



SUSTAINABLE PROJECT MANAGEMENT

RESPONSIBLE, RELEVANT, REAL

WE HAVE A
PROBLEM



IT TAKES
1.7
EARTH'S  TO SUPPORT
HUMANITY'S
DEMAND ON
NATURE

SUSTAINABILITY

NEEDS

CHANGE

MOVE TO ZERO

Nike's journey toward zero carbon and zero waste to help protect the future of sport.

Join Us



The Positive Cup

A CUP OF COFFEE THAT HAS A POSITIVE EFFECT

DISCOVER THE PROGRAM



How we're making healthier and fairer food for people and the planet



VATTENFALL

Who we are What we do Investors Press and me

Responsibility

At the LEGO Group, we're committed to playing our part in helping to build a sustainable future

and through the power of play inspire the children of today to become the builders of tomorrow. Play helps all of us imagine and create a better, brighter world for children to inherit.



Our approach to Sustainability

At ING we aim to put sustainability at the heart of what we do, defining new ways of



Fossil free living within one generation

See full video



VATTENFALL

THEY KNOW IT

Sustainability

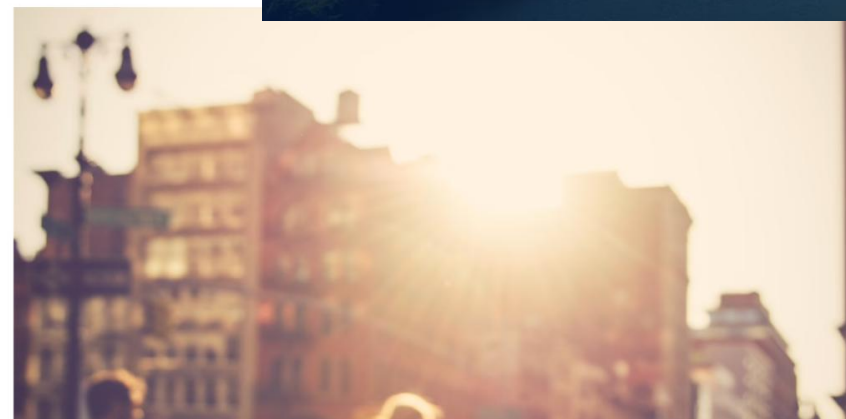
Environmental Sustainability

We recognize that environmental issues can result in profound societal and public health impacts. Our company purpose—Breakthroughs that change patients' lives—guides our environmental sustainability priorities, with a focus on climate impact mitigation, conservation of resources, and the reduction of waste arising from our operations.

IKEA

The IKEA Sustainability Strategy

We have big ambitions for 2030. We are committed to doing our part to tackle climate change, unsustainable consumption, and inequality. Our three major focus areas are Healthy & sustainable living, Climate, nature & circularity and Fair & equal.



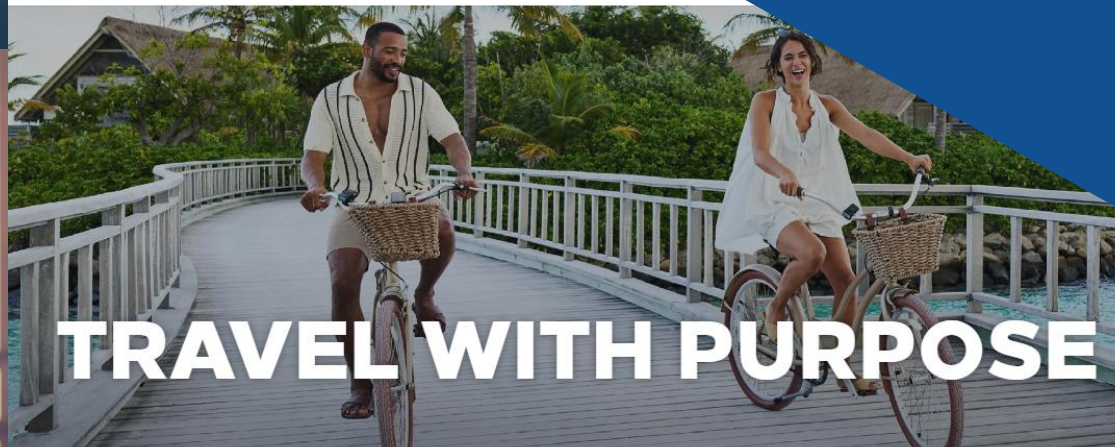
Environmental Sustainability

Environmental sustainability is embedded in how we We create value by making sustainability an important design superior products and services. Climate, Waste we can have the greatest impact.

AND SO DO THEY

Hilton

Home

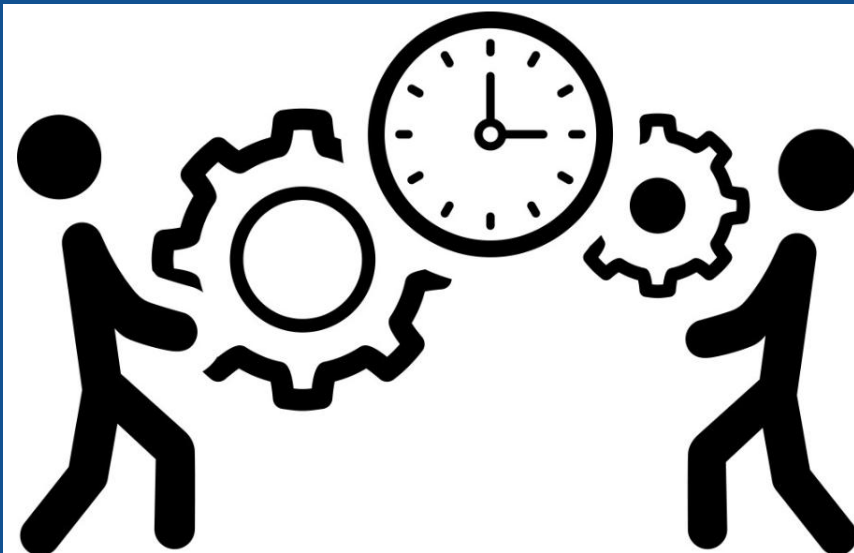


TRAVEL WITH PURPOSE

THE AMBITION
IS THERE



THE AMBITION
IS THERE



BUT
IMPLEMENTATION
IS FAILING



THE
STRATEGY <>
IMPLEMENTATION
GAP

SUSTAINABILITY

NEEDS

CHANGE

IS ORGANIZED IN

PROJECTS



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



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

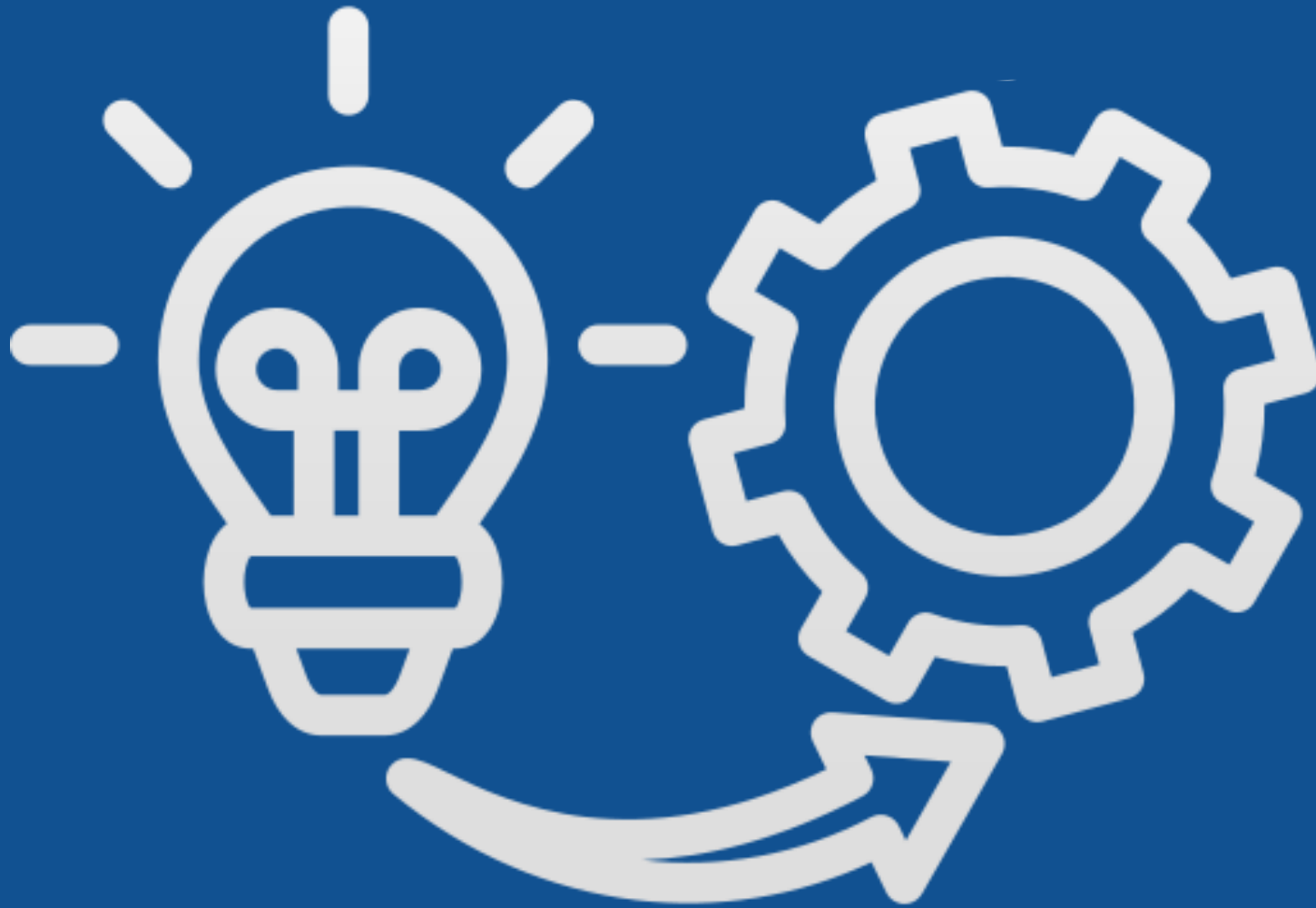


*In allen Vöslauer Flaschen der Sorte „ohne“

100%rePET
rePET: recyceltes PET

UMWELTKLASSE:
ÖSTERREICHS ERSTE rePET FLASCHEN AUS 100%
GESAMMELTEN UND RECYCELTEN PET-FLASCHEN.

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



THE
STRATEGY <>
IMPLEMENTATION
GAP

SUSTAINABILITY



PROJECTS

SUSTAINABILITY



?

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

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

SUSTAINABLE PROJECT MANAGEMENT

2015: Individual Competence Baseline 4

IPMA[®]

international
project
management
association

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





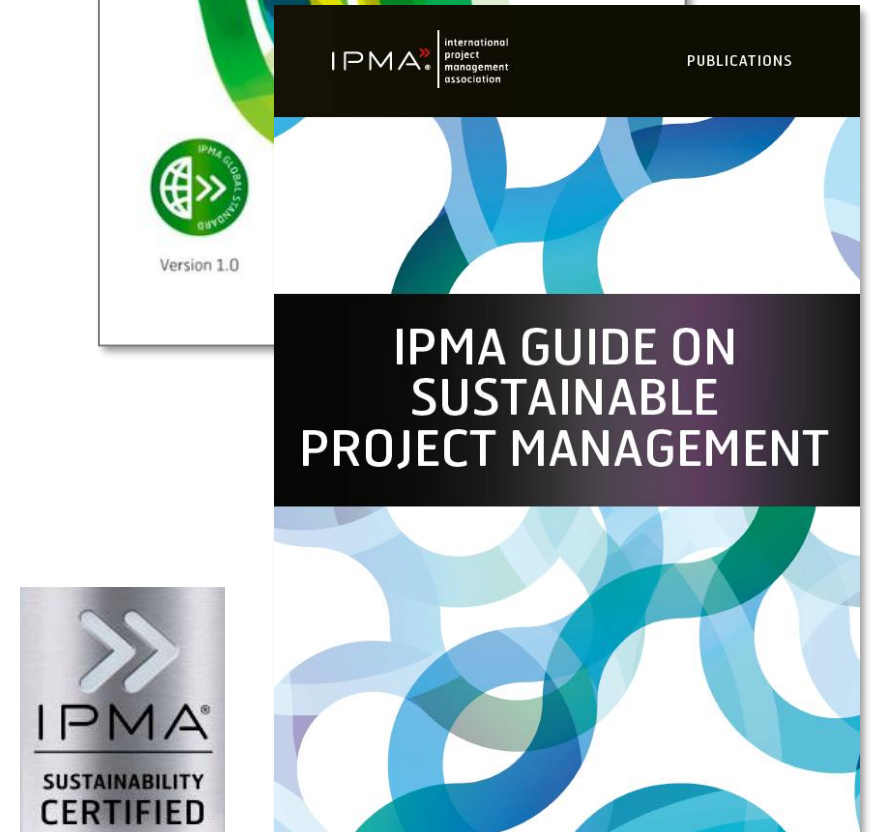
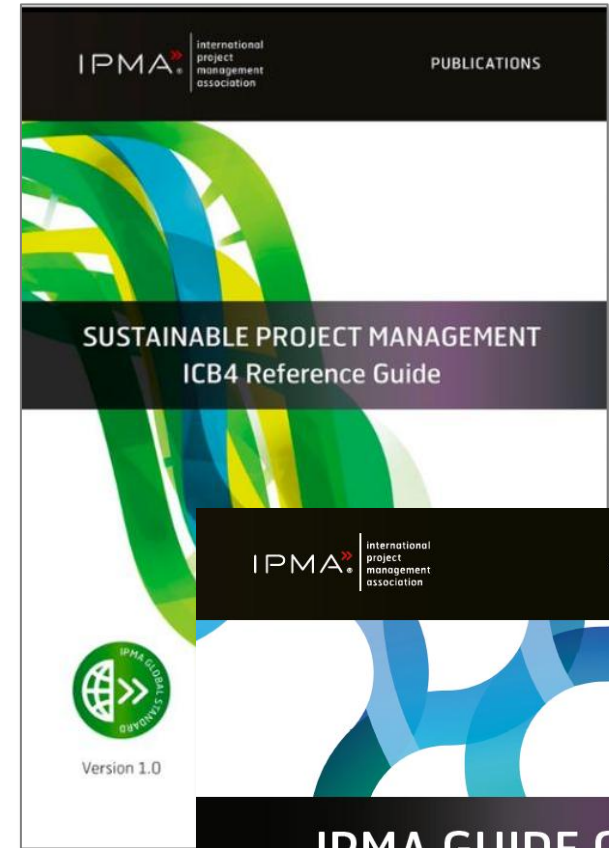
A NEW STANDARD, AND NEW CERTIFICATIONS

- November 2024 IPMA launched the “Sustainable Project Management ICB4 Reference Guide”, as a basis for new certifications
- 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 ICB
- In 2025 the first certifications based on this standard were issued



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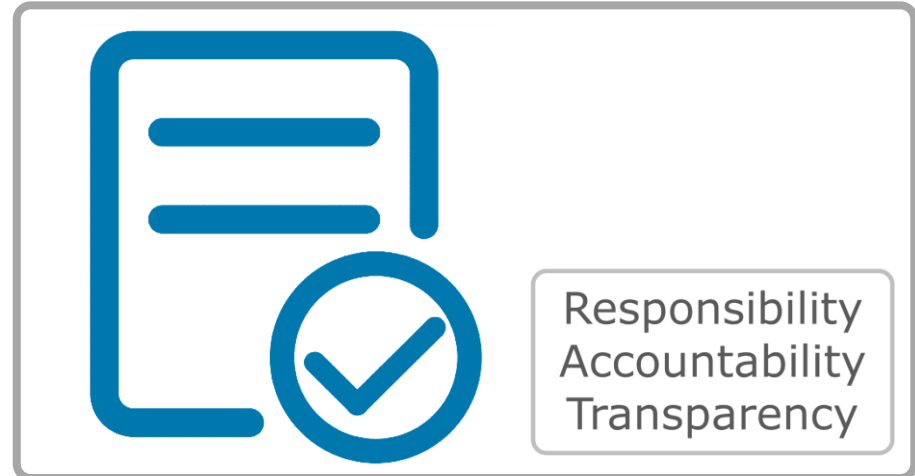
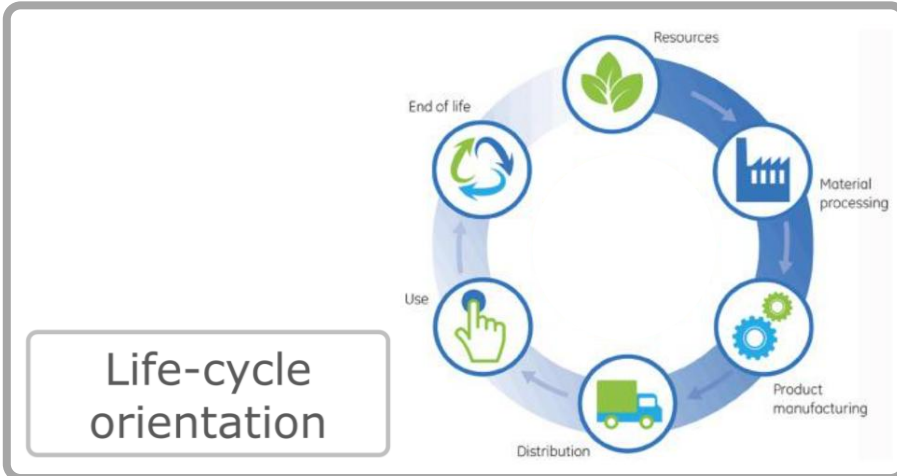
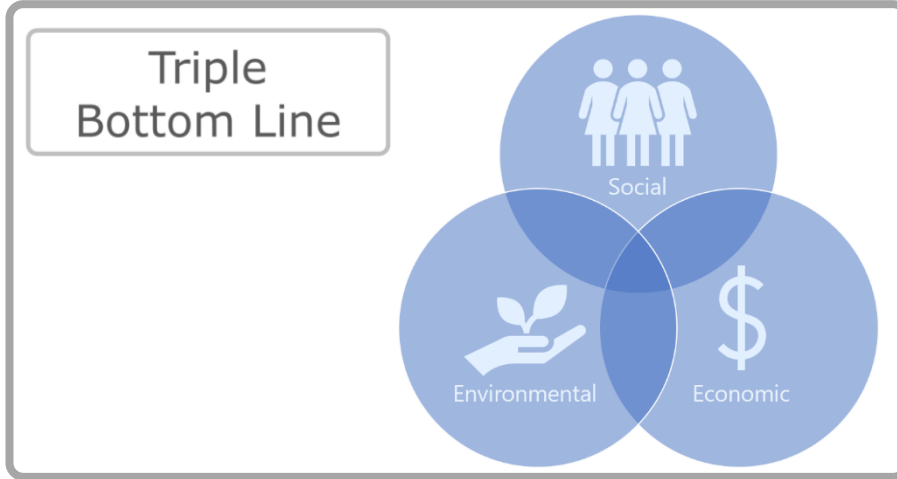
WHAT'S DIFFERENT ?



UNDERSTANDING
THE CORE
CONCEPTS OF
SUSTAINABILITY
AND
RESPONSIBILITY



UNDERSTANDING
THE CORE
CONCEPTS OF
SUSTAINABILITY
AND
RESPONSIBILITY





INTEGRATING
SUSTAINABILITY
INTO THE
PRACTICES AND
PROCESSES OF
PROJECT
MANAGEMENT



UNDERSTANDING
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INTEGRATING SUSTAINABILITY INTO THE PRACTICES AND PROCESSES OF PROJECT MANAGEMENT

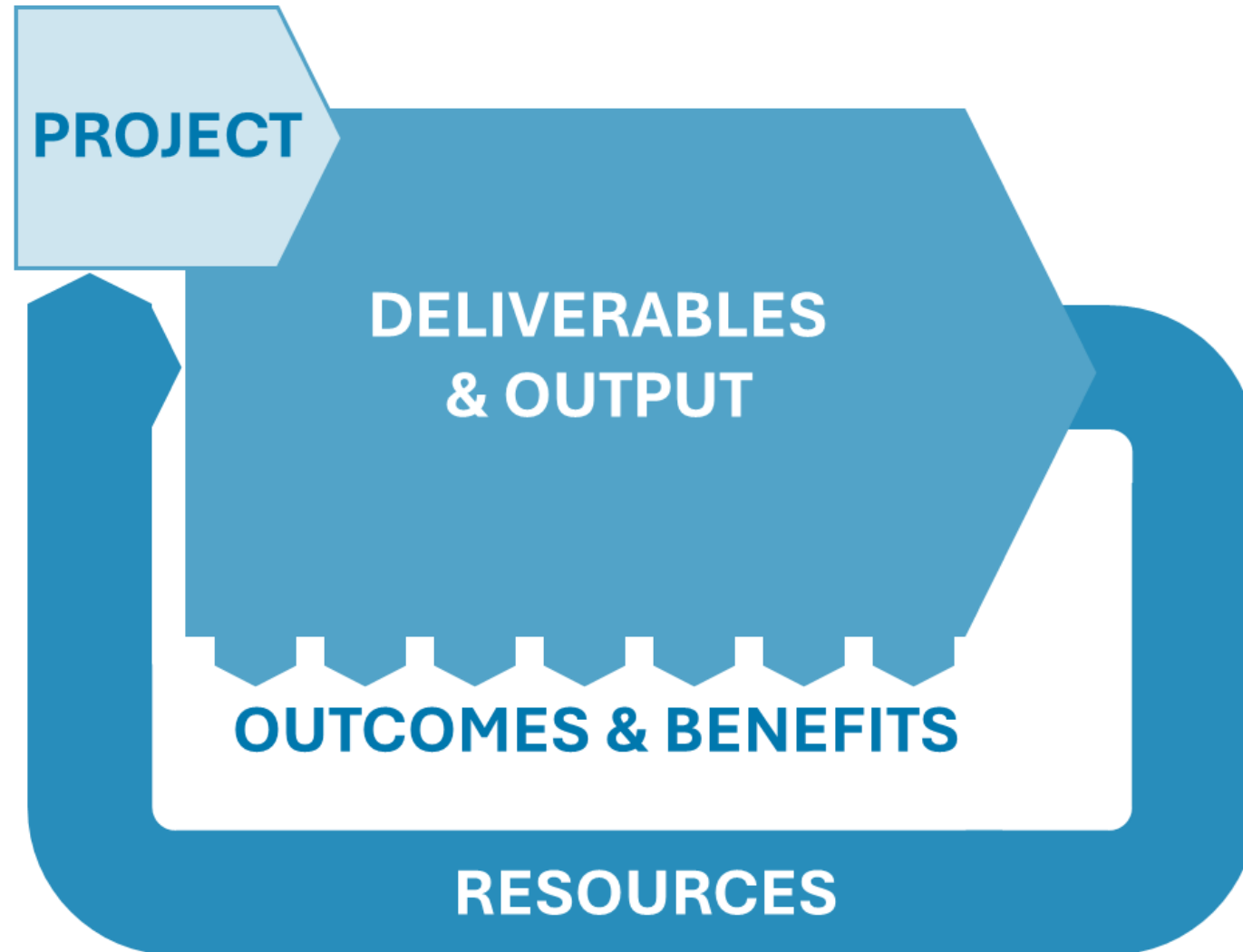
UNDERSTANDING
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CONSIDERATION OF SUSTAINABILITY INFLUENCES

- PROJECT OBJECTIVES AND GOALS
- REQUIREMENTS AND QUALITY
- THE BUSINESS CASE
- PROJECT STAKEHOLDER ENGAGEMENT
- THE PROJECT TEAM
- THE SUPPLY CHAIN
- PROJECT RISK MANAGEMENT
- LESSONS LEARNED
- *OUR SCOPE OF CONSIDERATION*

A WIDENED SCOPE OF CONSIDERATION





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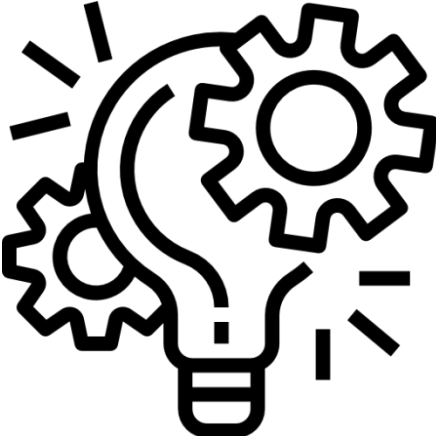
PERFORMING
NEW PRACTICES
OF PROJECT
MANAGEMENT

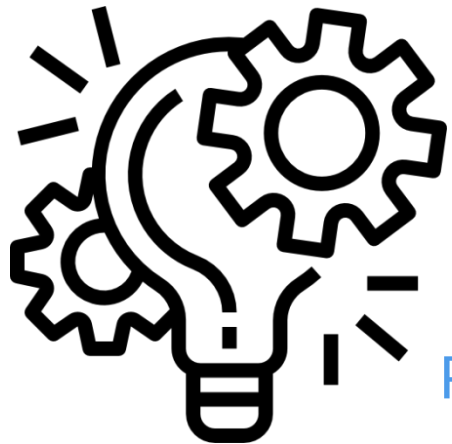
STRATEGY



NO ALIGNMENT

PROJECTS





PROJECTS



STRATEGY



PROJECT
PORTFOLIO
MANAGEMENT

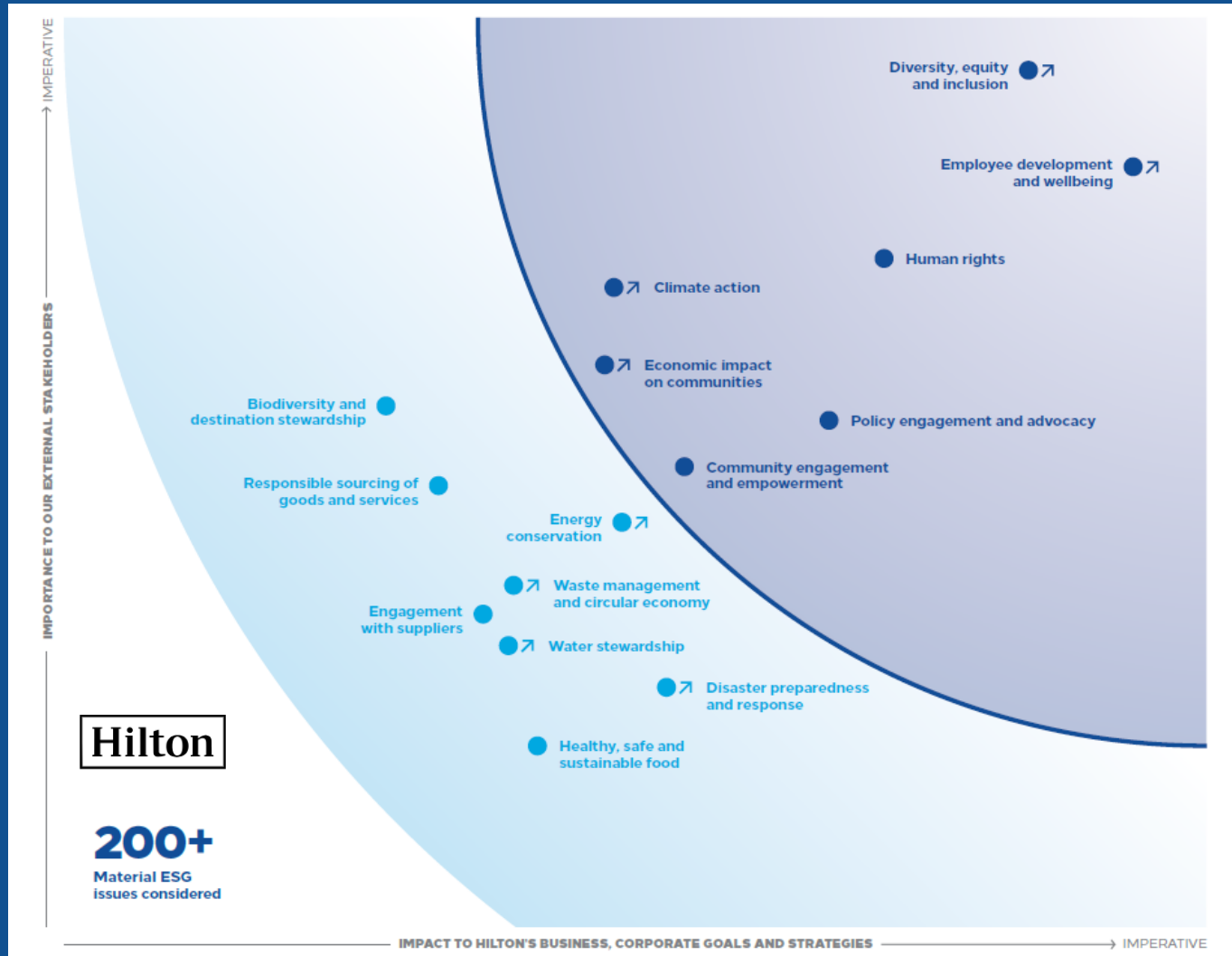


STRATEGY



- LACK OF UNDERSTANDING OF (SUSTAINABILITY) STRATEGY
- LACK OF UNDERSTANDING OF SUSTAINABILITY

IDENTIFY THE MOST MATERIAL IMPACTS

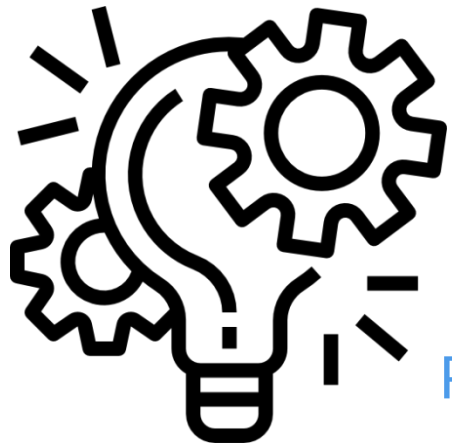


STRATEGY



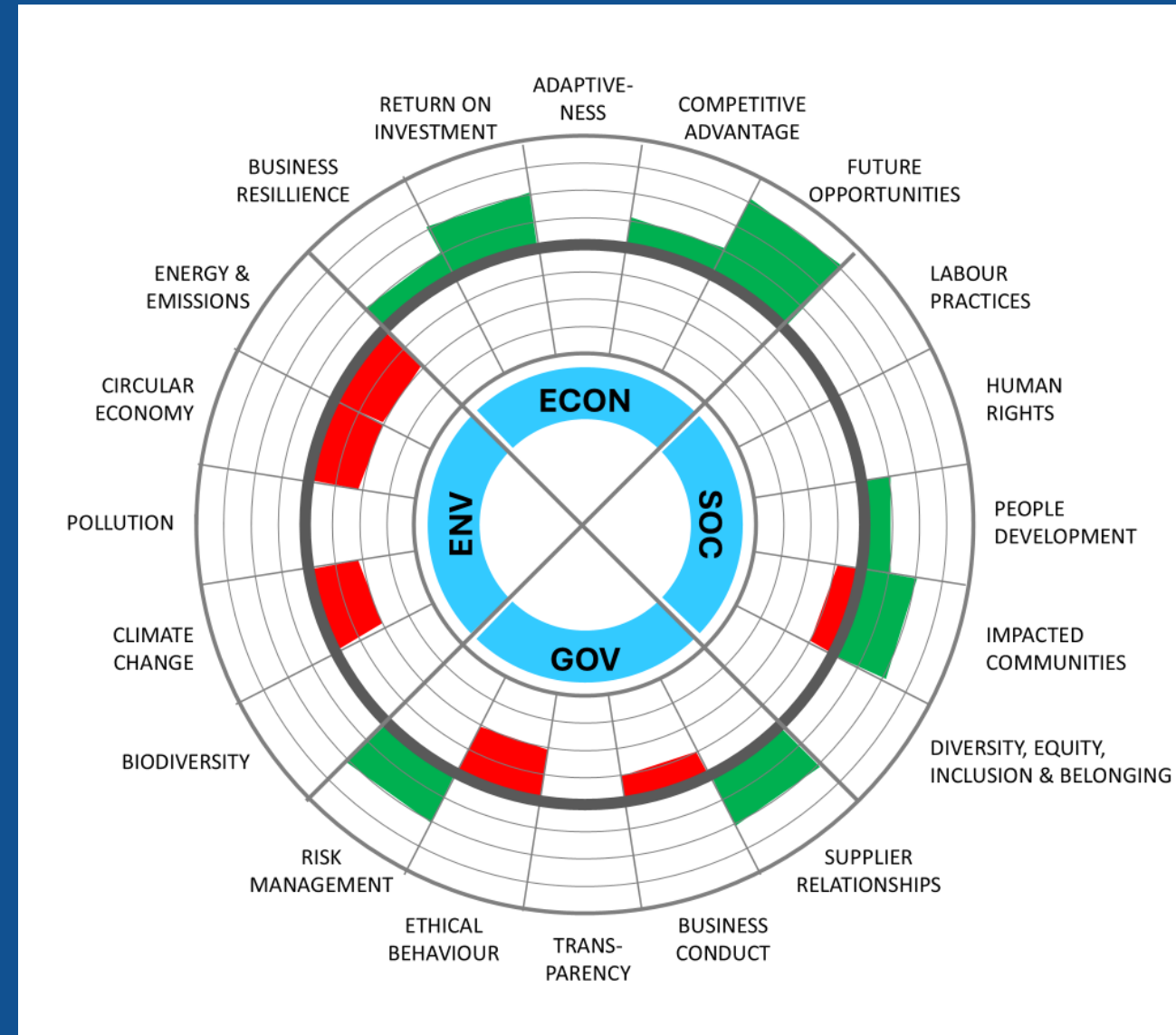
- LACK OF UNDERSTANDING OF (SUSTAINABILITY) STRATEGY
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- LACK OF DATA
ON IMPACTS OF PROJECTS
- LACK OF METHODS

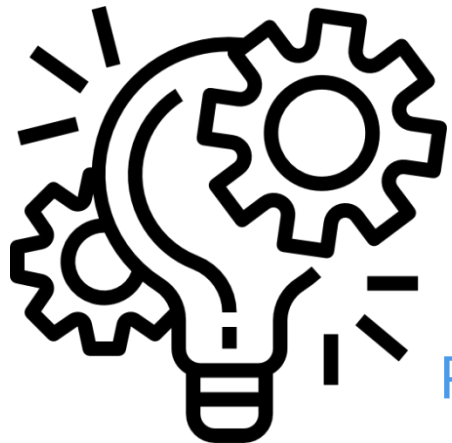


PROJECTS

IPMA 'WISE'

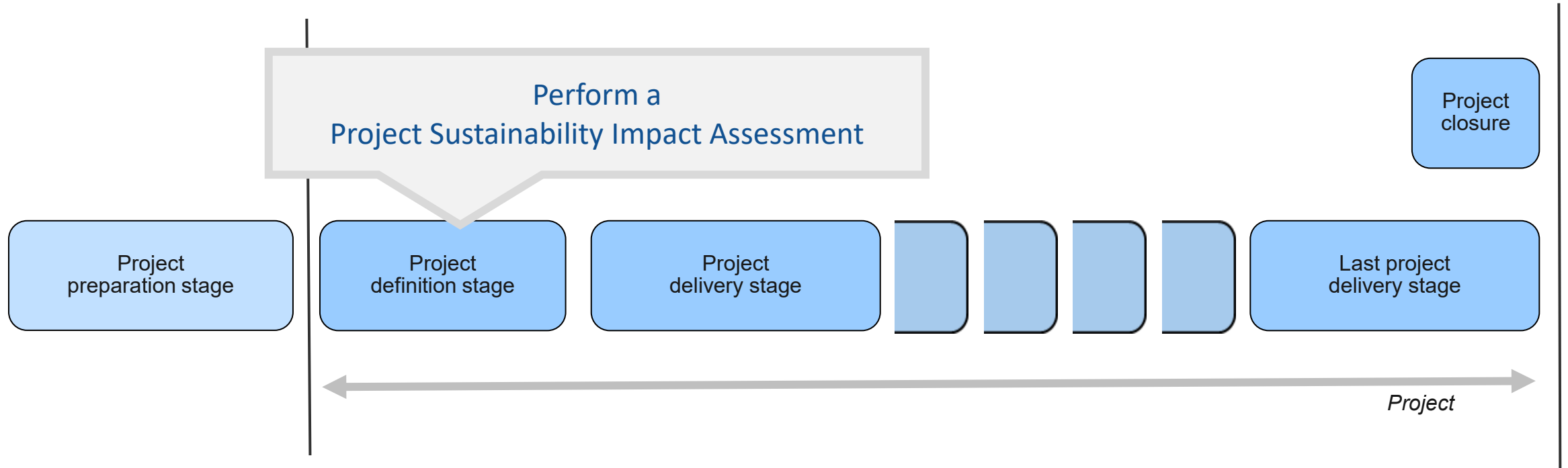


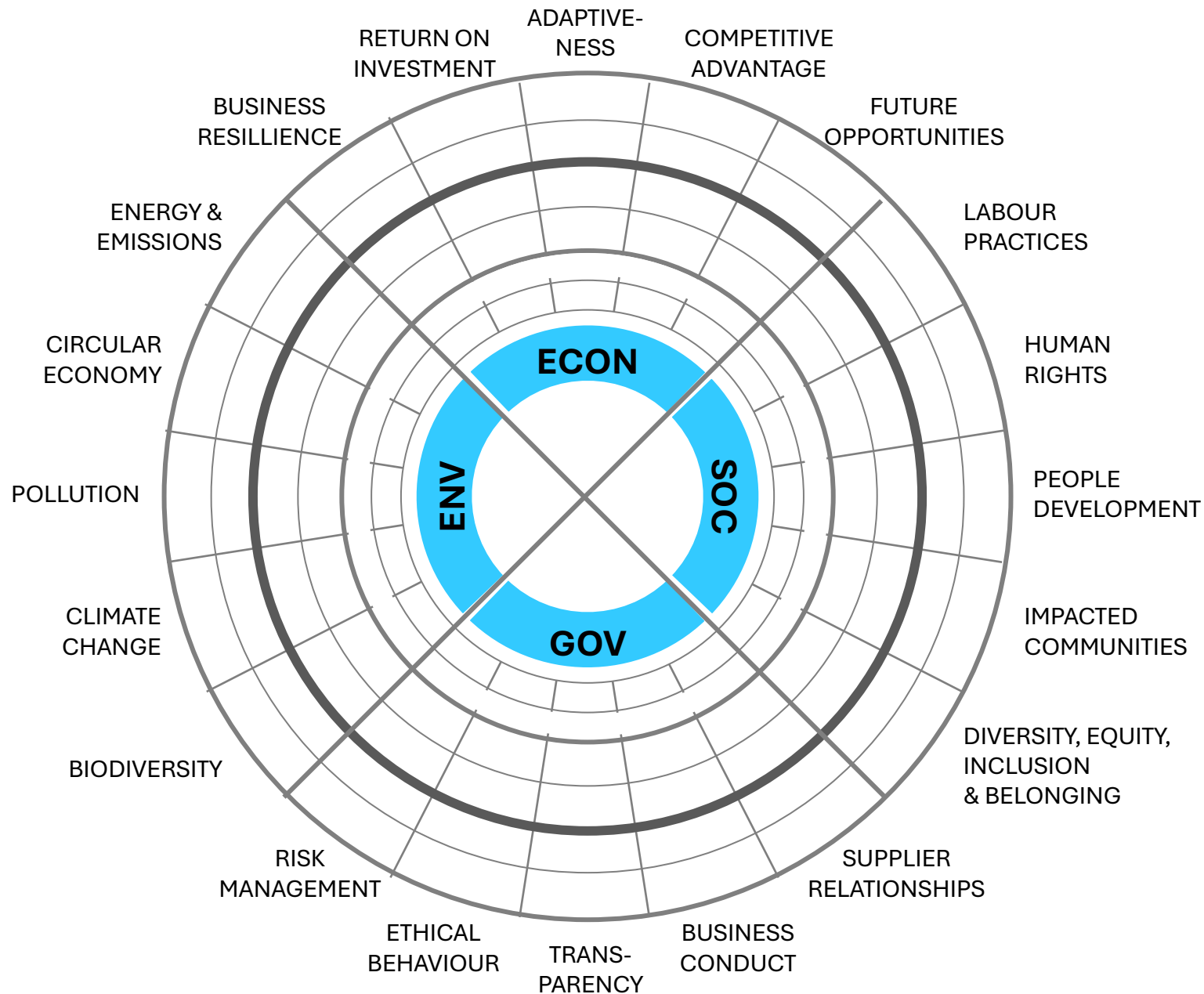
- LACK OF DATA ON IMPACTS OF PROJECTS
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PROJECTS

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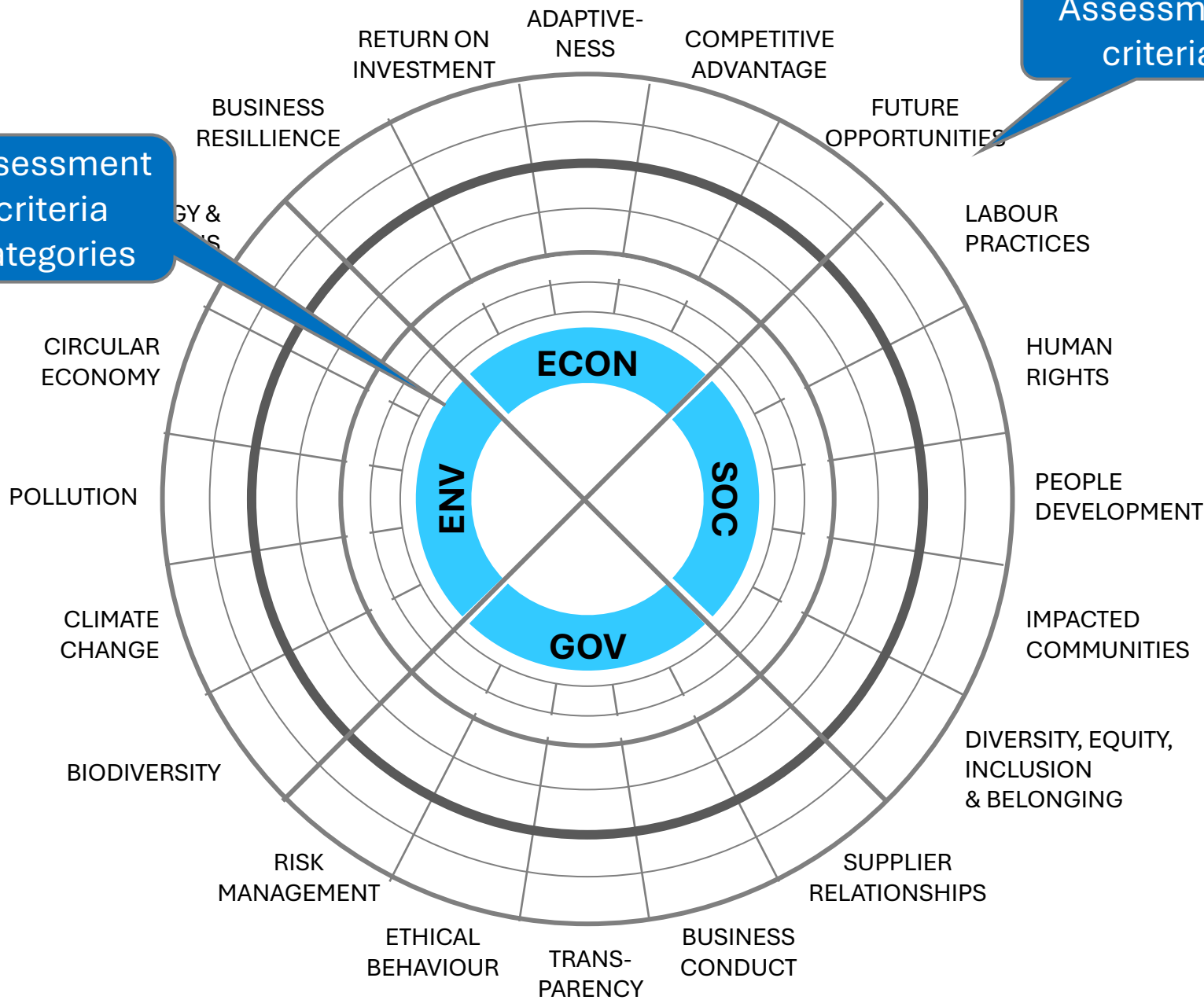


Wheel of Impacts on Society and the Environment

IPMA 'WISE'

Assessment criteria

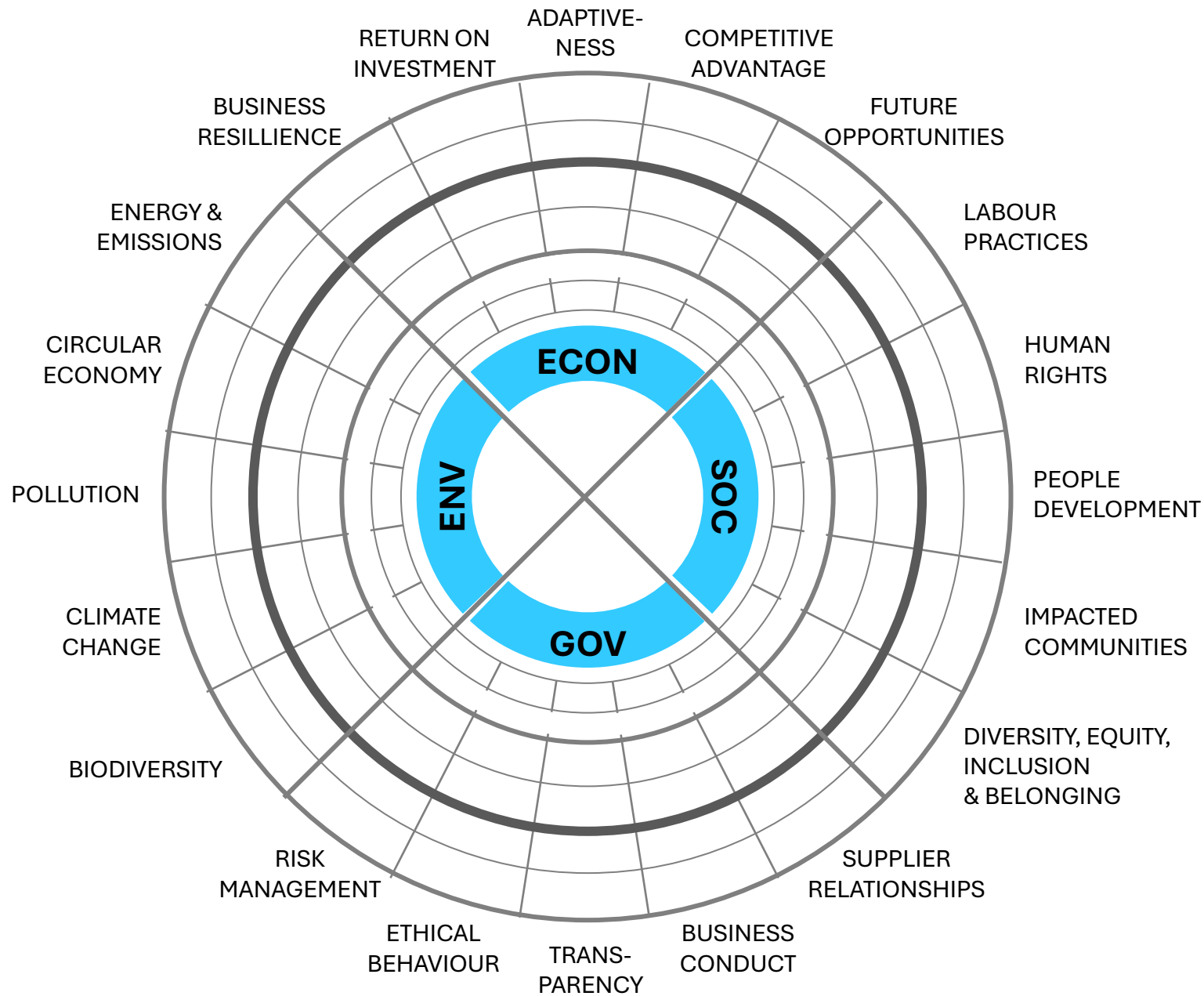
Assessment criteria categories



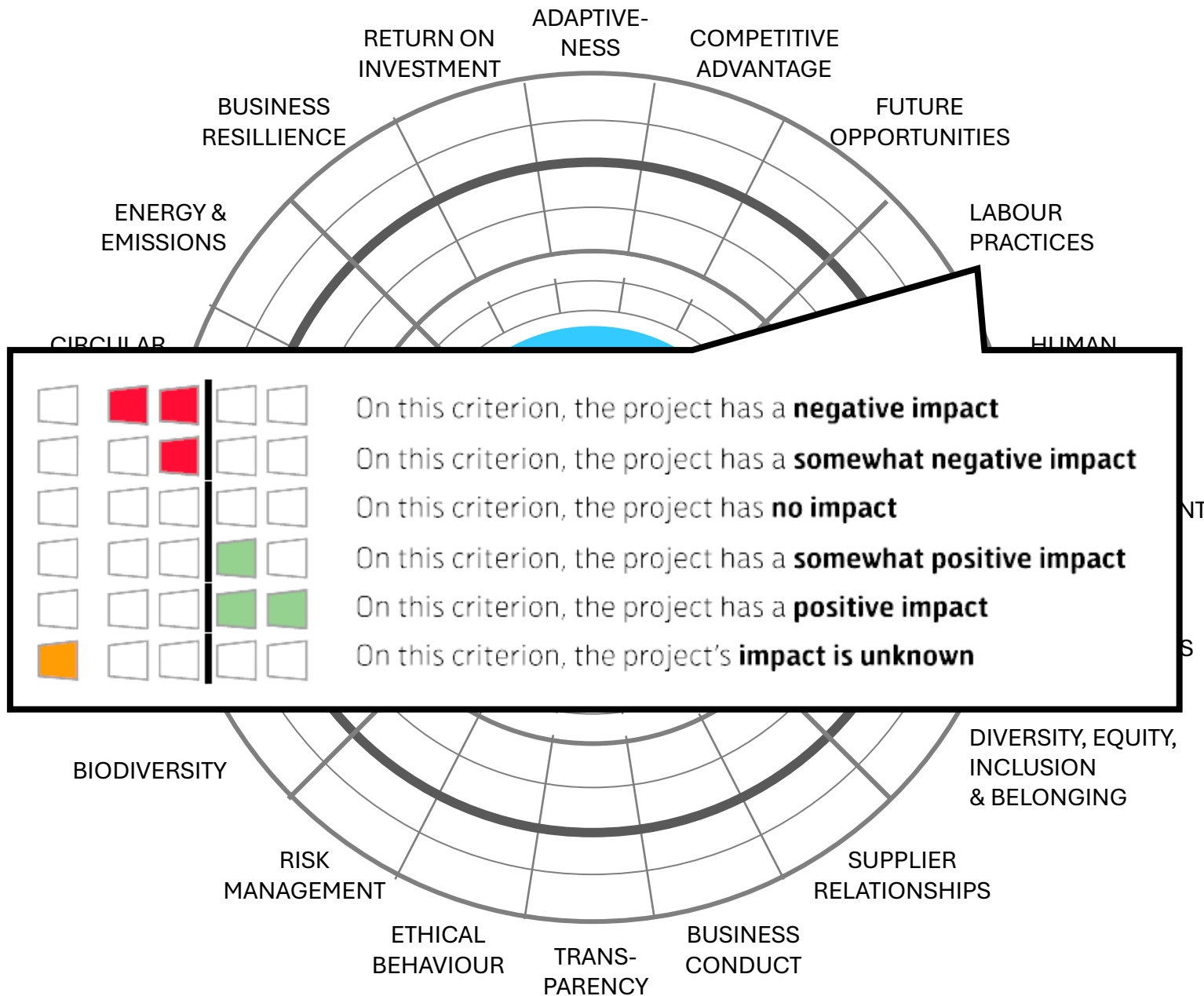
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Category	Variable
Economic	<ul style="list-style-type: none">• Return on Investment• Competitive advantage• Future opportunities• Adaptiveness• Business resilience
Environmental	<ul style="list-style-type: none">• Energy & Emissions• Circular economy• Pollution• Climate change• Biodiversity
Social	<ul style="list-style-type: none">• Human rights• Labor practices• Impacted communities• People development• Diversity, Equity, Inclusion & Belonging
Governance	<ul style="list-style-type: none">• Transparency• Ethical behavior• Business conduct• Risk management• Supplier relationships

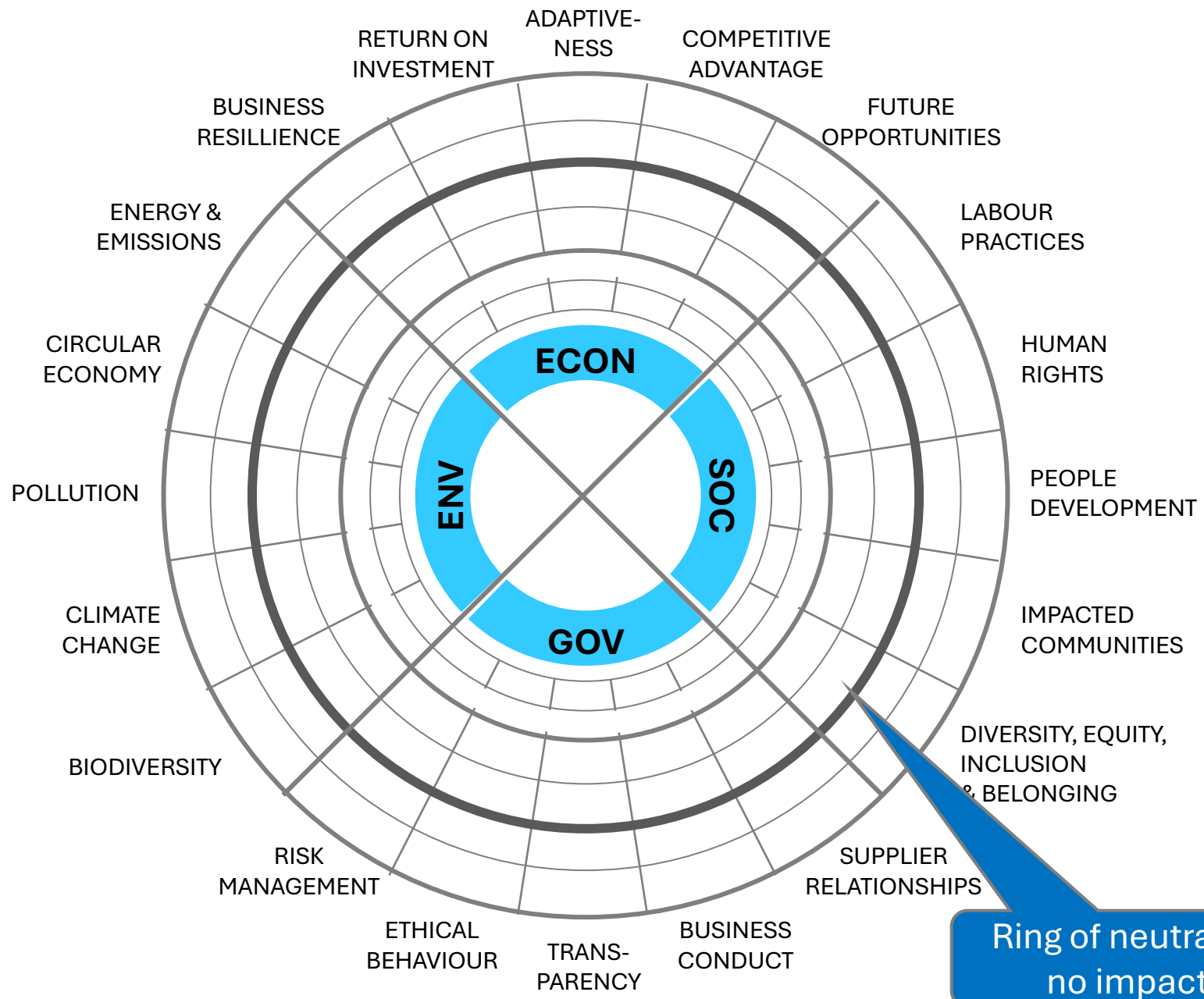
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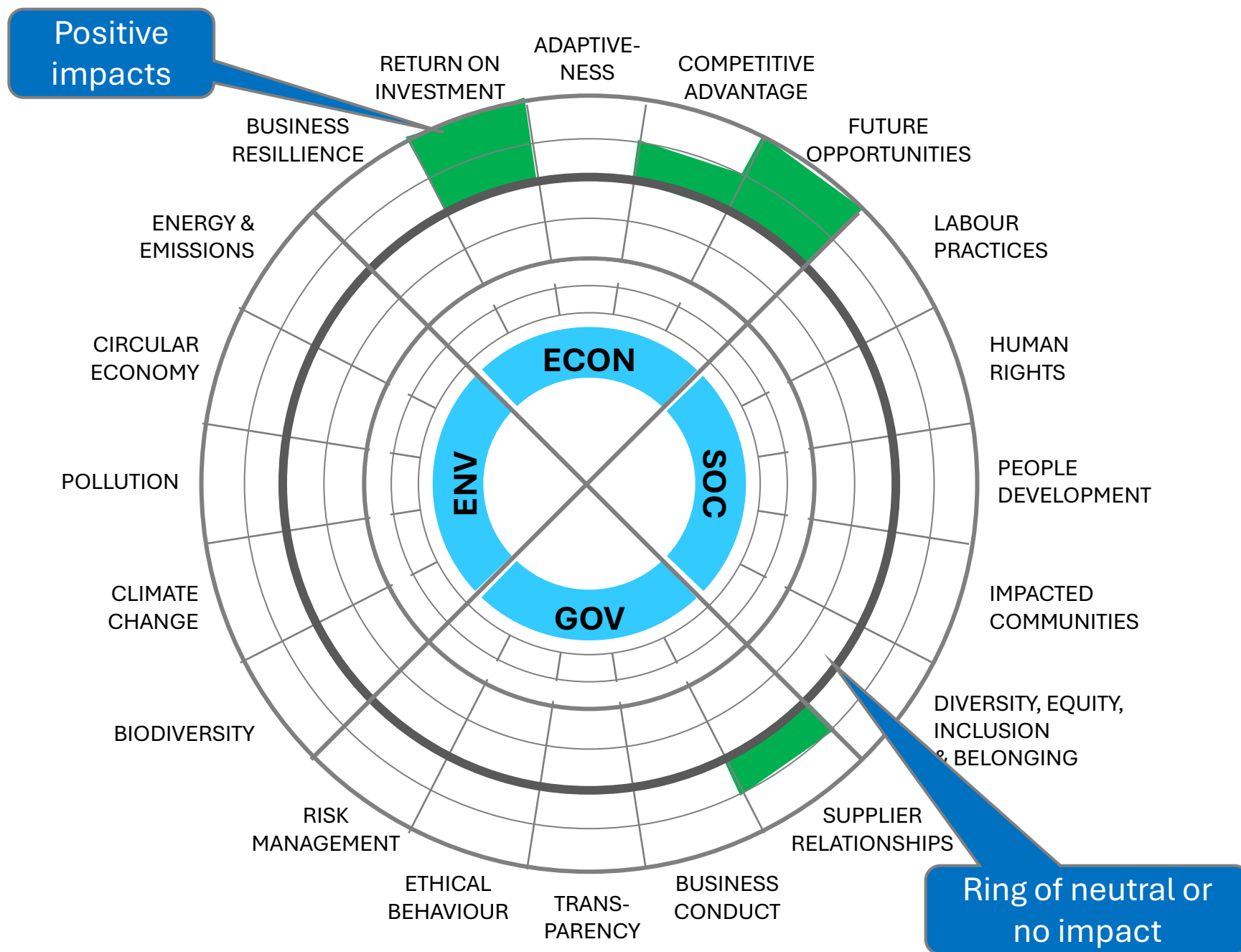


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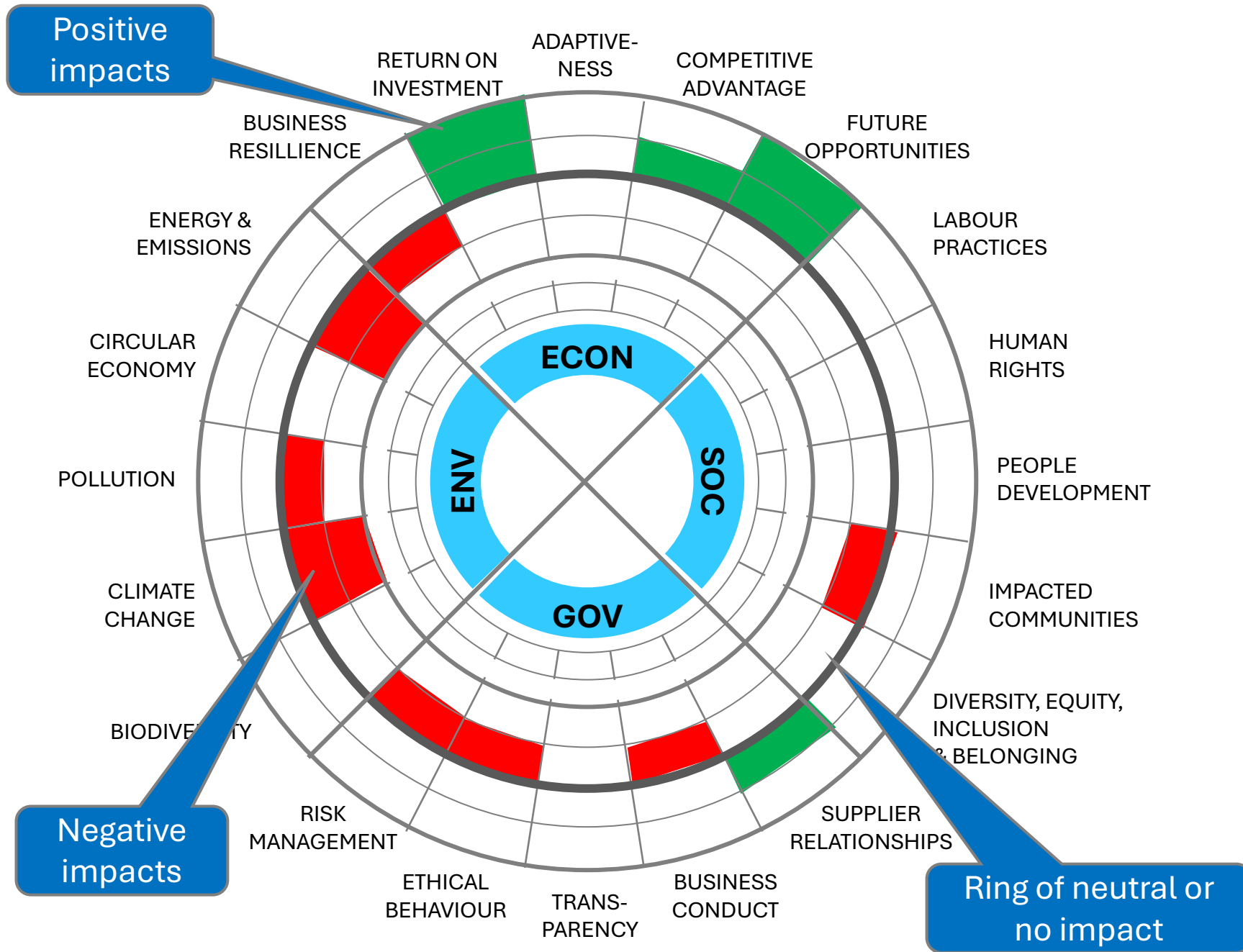


Ring of neutral or no impact

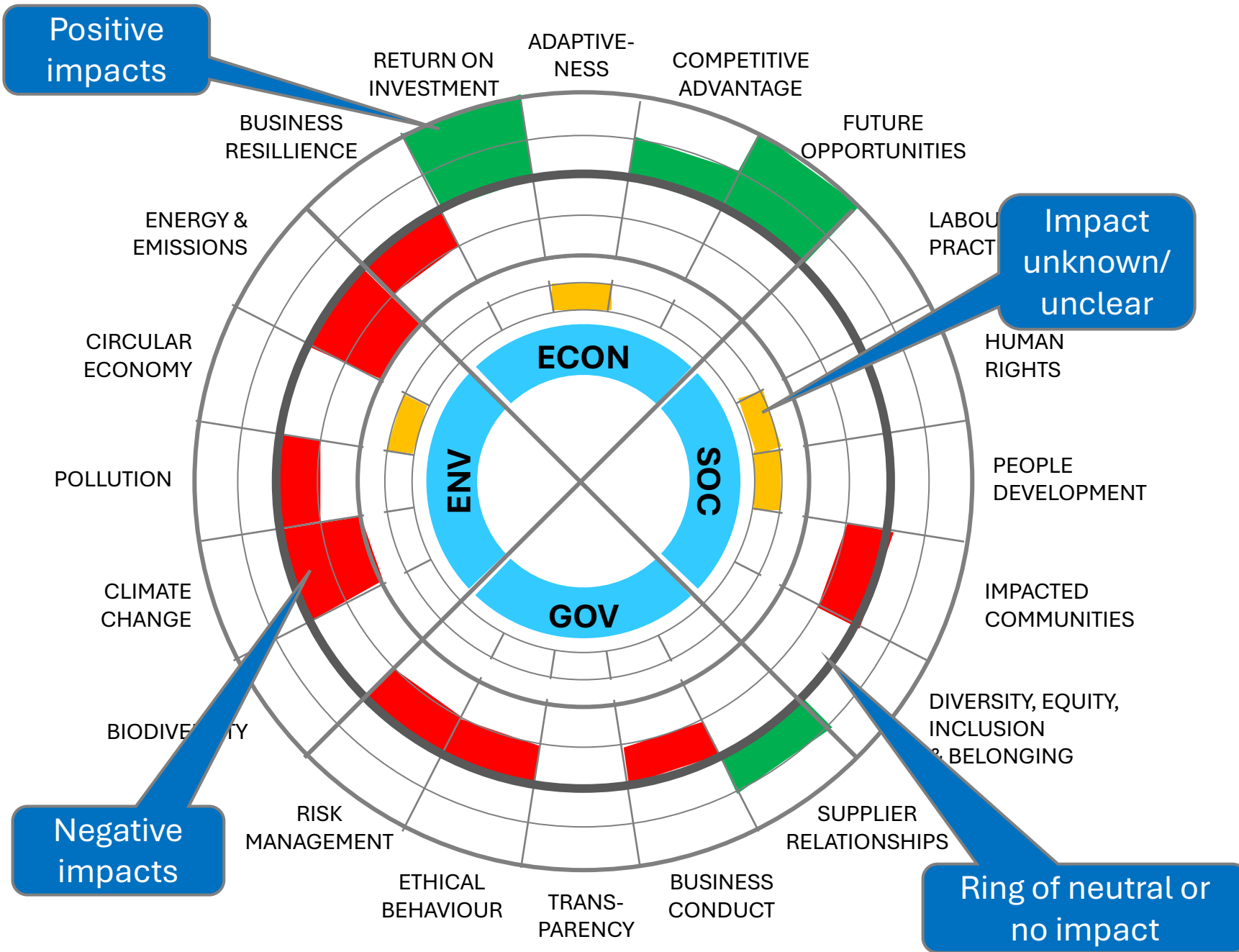
IPMA 'WISE'



IPMA 'WISE'



IPMA 'WISE'



STRATEGY

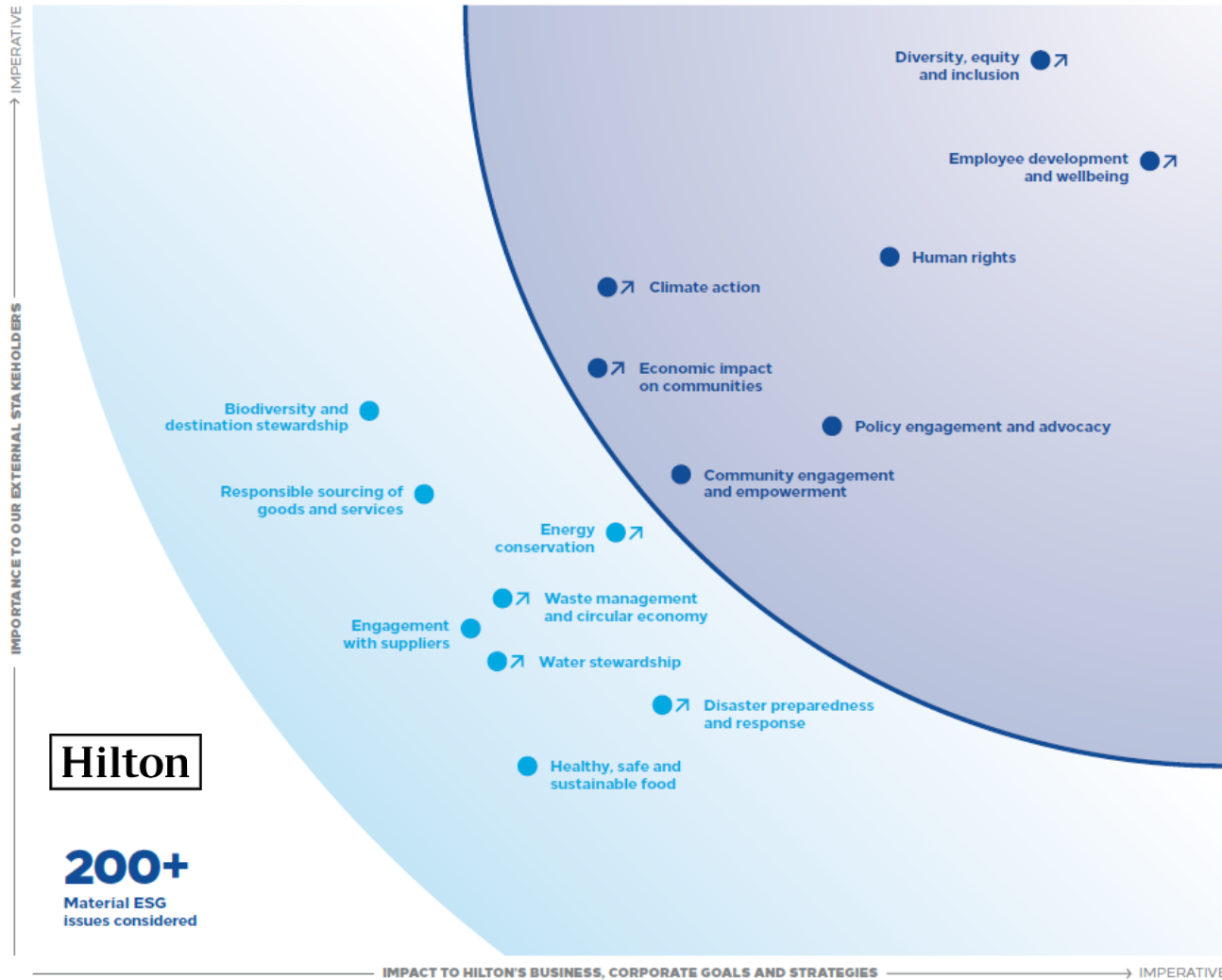


NO ALIGNMENT

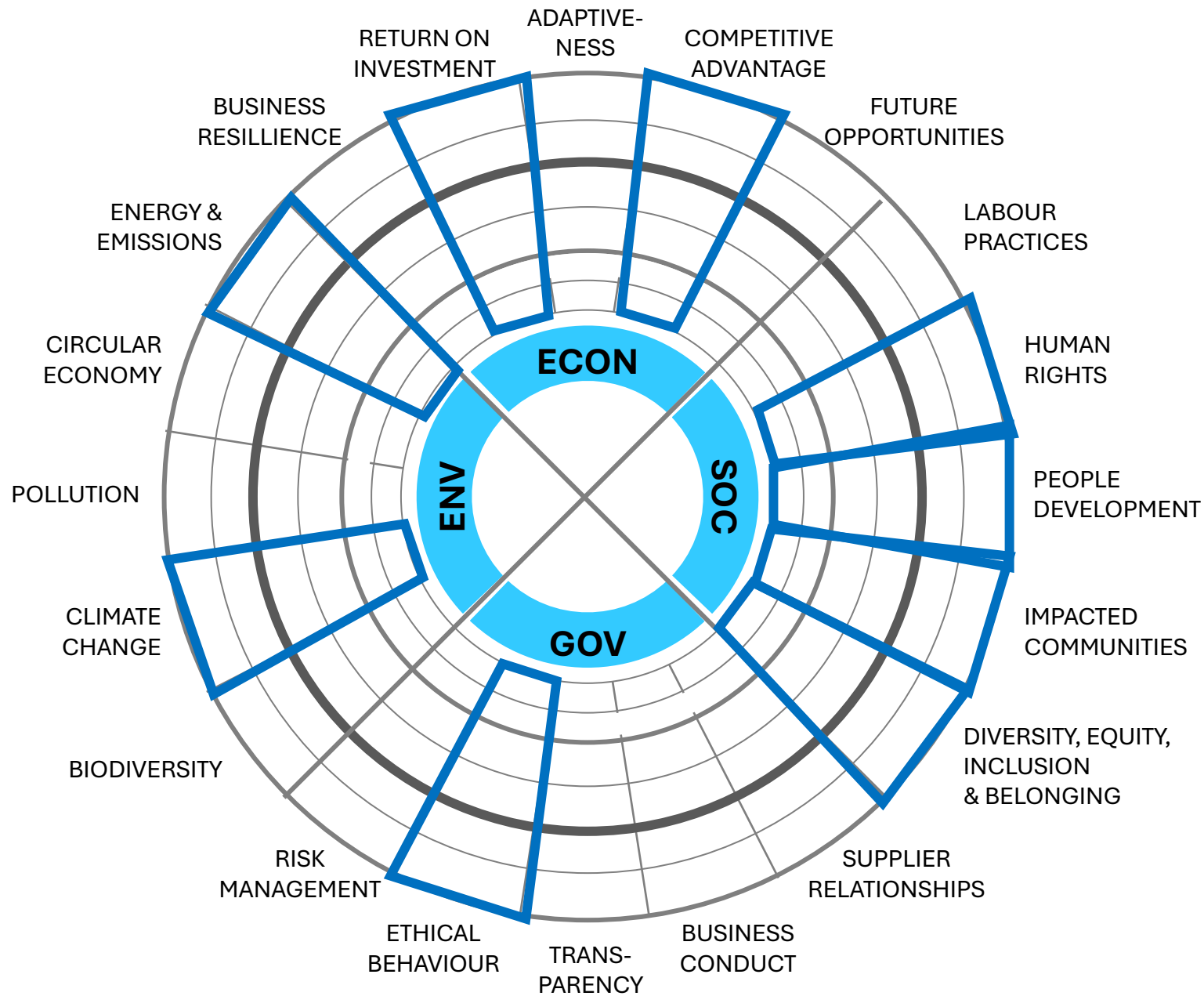
PROJECTS



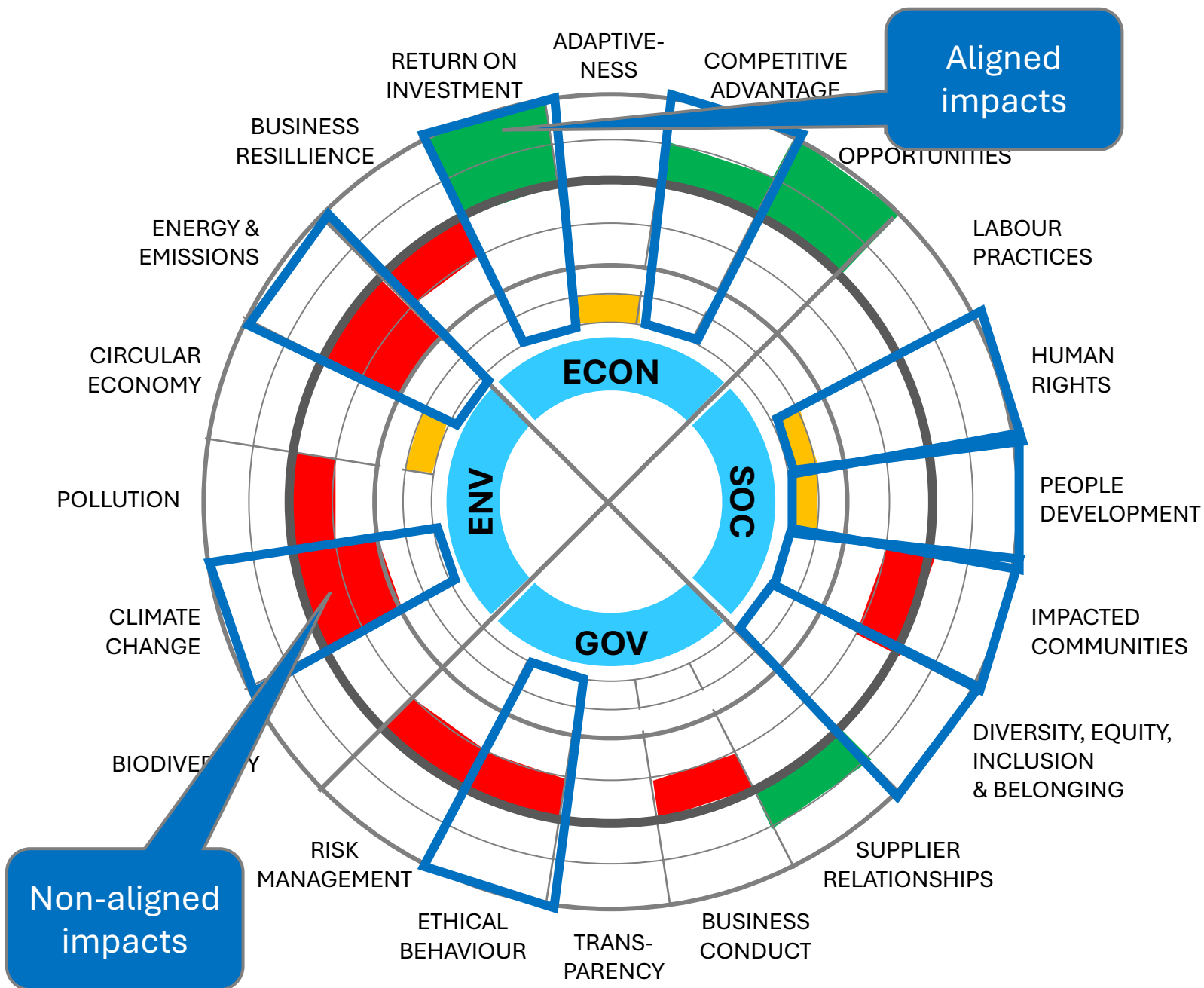
MOST MATERIAL IMPACTS



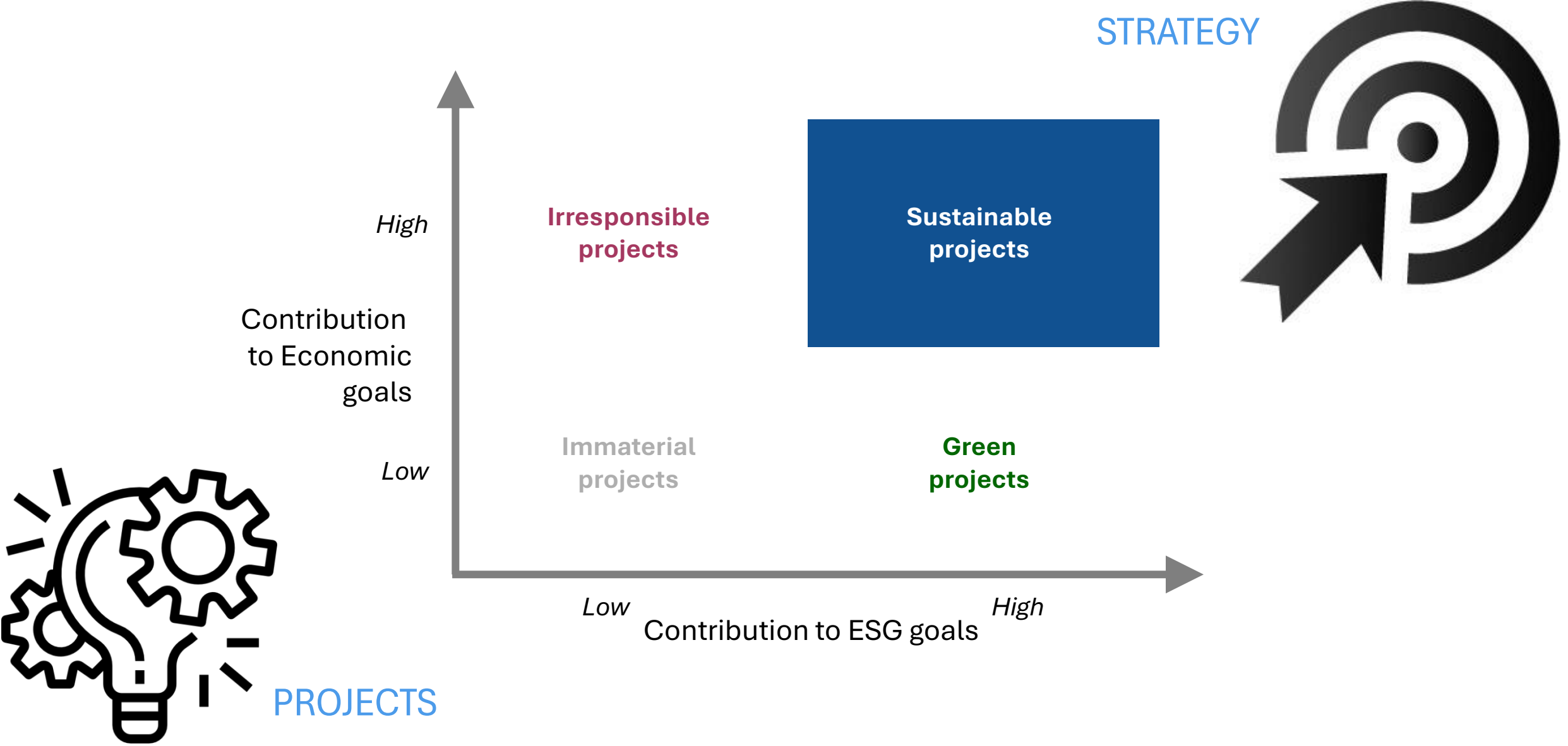
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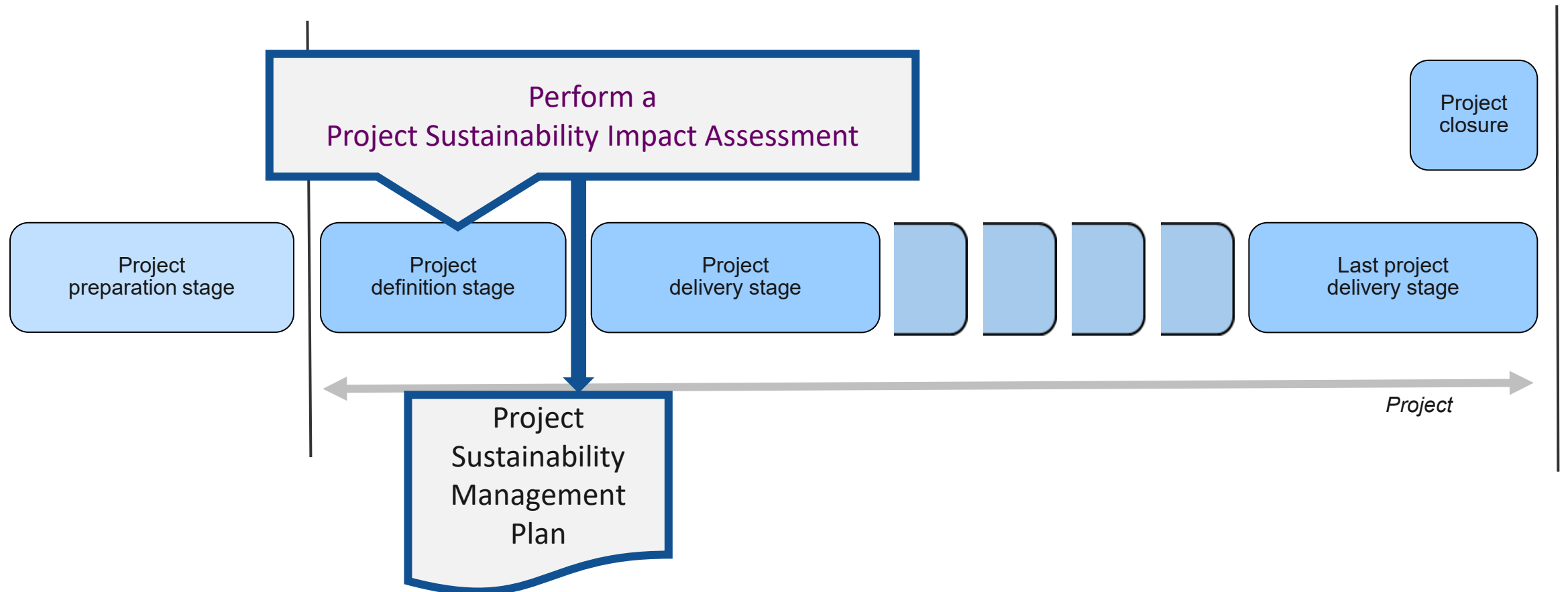


IPMA 'WISE'



SUSTAINABLE PROJECT PORTFOLIO MANAGEMENT





SUSTAINABILITY

NEEDS

CHANGE

IS ORGANIZED IN

PROJECTS



INTEGRATING
SUSTAINABILITY
INTO THE
PRACTICES AND
PROCESSES OF
PROJECT
MANAGEMENT



A MINDSHIFT:
TAKING
RESPONSIBILITY
FOR
SUSTAINABILITY

UNDERSTANDING
THE CORE
CONCEPTS OF
SUSTAINABILITY
AND
RESPONSIBILITY



PERFORMING
NEW PRACTICES
OF PROJECT
MANAGEMENT



SUSTAINABLE PROJECT MANAGEMENT

RESPONSIBLE, RELEVANT, REAL

RESPONSIBLE

- THE PROJECTIFICATION OF SOCIETY REQUIRES PROJECT MANAGERS TO TAKE RESPONSIBILITY FOR SOCIETAL ISSUES



RESPONSIBLE

RELEVANT

- THE PROJECTIFICATION OF SOCIETY REQUIRES PROJECT MANAGERS TO TAKE RESPONSIBILITY FOR SOCIETAL ISSUES
- IF PROJECT MANAGERS AIM TO REMAIN RELEVANT TO ORGANIZATIONS AND SOCIETY, THEY NEED TO LEARN TO BE SUCCESSFUL WITHIN THE E&ESG BUSINESS PARADIGM



RESPONSIBLE

RELEVANT

REAL

- THE PROJECTIFICATION OF SOCIETY REQUIRES PROJECT MANAGERS TO TAKE RESPONSIBILITY FOR SOCIETAL ISSUES
- IF PROJECT MANAGERS AIM TO REMAIN RELEVANT TO ORGANIZATIONS AND SOCIETY, THEY NEED TO LEARN TO BE SUCCESSFUL WITHIN THE E&ESG BUSINESS PARADIGM
- THE CONTEXT OF PROJECTS HAS CHANGED. ORGANIZATIONS ARE OPERATING WITHIN THE E&ESG BUSINESS PARADIGM





SUSTAINABLE PROJECT MANAGEMENT

RESPONSIBLE, RELEVANT, REAL