

Sustainability in the Age of AI

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2025 PMI Board of Directors



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Terri Knudson – Experience Overview

Deloitte.

One of the world's largest professional services firms.

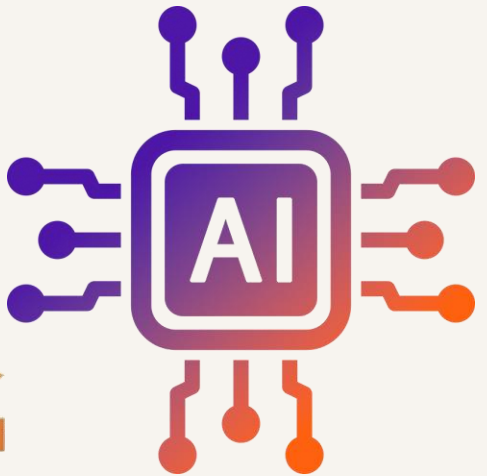
**MAYO
CLINIC**



Largest integrated, not-for-profit medical group practice in the world. Ranked the #1 hospital in the United States.

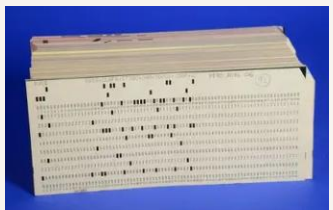


Technology Evolution



Visual by XRPractices

High levels of technology are part of our everyday lives.



Sustainability Goals

Sustainability is a major objective of most governments and businesses.



- Malaysia has ambitious sustainability goals, including achieving net-zero carbon emissions by 2050
- Malaysia’s government has a US\$250million, 10-year partnership to establish chip manufacturing
- Sustainability is an imperative to industries to reduce environmental impacts while sustaining growth
- Malaysia is one of the top 10 countries in demand for sustainability professionals

Why are we talking about AI and Sustainability?

- Leaders are turning AI into a catalyst for long-term value
- AI's impact on sustainability goals is of strategy value
- Organizations can be Leaders, Followers, or Laggards
- Integrated strategies outperform siloed efforts
- Projects are the enablers to achieving SDG goals



PMI Purpose

Living Our Purpose

Our Purpose: Maximize project success to elevate our world

LEARNING



- Thought Leadership Publications
- Courses, webinars, training
- Gold Standard Certifications

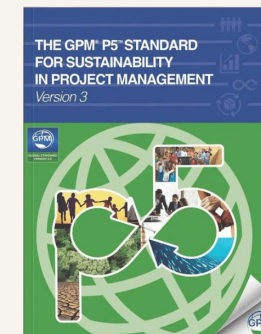


- Align to Sustainable Goals
- Incorporate into project cycle
- Measurement and reporting

DOING



- Project management experiences
- Embracing use of new technologies
- Utilizing the MORE model of success

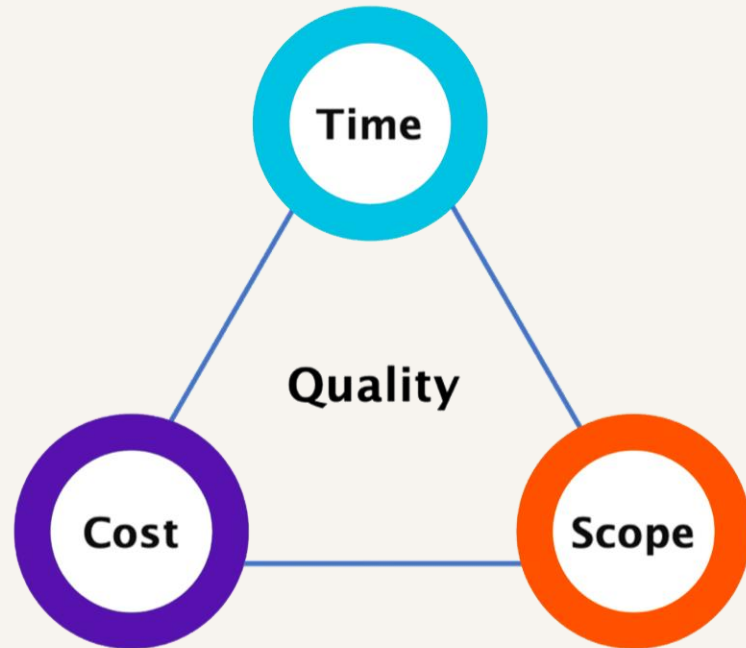


- Adopt GPM Standards
- Create sustainability plans
- ProjectManagement.com Community Champions

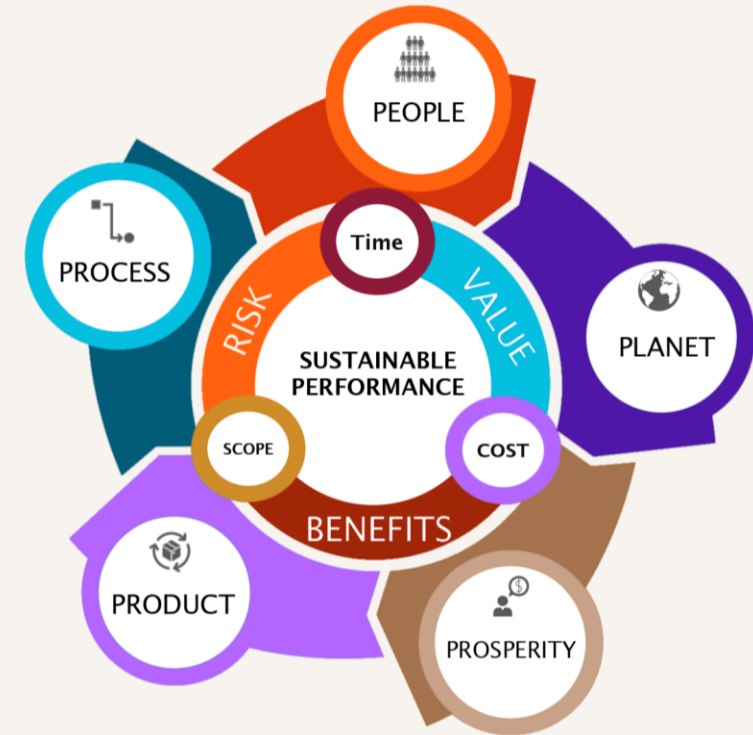
What is Sustainable Project Management?

Compliance

Value Creation



or

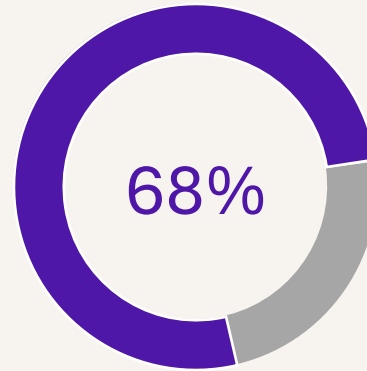


Why sustainability matters for PMI & project management

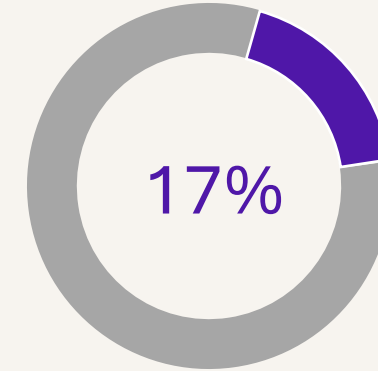
PMI's commitment: Aligning project success with sustainability principles



Sustainable projects are twice as likely to be perceived as successful¹



68% of organizations lack sustainability-aligned project practices²



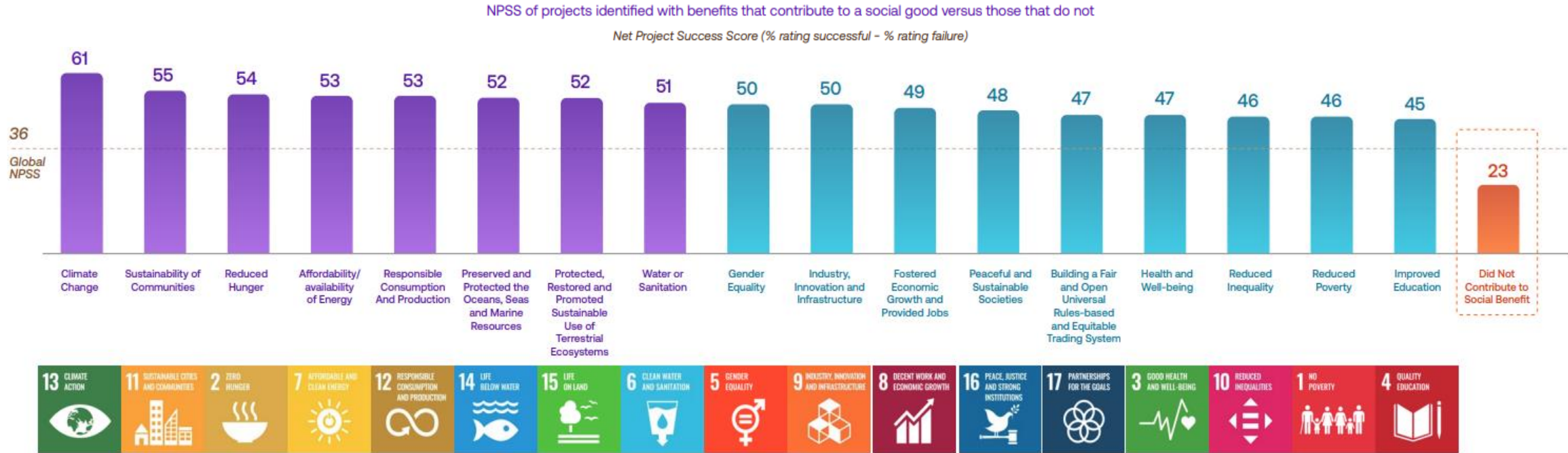
17% of UN SDGs are on track³

1. Project Management Institute (PMI). (2025). *Maximizing Project Success*. <https://www.pmi.org/learning/thought-leadership/project-success>
2. Green Project Management (GPM). (2025). *Insights into sustainable project management 2025*. <https://gpm.org/images/PDF/Insights/Insights%20into%20Sustainable%20Project%20Management%202025.pdf>
3. United Nations (2025). *World on Track to Achieve Only 17 Per Cent of 2030 Agenda Targets, Speakers Warn, as Second Committee Takes Up Sustainable Development Reports*. <https://press.un.org/en/2025/gaef3604.doc.htm>

Projects that contribute to sustainability and social good are more likely to be successful

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

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

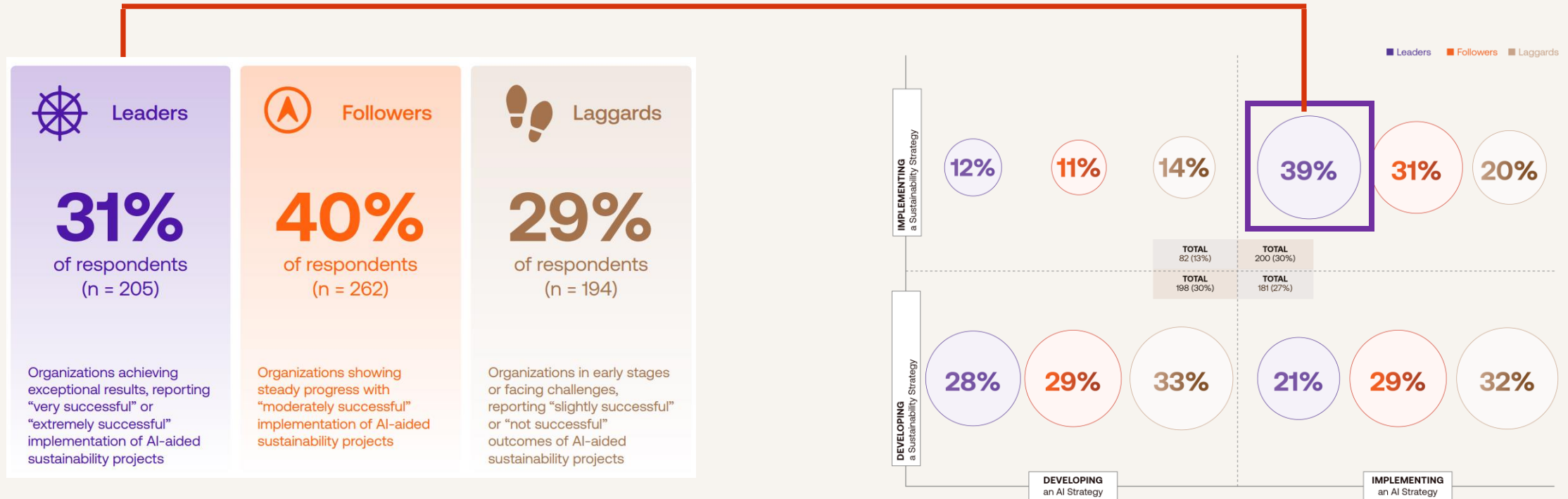


"Maximizing Project Success," Project Management Institute, 2024. [pmi.org/project-success](https://www.pmi.org/project-success)

Sustainability in the Age of AI

The Integration Imperative

We examined levels of success of sustainability impact projects in organizations from more than 650 survey respondents across sectors and regions



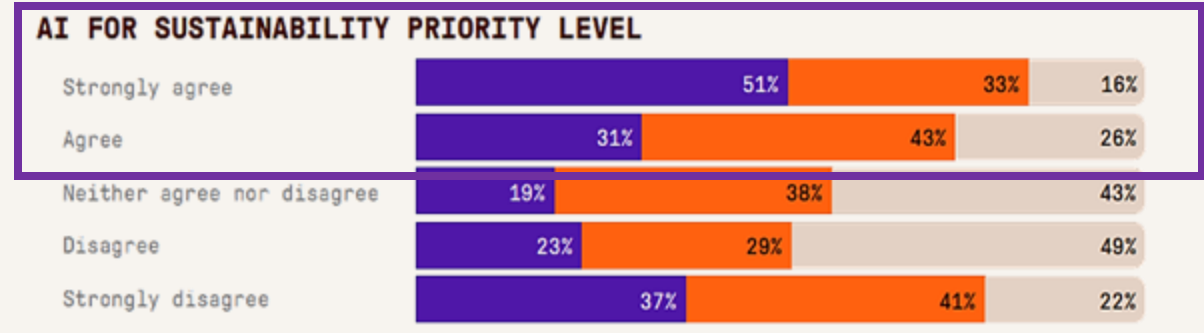
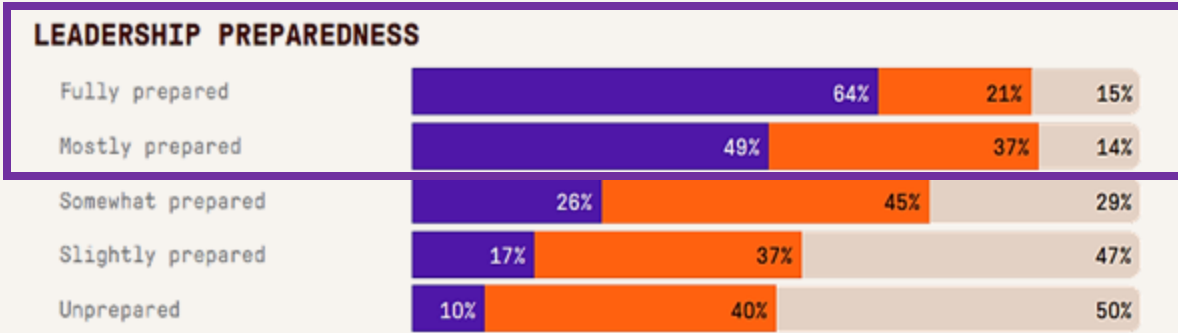
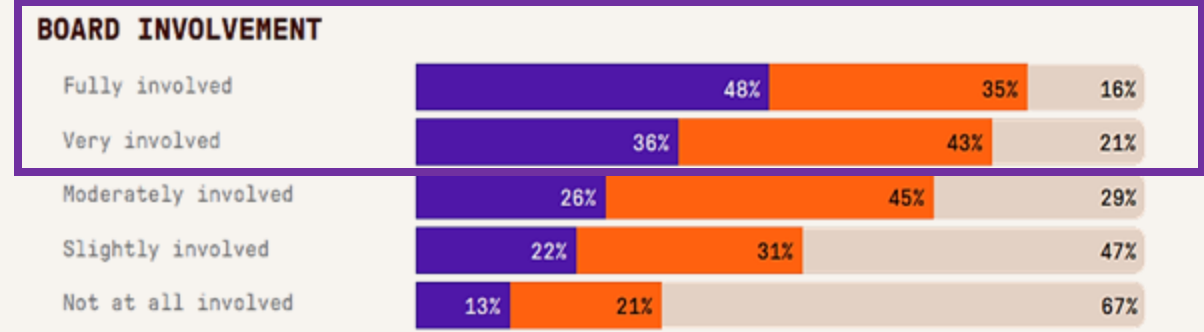
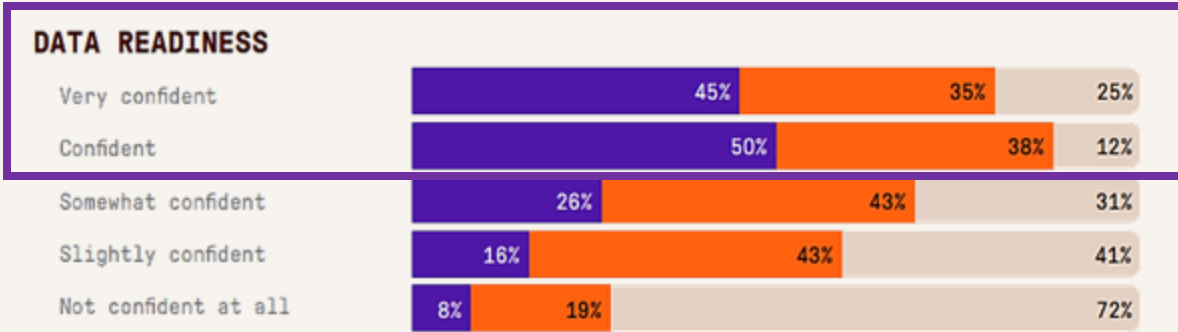
Survey question: Could you elaborate on the extent of your success in implementing these AI initiatives to achieve your sustainability objectives? Rated on a scale from "Not Successful at All" to "Extremely Successful" Base size: Total n = 661

Survey question: Is your organization actively developing or implementing an AI strategy? Is your organization actively developing or implementing a sustainability strategy? Base size: Leaders n=205; Followers n=262; Laggards n=194.

AI is a Valuable Enabler

Four critical areas organizations must navigate to effectively integrate AI for Sustainability

■ Leaders ■ Followers ■ Laggards



Survey question: How confident is your organization in its data readiness of AI for sustainability?; How prepared are your leaders with skills and competencies critical to effectively leverage AI for sustainability?; What involvement does the Board of Directors have in shaping your AI-driven sustainability strategy?; Please select the answer that best reflects your stance: "Using AI to meet our sustainability goals is a top priority for our organization"
 Base size: Laggards n=194; Followers n=262; Leaders n=205.

Framework for Sustainable Integration and Impact

Call to action



Build Strong Foundations

- Prioritize data quality and governance as the bedrock of AI-driven sustainability initiatives
- Invest in standardized data collection and management systems
- Develop clear frameworks for measuring and validating sustainability outcomes



Develop Integrated Capabilities

- Foster collaboration between sustainability, IT, and business units
- Invest in upskilling programs that combine AI and sustainability expertise
- Create centers of excellence to share best practices and learnings



Ensure Strategic Alignment

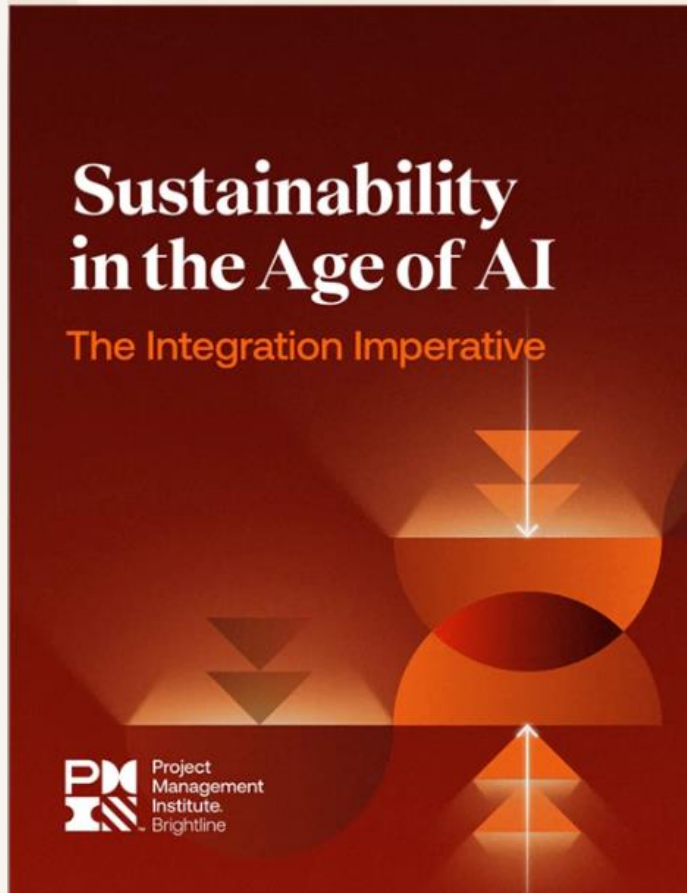
- Secure and maintain board-level support for integrated AI-sustainability initiatives
- Align AI-sustainability projects with core business objectives
- Develop closed-loop frameworks for reinvesting AI-driven sustainability gains into sustainability initiatives

PMI Resources

- Thought Leadership Research Publications
- New Partnerships and Affiliations
- Courses, Webinars, and Training
- Gold Standard Certifications
- Global Network thru Chapters and Membership

PMI Resources

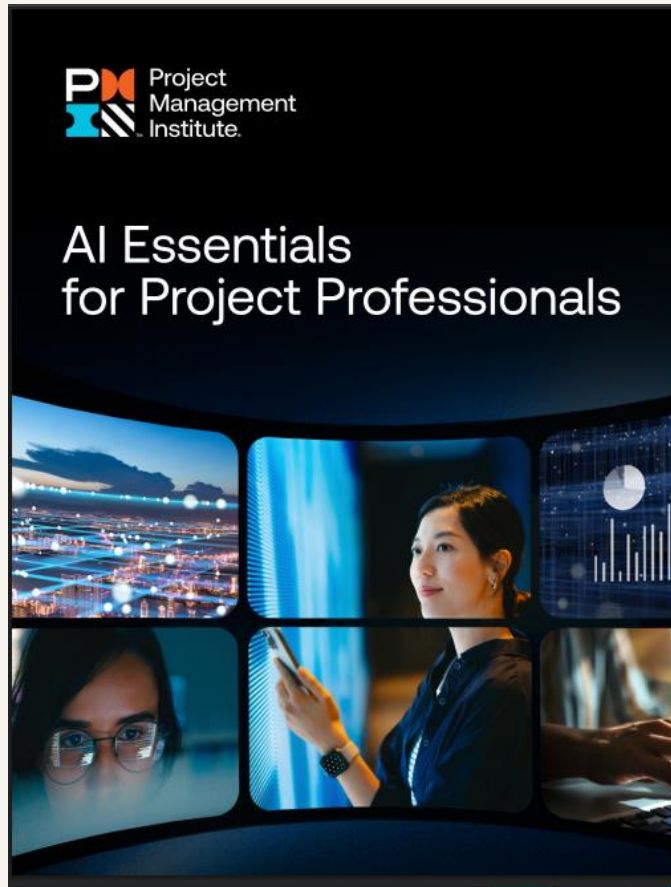
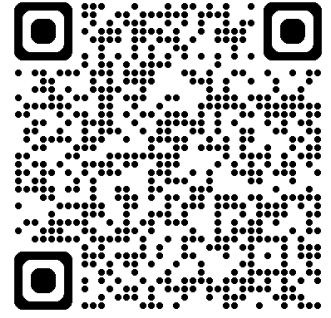
PMI Thought Leadership Research Publication



- Research analyzed over 650 organizations worldwide
- 93% of executives see sustainability as vital with only 37% have woven it into their core processes
- Organizations were grouped into Leaders, Followers, and Laggards based on their success
- Sustainability transformation is in multiple areas including energy management, supply chain, and reporting
- Requires intentional integration and strategic alignment
- Integrating AI capabilities with sustainability goals was seen to deliver exceptional results

PMI Resources

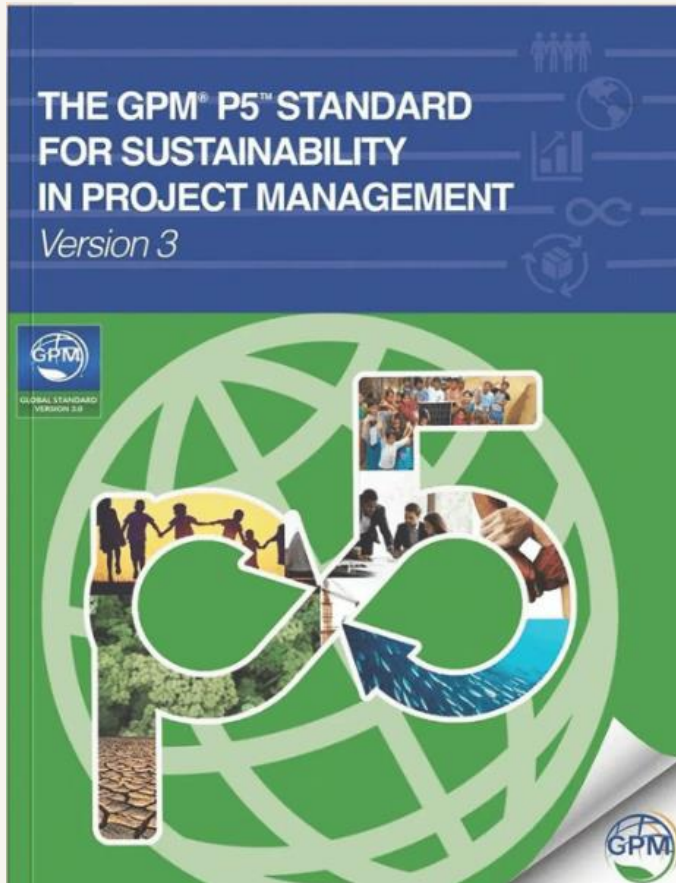
PMI – AI Courses and Certification



- Defines the various AI types and categories
- Describes AI goals, patterns, and application utilization
- Provides ways to integrate into project management
- Multiple publications available free to PMI members
- Five AI courses available to members with more coming
- AI Training and Certification available to provide skills, tools, and strategies for successful use of AI in PM

PMI Resources

PMI Green Project Management Standard – GPM



- PMI partnership was created with Green Project Management (GPM) to advance sustainability into projects
- Publications, blogs, and other tools are available on PMI.org with free access to members
- “GPM P5 Standard for Sustainability in Project Management” provides comprehensive guide
- Training and certification is available to build credentials to demonstrate your expertise and skills
- Multiple global projects are highlighted to share examples of successful sustainability initiatives

PMI Resources

PMI Project Success Framework – MORE

Value > Effort + Expense

Delivered value that was worth
the effort and expense



Maximizing Project Success

Elevating the impact of the Project
Profession. Elevating the impact
on our world.



- In 2024, the largest PMI research study engaging over 10,000 project professionals across geographies and industries
- The results created a new definition focused on value creation in both execution and outcomes
- Project success is defined as creating value that was worth the time and effort
- Accomplishing a higher level of project success requires doing M.O.R.E.

Manage perceptions

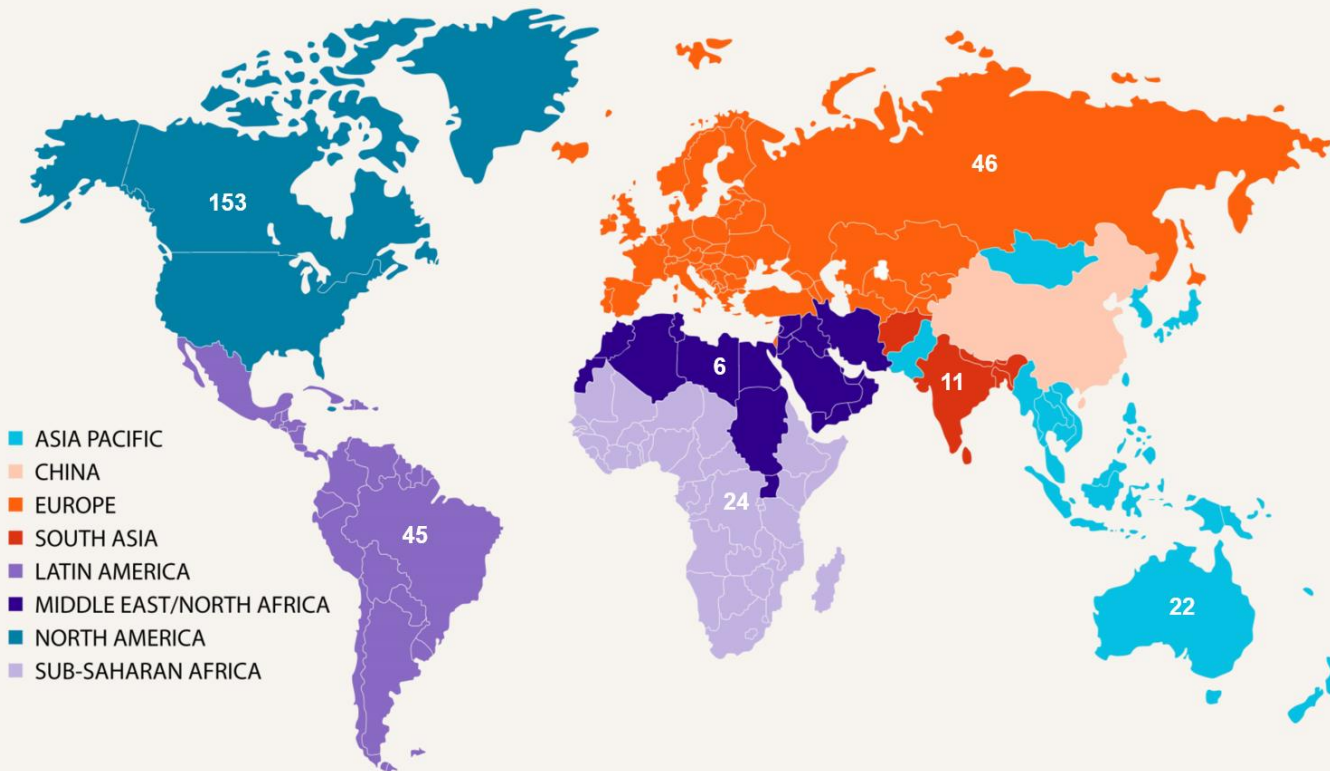
Own project success beyond project management success

Relentlessly reassess project parameters

Expand perspective

PMI Resources

PMI Global Professional Network – Chapters and Membership



- PMI is the world’s largest project professional organization
- It has over 300 chapters around the world with more than 750,000 members
- The PMI Community is a global network of current and aspiring professionals
- PMI membership provides access to a wide array of professional publications, courses, and certifications
- These resources are available for you to advance your career, your organization, and your community

What can we each do next to make a difference?



Terima kasih

THANK YOU!

