


The logo for PECB, featuring the letters 'PECB' in a bold, white, sans-serif font. The letters are slightly spaced out, and the 'E' and 'C' have a unique, modern design with internal cutouts.

**PECB**

BEYOND RECOGNITION

A background image showing a modern office environment with large glass windows. In the foreground, a woman in a dark suit and a man in a light suit are walking and looking at a tablet together. The scene is dimly lit, suggesting an evening or indoor lighting.

# ISO 20400 LEAD SUSTAINABLE PROCUREMENT MANAGER

## **Candidate Handbook**

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## SECTION I: INTRODUCTION

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### **About PECB**

PECB is a certification body that provides education<sup>1</sup>, certification, and certificate programs for individuals on a wide range of disciplines.

Through our presence in more than 150 countries, we help professionals demonstrate their competence in various areas of expertise by providing valuable evaluation, certification, and certificate programs against internationally recognized standards.

### **Our key objectives are:**

1. Establishing the minimum requirements necessary to certify professionals and to grant designations
2. Reviewing and verifying the qualifications of individuals to ensure they are eligible for certification
3. Maintaining and continually improving the evaluation process for certifying individuals
4. Certifying qualified individuals, granting designations and maintaining respective directories
5. Establishing requirements for the periodic renewal of certifications and ensuring that the certified individuals are complying with those requirements
6. Ascertaining that PECB professionals meet ethical standards in their professional practice
7. Representing our stakeholders in matters of common interest
8. Promoting the benefits of certification and certificate programs to professionals, businesses, governments, and the public

### **Our mission**

Provide our clients with comprehensive examination, certification, and certificate program services that inspire trust and benefit the society as a whole.

### **Our vision**

Become the global benchmark for the provision of professional certification services and certificate programs.

### **Our values**

Integrity, Professionalism, Fairness

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<sup>1</sup> Education refers to training courses developed by PECB and offered globally through our partners.

## The Value of PECB Certification

### Global recognition

PECB credentials are internationally recognized and endorsed by many accreditation bodies, so professionals who pursue them will benefit from our recognition in domestic and international markets.

The value of PECB certifications is validated by the accreditation from the International Accreditation Service (IAS-PCB-111), the United Kingdom Accreditation Service (UKAS-No. 21923) and the Korean Accreditation Board (KAB-PC-08) under ISO/IEC 17024 – General requirements for bodies operating certification of persons. The value of PECB certificate programs is validated by the accreditation from the ANSI National Accreditation Board (ANAB-Accreditation ID 1003) under ANSI/ASTM E2659-18, Standard Practice for Certificate Programs.

PECB is an associate member of The Independent Association of Accredited Registrars (IAAR), a full member of the International Personnel Certification Association (IPC), a signatory member of IPC MLA, and a member of Club EBIOS, CPD Certification Service, CLUSIF, Credential Engine, and ITCC. In addition, PECB is an approved Licensed Partner Publisher (LPP) from the Cybersecurity Maturity Model Certification Accreditation Body (CMMC-AB) for the Cybersecurity Maturity Model Certification standard (CMMC), is approved by Club EBIOS to offer the EBIOS Risk Manager Skills certification, and is approved by CNIL (Commission Nationale de l'Informatique et des Libertés) to offer DPO certification. For more detailed information, click [here](#).

### High-quality products and services

We are proud to provide our clients with high-quality products and services that match their needs and demands. All of our products are carefully prepared by a team of experts and professionals based on the best practices and methodologies.

### Compliance with standards

Our certifications and certificate programs are a demonstration of compliance with ISO/IEC 17024 and ASTM E2659. They ensure that the standard requirements have been fulfilled and validated with adequate consistency, professionalism, and impartiality.

### Customer-oriented service

We are a customer-oriented company and treat all our clients with value, importance, professionalism, and honesty. PECB has a team of experts who are responsible for addressing requests, questions, and needs. We do our best to maintain a 24-hour maximum response time without compromising the quality of the services.

### Flexibility and convenience

Online learning opportunities make your professional journey more convenient as you can schedule your learning sessions according to your lifestyle. Such flexibility gives you more free time, offers more career advancement opportunities, and reduces costs.

## PECB Code of Ethics

The Code of Ethics represents the highest values and ethics that PECB is fully committed to follow, as it recognizes the importance of them when providing services and attracting clients.

The Compliance Division makes sure that PECB employees, trainers, examiners, invigilators, partners, distributors, members of different advisory boards and committees, certified individuals, and certificate holders (hereinafter “PECB professionals”) adhere to this Code of Ethics. In addition, the Compliance Division consistently emphasizes the need to behave professionally and with full responsibility, competence, and fairness in service provision with internal and external stakeholders, such as applicants, candidates, certified individuals, certificate holders, accreditation authorities, and government authorities.

It is PECB’s belief that to achieve organizational success, it has to fully understand the clients and stakeholders’ needs and expectations. To do this, PECB fosters a culture based on the highest levels of integrity, professionalism, and fairness, which are also its values. These values are integral to the organization, and have characterized the global presence and growth over the years and established the reputation that PECB enjoys today.

PECB believes that strong ethical values are essential in having healthy and strong relationships. Therefore, it is PECB’s primary responsibility to ensure that PECB professionals are displaying behavior that is in full compliance with PECB principles and values.

PECB professionals are responsible for:

1. Displaying professional behavior in service provision with honesty, accuracy, fairness, and independence
2. Acting at all times in their service provision solely in the best interest of their employer, clients, the public, and the profession in accordance with this Code of Ethics and other professional standards
3. Demonstrating and developing competence in their respective fields and striving to continually improve their skills and knowledge
4. Providing services only for those that they are qualified and competent and adequately informing clients and customers about the nature of proposed services, including any relevant concerns or risks
5. Informing their employer or client of any business interests or affiliations which might influence or impair their judgment
6. Preserving the confidentiality of information of any present or former employer or client during service provision
7. Complying with all the applicable laws and regulations of the jurisdictions in the country where the service provisions were conducted
8. Respecting the intellectual property and contributions of others
9. Not communicating intentionally false or falsified information that may compromise the integrity of the evaluation process of a candidate for a PECB certification or a PECB certificate program
10. Not falsely or wrongly presenting themselves as PECB representatives without a proper license or misusing PECB logo, certifications or certificates
11. Not acting in ways that could damage PECB’s reputation, certifications or certificate programs
12. Cooperating in a full manner on the inquiry following a claimed infringement of this Code of Ethics

To read the complete version of PECB’s Code of Ethics, go to [Code of Ethics | PECB](#).

## **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.

PECB certifications are not a license or simply a membership. They attest the candidates’ knowledge and skills gained through our training courses and are issued to candidates that have the required experience and have passed the exam.

This document specifies the PECB ISO 20400 Lead Sustainable Procurement Manager certification scheme in compliance with ISO/IEC 17024:2012. It also outlines the steps that candidates should take to obtain and maintain their credentials. As such, it is very important to carefully read all the information included in this document before completing and submitting your application. If you have questions or need further information after reading it, please contact the PECB international office at [certification.team@pecb.com](mailto:certification.team@pecb.com).

## SECTION II: EXAMINATION PREPARATION, RULES, AND POLICIES

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### Preparing for and scheduling the exam

All candidates are responsible for their own study and preparation for certification exams. Although candidates are not required to attend the training course to be eligible for taking the exam, attending it can significantly increase their chances of successfully passing the exam.

To schedule the exam, candidates have two options:

1. Contact one of our authorized partners. To find an authorized partner in your region, please go to [Active Partners](#). The training course schedule is also available online and can be accessed on [Training Events](#).
2. Take a PECB exam remotely through the [PECB Exams application](#). To schedule a remote exam, please go to the following link: [Exam Events](#).

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

### Rescheduling the exam

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

### Application fees for examination and certification

Candidates may take the exam without attending the training course. The applicable prices are as follows:

- Lead Exam: \$1000<sup>2</sup>
- Manager Exam: \$700
- Foundation Exam: \$500
- Transition Exam: \$500

The application fee for certification is \$500.

For the candidates that have attended the training course via one of PECB's partners, the application fee covers the costs of the exam (first attempt and first retake), the application for certification, and the first year of Annual Maintenance Fee (AMF).

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<sup>2</sup> All prices listed in this document are in US dollars.

## 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 content of the exam is divided as follows:

- **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
1. Ability to understand and explain the purpose of ISO 20400	1. Knowledge of the purpose of ISO 20400
2. Ability to understand and explain the correlation between ISO 20400 and ISO 26000	2. Knowledge of the relation between ISO 20400 and ISO 26000
3. Ability to explain the advantages of using ISO 20400 guidelines for sustainable procurement	3. Knowledge of the advantages gained from using the guidelines of ISO 20400 for sustainable procurement
4. Ability to define and explain the main concepts and terminology related to sustainable procurement, as outlined in ISO 20400	4. Knowledge of the main concepts and principles of, as outlined in ISO 20400
5. Ability to identify the core subjects of sustainable procurement	5. Knowledge of core subjects of sustainable procurement
6. Ability to identify drivers for sustainable procurement when establishing objectives and goals	6. Knowledge of identifying drivers for sustainable procurement when establishing objectives and goals
7. Ability to understand and explain life cycle thinking, management and assessment	7. Knowledge of life cycle thinking, management and assessment
8. Ability to explain the SDGs	8. Knowledge of the SDGs
9. Ability to apply the necessary steps for addressing sustainability risks and opportunities in the supply chain	9. Knowledge of the necessary steps for addressing sustainability risks and opportunities in the supply chain
10. Ability to explain the risk management principles, as outlined in ISO 31000	10. Knowledge of risk management principles, as outlined in ISO 31000
11. Ability to develop and establish a risk management framework	11. Knowledge of the risk management framework
12. Ability to articulate a risk management commitment	12. Knowledge of the risk management commitment and what it should include
13. Ability to understand and apply the seven steps of the PECB risk management process	13. Knowledge of the PECB risk management process
14. Ability to understand the process of due diligence and use it to address adverse sustainability impacts	14. Knowledge of the process of due diligence and its use in addressing adverse sustainability impacts
15. Ability to understand and explain the main issues related to sustainable procurement	15. Knowledge of the main issues related to sustainable procurement
16. Ability to understand and explain the key aspects to be considered when exercising influence on suppliers	16. Knowledge of key aspects of exercising influence on suppliers
17. Ability to explain complicity and its forms	17. Knowledge of complicity and its forms

## 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 analyze 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 above-mentioned domains and their relevance, the exam contains 12 questions, as summarized in the table below:

		Level of understanding (Cognitive/Taxonomy) required		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	
		Questions that measure comprehension, application, and analysis	Questions that measure evaluation					
Competency domains	Fundamental principles and key considerations for sustainable procurement	5	X	3	25	15	20	
		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
		10		X				
	Measuring and improving performance based on ISO 20400	10		X	1	8.33	10	13.33
	Planning and integrating sustainability into the procurement process based on ISO 20400	5		X	2	16.67	10	13.33
		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
		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)			41.7	58.3				

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

After successfully passing the exam, candidates will be able to apply for obtaining the “PECB Certified ISO 20400 Lead Sustainable Procurement Manager” credential.



## Taking the exam

### General information about 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 Partner 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 information about online exams, go to the [PECB Online Exam Guide](#).

PECB exams are available in two types:

1. Essay-type question exam
2. Multiple-choice question exam

**This exam comprises essay-type questions.** Essay-type questions 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 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.

This is an open-book exam. The candidate is allowed to use the following reference materials:

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

# PECB

A sample of exam questions will be provided below.

**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).

For specific information about exam types, languages available, and other details, please contact [examination.team@pecb.com](mailto:examination.team@pecb.com) or go to 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.

## Exam Security Policy

PECB is committed to protect the integrity of its exams and the overall examination process, and relies upon the ethical behavior of applicants, potential applicants, candidates and partners to maintain the confidentiality of PECB exams. This Policy aims to address unacceptable behavior and ensure fair treatment of all candidates.

Any disclosure of information about the content of PECB exams is a direct violation of this Policy and PECB's Code of Ethics. Consequently, candidates taking a PECB exam are required to sign an Exam Confidentiality and Non-Disclosure Agreement and must comply with the following:

1. The questions and answers of the exam materials are the exclusive and confidential property of PECB. Once candidates complete the submission of the exam to PECB, they will no longer have any access to the original exam or a copy of it.
2. Candidates are prohibited from revealing any information regarding the questions and answers of the exam or discuss such details with any other candidate or person.
3. Candidates are not allowed to take with themselves any materials related to the exam, out of the exam room.
4. Candidates are not allowed to copy or attempt to make copies (whether written, photocopied, or otherwise) of any exam materials, including, without limitation, any questions, answers, or screen images.
5. Candidates must not participate nor promote fraudulent exam-taking activities, such as:
  - Looking at another candidate's exam material or answer sheet
  - Giving or receiving any assistance from the invigilator, candidate, or anyone else
  - Using unauthorized reference guides, manuals, tools, etc., including using "brain dump" sites as they are not authorized by PECB

Once a candidate becomes aware or is already aware of the irregularities or violations of the points mentioned above, they are responsible for complying with those, otherwise if such irregularities were to happen, candidates will be reported directly to PECB or if they see such irregularities, they should immediately report to PECB.

Candidates are solely responsible for understanding and complying with PECB Exam Rules and Policies, Confidentiality and Non-Disclosure Agreement and Code of Ethics. Therefore, should a breach of one or more rules be identified, candidates will not receive any refunds. In addition, PECB has the right to deny the right to enter a PECB exam or to invite candidates for an exam retake if irregularities are identified during and after the grading process, depending on the severity of the case.

Any violation of the points mentioned above will cause PECB irreparable damage for which no monetary remedy can make up. Therefore, PECB can take the appropriate actions to remedy or prevent any unauthorized disclosure or misuse of exam materials, including obtaining an immediate injunction. PECB will take action against individuals that violate the rules and policies, including permanently banning them 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.

## Exam results

Exam results will be communicated via email.

- 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 [examination.team@pecb.com](mailto:examination.team@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, they 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 (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.

## SECTION III: CERTIFICATION PROCESS AND REQUIREMENTS

### PECB ISO 20400 credentials

All PECB certifications have specific requirements regarding education and professional experience. To determine which credential is right for you, take into account your professional needs and analyze the criteria for the certifications.

The credentials in the PECB ISO 20400 scheme have the following requirements:

Credential	Education	Exam	Professional experience	Experience related to sustainability or sustainable development	Other requirements
PECB Certified ISO 20400 Provisional Sustainable Procurement Manager	At least secondary education	PECB Certified ISO 20400 Lead Manager exam or equivalent	None	None	<a href="#">Signing the PECB Code of Ethics</a>
PECB Certified ISO 20400 Sustainable Procurement Manager			Two years: One year of work experience in procurement	Activities: a total of 200 hours	
PECB Certified ISO 20400 Lead Sustainable Procurement Manager			Five years: Two years of work experience in procurement	Activities: a total of 300 hours	

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

### Applying for certification

All candidates who successfully pass the exam (or an equivalent accepted by PECB) are entitled to apply for the PECB credential they were assessed 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 account), including contact details of individuals who will be contacted to validate the candidates' professional experience. Candidates can submit their application in English, French, German, Spanish or Korean languages. They can choose to either pay online or be billed. For additional information, please contact [certification.team@pecb.com](mailto:certification.team@pecb.com).

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

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

For more information on how to apply for certification, click [here](#).

The Certification Department validates that the candidate fulfills all the certification requirements regarding the respective credential. The candidate will receive an email about the application status, including the certification decision.

Following the approval of the application by the Certification Department, the candidate will be able to download the certificate and claim the corresponding Digital Badge. For more information about downloading the certificate, click [here](#), and for more information about claiming the Digital Badge, click [here](#).

PECB provides support both in English and French.

## **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.

## **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 procurement experience, 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.

## **Experience related to sustainability or sustainable development**

The candidate's activities log will be checked to ensure that the candidate has the required number of work hours related to sustainability or sustainable development.

## **Evaluation of certification applications**

The Certification Department will evaluate each application to validate the candidates' eligibility for certification or certificate program. 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 may lead to the candidates' credential downgrade.

## SECTION IV: CERTIFICATION POLICIES

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### Denial of certification

PECB can deny certification/certificate program if candidates:

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

Candidates whose certification/certificate program has been denied can file a complaint through the complaints and appeals procedure. For more detailed information, refer to [Complaint and Appeal Policy](#) section.

The application payment for the certification/certificate program is nonrefundable.

### Certification status options

#### Active

Means that your certification is in good standing and valid, and it is being maintained by fulfilling the PECB requirements regarding the CPD and AMF.

#### Suspended

PECB can temporarily suspend candidates' certification if they fail to meet the requirements. Other reasons for suspending certification include:

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

#### Revoked

PECB can revoke (that is, to withdraw) the certification if the candidate fails to satisfy its requirements. In such cases, candidates are no longer allowed to represent themselves as PECB Certified Professionals.

Additional reasons for revoking certification can be if the candidates:

- Violate the PECB Code of Ethics
- Misrepresent and provide false information of the scope of certification
- Break any other PECB rules
- Any other reasons that PECB deems appropriate

Candidates whose certification has been revoked can file a complaint through the complaints and appeals procedure. For more detailed information, refer to [Complaint and Appeal Policy](#) section.



## Other statuses

Besides being active, suspended, or revoked, a certification can be voluntarily withdrawn or designated as Emeritus. To learn more about these statuses and the permanent cessation status, go to [Certification Status Options](#).

## Upgrade and downgrade of credentials

### Upgrade of credentials

Professionals can upgrade their credentials as soon as they can demonstrate that they fulfill the requirements.

To apply for an upgrade, candidates need to log into their PECB account, visit the “My Certifications” tab, and click on “Upgrade.” 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. The holders of Master Certifications who fail to submit CPDs and pay AMFs will have their certifications revoked.*

## Renewing the certification

PECB certifications are valid for three years. To maintain them, PECB certified professionals must meet the requirements related to the designated credential, e.g., they must fulfill the required number of continual professional development (CPD) hours. In addition, they need to pay the annual maintenance fee (\$120). For more information, go to the [Certification Maintenance](#) page on the PECB website.

## Closing a case

If candidates do not apply for certification within one year, 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 to [certification.team@pecb.com](mailto:certification.team@pecb.com) and pay the required fee.

## Complaint and Appeal Policy

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 candidates do not find the response satisfactory, they have the right to file an appeal.

For more information about the Complaint and Appeal Policy, click [here](#).

## SECTION V: GENERAL POLICIES

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### **Exams and certifications from other accredited certification bodies**

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 Implementer certification).

### **Non-discrimination and special accommodations**

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

To ensure equal opportunities for all qualified persons, PECB will make reasonable accommodations<sup>3</sup> for candidates, when appropriate. If candidates need special accommodations because of a disability or a specific physical condition, they should inform the partner/distributor in order for them to make proper arrangements<sup>4</sup>. Any information that candidates provide regarding their disability/special needs will be treated with confidentiality. To download the Candidates with Disabilities Form, click [here](#).

### **Behavior Policy**

PECB aims to provide top-quality, consistent, and accessible services for the benefit of its external stakeholders: distributors, partners, trainers, invigilators, examiners, members of different committees and advisory boards, and clients (trainees, examinees, certified individuals, and certificate holders), as well as creating and maintaining a positive work environment which ensures safety and well-being of its staff, and holds the dignity, respect and human rights of its staff in high regard.

The purpose of this Policy is to ensure that PECB is managing unacceptable behavior of external stakeholders towards PECB staff in an impartial, confidential, fair, and timely manner. To read the Behavior Policy, click [here](#).

### **Refund Policy**

PECB will refund your payment, if the requirements of the Refund Policy are met. To read the Refund Policy, click [here](#).

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<sup>3</sup> 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.

<sup>4</sup> 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**

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