

PRINCE2® 7th Edition Sustainability Management



Sustainability Handbook

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PRINCE2® Sustainability Management

What Is PRINCE2 Sustainability Management?

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PRINCE2 Sustainability Topics

- What is Sustainability Management?
- Business Case Sustainability
- PRINCE2 Sustainability Roles
- PRINCE2 Sustainability Method
- PRINCE2 Sustainability Plans
- PRINCE2 Sustainability Risk & Issue Planning
- PRINCE2 Progress Management Sustainability
- PRINCE2 Sustainability Documents



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What is PRINCE2 Sustainability Management?

PRINCE2 Sustainability management contains the procedures, techniques, responsibilities, and standards to be applied

It includes the project's sustainability performance target and expected success level against which the project management will be judged

All projects impact their environment, and project management teams need to know the sustainability performance targets for the project work and the products required of the project

PRINCE2 has been designed to work within any context, including organizational and commercial context, delivery method, sustainability requirements, and project scale.



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PRINCE2 Sustainability Topics

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Sustainability Management Approach - 1

**Sustainability
management
approach**

This forms part of the **Project Initiation Documentation** and defines the **actions, reviews, controls** and **measurements** that will be established to ensure that **sustainability performance targets** for the project are achieved

**Sustainability
measurement**

These describe how to measure the achievement of sustainability targets, when they can be measured, and the baseline measures from which targets will be calculated



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Sustainability Management Approach - 2

Sustainability
scope

This describes what sustainability targets are to be managed and measured

Sustainability
responsibilities

This defines responsibilities, resources and tools for sustainability activities, including who is **accountable** for measuring the achievement of the sustainability targets



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Sustainability Management Approach - 3

This is part of the **project initiation documentation**

It define the actions, reviews, and controls to ensure that **sustainability performance targets** for the project are achieved

Scope

describes what sustainability targets are to be managed and measured

Measurement

how to measure sustainability target achievement, when measured, and target baseline measures

Responsibilities

defines responsibilities for sustainability activities, including who is accountable for measuring the achievement of the sustainability targets

The Outline Business Case in the **Project Brief** is developed further into a full **Business Case** ready for approval by the project board based on better understanding of the project and proposed option



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Sustainability Management Approach - 4

Resources

for the sustainability management activities, for example, to undertake studies

Supporting tools and techniques

for the sustainability management activities

Standards

any standards which apply to sustainability management

References:

for any associated documents or products

The **Sustainability Management Approach** is developed to support the business case and provide input for establishing controls



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Sustainability Tolerance

Sustainability tolerance is documented in the **business case**. Tolerance is applied at **project**, **stage**, and **team** levels.

The permissible deviations in the sustainability performance targets allowed before the variation is escalated to the next management level

Example, a new production line operated within five per cent of an emissions target and was provided using around 70 per cent of the workforce from the local community.



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Sustainability Context - 1

The **business case** is likely to have **sustainability objectives and commitments** that the project must adhere to or contribute to, which will inform its objectives and how it is established and managed



PRINCE2 addresses sustainability requirements by including Sustainability as one of the **seven performance targets** used to manage the project

Time

Risk

Cost

Quality

Sustainability

Scope

Benefits

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Sustainability Context - 2

Sustainability in the PRINCE2 method

Roles
(sustainability responsibilities)



Documentation
(such as plans and reports)



Practices (such as the business case)



Processes
(such as activities to confirm sustainability requirements)



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Sustainability Context - 3

In everyday usage of the term, Sustainability is often synonymous with the environment, but Sustainability can mean different things to different organizations

Some projects may have Sustainability as their very purpose, such as installing solar panels

For some, it may relate to the **environmental impact** of the **project work** ...

... while for others, it may relate to the **whole-life cost** of the products delivered by the project and their **resilience** in operations



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Business Case Sustainability

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Business Case economic perspective - 1

The United Nations defines 17 sustainability development goals to improve health and education, reduce inequality, and encourage economic growth while tackling climate change

Identifying the **Business Case** option that delivers the **best value**

This could include broader social, environmental, and Sustainability considerations



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Business Case economic perspective - 2

Investing refers to a set of standards for a company's behaviour used by socially conscious investors to screen potential investments



Many organizations have signed up to align with these targets

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UN 17 sustainable development goals

Environmental, social, and governance (ESG)

Environmental criteria consider how a company safeguards the environment, for example, corporate policies addressing climate change

Organizations may define specific business objectives related to:

Improving sustainability and specific organizational policies

targets, and frameworks to achieve their **ESG** commitments

Sustainability targets for the project **must** align with the organization's broader objectives along with any defined **ESG** targets



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Investment Appraisal Methods

If a project's primary purpose is to satisfy a **sustainability objective**, **traditional investment appraisal methods** may not be effective when assessing its business justification

For example, a flood defence barrier project, where benefits may not be achieved for 20 or 30 years ...

... may be difficult to justify using **discounted cash flow methods**, where the future value of money, and therefore benefits, is worth less than today

Therefore, the approach to assessing business justification may need to be adapted for this type of project



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PRINCE2 Sustainability Roles

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Sustainability Roles - 1

**Directing
(project
board)**

The project board authorizes the start and completion of each stage, including setting sustainability targets

**Project
Executive**

Approve the **sustainability management approach** and be accountable for the project's duration

Is accountable for the **business case** for the duration of the project

Ensures the project remains aligned with the **business objectives ...**

... includes targets for environmental, social, and governance (**ESG**) objectives, the UN's sustainable development goals (**SDG**), net zero, waste reduction targets, and reuse of materials



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Sustainability Roles - 2

Project Executive

Ensure sustainability risks are identified, assessed, and controlled

Make decisions on escalated risks, with particular focus on continued business justification

Senior supplier

Responsible for sustainability reporting from the supplier perspective



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Sustainability Roles - 3

Senior user

Accountable for agreeing a sustainability management approach

Agree on the **digital and data management approach** from a user's perspective

Such as product data handover for operational and maintenance needs

Defines **sustainability reporting requirements** from the user perspective

Commit people and **user resources**



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Sustainability Roles - 4

The Project Manager

Time

Cost

Risk

Quality

Scope

Benefits

Sustainability

Manages the project relationships to ensure that the project produces the products following the agreed requirements

Responsible for developing the **sustainability management approach** as delegated by the **project executive**



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Sustainability Roles - 5

The Project Manager

For monitoring and supporting the safety and wellbeing of team members and the sustainability of the **project approach**

Assess and update the **business case**, benefits management, and **sustainability management approaches** at each stage end

Responsible for **project sustainability reporting**, produces lesson, exception, end stage, and end project reports



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Sustainability Roles - 6

Project assurance

Advise the **project manager** on the **sustainability management approach** and confirm with the project board that it complies with business policies



Assure the **project board** of the implementation of the **sustainability management approach** (such as whether the value-for-money solution is constantly reassessed)

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Sustainability Roles - 7

Team Manager

Produce checkpoint reports

Monitoring and supporting the safety and wellbeing of team members, **sustainability of the team's approach**, and responsible team **sustainability reporting**

**Project support**

Maintain baseline and change control for **sustainability management approach**

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PRINCE2® Sustainability Management

PRINCE2 Sustainability Delivery Method

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PRINCE2 Sustainability Delivery Method - 1

Projects are often used to drive forward an organization's sustainability targets, whether that is their primary focus or as a by-product of how the targets are delivered

You need clear **accountability** for sustainability targets across the project ecosystem:

Captured in the **business case**

Captured in the requirement setting

Captured in the people's role descriptions

Important, as the **project organization** impacts project's ability to deliver sustainably



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PRINCE2 Sustainability Delivery Method - 2

The Project Approach should empower team members to deliver sustainably, embedding sustainability considerations into decision-making...



... while ensuring a diversity of perspectives to challenge the way things have always been done



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PRINCE2 Sustainability Delivery Method - 3

The project management team structure and role descriptions should define responsibilities for delivering the **sustainability targets** and how they will be managed once the project is concluded



The commercial management approach should ensure that the way products are **ethically procured**, and the applied performance measures support meeting sustainability targets

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PRINCE2 Sustainability Delivery Method - 3

Projects often cannot fulfil all user expectations without regard to **constraints**

For example, a desirable product option with a high energy demand may conflict with sustainability constraints set for the project



It is helpful to prioritize quality specifications for each **product** to ensure that the most critical requirements are met



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PRINCE2 Sustainability Plans

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PRINCE2 Plans and sustainability - 1

Plans can address sustainability in several different ways:

Product sustainability



In identifying and describing the required products, it helps to determine the **product's environmental impact** through its entire lifecycle, including **disposal** where appropriate



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PRINCE2 Plans and sustainability - 2

Benefits sustainability



Projects often deliver **benefits** after they have been closed and may fail to achieve the expected benefits because there are only **limited means** to sustain these benefits

For example, ongoing training and **user support** were not considered when defining the **project's scope** ...



... so to avoid this problem - identify requirements to ensure **benefits sustainability**

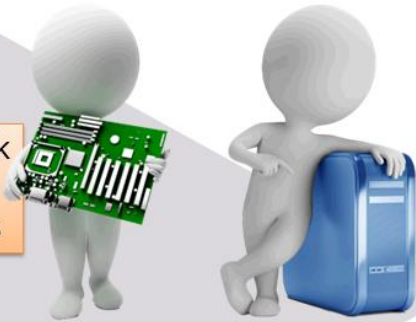
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PRINCE2 Plans and sustainability - 3

Delivery sustainability

There are project choices in planning work packages and stages that can affect the **climate impacts** of the delivery activities



Agreeing to **sustainability tolerances** helps the project manager and project board to keep things like **fuel consumption and production wastes** aligned with the organizational strategy

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PRINCE2 Plans and sustainability - 4

Targets and tolerances

Stage plans and team plans may also include sustainability and risk tolerances

Product sustainability

Sustainability requirements should include the organization's ability to **sustain expected benefits** after delivery ...

... and its ability to achieve its expectations for the project's environmental impacts and its products (**environmental sustainability**)



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PRINCE2 Plans and sustainability - 5

Targets and tolerances**Product sustainability**

Both aspects can be addressed at a high level in the **Project product description**

Product descriptions should include product sustainability requirements captured as **quality specifications or acceptance criteria**

Product sustainability considers both the **environmental impact of the product** and the characteristics that will ensure that the product can **realize its benefits** over its expected lifetime

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PRINCE2 Plans and sustainability - 6

Targets and tolerances**Product sustainability**

Consider how a product will be **decommissioned** if that work represents a significant portion of its overall **environmental impact**

Product sustainability quality expectations can usually be derived from **product supply chain** information and how the business intends to use and support the development

Quality specifications related to Environmental sustainability:

Quality specifications may need to reference regulatory or advisory standards

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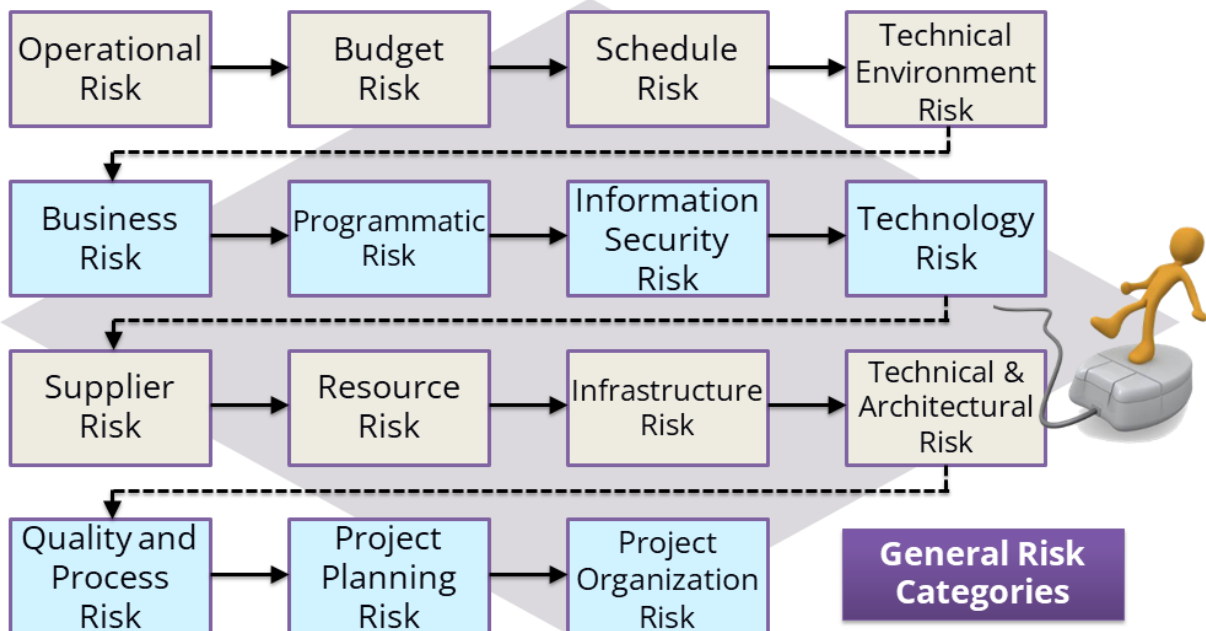
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PRINCE2 Sustainability Risk & Issue Planning

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Sustainability Risk Planning - 1



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Sustainability Risk Planning - 2

How do you integrate **sustainability risk assessment** into your strategic planning process?

Sustainability risk assessment is a process of identifying, analysing, and managing the potential environmental, social, and governance (**ESG**) impacts of your business activities, products, and services

It helps you to align your strategic goals with the expectations of your stakeholders, customers, regulators, and society at large

It also enables you to **seize opportunities**, reduce costs, enhance reputation, and **mitigate threats**

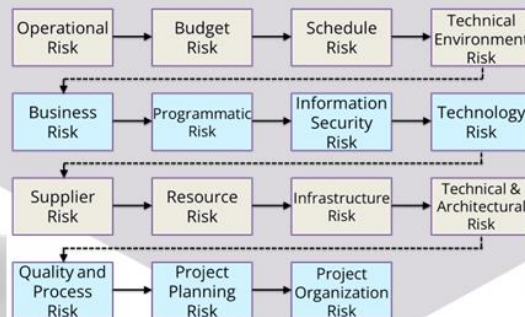
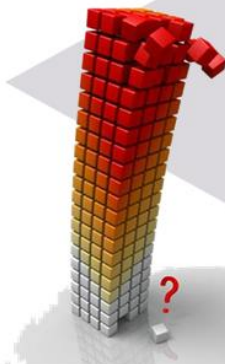


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Sustainability Risk Planning - 3

Threats and opportunities can impact the project's objective of delivering an agreed **scope** and **benefits** to an agreed time, cost, and quality within agreed **sustainability targets**



The use of **risk categories** helps projects **identify and prioritize risks**

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Sustainability Risk Planning - 4

PESTLE (political, economic, social, technological, legal, and environmental) analysis and **SWOT** (strengths, weaknesses, opportunities, threats) analysis can analyse the internal and external context for risks



These techniques also help to identify **sustainability risks** that may affect the project and can also help to identify the most **appropriate owners**



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Sustainability Risk Planning - 5

The project includes sustainability targets and tolerances into its **business case**, which should be assessed for **risks**

Sustainability Risk management may include:

Defining the approach to managing risks relating to the Sustainability of the **project work** (for example, the project not meeting its **sustainability performance targets**)



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Sustainability Risk Planning - 6

Defining the **approach** to managing **risks** relating to the sustainability of the **project product**, or **products** that may not meet their **sustainability performance requirements**

Add **Sustainability** into the **risk register** and include them in regular risk communications

Include **the cost** of responding to sustainability risks into the **risk budget** (for example, extreme weather may affect the project or the resilience of the supply chain)



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Issue and Changes Sustainability

Sustainability can be a source of significant **issues and changes outside** the project ...

... particularly in **regulatory requirements** and **supplier capabilities**

If sustainability and environmental impacts are significant project aspects ...

... the **Issue Management Approach** should ensure that a **project management team member** is responsible for monitoring **external sources** of potential issues and changes



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PRINCE2 Progress Management Sustainability

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Sustainability Progress Control

Progress control involves measuring actual progress against the performance targets of Sustainability

This is used for decision-making, such as to approve a stage or work package ...

... escalate deviations, or to prematurely close the project and take actions as required

Sustainability progress is monitored at work package, stage, and project level



Project



Stage



Work Package



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Sustainability tolerance types by layer

Limits on the agreed sustainability metrics for Sustainability will be included in the **Business Case, Stage Plan, Work package descriptions, and Product descriptions**

The project board may set more specific stage-level **sustainability tolerances** when authorizing a stage ...

... or by the project manager when approving work packages, especially from external suppliers

Some Sustainability areas will fall under **legislation, regulation, or business layer policies**, and need evidence to support compliance



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Progress Management Sustainability - 1

Progress management gathers data on sustainability aspects recorded in the **Project Initiation Documentation** that are **project critical success factors**

These check that the project remains within its **sustainability tolerances** and parameters established by the **business layer**

Progress management must be able to identify and report on the data required to support this evidence

The project executive may request an **audit** of the project if compliance against sustainability regulations is required

Advice should be sought from the **quality assurance function** with the business or programme



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Progress Management Sustainability - 2

Sustainability reporting should not be separate from the agreed reporting requirements but rather **integrated** into the cyclical analysis of the project data by the project manager, team managers, and project support

The activities in the plans should consider data needed to satisfy **sustainability analysis**, as well as for the other **tolerances** within the project ...

... so that evidential-based **sustainability reporting** is a consequence of **progress management** rather than something that requires additional activities or resources



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Directing a Project Sustainability

The **project board** approves the initial and updated versions of the **Sustainability Management Approach** for alignment with the **Business Case** and **Business Approach**

The project board agrees benefits and sustainability tolerances with the **business level** and sets the **stage level tolerance** for them

The activity **give ongoing direction** provides advice on project-relevant reporting requirements such as business' sustainability objectives and **ESG**

The management approaches are derived from **sustainability expectations** captured in the **project product description**.

It is then possible to establish the **project controls** to create the **sustainability management approach**



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Initiating a Project Sustainability

The **outline business case** in the **project brief** is developed further into a **full business case ...**

... ready for approval by the project board based on a better understanding of the project and the proposed option

The **sustainability management approach** is developed to support the business case and provide input for establishing **controls**



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Controlling a Stage Sustainability

The **business case** is regularly checked to ensure that it remains viable, otherwise the project board must be informed

The **sustainability management approach** is applied, and their requirements are included in **work package** descriptions for the stage



Ensure that each **product** in the **work package** has gained its requisite **approval** as defined in the sustainability responsibilities in their **product descriptions**



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Managing Product Delivery Sustainability

Sustainability management requirements defined in the **work package description** are **fulfilled** when **executing the work package**



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Managing a Stage Boundary Sustainability

It is a **PRINCE2 principle** that a project must ensure continued business justification

The end stage performance of the project is assessed, and the **business case** updated to reflect any changes to forecast costs, risks, benefits plus any external project changes affecting the business case

Normally, **The project board** is only authorized to continue while the project remains viable - benefits will be realized within sustainability parameters established in the agreed business case

The sustainability management approach is reviewed and updated if required



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Closing a Project Sustainability

The performance of the project at the end of the project is assessed, and the **business case** is updated to reflect the actual costs and benefits as well as a forecast of benefits yet to be realized



The benefits and sustainability management approaches are reviewed and updated for post-project responsibilities if required

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Management Document Sustainability

Business Case

Specific targets relating to sustainability that the project must meet

The Plan document

The performance targets and the permissible deviations for scope, cost, and time at the level of the plan

Stage plans and team plans may also include sustainability and risk tolerances

PID content

The sustainability management approach defines the actions, reviews, and controls that will be established to ensure achievement of project sustainability performance targets



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