

# Sustainability in Projects: GPM® P5™ Standard and Japan Chapter's Agile SDGs Approach

13 June 2026 | 11:45 AM - 12:30 PM

Ryota INABA, PMP  
Director, PMI Japan Chapter  
TIS inc.

# Disclaimer

- The views and opinions expressed in the following presentation are those of the individual presenters.
- When used, slides are protected under the copyright laws of the United States of America and other countries. Used by permission. All rights reserved. Project Management Institute and PMI are registered trademarks. All other trademarks are the property of their respective owners.
- This presentation is for registered attendees of Asia Pacific-South Asia Leadership Institute Meeting 2026.

# Speaker

Ryota INABA

PMI Japan Chapter Director

Responsible for:

Lead the SDGs Startup Study Group at PMI Japan Chapter

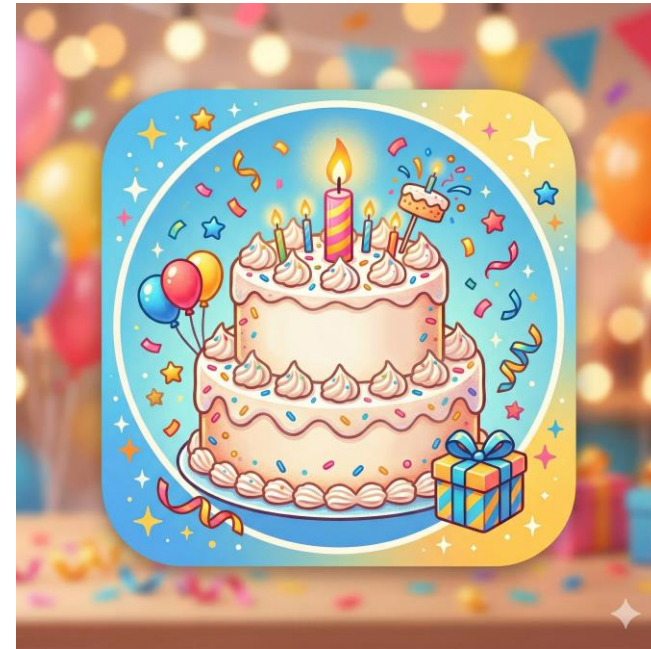
Areas of expertise:

HR, IT, Project Management, Agile, SDGs, and career consulting

In addition, I do project management for pro bono projects that solve social problems.



Yesterday, June 12, was  
My birthday !



# Learning Objectives

At the conclusion of this session, attendees will be able to:

- 1) Recognize the value of the GPM® P5™ Standard as a practical framework for integrating sustainability into projects.
- 2) Explain how an agile-based SDGs Startup Methodology helps launch sustainability projects under uncertain conditions.
- 3) Identify initial steps to start or strengthen sustainability initiatives within their own chapters.

# Opening Poll

**Which barriers does your chapter face when integrating sustainability into projects?**

- A) Lack of member interest or understanding
- B) Not knowing where to start
- C) No practical frameworks or tools available
- D) Time and resource constraints

→ *Please raise your hand for any that apply (multiple OK)*

# Part 1

## Why Sustainability in Projects Now?

# PMBOK® Guide Eighth Edition: Refined Principles

Released in November 2025,

the Eighth Edition redefined the principles into six:

Adopt a  
Holistic View

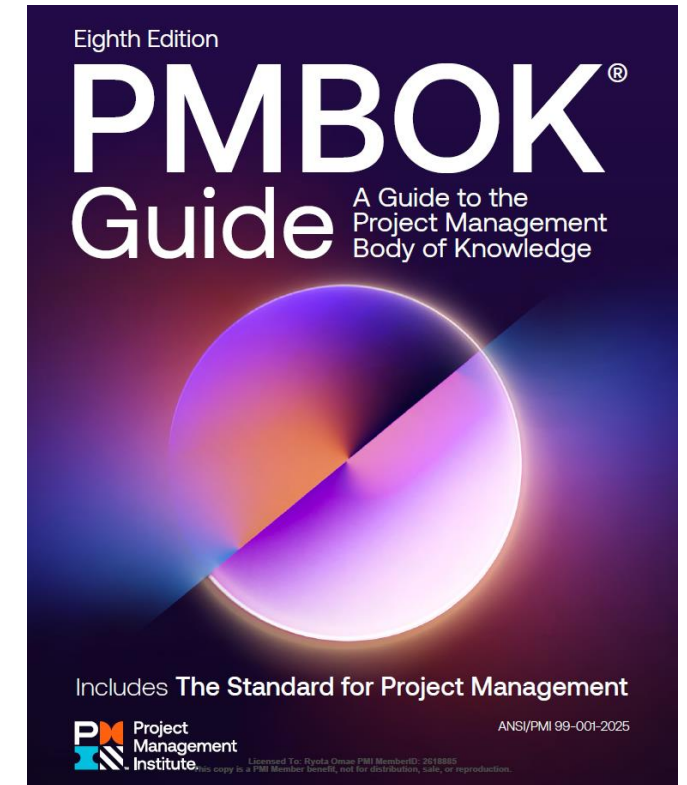
Embed Quality  
Into  
Processes &  
Deliverables

Build an  
Empowered  
Culture

Be an  
Accountable  
Leader

**Integrate  
Sustainability**

Focus  
on Value

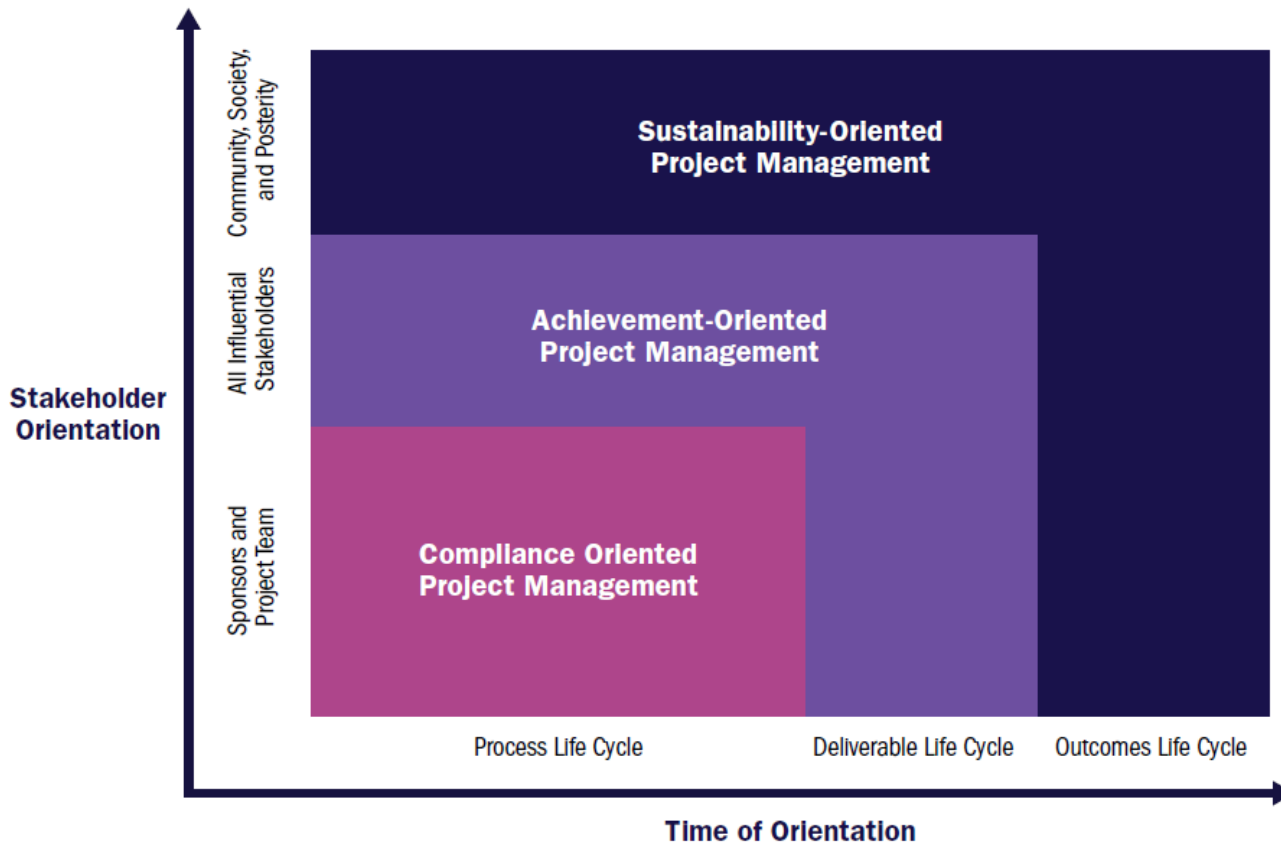


PMI, 2025, PMBOK® Guide Eighth Edition



# PMBOK® Guide Eighth Edition:

“Projects” play a key role in advancing sustainability



As sustainability is integrated into strategic goals for most organizations and communities, **projects play a pivotal role in realizing sustainable practices and outcomes.**

PMI, 2025, PMBOK® Guide Eighth Edition

# The Relationship Between Project Management and Sustainability

Figure 6 – Projects that Align with Social Impact Have Higher Perceived Success Rates

Aiming higher when defining a project's intended benefits by connecting one or more to a broader societal benefit improves the chances for success.

Linking project goals to the 17 SDGs increases the likelihood of success

NPSS of projects identified with benefits that contribute to a social good versus those that do not  
 Net Project Success Score (% rating successful - % rating failure)



PMI, Maximizing Project Success



# Sustainability is now a core PM principle

As chapter leaders,  
what can we do?

This session introduces two approaches.

# Part 2

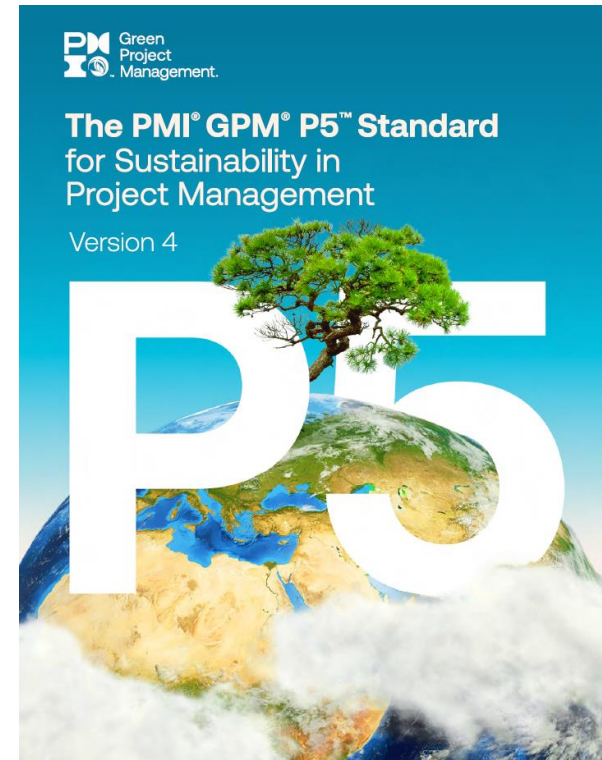
## GPM<sup>®</sup> P5<sup>™</sup> Standard

# What is GPM® P5™ Standard?

An international standard for sustainable project management developed by GPM (Green Project Management)

A framework to systematically assess sustainability impacts of projects across People, Planet, and Prosperity

**A joint PMI-GPM standard. Latest version (V4) released April 2026 (free download for PMI members)**



PMI, 2025, GPM P5 Standard for Sustainability in Project Management v4.0

# Five Lenses for Assessment

Two perspectives (Product and Process) are evaluated through five lenses

**Product**

**Process**

**Lifespan**

**Servicing**

**Effectiveness**

**Efficiency**

**Fairness**

Time from  
market  
launch to  
retirement

Content of  
the  
services  
provided

Degree of  
goal  
achievement

How  
efficiently the  
project is run

Equitable  
treatment  
regardless of  
status



People



Planet



Prosperity

# Three Assessment Areas: 52 Items Total

## People 24 Items

- Labor Practices & Decent Work
- Ethical Behavior
- Society & Customers
- Human Rights

## Planet 18 Items

- Transport
- Energy
- Land, Air & Water
- Consumption

## Prosperity 10 Items

- Project Feasibility
- Market & Economic Stimulation
- Business Agility

**Every project has its own sustainability context.  
P5 is a powerful tool — tailor it to yours.**

# Part 3

## PMI Japan Chapter Best Practice: Agile-Based SDGs Startup Methodology

# The Reality: SDGs Projects Struggle to Launch

## Three Walls of SDG Compass

**Step 1:  
Understand  
SDGs**

→ Hard to internalize 'why'  
beyond compliance

**Step 2: Define  
priorities**

→ Too many goals, unclear  
where to start

**Step 3: Set  
goals**

→ No way to measure  
impact or success

**Many people talk about  
Why SDGs and  
What Is SDGs**

**We advocate for  
How To Achieve SDGs**

GRI, UNGC & WBCSD, 2015

# Why an Agile Approach?

**Do the Right Things Right**

**Explore 'the right thing'  
Social Design Thinking**

**Explore 'the right way'  
Social Agile**

**Create ideas with  
Design Thinking**

**Validate hypotheses with  
an Agile mindset**

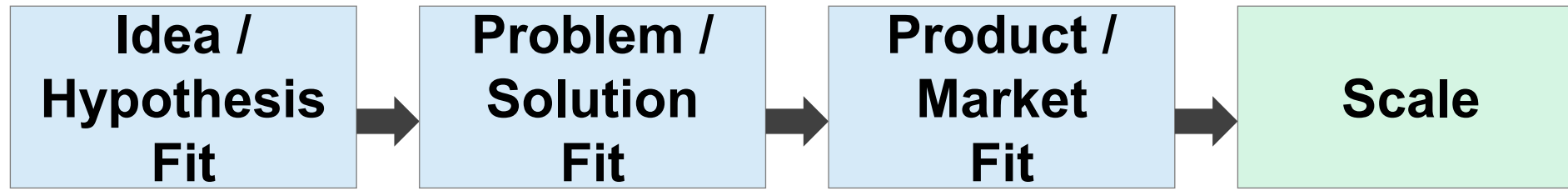
**Learn fast from failure**

Sustainability projects are highly uncertain  
— traditional plan-driven approaches struggle

- Neither 'the right thing' nor 'the right way' is known upfront
- Exploration is essential

# SDGs Startup Methodology Overview

## Method 1: SDGs Startup Process (Lean Startup-based)



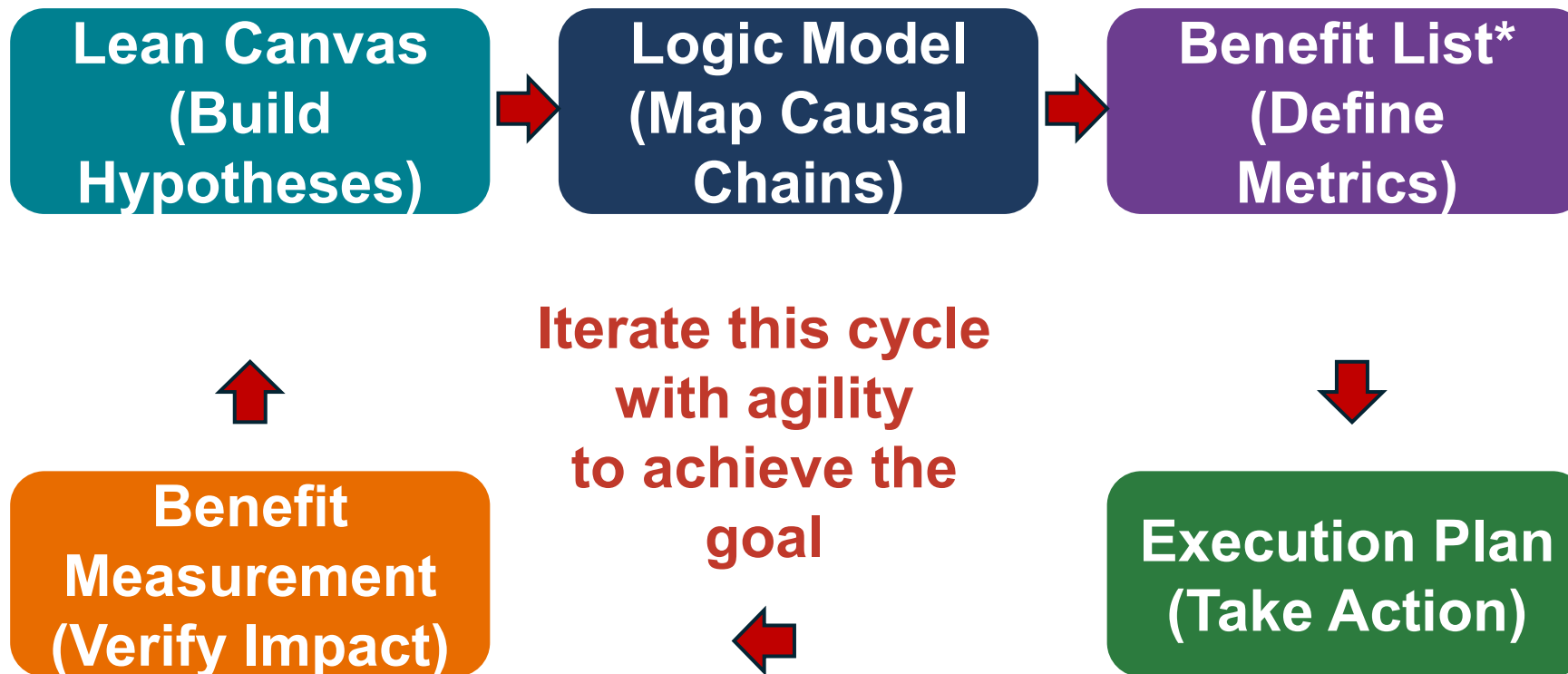
## Method 2: SDGs Startup Framework (SDG Compass-based)

1. Understand SDGs	Learn about SDGs Develop concept	Lean Canvas
2. Define Priorities	Define targets Decide priorities Create action plan	Logic Model
3. Set Goals	Define evaluation criteria	Benefit List

Iterate the cycle with an agile approach

to sharpen hypothesis validation

# SDGs Management Cycle



\* Benefit List is a PMI Japan Chapter original tool

# Our Seven Years of Results

**Since  
2019**

Started

**120+**

Organizations  
served

**7 Years**

Continuously  
evolving

**Free**

Workshop  
series

- Established SDGs Startup Study Group within **Japan's Cabinet Office Regional SDGs Platform**
- Delivered 3-session workshop series per year to corporations, government, schools, and NPOs
- Hands-on practice support: PMI Japan Chapter members mentor real SDGs projects
- Digital badges awarded to workshop graduates since 2024

# Selected coaching engagements

	Reuse business	Regional dev. firm	Technical college
<b>What they do</b>	Saves items, sells globally	Govt ↔ donor platform	Flood forecast stakeholder hub
<b>What we did</b>	Coached him to voice his vision	Coached design cycles 2+ years	Set goals with 3 planning tools
<b>What changed</b>	Story spread; 7 awards earned	130 cities; ¥270M donations	Forecasts live; 326 trained
<b>MORE</b>	<p><b>M</b> Manage Perceptions</p> <p><b>O</b> Own Project Success</p>	<p><b>R</b> Relentlessly Reassess</p>	<p><b>E</b> Expand Perspective</p>
<p>All three owned real-world outcomes — beyond just delivering tasks</p>			

# Mid-Session Poll

**Which aspects are relevant to your chapter's context?**

- A) Systematic sustainability assessment with GPM P5 Standard
  - B) Agile methodology for launching SDGs projects
  - C) A comprehensive approach combining both
  - D) Still figuring out which fits my chapter best
- *Please raise your hand for any that apply (multiple OK)*

# Assess & Explore: Two Approaches, One Goal

## Assess GPM® P5™ Standard

- Systematically evaluate sustainability impacts of your project
- What impact are we making?

## Explore SDGs Startup Methodology

- Discover the right path through agile hypothesis validation
- How do we find the right path?

**Assess what matters, Explore what works**

Use P5 to check whether initiatives from the SDGs Startup Methodology create unintended negative impacts

# Alignment with M.O.R.E. Framework

**M**

## Manage Perceptions

Communicate sustainability value so stakeholders understand why it matters

**O**

## Own Project Success

Connect project activities to societal outcomes, not just deliverables

**R**

## Relentlessly Reassess

Use agile, iterative approach to continuously test and improve

**E**

## Expand Perspective

Assess holistically across People, Planet, and Prosperity with P5

# Part 4

## Starting Your Chapter's Sustainability Journey

# How We Started: Lessons Learned

## **Step 1: Start small, move fast, then expand**

→ One study group → learn → grow

## **Step 2: Connect to an external platform**

→ Gain credibility and opportunities to test

## **Step 3: Systematize your methodology**

→ PMI standards as the base + agile, lean startup, and more

## **Step 4: Offer it widely and free**

→ Lower the barrier, reach diverse organizations

## **Step 5: Evolve through constant feedback**

→ Every workshop shapes the next version

# Your Chapter Can Do This Too

## Process Guide

We'll share our  
SDGs Startup  
Methodology  
process guide

## Frameworks & Tools

Lean Canvas,  
Logic Model,  
and Benefit List  
all shareable

## Mentoring

We'll support your  
chapter's  
launch with tailored  
guidance

**Calling all chapter directors:  
Let's launch SDGs Startup activities in your chapter too!  
We welcome collaboration —  
we'll share our methodology and mentor your kickoff.**

# Let's Get Started Together!

- Come talk to me after this session
- Reach out via email or LinkedIn
- Visit the PMI Japan Chapter SDGs page for resources:  
<https://www.pmi-japan.org/sdgs/>



# Key Takeaways

## 1) The GPM P5 Standard's assessment structure and how to use it

Evaluate sustainability impacts in projects using People, Planet, Prosperity across five lenses

## 2) The PMI Japan Chapter's best practice

The SDGs Startup Methodology's process guide, frameworks, and tools (Lean Canvas, Logic Model, Benefit List) — refined through seven years of delivery to 120+ organizations

Thank you!

*Let's continue the  
conversation!*



Ryota INABA

【繋がり歓迎】SDGs実現のためのア  
ジャイル・プロジェクトマネジメン...





Open Q&A

# Please Take Our Session Survey!

Complete the session survey, located in your **PMI Event App**!

Your feedback is important to us and helps our speakers learn, grow, and improve!!

## Access this session's survey:

1. Open the PMI Event App
2. Click the “More” menu item
3. Click “Surveys” to see available and completed surveys
4. Complete the brief survey for this session

