



Cape Town
2024

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Sustainability in Project Management standards

Gilbert Silvius
28-29 November 2024

A developing topic in Project Management

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sustainability

A quick recap

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4.3.3.4 Identify, and ensure that the project complies with relevant sustainability principles and objectives

Description

The individual is able to assess the impact of the project on the environment and society. Realising his or her responsibility, the individual researches, recommends and applies measures to limit or compensate negative consequences. The individual follows (or even exceeds) guidelines and rules on sustainable development coming from within the organisation and from the wider society, and is able to realise a workable balance between the demands of society, impacts to the eco-environment and the economy. The individual understands that sustainability aspects, measures and attitudes often vary in different countries and cultures.

Measures

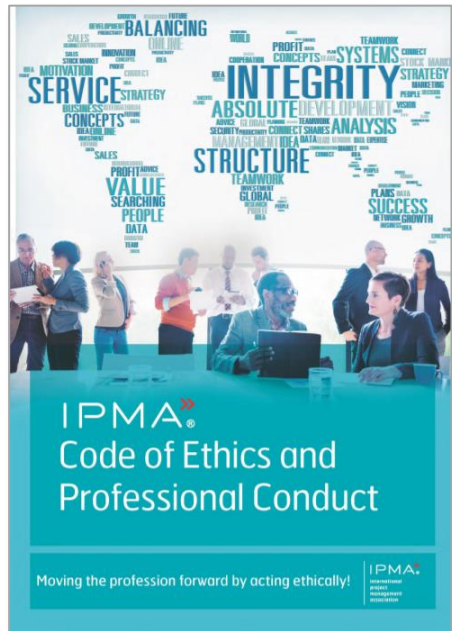
- Identifies the social and environmental consequences of the project
- Defines and communicates the sustainability targets for the project and its outcomes
- Aligns objectives with organisational strategy for sustainability
- Balances the demands of society, the environment and the economy (people, planet, profit) with project processes and products
- Encourages the development and diffusion of environmentally friendly technologies



We recognise that our projects, programmes and project portfolios, affect people, society and the natural environment in various ways, both locally and globally.

The IPMA Code of Ethics and Professional Conduct lays out the principles and minimum duties we hold towards the project, programme or project portfolio owner, teams, stakeholders, society and natural environment.

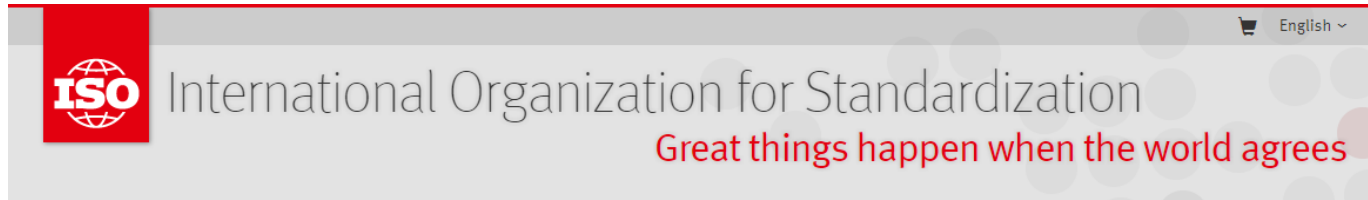
When working with clients, project owners and other stakeholders we act with integrity, accountability and transparency.



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- 2017: ISO 21505

Principles of Governance of PPPs



ISO 21505:2017

Preview

Project, programme and portfolio management -- Guidance on governance

- (provide) Guidelines
- Performance of projects, programmes and portfolios
- Sustainability and ethics
- Stakeholders
- Management policies

“The governance of projects, programmes and portfolios should reflect the organization’s commitment to ethical values and sustainability.”

“The commitment to ethics and sustainability should include:

- Integrating the organization’s values and policies into the governance and management of projects, programmes and portfolios;
- Fostering a culture of respect, fairness, trust, honesty, and appropriate transparency and openness;
- Supporting the organization’s commitment to social responsibility and sustainability;
- Supporting information integrity, security and disclosure;
-”

(ISO 21505:2017)

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- 2017: ISO 21505
- 2021: PMI PMBOK 7

PMBOK 7 Project Management Principles

1. Stewardship

Act responsibly to carry out activities with integrity, care, and trustworthiness while maintaining compliance with internal and external guidelines. Demonstrate a broad commitment to financial, social and environmental impacts of the project.

2. Team

3. Stakeholders

4. Value

5. Systems thinking

6. Leadership

7. Tailoring

8. Quality

9. Complexity

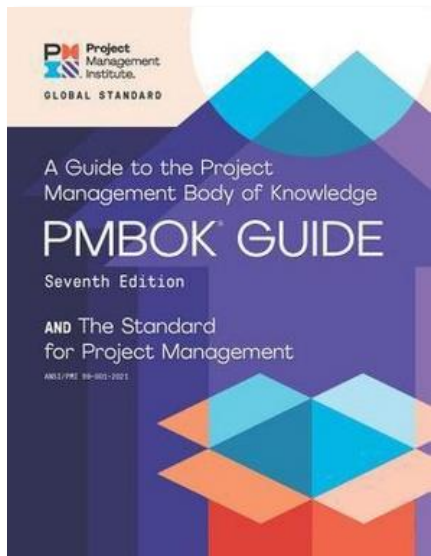
10. Risk

11. Adaptability and Resiliency

12. Change

Stewardship outside the organization includes responsibilities in areas such as:

- ▶ *Environmental sustainability and the organization's use of materials and natural resources;*
- ▶ *Organization's relationship with external stakeholders such as its partners and channels;*
- ▶ *Impact of the organization or project on the market, social community, and regions in which it operates; and*
- ▶ *Advancing the state of practice in professional industries.*





PMI Code of Ethics and Professional Conduct

CHAPTER 1. VISION AND APPLICABILITY

1.1 Vision and Purpose

As practitioners of project management, we are committed to doing what is right and honorable. We set high standards for ourselves and we aspire to meet these standards in all aspects of our lives—at work, at home, and in service to our profession.

We make decisions and take actions based on the best interests of society, public safety, and the environment.

conduct describes the expectations that we have of ourselves and our fellow project management community. It articulates the ideals to which we aspire as well as the standards for professional and volunteer roles.

Confidence in the project management profession and to help an individual project manager by establishing a profession-wide understanding of appropriate behavior. The reputation of the project management profession is shaped by the collective

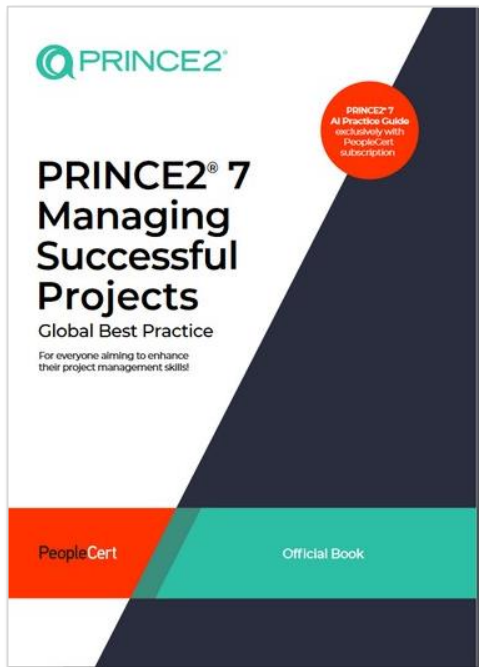
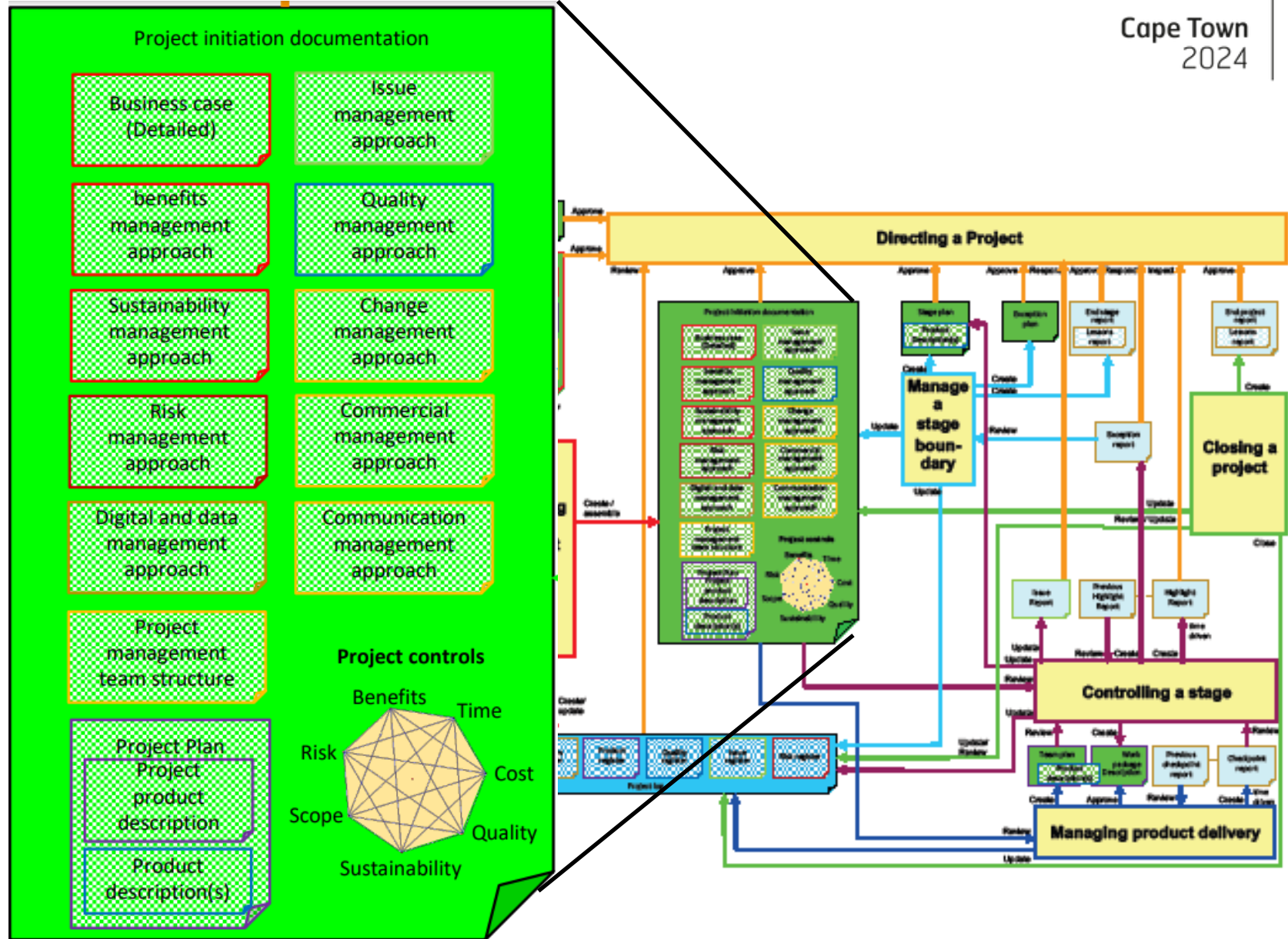
We believe that we can advance our profession, both individually and collectively, by embracing this Code of Ethics and Professional Conduct. We also believe that this Code will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity or our values.

Our hope is that this Code of Ethics and Professional Conduct will serve as a catalyst for others to study, deliberate, and write about ethics and values. Further, we hope that this Code will ultimately be used to build upon and evolve

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- 2021: PMI PMBOK 7
- 2023: PRINCE2 7

PRINCE2 7



Sustainability meets Strategy: The PRINCE2® 7 Evolution

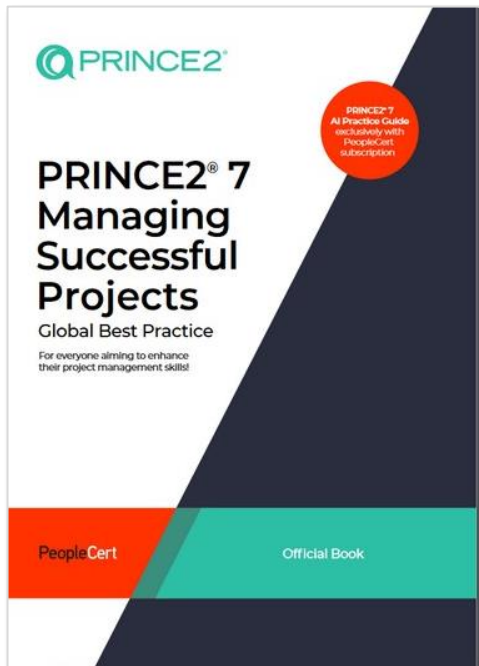


Yellowhouse
760 followers

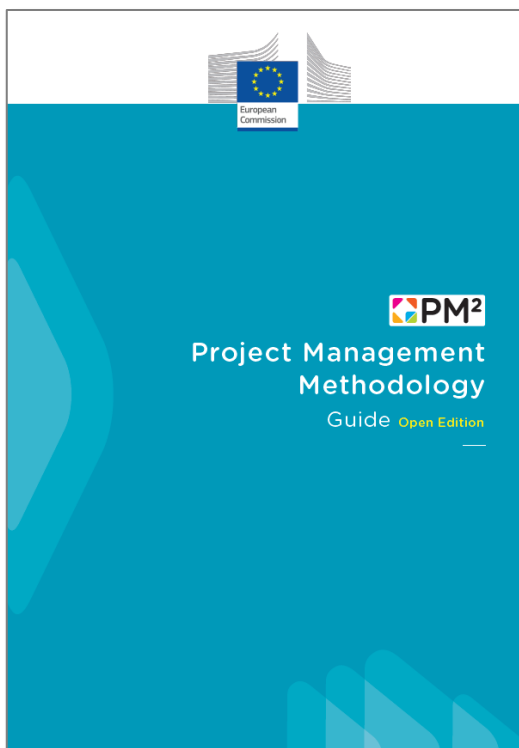
+ Follow

October 15, 2023

Open Immersive Reader



As we delve deeper into the transformative shifts of the PRINCE2 evolution, a pivotal change emerges: the integration of sustainability as a core aspect of project performance. In today's global landscape, where the call for sustainable practices is louder than ever, aligning sustainability with strategy is no longer optional—it's an imperative.



Appendix D: PM² Extensions & Considerations

D.2 Considerations in PM²: Sustainability, Data Protection, IT Security, UX

The following sections present project management considerations which are more pertinent to specific domains. For instance, considerations for Data Protection, IT Security, and UX are more critical in the context of IT projects delivering digital solutions, while sustainability considerations are much more central to engineering or construction projects. Still all those aspects remain relevant across diverse project domains.

D.2.1 Sustainability Considerations in Project Management

The concept of sustainability has evolved from a noble aspiration to an imperative for organisations and projects. In recognition of its profound global significance, the European Commission has been at the forefront of initiatives to foster a sustainable economy. The **European Green Deal** underscores the need for an economic system that nurtures growth while safeguarding our planet and improving the lives of citizens and future generations.

Sustainability encompasses more than just environmental stewardship; it encompasses the intricate interplay between economic, environmental, and social well-being. It calls for a holistic approach that goes beyond mitigating harm and instead focuses on creating lasting positive impacts on the world we inhabit.

As organisations and projects seek to incorporate sustainability into their core, sustainability considerations become a major factor in the way public and private organisations define, approve, plan, and manage projects, and their results.

As a result, project management practices should inspire and empower organisations, project managers, and project teams, to understand what sustainability in the context of projects is, but also to equip them with the practical and actionable guidelines and tools that will enable them to seamlessly integrate sustainability into their project management, fostering a more sustainable, prosperous future for all.

Sustainability

needs

Change

is organized in

Projects

Sustainability in projects



“Sustainability *by* the project”:
the sustainability of the
deliverable or result that the
project realizes

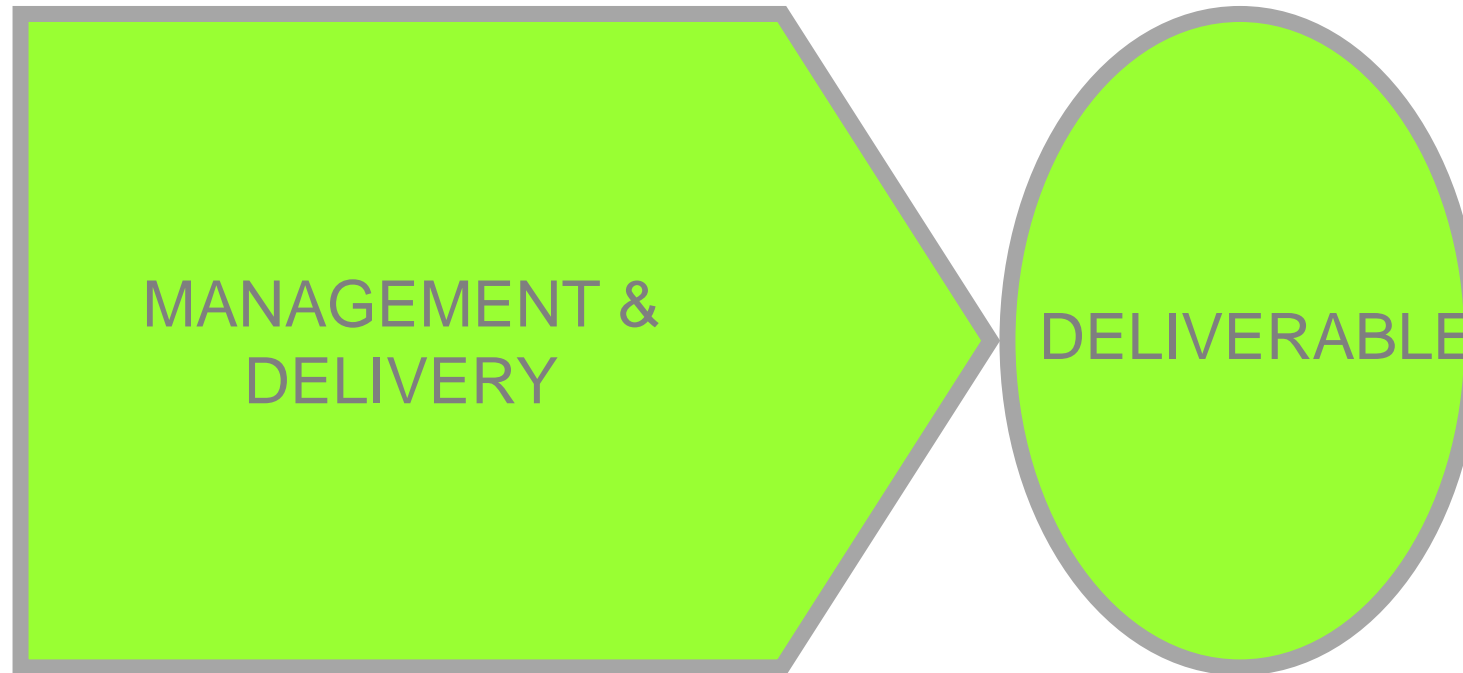
Sustainability by the project



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Sustainability in projects



“Sustainability *of* the project”:
the sustainability of the delivery
and management processes of
the project

“Sustainability *by* the project”:
the sustainability of the
deliverable or result that the
project realizes

Sustainability



**the planning, organizing,
executing, controlling, and governing of**

Projects

Sustainable

Project Management

*Sustainable Project Management is
the planning, monitoring and controlling of
project delivery and support processes,
with consideration of the environmental,
economical and social aspects
of the life-cycle of the project's resources,
processes, deliverables and effects,
aimed at realizing benefits for stakeholders,
and performed in a transparent, fair and
ethical way
that includes proactive stakeholder
participation.*

Sustainable Project Management

Sustainable Project Management is

the planning, monitoring and controlling of project delivery and support processes,

with consideration of the environmental, economical and social aspects

Triple
Bottom Line

of the life-cycle of the project's resources, processes, deliverables and effects,

Life-cycle
orientation

aimed at realizing benefits for stakeholders,

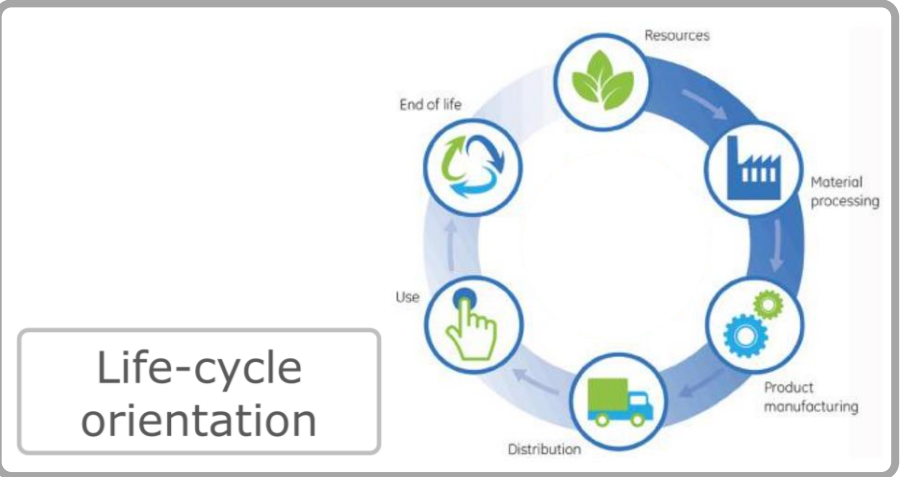
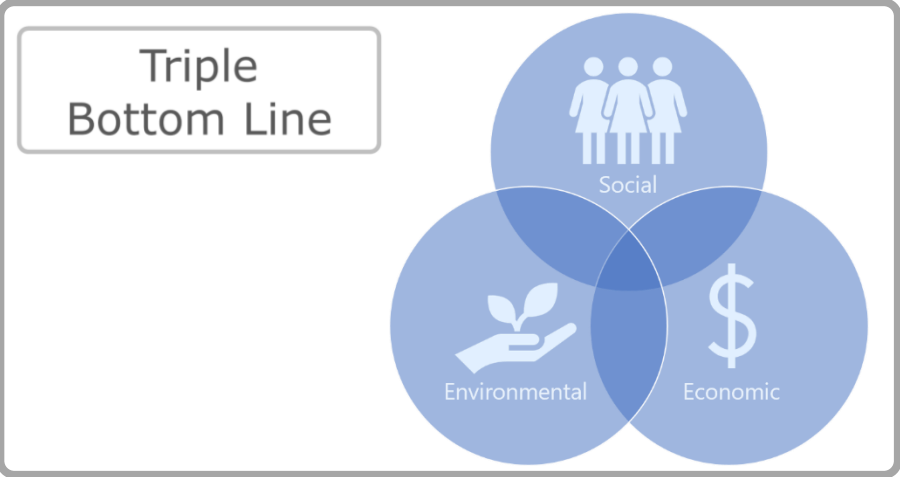
and performed in a transparent, fair and ethical way

Responsibility
Accountability
Transparency

Stakeholder
orientation

that includes proactive stakeholder participation.

Some guiding concepts



Project Management practice is strongly influenced by standards



How do these standards cover sustainability?

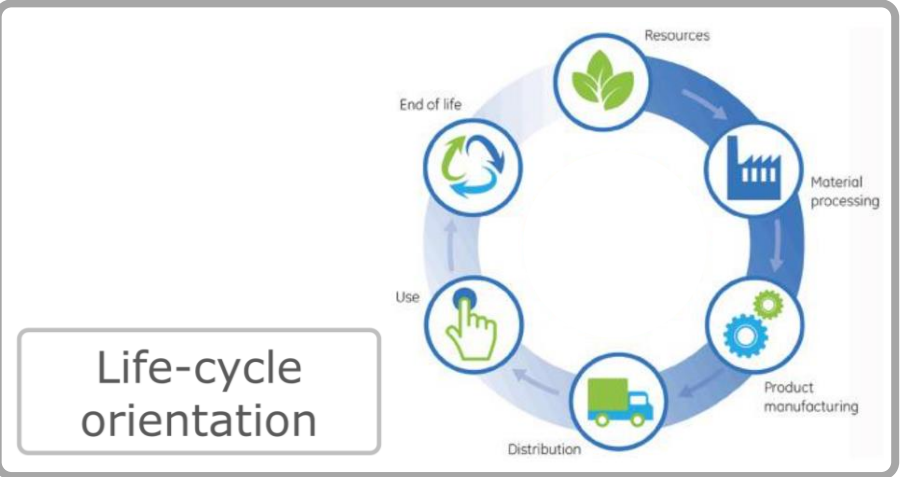
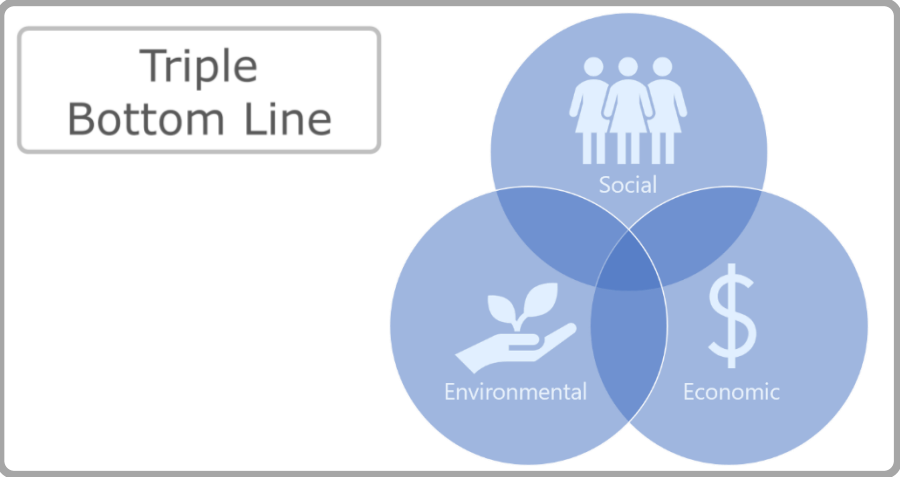
What is a standard?

- A standard is describing **a way of doing something** (International Organization for Standardization, 2024) which is considered as a model or example by **general consent** (Merriam-Webster, 2024).
- The nature of a standard can differ
 - Methodology
 - Body of knowledge
 - Competencies
 - Principles
- National standards <> International / Global standards
- Generic standards <> (Industry) Specific standards

Analytical framework

- Completeness of Vision
 - ‘**no vision on sustainability**’: sustainability is not mentioned in the standard;
 - ‘**limited vision on sustainability**’: sustainability is mentioned, but covered predominantly based on the TBL concept;
 - ‘**holistic vision on sustainability**’: sustainability is discussed from the perspective of three or more of the concepts described earlier.

Some guiding concepts



- Completeness of Vision
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 - ‘**holistic vision on sustainability**’: sustainability is discussed from the perspective of three or more of the concepts described earlier.
- Practical Guidance
 - ‘**no guidance**’: the consideration of sustainability is not operationalized in project management responsibilities or practices;
 - ‘**limited guidance**’: the consideration of sustainability is operationalized in project management responsibilities;
 - ‘**operational guidance**’: the consideration of sustainability is operationalized in project management practices, activities and/or performance indicators.

Analytical framework

Completeness of Vision



Practical Guidance

Coverage of sustainability in PM standards

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<i>Completeness of Vision</i>	holistic vision on sustainability			
	limited vision on sustainability			
	no vision on sustainability			
		no guidance	limited guidance	operational guidance

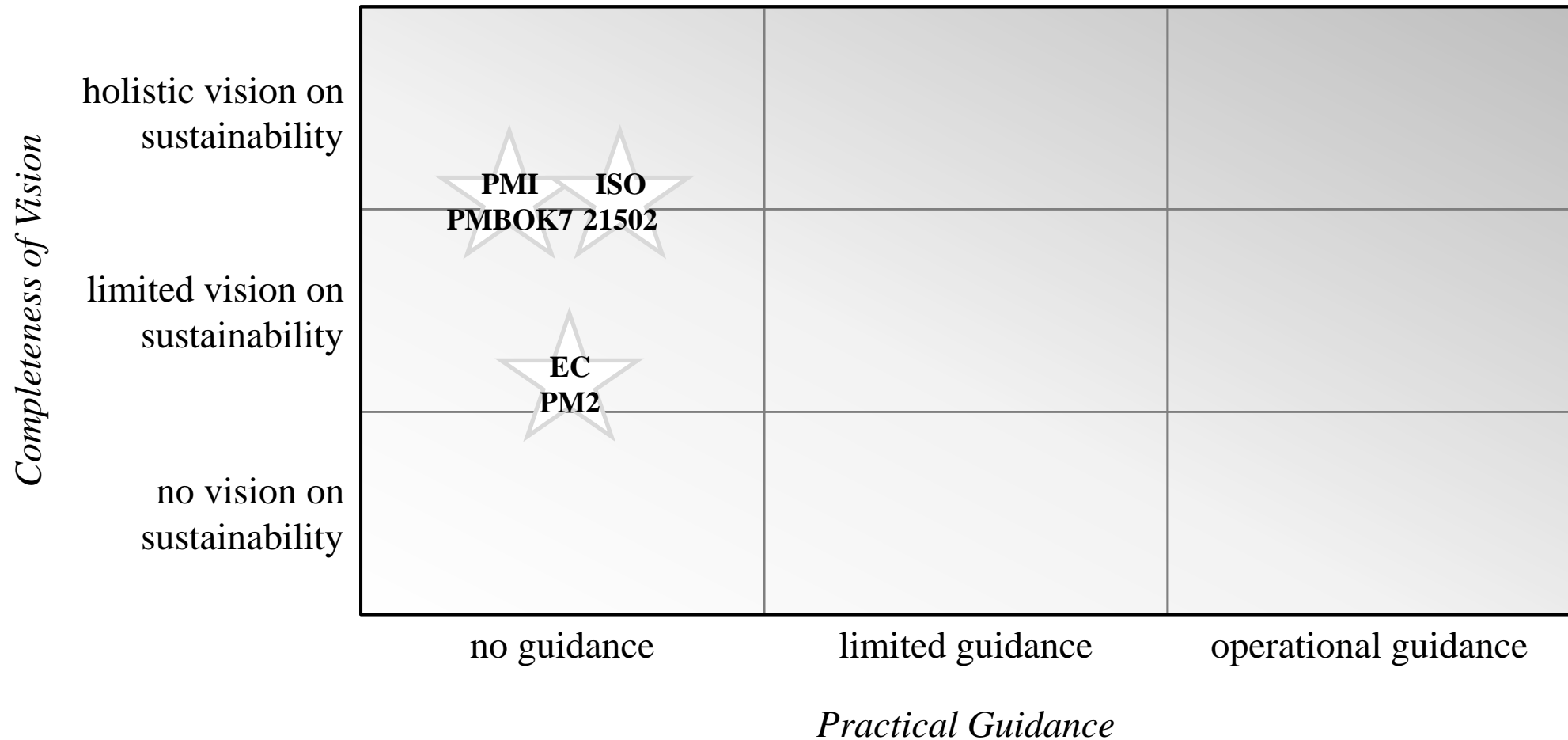
Practical Guidance

Analysis of standards



	IPMA ICB4	ISO 21502:2020	PMI PMBOK 7	PRINCE2 7	PM ²
Completeness of Vision:					
<i>Concepts covered:</i>					
- Triple Bottom Line	Covered	Covered	Covered	Covered	Covered
- Life-cycle orientation	Covered	Covered	Somewhat covered	Covered	Not covered
- Stakeholder orientation	Covered	Covered	Covered	Not covered	Somewhat covered
- Transparency & Ethics	Covered	Scarcely covered	Covered	Not covered	Not covered
Practical guidance:					
<i>Integration of sustainability in:</i>					
- Processes	Somewhat covered	Not covered	Not covered	Not covered	Not covered
- Practices / Methods	Not covered	Not covered	Not covered	Not covered	Not covered
- Roles	Somewhat covered	Not covered	Not covered	Somewhat covered	Not covered
- Artefacts	Not covered	Not covered	Not covered	Somewhat covered	Not covered

Coverage of sustainability in PM standards

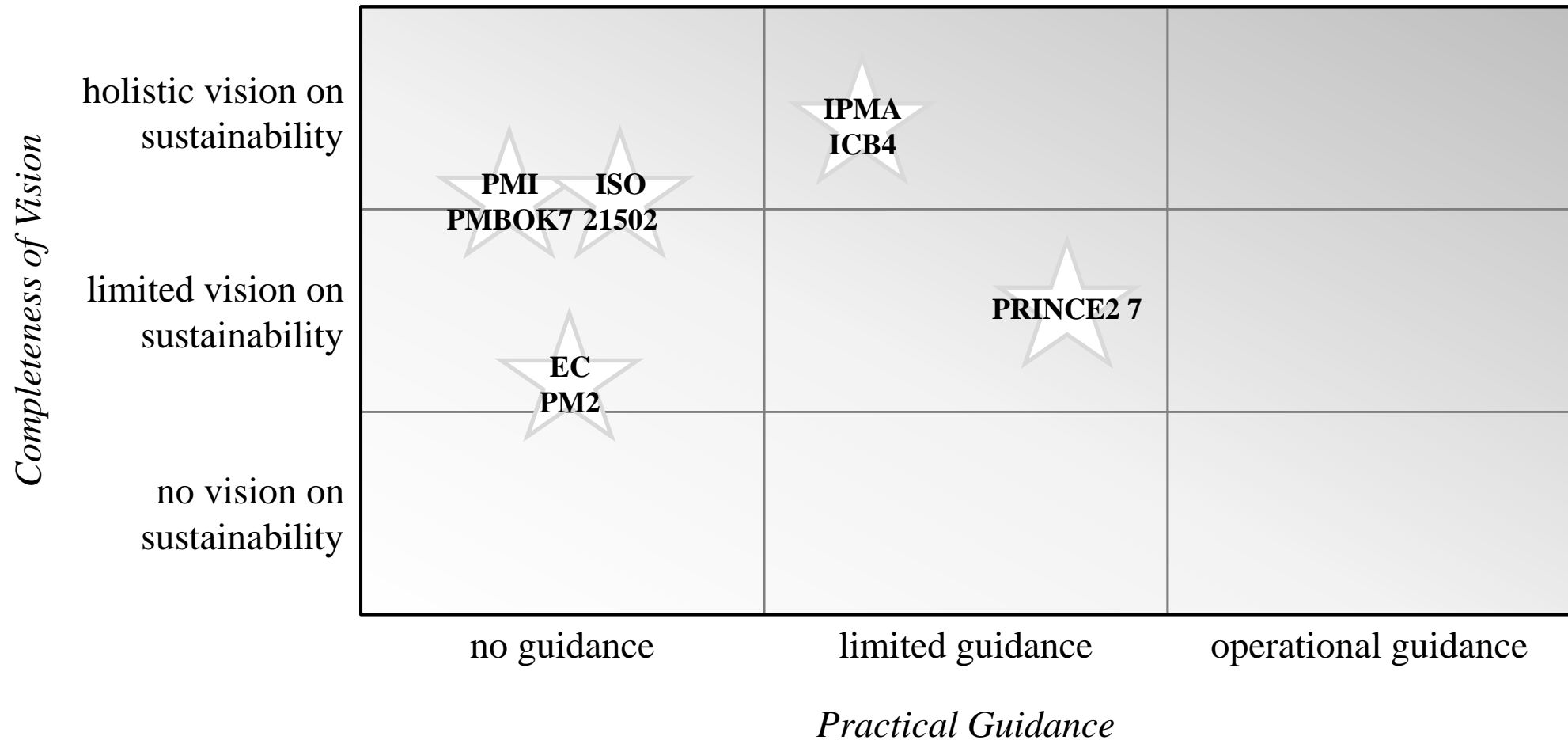


Analysis of standards

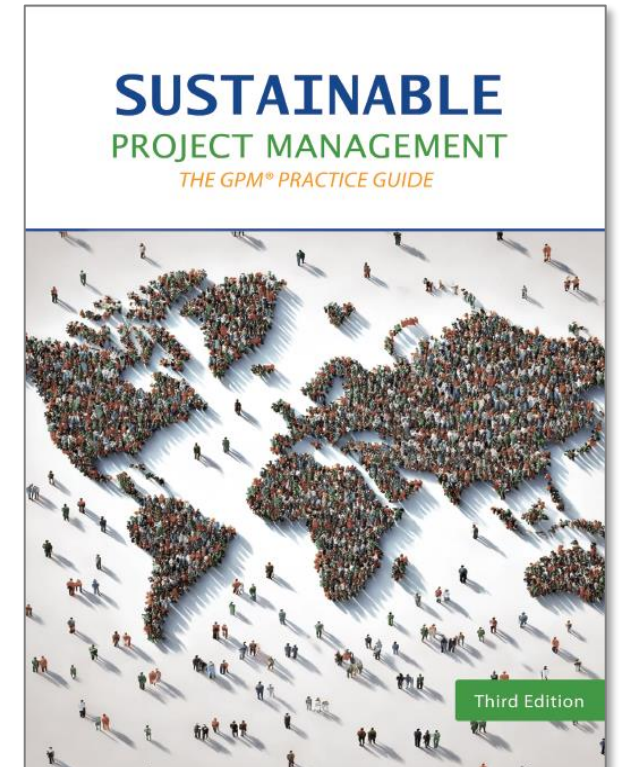


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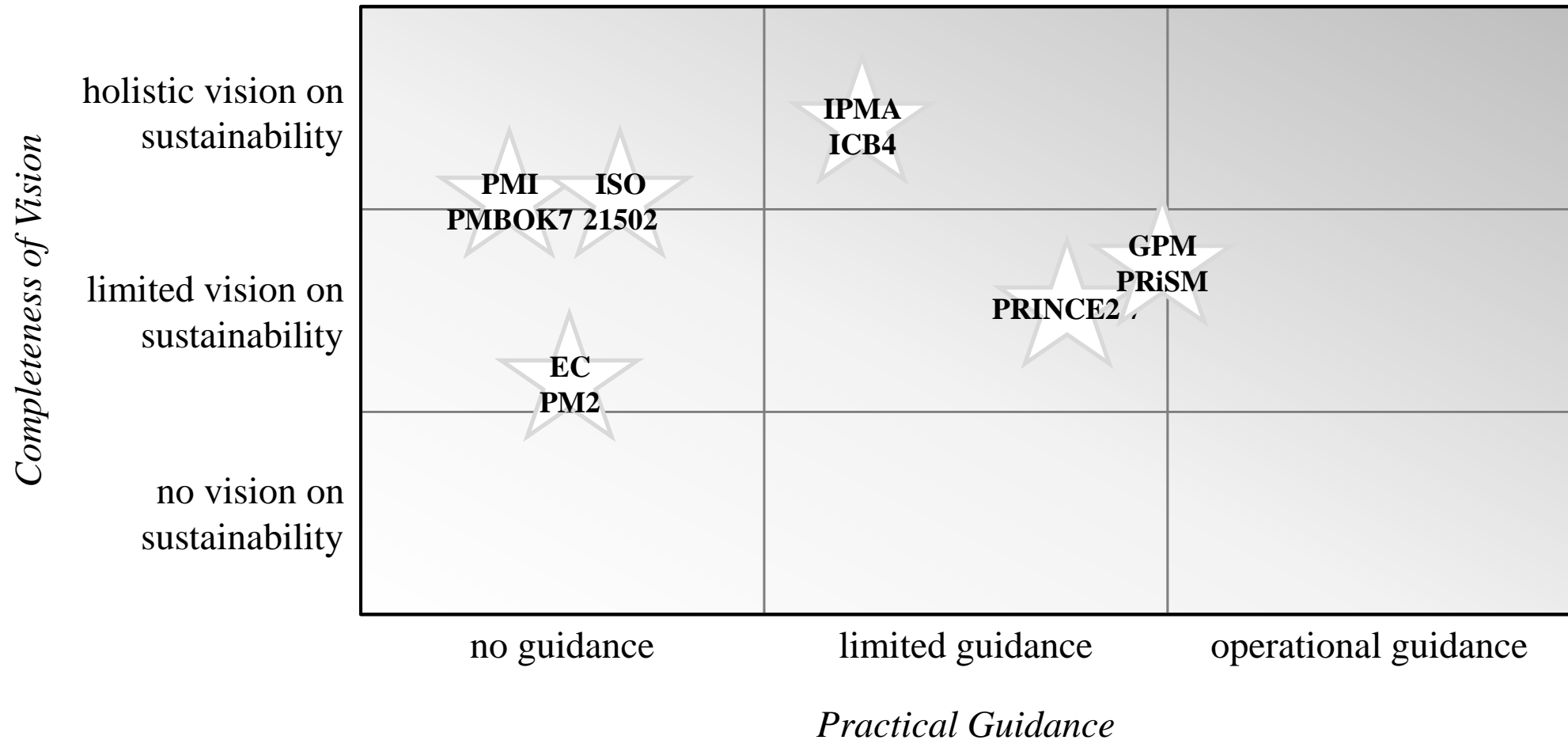
Coverage of sustainability in PM standards



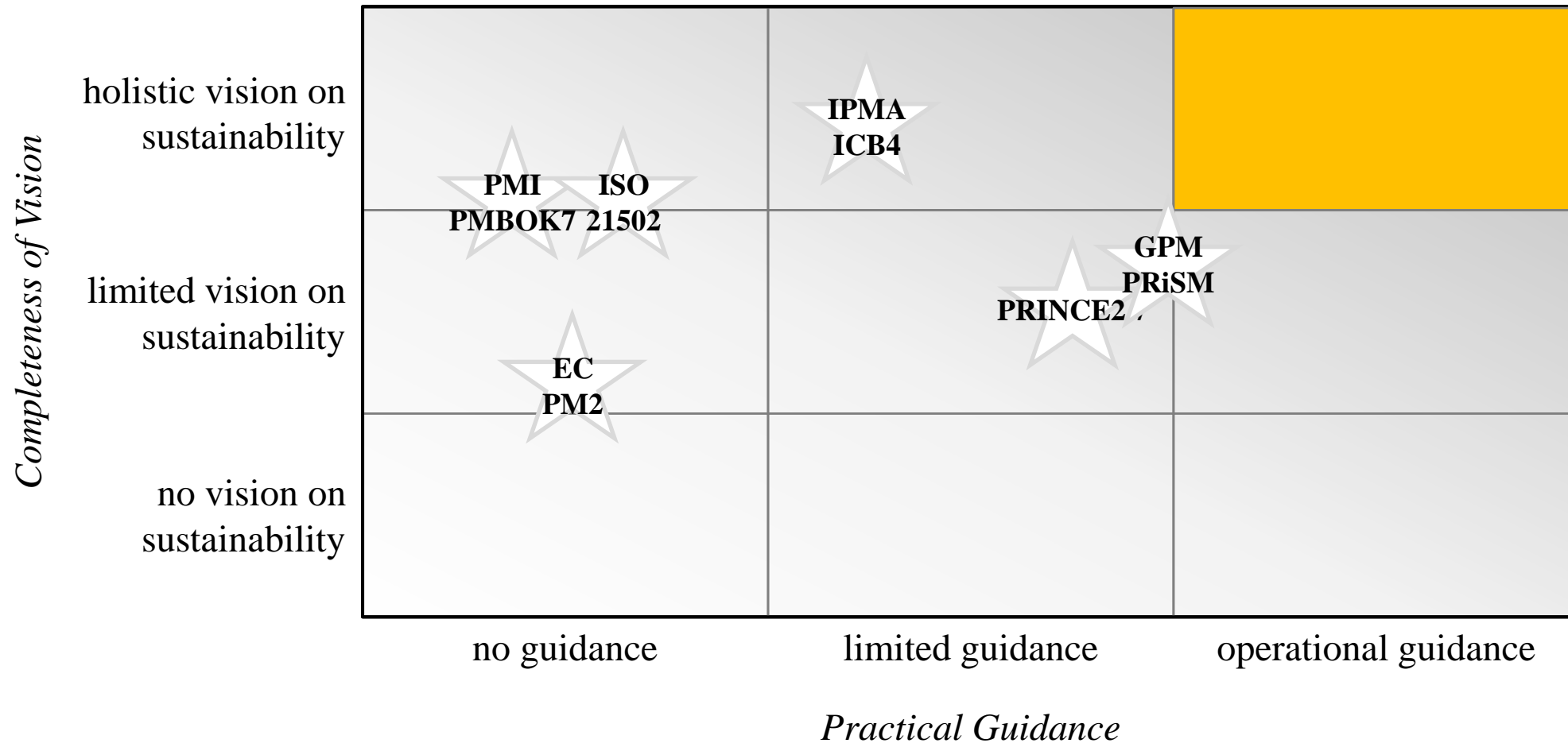
- PRiSM (Projects Integrating Sustainability Methods) by GPM.
- A 'standard' of Project Management with a specific focus on sustainability
- Does not fulfil our criteria of a standard



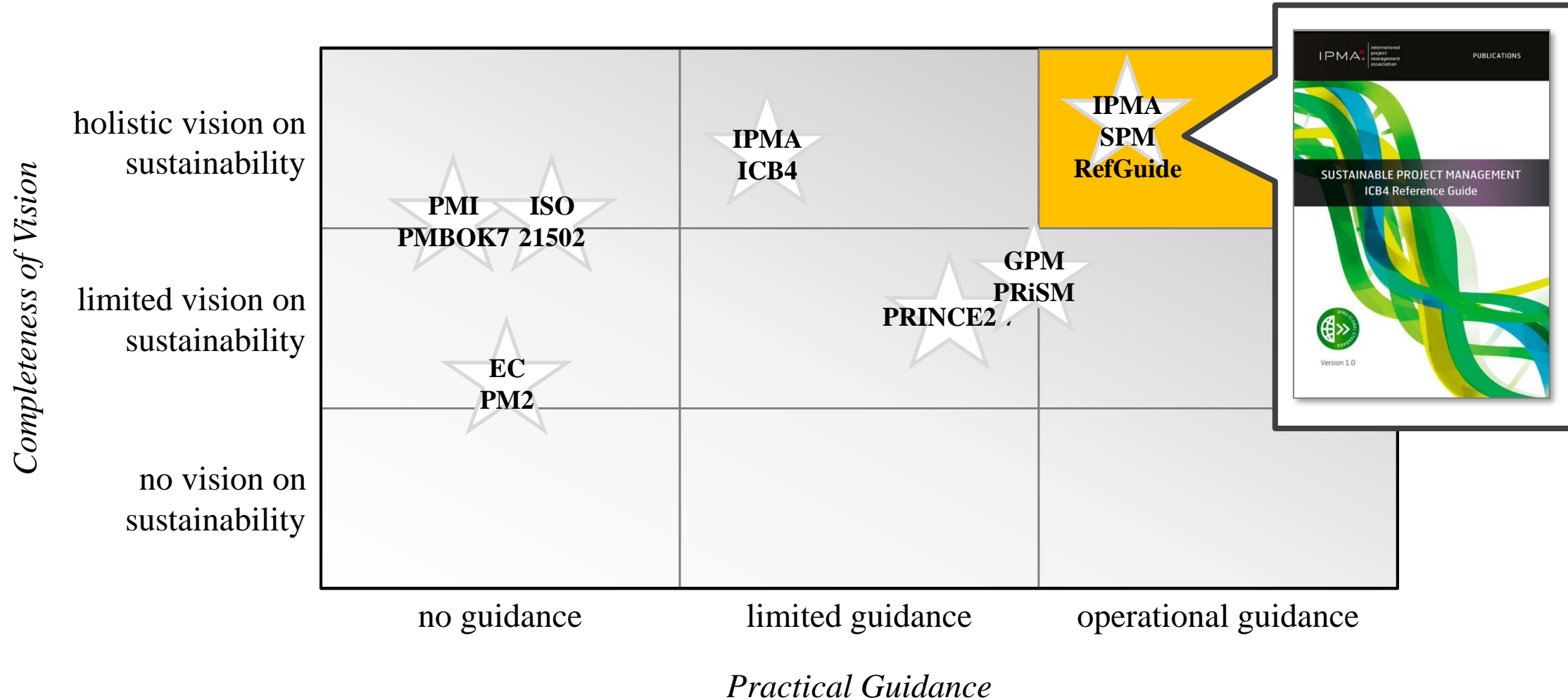
Coverage of sustainability in PM standards



Coverage of sustainability in PM standards



Coverage of sustainability in PM standards

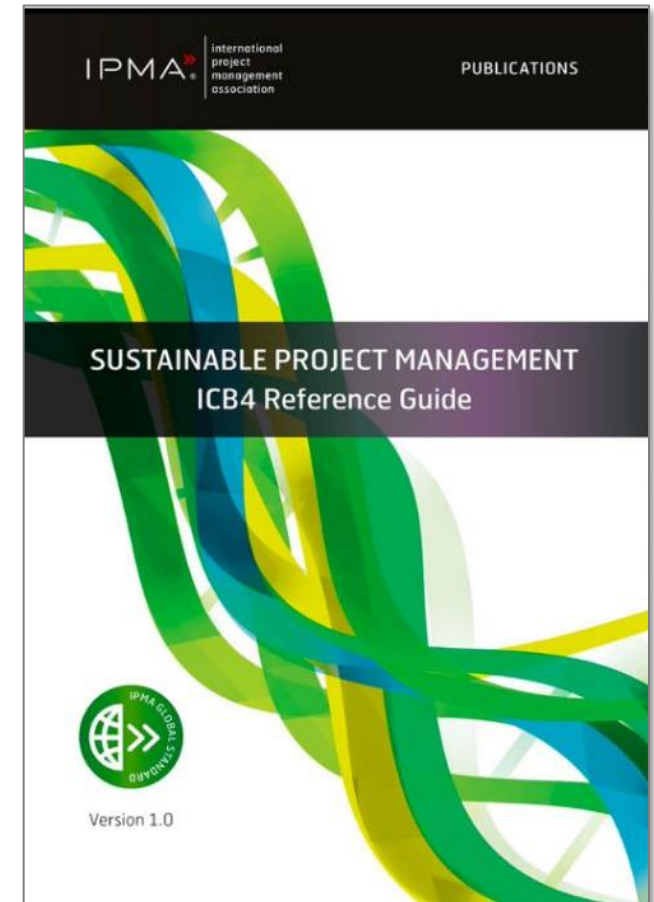


A new standard

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- In 2023, IPMA started the development of the “Sustainable Project Management ICB4 Reference Guide”. The standard was approved by the IPMA CoD in July 2024 and launched November 2024
- The SPM Reference Guide
 - Reflects a holistic view on Sustainable Project Management
 - Includes insights from the academic development of the topic in the past 15 years
 - Integrated the GreenComp framework of sustainability competences into project management
 - Is consistent with the ICB4
- An international training book for this standard is in development and is expected to be published in September 2026





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Feel free to connect me
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