tools and techniques
- Circular economy model
- Concept of emergent strategy
- Conflict management tools and techniques
- Contingency planning tools and techniques
- Creativity fostering tools and techniques
- Data analysis tools and techniques
- Ethical models and frameworks
- Goal and objective setting tools and techniques
- Impacts of climate change
- Inclusive leadership tools and techniques
- Negotiation tools and techniques
- Organizational learning and development principles
- Planetary boundaries
- Policy-making processes
- Problem-solving tools and techniques
- Risk management tools and techniques
- Scenario planning tools and techniques
- Social impact assessment tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Collaboration
- Continuous learning
- Creativity
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Facilitation
- Goal setting
- Negotiation
- Sustainability Impact Assessment
- Team building
- Change management
- Conflict management
- Contingency planning
- Ethical decision-making
- Flexibility
- Problem-solving
- Risk management
- Scenario planning
- Stakeholder engagement
- Systems thinking
- Written and oral communication

Unit 8 Regenerative Design

Definition. Regenerative Design is development in the service of life. It is a forward-thinking approach that minimizes negative impacts and actively seeks to enhance and regenerate social, ecological, and economic systems. Sustainability Leaders apply regenerative design principles throughout the entire life cycle of a product, infrastructure item, or service.

Elements	Performance Criteria
8.1 Striving for net-positive outcomes for social and natural systems.	8.1.1 Applies regenerative design in decision-making. 8.1.2 Aligns design choices with global biodiversity goals. 8.1.3 Uses systems thinking tools and techniques to analyze connections among social, environmental, and economic systems.
8.2 Ensuring that design choices restore degraded ecosystems and enhance biodiversity.	8.2.1 Encourages regenerative design in development of products, infrastructure, and services. 8.2.2 Uses design-as-nature techniques to reduce the environmental footprint of products, infrastructure, and services. 8.2.3 Facilitates awareness among stakeholders.
8.3 Advancing regenerative outcomes through integrated design.	8.3.1 Ensures that regenerative solutions reflect a balanced integration of ecological, social, and cultural priorities. 8.3.2 Establishes actionable frameworks that connect design choices to measurable long-term regenerative impacts. 8.3.3 Creates innovation pathways that prioritize ecosystem restoration, biodiversity enhancement, and human well-being.

Unit 8, Regenerative Design: Underpinning Knowledge and Skills

Knowledge:

- Benchmarking approaches
- Change management principles
- Change management tools and techniques
- Concept of "doing more with less"
- Creativity fostering tools and techniques
- Cultural competence frameworks
- Current and emerging sustainability technologies and practices
- Data analysis tools and techniques
- Design-as-nature tools and techniques
- Environmental science and technology
- Ethical models and frameworks
- Goal and objective setting tools and techniques
- How natural and human systems interact
- Impacts of climate change
- Life cycle assessment tools and techniques
- Negotiation tools and techniques
- Planetary boundaries
- Problem-solving tools and techniques
- Regenerative land-use practices
- Scenario planning tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Written and oral communication tools and techniques

Skills:

- Change management
- Collaboration
- Continuous learning
- Creativity
- Data analysis, collection, and visualization
- Design-as-nature approaches
- Development of metrics and indicators
- Ethical decision-making
- Facilitation
- Financial and economic analysis
- Flexibility
- Goal setting
- Impact measurement
- Life cycle assessment
- Negotiation
- Problem-solving
- Scenario planning
- Self-reflection
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Written and oral communication

Units, Elements, and Performance Criteria for Sustainable Project Managers

Why we chose these competence units. In developing this standard, we selected each competence unit with careful thought and deliberate intent, leveraging decades of hands-on experience and leadership in project management and sustainability. Our framework was meticulously crafted with every detail scrutinized to ensure that each unit accurately embodies what **Sustainable Project Managers** need to integrate sustainability into their work and achieve positive, lasting outcomes.

Why it matters. The interconnected challenges of today's world—such as climate change, resource scarcity, conflicting stakeholder expectations—demand that project managers go beyond traditional approaches. They must embed sustainability in their projects to ensure that their projects contribute positively to society and the environment. This is why we included **Living Systems Stewardship**, which defines what is necessary to manage natural resources responsibly, to reduce pollution, and to prioritize biodiversity.

Stakeholder Collaboration and Engagement is equally essential as it outlines how to build trust and cooperation by involving diverse stakeholders in meaningful ways. This unit defines practices to ensure that all relevant perspectives are considered, fostering support and alignment with sustainability objectives.

Project Design and **Project Oversight** are vital for ensuring that project structures are planned and monitored to adapt effectively to change while staying aligned with sustainability principles.

Every unit was chosen for its practical, actionable insights into what it takes for project managers to lead with confidence and impact. These units set a clear benchmark for excellence, guiding project managers to embed sustainability into their projects to support long-term social and environmental goals.

Collectively, these units, elements, and performance criteria define what is necessary for Sustainable Project Managers to become champions of sustainable practices and regenerative thinking. We are setting the benchmark for excellence in project management to empower its professionals to lead with confidence and vision.

Unit Number	Competence Unit Name	Competence Unit Definition
1	**Ethical Leadership**	Ethical Leadership involves inspiring and guiding organizations, individuals, and teams toward a sustainable future. Sustainable Project Managers lead with purpose. They establish compelling visions and mobilize support for the projects they lead. Their decisions prioritize societal and environmental well-being. They demonstrate integrity and honesty through their commitment to ethical behavior. They are open and accountable in their support for sustainability. They improve their knowledge and skills to advance their professional objectives.
2	**Living Systems Stewardship**	Living Systems Stewardship involves demonstrating responsibility and care for our planet. Sustainable Project Managers work actively to protect biodiversity, preserve natural resources, and reduce pollution.

Unit Number	Competence Unit Name	Competence Unit Definition
3	**Dignity, Diversity, Equity, and Inclusion**	Dignity, Diversity, Equity, and Inclusion (DDEI) involves advancing fairness and social justice throughout the organization. Sustainable Project Managers strive to create an environment that supports the well-being of all individuals.
4	**Assessing and Responding to Sustainability Impacts**	Assessing and Responding to Sustainability Impacts involves collecting and analyzing data to understand the social, environmental, and economic impacts that sustainability activities have. Sustainability Leaders use comprehensive assessments (e.g., *P5™ Impact Analysis* for projects) to reduce negative consequences, increase benefits, and identify opportunities for improvement in outcomes within their area of responsibility.
5	**Stakeholder Collaboration and Engagement**	Stakeholder Collaboration and Engagement involves building constructive relationships with stakeholders to drive collective action towards improved sustainable outcomes. Sustainable Project Managers facilitate dialogue and collaboration to achieve positive social and environmental impacts while maintaining profitability.
6	**Sustainable Procurement**	Sustainable Procurement is the process of sourcing, acquiring, and managing products and services to minimize negative sustainability impacts while actively contributing to social regeneration and ecological restoration. Sustainable Project Managers ensure that procurement activities contribute positively to their organization's sustainability objectives.
7	**Change Management and Resilience**	Change Management and Resilience involves keeping change initiatives of all types aligned with long-term goals while addressing immediate challenges. Sustainable Project Managers must respond to evolving social and environmental conditions.
8	**Regenerative Design**	Regenerative Design is development in the service of life. It is a forward-thinking approach that minimizes negative impacts and actively seeks to enhance and regenerate social, ecological, and economic systems. Sustainable Project Managers apply regenerative design principles throughout the entire life cycle of a product, infrastructure item, or service.
9	**Project Design**	Project Design involves identifying, documenting, and agreeing the structures needed to deliver a project's expected result(s) and support its outcome(s). Sustainable Project Managers work with relevant stakeholders to choose the structures that are most likely to be efficient and effective. The product or service that supports the outcome(s) may be delivered incrementally, iteratively, as a unit, or with a combination of all three.
10	**Project Oversight**	Project Oversight involves ensuring that the project is making progress toward delivering the expected results(s) and outcome(s). Sustainable Project Managers work collaboratively with relevant stakeholders to adjust project structures and plans when and as needed.

Unit 1 Ethical Leadership

Definition. Ethical Leadership involves inspiring and guiding organizations, individuals, and teams toward a sustainable future. Sustainable Project Managers lead with purpose. They establish compelling visions and mobilize support for the projects they lead. Their decisions prioritize societal and environmental well-being. They demonstrate integrity and honesty through their commitment to ethical behavior. They are open and accountable in their support for sustainability. They improve their knowledge and skills to advance their professional objectives.

Elements	Performance Criteria
1.1 Exhibiting leadership in sustainability.	1.1.1 Demonstrates commitment to sustainable practices. 1.1.2 Communicates a compelling vision for the projects they lead. 1.1.3 Encourages others to take action to deliver positive social and environmental impact. 1.1.4 Communicates the business case for sustainability to policymakers and other stakeholders. 1.1.5 Advocates for adoption of green technologies among peers. 1.1.6 Prioritizes social and environmental well-being in their decision-making.
1.2 Ensuring transparency and accountability in sustainability practices.	1.2.1 Communicates openly about their organization's sustainability objectives and progress towards them. 1.2.2 Provides input to organizational ESG disclosures and sustainability reporting. 1.2.3 Takes responsibility for the projects they lead.
1.3 Addressing ethical challenges in projects.	1.3.1 Responds proactively to ethical challenges. 1.3.2 Seeks guidance from others to make informed, ethical decisions. 1.3.3 Communicates transparently about actions taken to resolve ethical conflicts. 1.3.4 Takes responsibility for the long-term impacts of their decisions.
1.4 Enhancing personal capabilities.	1.4.1 Engages in professional development opportunities to stay current in sustainability, regeneration, and project management. 1.4.2 Engages with relevant networks and forums to learn from and share with others.

Unit 1, Ethical Leadership: Underpinning Knowledge and Skills

Knowledge:

- Barriers to dignity, diversity, equity, and inclusion
- Conflict management tools and techniques
- Consensus building tools and techniques
- Cultural competence frameworks
- Environmental accords, treaties, laws, and regulations
- Ethical models and frameworks
- Goal and objective setting tools and techniques
- Governance mechanisms for ensuring accountability
- Human rights principles
- Impacts of climate change
- Inclusive leadership tools and techniques
- Introspection tools and techniques
- Interpersonal networking strategies, tools, and techniques
- Personal and professional development tools and techniques
- Planetary boundaries
- Policy-making processes
- Problem-solving tools and techniques
- Regenerative design approaches
- Stakeholder engagement tools and techniques
- Strategy and business model development
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Biodiversity protection
- Collaboration
- Conflict management
- Continuous learning
- Development of metrics and indicators
- Ethical decision-making
- Facilitation
- Flexibility
- Goal setting
- Interpersonal networking
- Negotiation
- Problem-solving
- Self-reflection and self-awareness
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Team building
- Written and oral communication

Unit 2 Living Systems Stewardship

Definition. Living Systems Stewardship involves demonstrating responsibility and care for our planet and all life. Sustainable Project Managers work actively to protect biodiversity, preserve natural resources, and reduce pollution.

Elements	Performance Criteria
2.1 Fostering support for the planet.	2.1.1 Ensures compliance with environmental accords, treaties, laws, and regulations within their area of responsibility. 2.1.2 Establishes and monitors goals, targets, and measures for the achievement of sustainability objectives within their area of responsibility.
2.2 Protecting biodiversity.	2.2.1 Supports initiatives to protect or enhance biodiversity within the context of their responsibility. 2.2.2 Collaborates with relevant stakeholders in support of sustainable land and water use and protection of ecosystems.
2.3 Preserving natural resources.	2.3.1 Tracks and shares natural resource usage to support data-driven decision-making for reduction efforts within their area of responsibility. 2.3.2 Takes action to reduce natural resource consumption within their area of responsibility. 2.3.3 Collaborates with relevant stakeholders to minimize the use of natural resources within their area of responsibility.
2.4 Restoring ecological balance.	2.4.1 Tracks and shares greenhouse gas (GHG) emissions to support data-driven decision-making for reduction efforts within their area of responsibility. 2.4.2 Takes action to reduce pollution within their area of responsibility. 2.4.3 Collaborates with relevant stakeholders to develop pollution prevention strategies for their area of responsibility.

Unit 2, Living Systems Stewardship: Underpinning Knowledge and Skills

Knowledge:

- Circular economy model
- Collaboration tools and techniques
- Concept of "doing more with less"
- Conservation tools and techniques
- Energy efficiency technologies
- Environmental accords, treaties, laws, and regulations
- Environmental science and technology
- Ethical models and frameworks
- Forecasting tools and techniques
- Governance mechanisms for ensuring accountability
- How natural and human systems interact
- Impacts of climate change
- Importance of advocacy in promoting sustainability
- Life cycle cost analysis tools and techniques
- Planetary boundaries
- Policy-making processes
- Problem-solving tools and techniques
- Regenerative design approaches
- Regenerative land-use practices
- Renewable and non-renewable resource categories
- Scenario planning tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Written and oral communication tools and techniques

Skills:

- Biodiversity protection
- Collaboration
- Conservation planning
- Continuous learning
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Ecosystems management
- Energy management
- Ethical decision-making
- Flexibility
- Forecasting
- Impact measurement
- Life cycle assessment
- Life cycle costing
- Negotiation
- Problem-solving
- Scenario planning
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Written and oral communication

Unit 3 Dignity, Diversity, Equity, and Inclusion

Definition. Dignity, Diversity, Equity, and Inclusion (DDEI) involves advancing fairness and social justice throughout the organization. Sustainable Project Managers strive to create an environment that supports the well-being of all individuals.

Elements	Performance Criteria
3.1 Incorporating dignity, diversity, equity, and inclusion into project culture.	3.1.1 Helps to establish and maintain a diverse and inclusive workplace that values and respects all individuals. 3.1.2 Provides training and education on dignity, diversity, equity, and inclusion for individuals within their area of responsibility.
3.2 Supporting disadvantaged and at-risk groups	3.2.1 Ensures compliance with accords, treaties, laws, and regulations related to related to non-discrimination. 3.2.2 Advocates within their area of responsibility for policies, programs, and approaches that advance dignity, diversity, equity, and inclusion. 3.2.3 Engages with disadvantaged and at-risk groups to understand their needs and challenges. 3.2.4 Takes action to support disadvantaged and at-risk groups within their area of responsibility. 3.2.5 Cultivates dignity, diversity, equity, and inclusion within their area of responsibility.

Unit 3, Dignity, Diversity, Equity, and Inclusion: Underpinning Knowledge and Skills

Knowledge:

- Barriers to dignity, diversity, equity, and inclusion
- Benchmarking approaches
- Change management principles
- Collaboration tools and techniques
- Conflict management tools and techniques
- Consensus building tools and techniques
- Creativity fostering tools and techniques
- Cultural competence frameworks
- Data analysis tools and techniques
- Diversity measurement metrics
- Ethical models and frameworks
- Facilitation tools and techniques
- Goal and objective setting tools and techniques
- Governance mechanisms for ensuring accountability
- Group decision-making tools and techniques
- Human rights principles
- Impacts of climate change
- Importance of advocacy in promoting sustainability
- Inclusive leadership tools and techniques
- Interpersonal networking strategies, tools, and techniques
- Needs of disadvantaged and at-risk groups
- Negotiation tools and techniques
- Problem-solving tools and techniques
- Scenario planning tools and techniques
- Social impact assessment tools and techniques
- Stakeholder engagement tools and techniques
- Statistical analysis tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Collaboration
- Conflict management
- Continuous learning
- Creativity
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Ethical decision-making
- Facilitation
- Flexibility
- Goal setting
- Interpersonal networking
- Negotiation
- Problem-solving
- Risk management
- Scenario planning
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Team building
- Written and oral communication

Unit 4 Assessing and Responding to Sustainability Impacts

Definition. Assessing and Responding to Sustainability Impacts involves collecting and analyzing data to understand the social, environmental, and economic impacts that sustainability activities have. Sustainable Project Managers use comprehensive assessments (e.g., *P5™ Impact Analysis* for projects) to reduce negative consequences, increase benefits, and identify opportunities for improvement in outcomes within their area of responsibility.

Elements	Performance Criteria
4.1 Conducting comprehensive assessments of activities within their area of responsibility for sustainability impacts.	4.1.1 Collects relevant data on social, environmental, and economic performance. 4.1.2 Conducts data analysis to extract current insights and to anticipate long-term impacts. 4.1.3 Identifies and assesses potential positive and negative impacts of activities. 4.1.4 Conducts social and environmental audits to identify improvement opportunities. 4.1.5 Uses data to set specific and measurable sustainability targets, Key Performance Indicators (KPIs), and Objectives and Key Results (OKRs)
4.2 Engaging stakeholders in the assessment process.	4.2.1 Actively seeks input to ensure a comprehensive evaluation of impacts. 4.2.2 Ensures transparency in the assessment process. 4.2.3 Communicates findings broadly and openly.
4.3 Responding to positive and negative impacts.	4.3.1 Uses assessment tools to anticipate the effects of sustainability initiatives on stakeholders. 4.3.2 Develops and implements responses to maximize positive impacts and minimize negative ones. 4.3.3 Monitors the effectiveness of responses and adjusts as needed. 4.3.4 Communicates and consults with relevant stakeholders on how to respond and the effectiveness of the responses.

Unit 4, Assessing and Responding to Sustainability Impacts: Underpinning Knowledge and Skills

Knowledge:

- Benchmarking approaches
- Change management principles
- Creativity fostering tools and techniques
- Data analysis tools and techniques
- Energy efficiency technologies
- Environmental science and technology
- Ethical models and frameworks
- Forecasting tools and techniques
- Group decision-making tools and techniques
- How natural and human systems interact
- Impacts of climate change
- Life cycle assessment tools and techniques
- Negotiation tools and techniques
- Planetary boundaries
- Problem-solving tools and techniques
- Risk management tools and techniques
- Scenario planning tools and techniques
- Stakeholder engagement tools and techniques
- Statistical analysis tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Sustainability reporting standards and frameworks
- Systems thinking tools and techniques
- Written and oral communication tools and techniques

Skills:

- Biodiversity protection
- Collaboration
- Conflict management
- Contingency planning
- Continuous learning
- Creativity
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Ethical decision-making
- Financial and economic analysis
- Flexibility
- Forecasting
- Goal setting
- Impact measurement
- Life cycle assessment
- Negotiation
- Problem-solving
- Scenario planning
- Stakeholder engagement
- Statistical analysis
- Sustainability Impact Assessment
- Systems thinking
- Written and oral communication

Unit 5 Stakeholder Collaboration and Engagement

Definition. Stakeholder Collaboration and Engagement involves building constructive relationships with stakeholders to drive collective action towards improved sustainable outcomes. Sustainable Project Managers facilitate dialogue and collaboration to achieve positive social and environmental impacts while maintaining profitability.

Elements	Performance Criteria
5.1 Fostering collaboration with stakeholders.	5.1.1 Seeks input from stakeholders to ensure that projects address their needs. 5.1.2 Demonstrates responsiveness to feedback and suggestions from stakeholders. 5.1.3 Engages with stakeholders to understand their sustainability needs. 5.1.4 Demonstrates skill in navigating differing stakeholder interests and building consensus.
5.2 Mediating conflicts among stakeholders.	5.2.1 Addresses conflicts and disagreements with and among stakeholders to reach mutually beneficial solutions. 5.2.2 Facilitates win-win outcomes.
5.3 Communicating with stakeholders.	5.3.1 Tailors communication approach for different contexts and different stakeholders. 5.3.2 Listens actively to stakeholder feedback and concerns. 5.3.3 Responds in a timely manner to stakeholder inquiries and requests. 5.3.4 Responds constructively to criticism. 5.3.5 Addresses concerns raised by stakeholders. 5.3.6 Contributes to ESG disclosures and sustainability reporting.
5.4 Promoting stakeholder inclusivity and diversity.	5.4.1 Engages with underrepresented stakeholders to ensure their voices are heard and respected. 5.4.2 Recruits diverse stakeholders to participate in discussions and decisions.
5.5 Promoting effective individual and team performance within area of responsibility.	5.5.1 Establishes, communicates, and exhibits behavioral expectations. 5.5.2 Monitors performance against expectations. 5.5.3 Identifies and addresses individual and group development needs.

Unit 5, Stakeholder Collaboration and Engagement: Underpinning Knowledge and Skills

Knowledge:

- Advocacy tools and techniques
- Collaboration tools and techniques
- Conflict management tools and techniques
- Consensus building tools and techniques
- Ethical models and frameworks
- Facilitation tools and techniques
- Goal and objective setting tools and techniques
- Group decision-making tools and techniques
- Interpersonal networking tools and techniques
- Negotiation tools and techniques
- Networking strategies, tools, and techniques
- Problem-solving tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Advocacy
- Change management
- Collaboration
- Conflict management
- Contingency planning
- Continuous learning
- Development of metrics and indicators
- Ethical decision-making
- Facilitation
- Flexibility
- Goal setting
- Interpersonal networking
- Negotiation
- Problem-solving
- Risk management
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Team building
- Written and oral communication

Unit 6 Sustainable Procurement

Definition. Sustainable Procurement is the process of sourcing, acquiring, and managing products and services to minimize negative sustainability impacts while actively contributing to social regeneration and ecological restoration. Sustainable Project Managers ensure that procurement activities contribute positively to their organization's sustainability objectives.

Elements	Performance Criteria
6.1 Planning sustainable procurement activities.	6.1.1 Identifies and assesses sustainability risks and opportunities in the supply chain within their area of responsibility. 6.1.2 Ensures procurement activities within their area of responsibility comply with relevant laws and regulations. 6.1.3 Engages with relevant stakeholders to agree on priorities and performance expectations for procurement. 6.1.4 Aligns procurement strategy and objectives within their area of responsibility with the organization's sustainability objectives.
6.2 Selecting and engaging sustainable suppliers.	6.2.1 Applies evaluation criteria that include social, environmental, and economic measures to supplier selection. 6.2.2 Conducts due diligence to ensure their supply chain protects human rights, uses ethical practices, and complies with environmental standards. 6.2.3 Incorporates sustainable procurement clauses with Key Performance Indicators (KPIs) and Objectives and Key Results (OKRs) into contracts to monitor supplier performance. 6.2.4 Evaluates their suppliers' alignment with their organization's sustainable procurement objectives. 6.2.5 Facilitates open dialogue with their supply chain to promote innovation and continuous improvement of sustainability practices.
6.3 Managing procurement reporting.	6.3.1 Regularly reports to relevant stakeholders on social, environmental, and economic impacts of procurement activities within their area of responsibility. 6.3.2 Shares sustainable procurement achievements and challenges with relevant stakeholders.

Elements	Performance Criteria
6.4 Managing procurement performance.	6.4.1 Measures procurement impacts against sustainability objectives using qualitative and quantitative metrics. 6.4.2 Ensures corrective action where suppliers fail to meet sustainability commitments. 6.4.3 Regularly reviews procurement practices to ensure alignment with internal sustainability standards, industry norms, and relevant laws and regulations. 6.4.4 Implements improvements based on benchmarking reviews. 6.4.5 Collaborates throughout their supply chain to refine and advance sustainable procurement practices.
6.5 Promoting sustainable procurement practices in the supply chain.	6.5.1 Establishes support mechanisms throughout their supply chain to identify and implement sustainability improvements. 6.5.2 Takes corrective action when supplier assessments show non-compliance with internal sustainability standards. 6.5.3 Facilitates training and development programs for procurement teams within their area of responsibility to enhance sustainable practices. 6.5.4 Encourages suppliers to develop products and services that are more sustainable.

Unit 6, Sustainable Procurement: Underpinning Knowledge and Skills

Knowledge:

- Benchmarking approaches
- Change management tools and techniques
- Circular economy model
- Collaboration tools and techniques
- Contract management tools and techniques
- Conflict management tools and techniques
- Creativity fostering tools and techniques
- Data analysis tools and techniques
- Ethical models and frameworks
- Financial and economic analysis tools and techniques
- Goal and objective setting tools and techniques
- Governance mechanisms for ensuring accountability
- Impacts of climate change
- Industry best practices
- Life cycle cost analysis tools and techniques
- Negotiation tools and techniques
- Performance reporting tools and techniques
- Planetary boundaries
- Problem-solving tools and techniques
- Risk management tools and techniques
- Scenario planning tools and techniques
- Stakeholder engagement tools and techniques
- Statistical analysis tools and techniques
- Supplier management tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Biodiversity protection
- Change management
- Collaboration
- Conflict management
- Contingency planning
- Continuous learning
- Contract management
- Creativity
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Ethical decision-making
- Financial and economic analysis
- Flexibility
- Forecasting
- Goal setting
- Impact measurement
- Life cycle costing
- Negotiation
- Problem-solving
- Risk management
- Scenario planning
- Stakeholder engagement
- Supplier management
- Sustainability Impact Assessment
- Systems thinking
- Team building
- Written and oral communication

Unit 7 Change Management and Resilience

Definition. Change Management and Resilience involves keeping change initiatives of all types aligned with long-term goals while addressing immediate challenges. Sustainable Project Managers must respond to evolving social and environmental conditions.

Elements	Performance Criteria
7.1 Supporting change initiatives within their area of responsibility.	7.1.1 Communicates the business reasons driving the need for change. 7.1.2 Cultivates commitment to and champions change initiatives. 7.1.3 Provides a clear roadmap of the actions needed to achieve the change objectives. 7.1.4 Uses ongoing feedback to ensure that change initiatives are firmly integrated into organizational operations.
7.2 Building flexibility into change initiatives within their area of responsibility.	7.2.1 Designs change initiatives that can adapt to unforeseen circumstances. 7.2.2 Monitors and evaluates social, environmental, and economic trends to anticipate potential changes. 7.2.3 Identifies and assesses scenarios that could affect change initiatives. 7.2.4 Develops responses to scenarios that could affect change initiatives.

Unit 7, Change Management and Resilience: Underpinning Knowledge and Skills

Knowledge:

- Change management principles
- Change management tools and techniques
- Circular economy model
- Concept of emergent strategy
- Conflict management tools and techniques
- Contingency planning tools and techniques
- Creativity fostering tools and techniques
- Data analysis tools and techniques
- Ethical models and frameworks
- Goal and objective setting tools and techniques
- Impacts of climate change
- Inclusive leadership tools and techniques
- Negotiation tools and techniques
- Organizational learning and development principles
- Planetary boundaries
- Policy-making processes
- Problem-solving tools and techniques
- Risk management tools and techniques
- Scenario planning tools and techniques
- Social impact assessment tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Team building tools and techniques
- Written and oral communication tools and techniques

Skills:

- Collaboration
- Continuous learning
- Creativity
- Data analysis, collection, and visualization
- Development of metrics and indicators
- Facilitation
- Goal setting
- Negotiation
- Sustainability Impact Assessment
- Team building
- Change management
- Conflict management
- Contingency planning
- Ethical decision-making
- Flexibility
- Problem-solving
- Risk management
- Scenario planning
- Stakeholder engagement
- Systems thinking
- Written and oral communication

Unit 8 Regenerative Design

Definition. Regenerative Design is development in service of life. It is a forward-thinking approach that minimizes negative impacts and actively seeks to enhance and regenerate social, ecological, and economic systems. Sustainable Project Managers apply regenerative design principles throughout the entire life cycle of a product, infrastructure item, or service.

Elements	Performance Criteria
8.1 Striving for net-positive outcomes for social and natural systems.	8.1.1 Applies regenerative design in decision-making. 8.1.2 Aligns design choices with global biodiversity goals. 8.1.3 Uses systems thinking tools and techniques to analyze connections among social, environmental, and economic systems.
8.2 Ensuring that design choices restore degraded ecosystems and enhance biodiversity.	8.2.1 Encourages regenerative design in their projects. 8.2.2 Uses design-as-nature techniques to reduce the environmental footprint of projects. 8.2.3 Facilitates awareness among stakeholders.
8.3 Advancing regenerative outcomes through integrated design.	8.3.1 Ensures that regenerative solutions reflect a balanced integration of ecological, social, and cultural priorities. 8.3.2 Establishes actionable frameworks that connect design choices to measurable long-term regenerative impacts. 8.3.3 Creates innovation pathways that prioritize ecosystem restoration, biodiversity enhancement, and human well-being.

Unit 8, Regenerative Design: Underpinning Knowledge and Skills

Knowledge:

- Benchmarking approaches
- Change management principles
- Change management tools and techniques
- Concept of "doing more with less"
- Creativity fostering tools and techniques
- Cultural competence frameworks
- Current and emerging sustainability technologies and practices
- Data analysis tools and techniques
- Design-as-nature tools and techniques
- Environmental science and technology
- Ethical models and frameworks
- Goal and objective setting tools and techniques
- How natural and human systems interact
- Impacts of climate change
- Life cycle assessment tools and techniques
- Negotiation tools and techniques
- Planetary boundaries
- Problem-solving tools and techniques
- Regenerative land-use practices
- Scenario planning tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability challenges
- Sustainability frameworks and standards
- Sustainability Impact Assessment tools and techniques
- Sustainability metrics and indicators
- Sustainability principles
- Systems thinking tools and techniques
- Written and oral communication tools and techniques

Skills:

- Change management
- Collaboration
- Continuous learning
- Creativity
- Data analysis, collection, and visualization
- Design-as-nature approaches
- Development of metrics and indicators
- Ethical decision-making
- Facilitation
- Financial and economic analysis
- Flexibility
- Goal setting
- Impact measurement
- Life cycle assessment
- Negotiation
- Problem-solving
- Scenario planning
- Self-reflection
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Written and oral communication

Unit 9 Project Design

Definition. Project Design involves identifying, documenting, and agreeing the structures needed to deliver a project's expected result(s) and support its outcome(s). Sustainable Project Managers work with relevant stakeholders to choose the structures that are most likely to be efficient and effective. The product or service that supports the outcome(s) may be delivered incrementally, iteratively, as a unit, or with a combination of all three.

Elements	Performance Criteria
9.1 Defining project structures in collaboration with relevant stakeholders.	9.1.1 Identifies, documents, and agrees approaches, frameworks, and methodologies needed to manage the project. 9.1.2 Identifies, documents, and agrees desired project result(s) and outcome(s). 9.1.3 Identifies, documents, and agrees measurable product- and project-management-success criteria. 9.1.4 Identifies, documents, and agrees project sustainability objectives in support of organizational sustainability objectives. 9.1.5 Identifies, documents, and agrees which standards and legal requirements must be complied with. 9.1.6 Identifies, documents, and agrees ESG disclosure and sustainability reporting requirements.
9.2 Implementing project structures in collaboration with relevant stakeholders.	9.2.1 Applies the chosen approaches, frameworks, and methodologies to the relevant project activities. 9.2.2 Identifies lessons learned from other projects and incorporates applicable ones. 9.2.3 Produces planning artifacts required by the chosen approaches, frameworks, and methodologies. 9.2.4 Minimizes staffing and resource usage without compromising project result(s) or outcome(s). 9.2.5 Integrates sustainability impact assessments and corresponding management plans. 9.2.6 Obtains approval from relevant stakeholders for project planning artifacts.
9.3 Defining the characteristics of the project result(s).	9.3.1 Applies the appropriate approach, framework, or methodology to identify, refine, and document the desired characteristics of the project result(s). 9.3.2 Obtains agreement from the relevant stakeholders to the characteristics of the project result(s). 9.3.3 Obtains agreement from the relevant stakeholders for changes to the characteristics of the project result(s).

Unit 9, Project Design: Underpinning Knowledge and Skills

Knowledge:

- Change management tools and techniques
- Collaboration tools and techniques
- Conflict management tools and techniques
- Consensus building tools and techniques
- Cost management tools and techniques
- Creativity fostering tools and techniques
- Data analysis tools and techniques
- Environmental accords, treaties, laws, and regulations
- ESG disclosures and sustainability reporting requirements
- Estimating tools and techniques
- Ethical models and frameworks
- Facilitation tools and techniques
- Goal and objective setting tools and techniques
- Governance mechanisms for ensuring accountability
- Group decision-making tools and techniques
- Impacts of climate change
- Leadership models
- Negotiation tools and techniques
- Planetary boundaries
- Planning tools and techniques
- Problem-solving tools and techniques
- Procurement management tools and techniques
- Product delivery approaches, frameworks, and methodologies
- Project management approaches, frameworks, and methodologies
- Quality management tools and techniques
- Risk management tools and techniques
- Schedule management tools and techniques
- Sustainability Impact Assessment tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability Management Plans
- Sustainability principles
- Sustainable project management principles
- Team building tools and techniques
- Systems thinking tools and techniques
- Written and oral communication tools and techniques

Skills:

- Collaboration
- Communication management
- Conflict management
- Cost management
- Creativity
- Data analysis, collection, and visualization
- Estimating
- Ethical decision-making
- Facilitation
- Flexibility
- Negotiation
- Problem-solving
- Procurement management
- Product delivery
- Project management
- Quality management
- Risk management
- Schedule management
- Scope management
- Stakeholder engagement
- Sustainability Impact Assessment
- Systems thinking
- Team building
- Written and oral communication

Unit 10 Project Oversight

Definition. Project Oversight involves ensuring that the project is making progress toward delivering the expected results(s) and outcome(s). Sustainable Project Managers work collaboratively with relevant stakeholders to adjust project structures and plans when and as needed.

Elements	Performance Criteria
10.1 Controlling project performance against plans.	10.1.1 Monitors the environment outside the project for emerging impacts. 10.1.2 Monitors project activities as prescribed by the chosen approach, framework, or methodology. 10.1.3 Addresses variances as prescribed by the chosen approach, framework, or methodology. 10.1.4 Reviews completed work-items as prescribed by the chosen approach, framework, or methodology. 10.1.5 Takes corrective action as needed in support of meeting success criteria. 10.1.6 Captures lessons learned as prescribed by the chosen approach, framework, or methodology.
10.2 Ensuring that changes to the planned project result(s) and outcome(s) are monitored and controlled.	10.2.1 Identifies and addresses variances from agreed product characteristics. 10.2.2 Requests for changes to the product of the project are documented, evaluated, and addressed in accordance with the change control processes for the project. 10.2.3 Evaluates interim descriptions of the characteristics of the project result(s) and addresses variances as needed.
10.3 Managing project phase-gate reviews.	10.3.1 Conducts start-up activities prescribed by the chosen approach, framework, or methodology. 10.3.2 Conducts phase-gate transitions prescribed by the chosen approach, framework, or methodology. 10.3.3 Conducts closure activities prescribed by the chosen approach, framework, or methodology.

Unit 10, Project Design: Underpinning Knowledge and Skills

Knowledge:

- Change management tools and techniques
- Collaboration tools and techniques
- Conflict management tools and techniques
- Consensus building tools and techniques
- Cost management tools and techniques
- Creativity fostering tools and techniques
- Data analysis tools and techniques
- Environmental accords, treaties, laws, and regulations
- ESG disclosures and sustainability reporting requirements
- Estimating tools and techniques
- Ethical models and frameworks
- Facilitation tools and techniques
- Goal and objective setting tools and techniques
- Governance mechanisms for ensuring accountability
- Group decision-making tools and techniques
- Impacts of climate change
- Leadership models
- Negotiation tools and techniques
- Planetary boundaries
- Planning tools and techniques
- Problem-solving tools and techniques
- Procurement management tools and techniques
- Product delivery approaches, frameworks, and methodologies
- Project management approaches, frameworks, and methodologies
- Quality management tools and techniques
- Risk management tools and techniques
- Schedule management tools and techniques
- Sustainability Impact Assessment tools and techniques
- Stakeholder engagement tools and techniques
- Sustainability Management Plans
- Sustainability principles
- Sustainable project management principles
- Team building tools and techniques
- Systems thinking tools and techniques
- Written and oral communication tools and techniques

Skills:

- Collaboration
- Communication management
- Conflict management
- Cost management
- Creativity
- Data analysis, collection, and visualization
- Estimating
- Ethical decision-making
- Facilitation
- Flexibility
- Negotiation
- Problem-solving
- Procurement management
- Product delivery
- Project management
- Quality management
- Risk management
- Schedule management
- Scope management
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