

# Candidate Handbook

ISO 20400 LEAD SUSTAINABLE  
PROCUREMENT MANAGER



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## SECTION I: INTRODUCTION

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### About PECB

PECB is a certification body which provides education<sup>1</sup> and certification in accordance with ISO/IEC 17024 for individuals on a wide range of disciplines.

We help professionals show commitment and competence by providing them with valuable evaluation and certification services against internationally recognized standards. Our mission is to provide services that inspire trust and continual improvement, demonstrate recognition, and benefit the society as a whole.

#### The key objectives of PECB are:

1. Establishing the minimum requirements necessary to certify professionals
2. Reviewing and verifying the qualifications of applicant to ensure they are eligible to apply for certification
3. Developing and maintaining reliable certification evaluations
4. Granting certifications to qualified candidates, maintaining records, and publishing a directory of the holders of a valid certification
5. Establishing requirements for the periodic renewal of certification and ensuring compliance with those requirements
6. Ensuring that candidates meet ethical standards in their professional practice
7. Representing its members, where appropriate, in matters of common interest
8. Promoting the benefits of certification to organizations, employers, public officials, practitioners in related fields, and the public

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<sup>1</sup> Education refers to training courses developed by PECB, and offered globally through our network of resellers.  
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## The Value of PECB Certification

### Why Choose PECB as Your Certification Body?

#### Global Recognition

Our certifications are internationally recognized and accredited by the International Accreditation Service (IAS); signatory of IAF Multilateral Recognition Arrangement (MLA) which ensures mutual recognition of accredited certification between signatories to the MLA and acceptance of accredited certification in many markets. Therefore, professionals who pursue a PECB certification credential will benefit from PECB's recognition in domestic and international markets.

#### Competent Personnel

The core team of PECB consists of competent individuals who have relevant sector-specific experience. All of our employees hold professional credentials and are constantly trained to provide more than satisfactory services to our clients.

#### Compliance with Standards

Our certifications are a demonstration of compliance with ISO/IEC 17024. They ensure that the standard requirements have been fulfilled and validated with the adequate consistency, professionalism, and impartiality.

#### Customer Service

We are a customer-centered company and treat all our customers with value, importance, professionalism, and honesty. PECB has a team of experts dedicated to support customer requests, problems, concerns, needs, and opinions. We do our best to maintain a 24-hours maximum response time without compromising the quality of the service.



## PECB Code of Ethics

### PECB professionals will:

1. Conduct themselves professionally, with honesty, accuracy, fairness, responsibility, and independence
2. Act at all times solely in the best interest of their employer, their clients, the public, and the profession, by adhering to the professional standards and applicable techniques while offering professional services
3. Maintain competency in their respective fields and strive to constantly improve their professional capabilities
4. Offer only professional services for which they are qualified to perform, and adequately inform clients about the nature of the proposed services, including any relevant concerns or risks
5. Inform each employer or client of any business interests or affiliations that might influence their judgment or impair their fairness
6. Treat in a confidential and private manner the information acquired during professional and business dealings of any present or former employer or client
7. Comply with all laws and regulations of the jurisdictions where professional activities are conducted
8. Respect the intellectual property and contributions of others
9. Not, intentionally or otherwise, communicate false or falsified information that may compromise the integrity of the evaluation process of a candidate for a professional designation
10. Not act in any manner that could compromise the reputation of PECB or its certification programs
11. Fully cooperate on the inquiry following a claimed infringement of this Code of Ethics

The full version of the PECB Code of Ethics can be downloaded [here](#).



## **Introduction to ISO 20400 Lead Sustainable Procurement Manager**

ISO 20400 provides generic guidelines for a sustainable procurement process. It is applicable to any organization, regardless of their size, location, or activity involved in, or impacted by, procurement decisions and processes.

The “ISO 20400 Lead Sustainable Procurement Manager” credential is a professional certification for individuals aiming to demonstrate the competence to effectively manage sustainable procurement within an organization, and to successfully lead a sustainable procurement team.

It is important to understand that PECB certifications are not a license or simply a membership. They represent peer recognition that an individual has demonstrated proficiency in, and comprehension of, a set of competences. PECB certifications are awarded to candidates that can demonstrate experience and have passed a standardized exam in the certification area.

This document specifies the PECB ISO 20400 Lead Sustainable Procurement Manager certification scheme in compliance with ISO/IEC 17024:2012. This candidate handbook also contains information about the process by which candidates may earn and maintain their credentials. It is very important that you read all the information included in this candidate handbook before completing and submitting your application. If you have questions after reading it, please contact the PECB international office at [certification@pecb.com](mailto:certification@pecb.com).

## SECTION II: PECB CERTIFICATION PROCESS AND EXAMINATION PREPARATION, RULES, AND POLICIES

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### Decide Which Certification Is Right for You

All PECB certifications have specific education and professional experience requirements. To determine the right credential for you, verify the eligibility criteria for various certifications and your professional needs.

### Prepare and Schedule the Exam

All candidates are responsible for their own study and preparation for certification exams. No specific set of training courses or curriculum of study is required as part of the certification process. Nevertheless, attending a training course can significantly increase candidates' chances of successfully passing a PECB exam.

To schedule an exam, candidates have two options:

1. Contact one of our resellers who provide training courses and exam sessions. To find a training course provider in a particular region, candidates should go to [Active Resellers](#). The PECB training course schedule is also available on [Training Events](#).
2. Take a PECB exam remotely from their home or any location they desire through the PECB Exam application, which can be accessed here: [Exam Events](#).

To learn more about exams, competency domains, and knowledge statements, please refer to *Section III* of this document.

### Application Fees for Examination and Certification

PECB offers direct exams, where a candidate can sit for the exam without attending the training course. The applicable prices are as follows:

- Lead Exam: \$1000
- Manager Exam: \$700
- Foundation and Transition Exam: \$500

The application fee for certification is \$500.

For all candidates that have followed the training course and taken the exam with one of PECB's resellers, the application fee includes the costs associated with examination, application for certification, and the first year of Annual Maintenance Fee (AMF) only.

### Competency Domains

The objective of the "PECB ISO 20400 Lead Sustainable Procurement Manager" exam is to ensure that the candidate has mastered the sustainable procurement management concepts and techniques necessary to participate in sustainable procurement management project assignments.

The ISO 20400 Lead Sustainable Procurement Manager certification is intended for:

- Procurement directors, managers, officers
- Procurement strategy consultants
- Top management members who seek guidance on how sustainable considerations should be integrated at a strategic level

- Individuals responsible for the procurement of goods and services
- Individuals interested in sustainable development

The exam covers the following competency domain:

- **Domain 1:** Fundamental principles and key considerations for sustainable procurement
- **Domain 2:** Integrating sustainability into the organization’s procurement policy and strategy
- **Domain 3:** Organizing the sustainable procurement based on ISO 20400
- **Domain 4:** Measuring and improving performance based on ISO 20400
- **Domain 5:** Planning and integrating sustainability into the procurement process based on ISO 20400
- **Domain 6:** Supplier selection based on ISO 20400
- **Domain 7:** Contract management and continual improvement based on ISO 20400

## Domain 1: Fundamental principles and key considerations for sustainable procurement

**Main objective:** Ensure that the candidate understands and is able to interpret the concepts related to project management

Competencies	Knowledge statements
<ol style="list-style-type: none"> <li>1. Ability to understand and explain the purpose of ISO 20400</li> <li>2. Ability to understand and explain the correlation between ISO 20400 and ISO 26000</li> <li>3. Ability to explain the advantages of using ISO 20400 guidelines for sustainable procurement</li> <li>4. Ability to define and explain the main concepts and terminology related to sustainable procurement, as outlined in ISO 20400</li> <li>5. Ability to identify the core subjects of sustainable procurement</li> <li>6. Ability to identify drivers for sustainable procurement when establishing objectives and goals</li> <li>7. Ability to understand and explain life cycle thinking, management and assessment</li> <li>8. Ability to explain the sustainable development goals</li> <li>9. Ability to apply the necessary steps for addressing sustainability risks and opportunities in the supply chain</li> <li>10. Ability to explain the risk management principles, as outlined in ISO 31000</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge of the purpose of ISO 20400</li> <li>2. Knowledge of the relation between ISO 20400 and ISO 26000</li> <li>3. Knowledge of the advantages gained from using the guidelines of ISO 20400 for sustainable procurement</li> <li>4. Knowledge of the main concepts and principles of, as outlined in ISO 20400</li> <li>5. Knowledge of core subjects of sustainable procurement</li> <li>6. Knowledge of identifying drivers for sustainable procurement when establishing objectives and goals</li> <li>7. Knowledge of life cycle thinking, management and assessment</li> <li>8. Knowledge of the sustainable development goals</li> <li>9. Knowledge of the necessary steps for addressing sustainability risks and opportunities in the supply chain</li> <li>10. Knowledge of risk management principles, as outlined in ISO 31000</li> <li>11. Knowledge of the risk management framework</li> <li>12. Knowledge of the risk management commitment and what it should include</li> <li>13. Knowledge of the PECB risk management process</li> </ol>



# PECB

<ol style="list-style-type: none"><li>11. Ability to develop and establish a risk management framework</li><li>12. Ability to articulate a risk management commitment</li><li>13. Ability to understand and apply the seven steps of the PECB risk management process</li><li>14. Ability to understand the process of due diligence and use it to address adverse sustainability impacts</li><li>15. Ability to understand and explain the main issues related to sustainable procurement</li><li>16. Ability to understand and explain the key aspects to be considered when exercising influence on suppliers</li><li>17. Ability to explain complicity and its forms</li></ol>	<ol style="list-style-type: none"><li>14. Knowledge of the process of due diligence and its use in addressing adverse sustainability impacts</li><li>15. Knowledge of the main issues related to sustainable procurement</li><li>16. Knowledge of key aspects of exercising influence on suppliers</li><li>17. Knowledge of complicity and its forms</li></ol>
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## Domain 2: Integrating sustainability into the organization's procurement policy and strategy

**Main objective:** Ensure that the candidate is able to successfully integrate sustainability considerations into the organization's procurement policy and strategy

Competencies	Knowledge statements
<ol style="list-style-type: none"> <li>1. Ability to understand the importance of successful sustainable procurement</li> <li>2. Ability to integrate sustainability considerations at the highest level of procurement function</li> <li>3. Ability to understand and establish clear accountabilities for sustainable procurement</li> <li>4. Ability to develop a sustainable procurement policy and strategy</li> <li>5. Ability to understand best practices for sustainable procurement</li> <li>6. Ability to publish and disseminate the sustainable procurement policy</li> <li>7. Ability to review, control, and evaluate the sustainable procurement policy</li> <li>8. Ability to understand procurement practices and supply chains</li> <li>9. Ability to map the supply chain</li> <li>10. Ability to maintain supply chain transparency</li> <li>11. Ability to implement the sustainability objectives of the procurement policy</li> <li>12. Ability to develop sustainability objectives</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge of the successful sustainable procurement and its support to the organizational goals and improved performance</li> <li>2. Knowledge of the intentions, directions, and priorities in terms of sustainable procurement</li> <li>3. Knowledge of the individuals responsible for sustainable procurement</li> <li>4. Knowledge of the actions taken when developing a sustainable procurement policy</li> <li>5. Knowledge of the main considerations for sustainable procurement best practice</li> <li>6. Knowledge of the main modes of communication of the sustainable procurement policy</li> <li>7. Knowledge of the actions typically taken as part of the control, evaluation, and review of the sustainable procurement policy</li> <li>8. Knowledge of the elements to be considered when over-viewing the supply chain</li> <li>9. Knowledge of the steps necessary for mapping the supply chain</li> <li>10. Knowledge of the levels of information disclosure to interested parties related to the supply chain</li> <li>11. Knowledge of the steps taken when implementing the sustainability objectives of the procurement policy</li> <li>12. Knowledge of the techniques used to evaluate sustainability objectives</li> </ol>

## Domain 3: Organizing the sustainable procurement based on ISO 20400

**Main objective:** Ensure that the candidate is able to explain and organize sustainable procurement based on ISO 20400

Competencies	Knowledge statements
<ol style="list-style-type: none"> <li>1. Ability to analyse and assess procurement function</li> <li>2. Ability to explain sustainable procurement policy and strategy to individuals involved in procurement</li> <li>3. Ability to establish an organizational culture that influences procurement</li> <li>4. Ability to incorporate sustainable procurement into performance management</li> <li>5. Ability to engage internally and externally interested parties in corporate sustainability efforts</li> <li>6. Ability to ensure awareness of sustainability issues and good practices</li> <li>7. Ability to identify and engage key stakeholders</li> <li>8. Ability to plan effective communication activities</li> <li>9. Ability to apply risk management</li> <li>10. Ability to establish category management</li> <li>11. Ability to use a supplier approach in procurement</li> <li>12. Ability to use a sustainability issue approach in procurement</li> <li>13. Ability to apply the appropriate sustainable procurement strategies</li> <li>14. Ability to determine the starting stage of procurement process</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge of the procedures and systems for governing procurement</li> <li>2. Knowledge of the importance of ensuring effective delivery of the sustainable procurement policy and strategy to people involved in procurement</li> <li>3. Knowledge of the key measures of organizational culture that influences procurement</li> <li>4. Knowledge of the activities in which sustainable procurement objectives and goals should be included</li> <li>5. Knowledge of the activities that ensure the proper internal and external engagement of interested parties in corporate sustainability efforts</li> <li>6. Knowledge of the appropriate tools and guidelines in achieving sustainability objectives thro</li> <li>7. Knowledge of the methods that help identify and engage key stakeholders</li> <li>8. Knowledge of the activities for planning communication activities</li> <li>9. Knowledge of the activities for management of sustainable risks (including opportunities)</li> <li>10. Knowledge of the stages and prerequisites of establishing category management in procurement</li> <li>11. Knowledge of the activities of using a supplier approach in procurement</li> <li>12. Knowledge of the activities of using a sustainability issue approach in procurement</li> <li>13. Knowledge of the strategies that ensure the application of appropriate sustainable procurement</li> <li>14. Knowledge of the stages in which sustainability impacts will be managed</li> </ol>

## Domain 4: Measuring and improving performance based on ISO 20400

**Main objective:** Ensure that the candidate is able to monitor, measure, and improve the organization's procurement performance

Competencies	Knowledge statements
<ol style="list-style-type: none"> <li>1. Ability to monitor the supplier's performance</li> <li>2. Ability to define metrics and indicators</li> <li>3. Ability to understand different types of indicators</li> <li>4. Ability to address sustainability through key performance indicators (KPIs)</li> <li>5. Ability to understand and manage supplier self-assessments</li> <li>6. Ability to ensure appropriate contract management</li> <li>7. Ability to understand sustainable supply chain management</li> <li>8. Ability to understand and develop environmental performance indicators</li> <li>9. Ability to perform appropriate reporting</li> <li>10. Ability to understand and distinguish the reporting levels</li> <li>11. Ability to understand the benefits of reporting</li> <li>12. Ability to understand and apply principles of benchmarking</li> <li>13. Ability to establish a grievance mechanism</li> <li>14. Ability to conduct continual monitoring of the complaints-handling process</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge of monitoring systems regarding supplier performance</li> <li>2. Knowledge of attributes of a performance measuring system</li> <li>3. Knowledge of types of indicators and their applicability</li> <li>4. Knowledge of potential approaches of monitoring sustainability through KPIs</li> <li>5. Knowledge of the importance of supplier self-assessments</li> <li>6. Knowledge of the measures that can be taken to ensure a well-designed contract management</li> <li>7. Knowledge of possible indicators for sustainable supply chain evaluation</li> <li>8. Knowledge of the different types of environmental performance indicators</li> <li>9. Knowledge of the measures that can be taken to reduce the reporting burden on suppliers</li> <li>10. Knowledge of reporting levels and activities</li> <li>11. Knowledge of internal and external benefits of reporting</li> <li>12. Knowledge of principles for a credible benchmarking process</li> <li>13. Knowledge of the attributes for an effective grievance mechanism</li> <li>14. Knowledge of criteria to be used when monitoring the performance of the complaints-handling process</li> </ol>

## Domain 5: Planning and integrating sustainability into the procurement process based on ISO 20400

**Main objective:** Ensure that the candidate is able to plan and integrate sustainability into the procurement process

Competencies	Knowledge statements
<ol style="list-style-type: none"> <li>1. Ability to understand the procurement process</li> <li>2. Ability to integrate key elements of sustainable procurement</li> <li>3. Ability to ensure sustainable procurement planning</li> <li>4. Ability to conduct demand (needs) analysis</li> <li>5. Ability to assess sustainability risks and opportunities</li> <li>6. Ability to analyze organizational needs and markets</li> <li>7. Ability to complete the sourcing strategy</li> <li>8. Ability to integrate sustainability criteria in the procurement process</li> <li>9. Ability to understand and apply minimum and optional requirements</li> <li>10. Ability to measure the supplier's sustainability performance</li> <li>11. Ability to evaluate whether the sustainability requirements have been met</li> <li>12. Ability to classify the suppliers' criteria</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge of the steps of procurement process and how each step incorporates sustainable procurement practices</li> <li>2. Knowledge of the key elements of sustainable procurement that are integrated in a sourcing strategy</li> <li>3. Knowledge of the areas necessary for sustainable procurement planning</li> <li>4. Knowledge of the elements to be considered during demand (needs) analysis</li> <li>5. Knowledge of the approaches that can be used to assess sustainability risks and opportunities</li> <li>6. Knowledge of the aspects that should be considered when analyzing the organizational needs and markets</li> <li>7. Knowledge of the aspects necessary to develop disposal strategies</li> <li>8. Knowledge of the actions that should be taken when including sustainability criteria in the procurement process</li> <li>9. Knowledge of the minimum and optimum requirements</li> <li>10. Knowledge of the parts that need to be measured within the supplier criteria</li> <li>11. Knowledge of the factors that should be considered when evaluating the sustainability requirements</li> <li>12. Knowledge of the ways on how procurers can categorize the suppliers' criteria</li> </ol>

## Domain 6: Supplier selection based on ISO 20400

**Main objective:** Ensure that the candidate is able to select suppliers through an open and fair competition

Competencies	Knowledge statements
1. Ability to assess the capacity of suppliers when conducting supplier selection	1. Knowledge of the main elements that should be considered when conducting supplier selection
2. Ability to understand the differences between prequalification and tendering in supplier selection	2. Knowledge of the differences between prequalification and tendering in supplier selection
3. Ability to establish the requirements for prequalification in supplier selection	3. Knowledge of the purpose of prequalification and elements that should be considered related to the supplier's organization
4. Ability to evaluate the sustainability performance of suppliers	4. Knowledge of the data necessary to evaluate the supplier's sustainability standing
5. Ability to determine prequalification questions and criteria when prequalifying suppliers	5. Knowledge of the pre-qualification questionnaires that can be used when prequalifying suppliers
6. Ability to develop a tendering process in supplier selection	6. Knowledge of the phases that should be followed in tendering process
7. Ability to understand and apply the principles of tendering in supplier selection	7. Knowledge of principles of tendering in supplier selection
8. Ability to understand and describe different types of tendering in supplier selection	8. Knowledge of different types of tendering in supplier selection
9. Ability to manage tenders in supplier selection	9. Knowledge of the key elements to tendering stage in supplier selection
10. Ability to establish evaluation criteria of a tender in supplier selection	10. Knowledge of the evaluation criteria of a tender in supplier selection
11. Ability to conduct a negotiation meeting with suppliers	11. Knowledge of the key outcomes of the negotiation
12. Ability to select the suppliers and award the contract	12. Knowledge of the elements that should be considered in a contract

## Domain 7: Contract management and continual improvement based on ISO 20400

**Main objective:** Ensure that the candidate is able to manage and continually improve the supplier relationship

Competencies	Knowledge statements
<ol style="list-style-type: none"> <li>1. Ability to manage the supplier relationship</li> <li>2. Ability to understand and implement a supplier management process</li> <li>3. Ability to establish and implement a contract management plan</li> <li>4. Ability to understand the main objectives of a contract management plan</li> <li>5. Ability to identify and understand risks related to contract management</li> <li>6. Ability to conduct two-way evaluations after the contract is awarded</li> <li>7. Ability to manage supplier failures</li> <li>8. Ability to conduct regular reviews of the contracts throughout their duration</li> <li>9. Ability implement continual improvement processes</li> <li>10. Ability to understand and use approaches to continual improvement</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge of the sustainability commitments that contribute to a qualitative supplier relationship</li> <li>2. Knowledge of the main approaches that can be used to the supplier management process</li> <li>3. Knowledge of the elements that a contract management plan should include</li> <li>4. Knowledge of the main objectives of using a contract management plan</li> <li>5. Knowledge of various risks and their consequences related to contract management</li> <li>6. Knowledge of the good practices of relationship between organizations and suppliers</li> <li>7. Knowledge of the actions that should be taken in case of sustainability failures of the supplier</li> <li>8. Knowledge of the importance of lessons learned during the life of the contract</li> <li>9. Knowledge of the main factors related to continual improvement</li> <li>10. Knowledge of the approaches to continual improvement</li> </ol>

Based on the abovementioned domains and their relevance, 12 questions are included in the exam, as summarized in the table below:

		Level of understanding (Cognitive/Taxonomy) required							
		Points per question	Questions that measure comprehension, application, and analysis	Questions that measure synthesis and evaluation	Number of questions per competency domain	% of the exam devoted to each competency domain	Number of points per competency domain	% of points per competency domain	
Competency domains	Fundamental principles and key considerations for sustainable procurement	5	X		3	25	15	20.01	
		5	X						
		5		X					
		Integrating sustainability into the organization's procurement policy and strategy	5		X	1	8.33	5	6.67
		Organizing the sustainable procurement based on ISO 20400	5	X		2	16.67	15	20.01
			10		X				
		Measuring and improving performance based on ISO 20400	10		X	1	8.33	10	13.34
		Planning and integrating sustainability into the procurement process based on ISO 20400	5		X	2	16.67	10	13.34
			5	X					
		Supplier selection based on ISO 20400	5		X	1	8.33	5	6.67
		Contract management and continual improvement based on ISO 20400	10		X	2	16.67	15	20.01
			5	X					
Total points		75							
Number of questions per level of understanding			5	7					
% of the exam devoted to each level of understanding (cognitive/taxonomy)			41.65	58.31					

The passing score of the exam is **70%**.

After successfully passing the exam, candidates will be able to apply for the “PECB Certified ISO 20400 Lead Sustainable Procurement Manager” credential depending on their level of experience.



## Taking the Exam

### General Information on the Exam

Candidates are required to arrive/be present at least 30 minutes before the exam starts. Candidates who arrive late will not be given additional time to compensate for the late arrival and may not be allowed to sit for the exam.

Candidates are required to bring a valid identity card (a national ID card, driver's license, or passport) and show it to the invigilator.

If requested on the day of the exam (paper-based exams), additional time can be provided to candidates taking the exam in a non-native language, as follows:

- 10 additional minutes for Foundation exams
- 20 additional minutes for Manager exams
- 30 additional minutes for Lead exams

### PECB Exam Format and Type

1. **Paper-based:** Exams are provided on paper, where candidates are not allowed to use anything but the exam paper and a pen. The use of electronic devices, such as laptops, tablets, or phones, is not allowed. The exam session is supervised by a PECB approved Invigilator at the location where the Reseller has organized the training course.
2. **Online:** Exams are provided electronically via the PECB Exams application. The use of electronic devices, such as tablets and cell phones, is not allowed. The exam session is supervised remotely by a PECB Invigilator via the PECB Exams application and an external/integrated camera.

For more detailed information about the online format, please refer to the [PECB Online Examinee Guide](#).

This exam comprises essay-type questions. They are used to determine and evaluate whether a candidate can clearly answer questions related to the defined competency domains. Additionally, problem-solving techniques and arguments that are supported with reasoning and evidence will also be evaluated.

The exam is open book and is not intended to measure memorizing or recalling information. It aims to evaluate candidates' comprehension, analytical skills, and applied knowledge. Therefore, candidates are required to provide logical and convincing answers and explanations in order to demonstrate that they have understood the content and the main concepts of the competency domains. You will find a sample of exam questions provided below.

Since the exam is "open book," candidates are authorized to use the following reference materials:

- A hard copy of ISO 20400 standard
- Training course materials (accessed through PECB Exams app and/or printed)
- Any personal notes taken during the training course (accessed through PECB Exams app and/or printed)
- A hard copy dictionary

Any attempt to copy, collude, or otherwise cheat during the exam session will lead to automatic failure.

PECB exams are available in English and other languages. To learn if the exam is available in a particular language, please contact [examination@pecb.com](mailto:examination@pecb.com).

**Note:** PECB will progressively transition to multiple-choice exams. They will also be open book and comprise scenario-based questions that will allow PECB to evaluate candidates' knowledge, abilities, and skills to use information in new situations (apply), draw connections among ideas (analyze), and justify a stand or decision (evaluate). All PECB multiple-choice exams have one question and three alternatives, of which only one is correct.

For specific information about exam types, languages available, and other details, visit the [List of PECB Exams](#).

## Sample Exam Questions

**Question 1:** List at least three aspects that you would consider to promote an open and fair competition between potential suppliers?

**Possible answer:**

*It is significant to ensure and promote an open and fair competition between potential suppliers. When assessing their capacity in this case, the following should be considered:*

- *Ethics, prevention of corruption, conflicts of interest, intellectual property infringements and internal controls*
- *The transparency and accountability of the whole selection process*
- *The suppliers' status in the selection process*
- *Inclusion of all organizations of any size, status or positioning with the capacity to fulfil the requirement*

**Question 2:** You, as the Manager of the procurement process, have received the task for developing the sustainable procurement policy. What actions would you take in this case?

**Possible answer:**

*As a general rule, it is important to have a sustainable procurement policy that reflects the organization's values, principles, objectives, and goals. However, there are three actions that must be considered when developing the sustainable procurement policy:*

- ***Analysis of the current situation***, to check whether the organization has a centralized or decentralized purchasing, or whether a risk assessment has been conducted
- ***Determination of the steps needed to develop the policy and strategy***, beginning by establishing a cross-functional team, getting the top management's commitment and support, conducting a risk analysis, monitoring and reviewing, etc.
- ***Determination of what to include in the sustainable procurement strategy***, usually containing an introduction, guiding principles, strategy, work plan, and funding and staffing.

## Receiving the Exam Results

Exam results will be communicated via email. The only possible results are *pass* and *fail*; no specific grade will be included.

- The time span for the communication starts from the exam date and lasts three to eight weeks for essay type exams and two to four weeks for multiple-choice paper-based exams.
- For online multiple-choice exams, candidates receive their results instantly.

Candidates who successfully complete the exam will be able to apply for one of the credentials of the respective certification scheme.

For candidates who fail the exam, a list of the domains where they have performed poorly will be added to the email to help them prepare better for a retake.

Candidates that disagree with the results may request a re-evaluation by writing to [results@pecb.com](mailto:results@pecb.com) within 30 days of receiving the results. Re-evaluation requests received after 30 days will not be processed. If candidates do not agree with the results of the reevaluation, they have 30 days from the date they received the reevaluated exam results to file a complaint through the [PECB Ticketing System](#). Any complaint received after 30 days will not be processed.

## Exam Retake Policy

There is no limit to the number of times a candidate can retake an exam. However, there are certain limitations in terms of the time span between exam retakes.

- If a candidate does not pass the exam on the 1st attempt, s/he must wait 15 days after the initial date of the exam for the next attempt (1st retake).

Note: Candidates who have completed the training course with one of our partners, and failed the first exam attempt, are eligible to retake for free the exam within a 12-month period from the date the coupon code is received, because the fee paid for the training course, includes a first exam attempt and one retake). Otherwise, retake fees apply.

For candidates that fail the exam retake, PECB recommends they attend a training course in order to be better prepared for the exam.

To arrange exam retakes, based on exam format, candidates that have completed a training course, must follow the steps below:

1. Online Exam: when scheduling the exam retake, use initial coupon code to waive the fee
2. Paper-Based Exam: candidates need to contact the PECB Partner/Distributor who has initially organized the session for exam retake arrangement (date, time, place, costs).

Candidates that have not completed a training course with a partner, but sat for the online exam directly with PECB, do not fall under this policy. The process to schedule the exam retake is the same as for the initial exam.

## Exam Security

A significant component of a professional certification credential is maintaining the security and confidentiality of the exam. PECB relies upon the ethical behavior of certification holders and applicants to

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maintain the security and confidentiality of PECB exams. Any disclosure of information about the content of PECB exams is a direct violation of PECB's Code of Ethics. PECB will take action against any individuals that violate such rules and policies, including permanently banning individuals from pursuing PECB credentials and revoking any previous ones. PECB will also pursue legal action against individuals or organizations who infringe upon its copyrights, proprietary rights, and intellectual property.

## Reschedule the Exam

For any changes with regard to the exam date, time, location, or other details, please contact [examination@pecb.com](mailto:examination@pecb.com).

## Apply for Certification

All candidates who successfully pass the exam (or an equivalent accepted by PECB) are entitled to apply for the PECB credentials they were examined for. Specific educational and professional requirements need to be fulfilled in order to obtain a PECB certification. Candidates are required to fill out the online certification application form (that can be accessed via their PECB online profile), including contact details of references who will be contacted to validate the candidate's professional experience. Candidates can submit their application in various languages. Candidates can choose to either pay online or be billed. For additional information, contact [certification@pecb.com](mailto:certification@pecb.com).

The online certification application process is very simple and takes only a few minutes, as follows:

- [Register](#) your account
- Check your email for the confirmation link
- [Log in](#) to apply for certification

For more information about the application process, follow the instructions on this manual [Apply for Certification](#).

The application is approved as soon as the Certification Department validates that the candidate fulfills all the certification requirements regarding the respective credential. An email will be sent to the email address provided during the application process to communicate the application status. If approved, candidates will then be able to download the certification from their PECB Account.

PECB provides support in both English and French.

## Renew your Certification

PECB certifications are valid for three years. To maintain them, candidates must demonstrate every year that they are still performing tasks that are related to the certification. PECB certified professionals must annually provide Continual Professional Development (CPD) credits and pay \$100 as the Annual Maintenance Fee (AMF) to maintain the certification. For more information, please visit the [Certification Maintenance](#) page on the PECB website.

## Closing a Case

If candidates do not apply for certification within three years, their case will be closed. Even though the certification period expires, candidates have the right to reopen their case. However, PECB will no longer be responsible for any changes regarding the conditions, standards, policies, and candidate handbook that were applicable before the case was closed. A candidate requesting their case to reopen must do so in writing and pay the required fee.

## SECTION III: CERTIFICATION REQUIREMENTS

### ISO 20400 Lead Sustainable Procurement Manager

The requirements for PECB ISO 20400 Lead Sustainable Procurement Manager certifications are:

Credential	Exam	Professional experience	Experience related to sustainability or sustainable development	Other requirements
PECB Certified ISO 20400 Provisional Sustainable Procurement Manager	PECB Certified ISO 20400 Lead Manager exam or equivalent	None	None	Signing the PECB Code of Ethics
PECB Certified ISO 20400 Sustainable Procurement Manager	PECB Certified ISO 20400 Lead Manager exam or equivalent	Two years: One year of work experience in procurement	A total of 200 hours	Signing the PECB Code of Ethics
PECB Certified ISO 20400 Lead Sustainable Procurement Manager	PECB Certified ISO 20400 Lead Manager exam or equivalent	Five years: Two years of work experience in procurement	A total of 300 hours	Signing the PECB Code of Ethics

**To be considered valid, the sustainable procurement management activities should follow best sustainable procurement practices and include the following activities:**

1. Defining key sustainability considerations
2. Integrating sustainability into the organization's procurement policy and strategy
3. Planning and integrating sustainability into the procurement process
4. Measuring and improving sustainability performance
5. Manage supplier selection processes
6. Performing continual improvement measures

## SECTION IV: CERTIFICATION RULES AND POLICIES

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### Professional References

For each application, two professional references are required. They must be from individuals who have worked with the candidate in a professional environment and can validate their experience related to sustainability or sustainable development, as well as their current and previous work history. Professional references of persons who fall under the candidate's supervision or are their relatives are not valid.

### Professional Experience

Candidates must provide complete and correct information regarding their professional experience, including job title(s), start and end date(s), job description(s), and more. Candidates are advised to summarize their previous or current assignments, providing sufficient details to describe the nature of the responsibilities for each job. More detailed information can be included in the résumé.

### SPMS Project Experience

The candidate's SPMS project log will be checked to ensure that the candidate has the required number of implementation hours.

### Evaluation of Certification Applications

The Certification Department will evaluate each application to validate the candidate's eligibility for certification. A candidate whose application is being reviewed will be notified in writing and, if necessary, given a reasonable time frame to provide any additional documentation. If a candidate does not respond by the deadline or does not provide the required documentation within the given time frame, the Certification Department will validate the application based on the initial information provided, which can eventually lead to its downgrade to a lower credential.

### Denial of Certification

PECB can deny certification if candidates:

- Falsify the application
- Violate the exam procedures
- Violate the PECB Code of Ethics
- Fail the exam

For more detailed information, refer to "Complaint and Appeal" section.

The application payment for the certification is non-refundable.

### Suspension of Certification

PECB can temporarily suspend certification if the candidate fails to satisfy the requirements. Other reasons for suspending certification include:

- PECB receives large amounts of or serious complaints by interested parties (Suspension will be applied until the investigation has been completed.).
- The logos of PECB or accreditation bodies are intentionally misused.
- The candidate fails to correct the misuse of a certification mark within the time frame determined by PECB.
- The certified individual has voluntarily requested a suspension.
- PECB deems appropriate other conditions for suspension of certification.

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## Revocation of Certification

PECB can revoke certification if the candidate fails to fulfill the PECB requirements. Candidates are then no longer allowed to represent themselves as PECB certified professionals. Other reasons for revoking certification can be if candidates:

- Violate the PECB Code of Ethics
- Misrepresent and provide false information of the scope of the certification
- Break any other PECB rules

## Upgrade of Credentials

Professionals can apply to upgrade to a higher credential as soon as they can demonstrate that they fulfil the requirements.

In order to apply for an upgrade, candidates need to login in to their PECB Account, visit the “My Certifications” tab, and click on the “Upgrade” link. The upgrade application fee is \$100.

## Downgrade of Credentials

A PECB Certification can be downgraded to a lower credential due to the following reasons:

- The AMF has not been paid.
- The CPD hours have not been submitted.
- Insufficient CPD hours have been submitted.
- Evidence on CPD hours has not been submitted upon request.

**Note:** *PECB certified professionals who hold Lead Certifications and fail to provide evidence of certification maintenance requirements will have their credentials downgraded. On the other hand, the holders of Master Certifications who fail to submit CPDs and pay AMFs will have their certifications revoked.*

## Other Statuses

Besides being active, suspended, or revoked, a certification can be voluntarily withdrawn or designated as Emeritus. More information about these statuses and the permanent cessation status, and how to apply, please visit [Certification Status Options](#).

## SECTION V: PECB GENERAL POLICIES

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### PECB Code of Ethics

Adherence to the PECB Code of Ethics is a voluntary engagement. It is important that PECB certified professionals not only adhere to the principles of this Code, but also encourage and support the same from others. More information can be found [here](#).

### Other Exams and Certifications

PECB accepts certifications and exams from other recognized accredited certification bodies. PECB will evaluate the requests through its equivalence process to decide whether the respective certification(s) or exam(s) can be accepted as equivalent to the respective PECB certification (e.g., ISO/IEC 27001 Lead Auditor certification).

### Non-discrimination and Special Accommodations

All candidate applications will be evaluated objectively, regardless of the candidate's age, gender, race, religion, nationality, or marital status.

To ensure equal opportunities for all qualified persons, PECB will make reasonable accommodations for candidates, when appropriate. If candidates need special accommodations because of a disability or a specific physical condition, they should inform the Reseller/Distributor in order for them to make proper arrangements. Any information candidates provide regarding their disability/need will be treated with strict confidentiality.

Click [here](#) to download the Candidates with Disabilities Form.

### Complaints and Appeals

Any complaints must be made no later than 30 days after receiving the certification decision. PECB will provide a written response to the candidate within 30 working days after receiving the complaint. If they do not find the response satisfactory, the candidate has the right to file an appeal. For more information about the complaints and appeal procedures, click [here](#).

(1) According to ADA, the term "reasonable accommodation" may include: (A) making existing facilities used by employees readily accessible to and usable by individuals with disabilities; and (B) job restructuring, part-time or modified work schedules, reassignment to a vacant position, acquisition or modification of equipment or devices, appropriate adjustment or modifications of examinations, training materials or policies, the provision of qualified readers or interpreters, and other similar accommodations for individuals with disabilities.

(2) ADA Amendments Act of 2008 (P.L. 110-325) Sec. 12189. Examinations and courses. [Section 309]: Any person that offers examinations or courses related to applications, licensing, certification, or credentialing for secondary or post-secondary education, professional, or trade purposes shall offer such examinations or courses in a place and manner accessible to persons with disabilities or offer alternative accessible arrangements for such individuals.



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**PECB Help Center**

Visit our [Help Center](#) to browse Frequently Asked Questions (FAQ), view manuals for using PECB website and applications, read documents related to PECB processes, or to contact us via Support Center's online tracking system.

**Emails:**

Examination: [examination@pecb.com](mailto:examination@pecb.com)  
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Customer Service: [customer@pecb.com](mailto:customer@pecb.com)

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