CSPP™

Exam Content Outline

Certified Sustainable Project Professional

PMI Green Project Management.

PMI & GPM

CERTIFIED SUSTAINABLE PROJECT PROFESSIONAL (CSPP)™

Certification for Practitioners and Non-Practitioners

EXAMINATION CONTENT OUTLINE MARCH 2026

V2

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Contents

Introduction

The joint venture between the Project Management Institute (PMI) and Green Project Management (GPM) brings together global expertise to advance sustainability in project management. This collaboration supports the evolution of the profession by equipping project professionals with the knowledge and practices needed to deliver projects that create long-term environmental, social, and business value.

PMI offers two pathways to earn the CSPP (Certified Sustainable Project Professional) certification: one for certified practitioners and one for non-certified practitioners. Both pathways enable candidates to demonstrate their ability to apply sustainable project management principles across the project lifecycle while balancing business objectives with environmental and social considerations.

Sustainable project management is training professionals to apply sustainability principles within project governance, planning, and delivery so that projects produce positive environmental, social, and economic outcomes. It extends beyond delivering scope on time and within budget, focusing instead on creating lasting value by integrating environmental stewardship, social responsibility, and long-term economic performance into project decision-making and delivery.

The P5 Standard provides guidance on identifying and measuring sustainability impacts across projects. The accompanying Practice Guide complements the standard by outlining practical, iterative approaches for integrating sustainability considerations into project planning, execution, and governance.

Together, these resources support project professionals in embedding sustainability into everyday project practices and delivering outcomes that align with organizational and stakeholder expectations.

Eligibility Requirements

A **Certified Practitioner** is someone who has a qualifying certification or degree (see list). If you hold a qualifying certification in active status or a Master's degree in Project or Program Management, you should take the version for certified practitioners.

This version of the exam is designed for individuals with core project knowledge. It features a shorter exam format with a focus on sustainability principles and methods.

A **Non-Certified Practitioner** is someone who does not have a qualifying certification or degree. If you do not hold a qualifying certification or degree, you should take the version for non-certified practitioners.

This version of the exam is designed for individuals with limited or basic project knowledge. It features a longer exam format with a proportional number of questions on project management considerations and on sustainability principles and methods.

Education Requirements
Certified and Non-Certified Practitioners

Certified Practitioners

<table>
<tr><th>Learning</th><th>Academic Education</th><th>Professional Certification</th></tr>
<tr><td rowspan="3">12 hours of formal education related to Sustainability in Project Management</td><td>Bachelor's Degree, High School Diploma (or global equivalent), General Education Development (GED), or General Education Certificate</td><td>Qualifying Project Management Certification *in good standing.
PMI PMP, PfMP, PgMP & CAPM
AACEI CCP
APM PMQ, ChPP. RegPM, MPLSC
AIPM CPPM, CPSPM, or RegPM
IPMA Level D, C, B, or A
PRINCE2 Project Manager Practitioner
PRINCE2 Programme Manager Practitioner
PRINCE2 Portfolio Manager Practitioner</td></tr>
<tr><td colspan="2">OR</td></tr>
<tr><td>Master's degree, with a concentration in Project or Program Management from an accredited college or university.

*Sustainability degrees do not qualify</td><td>NA</td></tr>
</table>

Non-Certified Practitioners

Learning	Academic Education	Professional Certification
20 hours of formal education related to Sustainability in Project Management	Secondary diploma (high school diploma, GED, or global equivalent)	NA

Learning Courses

Certified and Non-Certified Practitioners

The e-learning course provides foundational knowledge to support exam preparation. Candidates are encouraged to supplement their study with additional resources and practical application of the concepts.

Certified Practitioners: Sustainable Project Management for Certified Practitioners

In today's rapidly evolving business landscape, sustainability is no longer an option - it's a necessity. A study by Accenture and the UN Global Compact reveals that 93% of global CEOs across diverse industries believe sustainability is integral to their success. In partnership with Green Project Management, this course is your ticket to merging top-tier project management skills with a deep commitment to sustainability. The course is an entry point into joining a movement in championing sustainable project management, urging you to redefine how projects are delivered.

Non-Certified Practitioners: Sustainable Project Management

In this course, you'll learn about sustainable project management - what it is, what you should think about, and what tools are available. Throughout, you'll see traditional project management topics such as leadership, uncertainty, and requirements, along with an introduction to PRiSM and P5. This course both educates and trains you in what you need to know to effectively address and manage sustainability in projects to ensure both the management of the project and the outcome are sustainable. It is virtual and interactive using adult learning techniques.

Registering for the Exam

To be eligible for the CSPP certification (Certified Practitioner or Non-Certified Practitioner), you must meet the required education and project knowledge and/or experience criteria.

Completion of sustainability in project management training through the Certified Sustainable Project Professional (CSPP)™ Exam Prep Course or an authorized training partner is **required** before you can schedule your examination.

Before beginning your application, confirm that you meet the eligibility requirements and determine whether you qualify for the Certified Practitioner or Non-Certified Practitioner pathway.

Once you start an online application, it cannot be canceled. However, you may save your progress, return later, and edit any information you have entered. The application will remain open for 90 days, and PMI will send email reminders during this period to help you complete it.

Please ensure that you provide a valid and unique email address, as this will be the primary method of communication from PMI throughout the certification process.

After your application is approved, you are responsible for scheduling and completing your exam within the one-year eligibility period. PMI will send reminders to support you throughout this timeframe.

> **NOTE:** Electronic communications from PMI may inadvertently be blocked or forwarded to bulk mail folders by some spam filters. Please add customercare@pmi.org to the personal address book in your email program to help ensure that you don't miss important updates from PMI.

Before you submit the application, you will be **required** to read and agree to the PMI Code of Ethics and Professional Conduct and the Certification Application/Renewal Agreement, which can be found in the PMI Certification handbook and on PMI.org.

You can also use the online certification system to:

- View your submitted certification application
- View your examination eligibility status
- Complete the PMI audit process
- Download your exam reports with the pass/fail status
- Apply and submit payment to take or retake any PMI examination and/or evaluation
- Submit payment for certification renewal
- Download receipts
- Access your certification record and update your contact information
- View your listing on the Certification Registry

Domains and Tasks

This document provides details about the structure for the CSPP Certification Exam Content Outline (ECO), including domains, tasks, and enablers.

Domain: Defined as the high-level knowledge area that is essential to the practice of project management.

Tasks: The underlying responsibilities of the project manager within each domain area.

Enablers: Illustrative examples of the work associated with the task. Please note that enablers are not meant to be an exhaustive list but rather offer a few examples to help demonstrate what the task encompasses.

- The Certified Sustainable Project Professional™ (CSPP™) for Practitioners certification exam will include questions that address tasks across Domains 1 through 5 and aligns with the distribution shown on the exam content outline.

- The Certified Sustainable Project Professional™ (CSPP™) certification exam (for non-certified practitioners) will include questions that address tasks across Domain 1 through 6 and aligns with the distribution shown on the exam content outline.

Exam Content Outline

The following table identifies the proportion of questions from each domain that will appear on the examination. These percentages are used to determine the number of questions related to each domain and tasks that should appear on the multiple-choice format examination.

Domain	Percentage of Items on Exam for **Certified Practitioners**	Percentage of Items on Exam for **Non-Certified Practitioners**
Foundations of Sustainable Project Work	18%	12%
PRiSM (Project Integrating Sustainable Methods) Life Cycle Approach	18%	23%
P5 Standard: Sustainability and Impact Analysis	36%	24%
Developing a Sustainability Management Plan based on Sustainability Standards	18%	12%
ESG & Sustainability Reporting, Governance, and Project Communications	11%	7%
Project Management Considerations	N/A	23%

Domain I	FOUNDATIONS OF SUSTAIBABLE PROJECT WORK
Task 1	**Determine Sustainability Objectives** • Identify principles of sustainability • Identify why organizations adopt sustainable practices • Identify why individuals commit to sustainability
Task 2	**Explain the Triple Bottom Line in relation to People, Planet, and Prosperity** • Determine people considerations • Determine planet considerations • Determine prosperity considerations
Task 3	**Recall major global frameworks that influence sustainability and their significance** • Identify the purpose of the UN Sustainable Development Goals (SDGs) • Match ESG components to their corresponding focus areas (environmental, social, governance) • Recognize principles of the UN Global Compact
Task 4	**Identify the role of sustainability reporting and ESG disclosures in project contexts** • Identify sustainability reporting standards & Frameworks (GRI, SASB, TCFD, and the IFRS Sustainability Disclosure Standards) • Determine key differences between ESG Disclosures and Sustainability Reports for a specific scenario • Identify accurate mapping of P5 Elements to Reporting Standards
Task 5	**Define sustainability, regeneration, and resilience in project environments** • Determine how to reduce negative environmental impact and conserve resources during a project • Design so as to improve the environment and/or community in which a project lives • Design project to withstand or recover from unexpected extreme events (withstand extreme heat, plan for multiple energy sources, etc.)

Domain II	PRiSM (PROJECT INTEGRATING SUSTAINABLE METHODS) LIFE CYCLE APPROACH
Task 1	**Identify core PRiSM concepts and principles** • Identify project management concepts as they relate to PRiSM • Identify features of the PRiSM Project Life Cycle • Identify key PRiSM deliverables
Task 2	**Apply the PRiSM life cycle phases in a given project scenario** • Determine appropriate staffing and personnel in a given scenario • Determine deliverables • Determine how to manage risks and opportunities • Determine how to manage costs and finance • Determine project time and schedule for a given scenario • Select appropriate management plans
Task 3	**Determine PRiSM supporting processes for a given scenario** • Select appropriate stakeholder engagement practices for a given scenario • Select an appropriate estimation process • Determine the appropriate process for developing a team in a given scenario • Select sustainable procurement processes • Determine performance monitoring and control processes in a given scenario • Select appropriate processes for change control, configuration management, and issue management
Domain III	**P5 STANDARD: SUSTAINABILITY AND IMPACT ANALYSIS**
Task 1	**Identify the structure and purpose of the P5 Standard** • Identify P5 Categories, Subcategories, and Elements • Identify P5 Perspectives and Lenses • Determine P5 impacts on Projects, Programs, and Portfolios
Task 2	**Perform a P5 Impact Analysis to identify sustainability impacts** • P5 Impact Lenses for Product (Product Lifespan and Servicing) • P5 Impact Lenses for Process (Efficiency of Project Processes, Effectiveness of Project Processes, and Fairness of Project Processes) • Determine how to integrate a sustainable value chain in a given scenario • Determine sustainable impacts to Projects, Programs, and Portfolios
Task 3	**Evaluate results of a P5 Impact Analyses in a given scenario** • Identify P5 Impact Analysis features (P5IA Mechanics, Assigning Items to Elements, Format) • Determine Project Status Reporting and project closure for a given project
Task 4	**Evaluate People impacts for a given scenario** • Determine appropriate Labor Practices and Decent Work for a given context (employment & staffing, labor/management relations, project health & safety, training & qualification, organizational learning, equal opportunity, local competence development, work-life harmony and mental health) • Determine how to manage society and customer concerns in a given context (Community Engagement, Public Policy & Compliance, Protection for Indigenous & Tribal Peoples, Customer Health & Safety, Product and Service Labeling, Customer Privacy and Data Protection) • Identify Human Rights considerations for a given scenario (Harassment and Discrimination, Age-Appropriate Labor, Forced & Involuntary Labor, Talent Acquisition/Retention/Empowerment)

	• Determine Ethical Behavior in a given scenario (Sustainable procurement practices and contracts, anti-corruption, fair competition, responsible technology, green claims and greenwashing)
Task 5	**Evaluate Planet and Prosperity impacts for a given scenario** • Determine transport considerations for a give context (Local Procurement, Digital Communication, Traveling & Commuting, Logistics) • Identify Energy considerations in a given scenario (Energy consumption, Greenhouse gas emissions, renewables and clean energy return) • Identify sustainability considerations for Land, Air, and Water in a given scenario (Biological Diversity, Air and Water Quality, Water Consumption, Water Displacement, Soil Erosion & Regeneration, Noise pollution) • Determine appropriate Consumption processes for sustainability in a given scenario (Recycling and reuse, disposal, contamination & pollution, waste generation) • Determine how to calculate Project Feasibility (Business case analysis, financial analysis, social return on investment, modeling and simulation) • Identify Business Agility considerations (Flexibility, Optionality, Resiliency) • Identify Market and Economic Stimulation for a given scenario (Local Economic Impact, Indirect benefits, ESG disclosures and sustainability reporting)
Task 6	• Identify materiality for ESG disclosures and sustainability reports

Domain IV	**DEVELOPING A SUSTAINABILITY MANAGEMENT PLAN BASED ON SUSTAINABILITY STANDARDS**
Task 1	**Evaluate aspects of a sustainability management plan for a given scenario** • Identify standards that support sustainable material reuse (circular economy) and procurement • Select environmental and energy management systems • Identify sustainably considerations for the management of assets, quality, occupational health & safety, anti-bribery, and risk & opportunity • Select standards for supporting sustainable development in communities and social responsibility
Task 2	**Identify the project manager's roles and responsibilities in implementing Sustainability Management Plan** • Identify the characteristics of a sustainable project manager (Table 3.1 in PG 3rd Ed, page 35) • Identify core concepts of systems thinking that a project manager should enact • Identify successful examples of systems thinking for a project manager managing a sustainable project • Distinguish roles/responsibilities between Project Managers, Project Sponsors, and PMO
Task 3	**Assess sustainability impact thresholds in a given scenario** • Identify sustainability impact thresholds for a given organization • Evaluate impact of sustainability thresholds to value chain for a given scenario • Determine impact to regulatory compliance and any associated consequences in a given scenario

Task 4	**Determine sustainability KPIs in a given scenario** • Determine which sustainability KPIs are relevant to a given scenario • Identify which considerations to include when determining KPIs
Task 5	**Identify sustainable procurement practices for a given scenario** • Determine sustainability concerns & ethical considerations from suppliers & the supply chain for a given scenario • Determine the procurement process, (including Supplier Selection, Contract Types, & Contract Management) for a given scenario

Domain V	ESG & Sustainability Reporting, Governance, and Project Communications
Task 1	**Identify types of sustainability-related communications and their importance** • Determine how to utilize P5 in ESG disclosures and sustainability reporting for a given scenario • Identify the key reasons for communication (building trust, increasing transparency, avoiding greenwashing, data accuracy, alignment, etc.) • Identify various forms of communication and their purpose
Task 2	**Explain the link between the project activities, ESG disclosures, and sustainability reporting** • Determine key differences between ESG disclosures and sustainability reports for a specific scenario • Identify the role of materiality in ESG reporting
Task 3	**Determine an appropriate governance and framework given a specific scenario** • Identify characteristics of good governance and its importance • Select an appropriate project governance framework given a context

Domain VI is specifically designed for **non-certified practitioners** and focuses on foundational knowledge areas for individuals new to project management without core project knowledge. Certified practitioners are not tested on domain VI.

Domain VI	PROJECT MANAGEMENT CONSIDERATIONS
Task 1	**Apply value management in sustainable project delivery** • Apply the appropriate value management process for a given context (including identifying core concepts, determining what information to gather, identifying value drivers, and implementing changes) • Determine how to generate, evaluate, and refine alternatives
Task 2	**Manage project change control in alignment with sustainability objectives** • Determine how to apply the Organizational Change Management (OCM) process to their project • Identify the links between sustainability in the project to the broader OCM • Identify the intersections of Project Management and OCM • Select the processes associated with specific change models

Task 3	**Define and evaluate sustainable project success** • Differentiate traditional vs. sustainable project success metrics • Select aspects of sustainable project success in a given context • Identify the dimensions of sustainable project success • Select appropriate sustainable success criteria for a given scenario
Task 4	**Manage project artifacts (stakeholder engagement plan, budget, schedule, issues log, procurement plan, scope, etc.)** • Identify appropriate stakeholder engagement plans for a given scenario • Determine project budgeting and adjustments given a scenario • Determine project scheduling and adjustments given a scenario • Determine what to include in an issues log or risk register • Determine how to manage scope and scope creep in a given context
Task 5	**Identify sustainability-related activities in each project management phase** • Identify sustainability-related activities in the initiating phase • Identify sustainability-related activities in the planning phase • Identify sustainability-related activities in the execution phase • Identify sustainability-related activities in the monitoring & control phase • Identify sustainability-related activities in the closure phase

CSPP Certification Exam Information

The CSPP is available to take in-person at a center and proctored online. Online proctored exams will require system tests and an extensive check-in process. Please allow for time prior to your exam to ensure you complete these processes.

• For in-person testing centers and availability, review test centers near you by visiting: https://www.pearsonvue.com/us/en/pmi.html

• For online proctored testing, review and complete necessary system checks by visiting: https://www.pearsonvue.com/us/en/pmi/onvue.html

PMI will e-mail you exam scheduling instructions with your eligibility code, which you will need when scheduling your exam appointment. You can schedule your exam appointment online or by telephone. Full details can be found in the certification handbook and within the examination scheduling instructions.

For Certified Practitioners

The CSPP certification exam for certified practitioners is comprised of 100 questions and 15 are considered pretest questions. Pretest questions do not affect the score and are used in exams as an effective and legitimate way to test the validity of future exam questions. All questions are randomly placed throughout the exam.

Number of Scored Questions	Number of Pretest (Unscored) Questions	Total Exam Questions
85	15	100

- For Certified Practitioners, the allotted time to complete the computer-based and online-proctored exam is **two hours**.

Allotted Exam Time
120 Minutes

For Non-Certified Practitioners

The CSPP certification exam for non-certified practitioners is comprised of 145 questions and 15 are considered pretest questions. Pretest questions do not affect the score and are used in exams as an effective and legitimate way to test the validity of future exam questions. All questions are randomly placed throughout the exam.

Number of Scored Questions	Number of Pretest (Unscored) Questions	Total Exam Questions
130	15	145

- For Non-Certified Practitioners, the allotted time to complete the computer-based and online-proctored exam is **two hours and fifty-five minutes**.

Allotted Exam Time
175 Minutes

The CSPP certification exam for non-certified practitioners, has one **10-minute break** in the exam. The break occurs approximately midway through exam. Please note, once you review your responses and start your break you will **not** be able to return to the questions from the previous section of the exam.

Once your 10-minute break is over, you will be able to resume your exam to continue with the next section. For online proctored exams, please remember that once you re-enter the webcam view, you are expected to remain in view and all personal items must be placed out of arm's reach. If you do not return to the room at the conclusion of your 10-minute break, your exam timer will resume counting down until you return. You will not be permitted to take any additional breaks during the exam for any reason and leaving your desk will invalidate your score.

It may take you less than the allotted time to complete the exam.

The exam is preceded by a tutorial and followed by a survey, both of which are optional and take up to 15 minutes to complete. The time used to complete the tutorial and survey is not included in the exam time.

Retaking the Exam

If you do not pass the examination on your first attempt, you may continue your preparation and retake the examination. Candidates may take the examination up to **three times** within the one-year eligibility period**.**

If you do not pass after three attempts, you must wait one year from the date of your last examination before reapplying for the CSPP certification. This policy helps maintain examination security and protects the integrity of the examination by limiting overexposure to examination content. During this waiting period, you may apply for and pursue other PMI certifications.

If your one-year eligibility period expires without a passing result, you must submit a new application and pay the applicable fees to continue pursuing the certification.

CSPP Certification Fees

The fees for obtaining the CSPP certification vary based on regional and membership pricing. PMI membership is **not required** to apply for or earn the CSPP certification. Examination fees must be paid to access and complete the required e-learning course.

After your application is approved, you will receive a one-year eligibility period to pass the examination..

If you need to retake the examination and your eligibility period remains active, you may do so at a reduced retake fee, based on regional and membership pricing.

Once an examination appointment is scheduled, cancellation or no-show fees may apply.

The CSPP certification must be renewed every three years. Renewal requires payment of a fee based on regional and membership pricing.

PMI currently accepts payments in the following currencies: USD, EUR, BRL, and INR.
Accepted payment methods include credit card and wire transfer.

If PMI membership is obtained after you submit payment for the certification, PMI will not refund the difference. Review all the benefits of PMI membership.

For more information about the certification fees, please see the PMI Certification Handbook.

Continuing Certification Requirements

Once you earn the CSPP certification, you must maintain it by completing **30 professional development units (PDUs)** every **three years**.
The Continuing Certification Requirements (CCR) Program supports your ongoing professional development and helps you stay current with evolving practices and industry expectations.

Through the CCR Program, you can:

- Continue learning and growing as a professional
- Stay relevant in your field
- Track and report your professional development activities
- Maintain the value and recognition of your PMI certification

All PMI certification holders are required to participate in the CCR Program and renew their certification every three years. For details on how to earn and report PDUs, please review the **Continuing Certification Requirements (CCR) Handbook**:
https://www.pmi.org/certifications/certification-resources/maintain

Resource Materials

Exam candidates should note that the Certified Sustainable Project Professional (CSPP)™ examination is a knowledge-based assessment aligned with the GPM P5 Standard for Sustainability in Project Management and the associated exam preparation course. All knowledge areas assessed on the examination are defined in the Exam Content Outline (ECO) *(see pages 8 – 13)*. While the P5 Standard and the exam preparation course provide important foundational knowledge, candidates should not rely solely on any single resource when preparing. Candidates are encouraged to review the ECO and supplement their preparation with additional study materials and relevant professional experience. The references listed below do not guarantee passing the exam.

The PMI-GPM® P5™ Standard for Sustainability in Project Management:
https://www.pmi.org/standards/gpm-p5-standard-for-sustainability-in-project-management-v3-1

Sustainable Project Management for Certified Practitioners Exam Prep Course:
https://www.pmi.org/dcpdp/sku/EL199

PMBOK Guide 8th Edition: https://www.pmi.org/pmbok-guide-standards/foundational/pmbok

The PMI-GPM Practice Guide for Sustainability in Project Management - Fourth Edition:

The GPM Sustainability Competence Standard:

The Project Sustainability Reporting Guide:

Sample Questions

1. A project team has completed stakeholder interviews and is now identifying likely social, environmental, and economic impacts of the proposed solution before detailed design begins. Using the PRiSM method, what should the project manager do next?

A. Finalize closure reporting requirements
B. Perform the initial P5 Impact Analysis
C. Freeze the Sustainability Management Plan
D. Approve phase-end acceptance criteria

2. What best describes materiality in the context of ESG disclosures?

A. The significance of sustainability matters to reporting users
B. The number of sustainability indicators selected
C. The cost of implementing sustainability actions
D. The type of materials used in the product

3. Which item belongs in a Sustainability Management Plan?

A. KPI definitions and monitoring cadence
B. Customer marketing themes and launch messages
C. Executive compensation assumptions and ranges
D. Organization-wide award nomination activities

4. A proposed material substitution would lower acquisition cost but increase waste generation and reduce recyclability. What is the best next step for the project manager?

A. Accept the change to protect the cost baseline
B. Reject the change to preserve the original scope
C. Evaluate the change through the P5 Impact Analysis and update planned responses
D. Defer the decision until procurement confirms supplier availability

5. Which statement best reflects sustainable project success?

A. Outcomes delivered that improve People, Planet, and Prosperity performance over time
B. Outcomes delivered with zero environmental impact as the sole success measure
C. Outcomes delivered on schedule regardless of long-term community effects
D. Outcomes delivered with maximum financial return and limited regard for system effects

Answers

1. Correct Answer: B

   Rationale: In PRiSM, the P5 Impact Analysis should be completed as early as possible, and in the PRiSM life cycle it is first done in the Discovery Phase. A is a closure activity, C is premature because the SMP is developed from the P5IA and then maintained, and D belongs later when design and acceptance conditions are more fully defined.

   Source: P5 Standard | 7.1 P5 Impact Analysis; Practice Guide | 5.2.2 Discovery Phase

2. Correct Answer: A

   Rationale: Materiality is about whether information is significant enough to matter to users of disclosures and reports. It is not simply the quantity of indicators, the cost of initiatives, or the physical materials used in the deliverable. This also aligns with your review comment that materiality should not be framed too narrowly as finance only.

   Source: P5 Standard | 6.3 Materiality; 6.4 Key Differences Between ESG Disclosures and Sustainability Reports

3. Correct Answer: A

   Rationale: The Sustainability Management Plan includes how sustainability will be managed, measured, reviewed, and reported. KPI definitions and monitoring cadence are core SMP content. The other options may exist elsewhere in the organization but are not core SMP components.

   Source: P5 Standard | 7.2 Sustainability Management Plan

4. Correct Answer: C

   Rationale: A sustainability-relevant change should be evaluated through the project's sustainability decision process, including reassessing impacts and updating responses in the relevant artifacts. A and B are premature because they skip analysis. D delays the decision without addressing the sustainability tradeoff.

   Source: P5 Standard | 7.1 P5 Impact Analysis; 7.2 Sustainability Management Plan; 4.4.1 Recycling and Reuse; 4.4.4 Waste Generation

5. Correct Answer: A
   Rationale: Sustainable project success is broader than the traditional iron triangle and stronger than a simple harm-minimization view. It should reflect enduring value across People, Planet, and Prosperity. B, C, and D each reduce success to a single dimension or ignore long-term consequences.
   Source: Practice Guide | 3.2 Sustainable Project Management; 5.3.6 Project Success Criteria