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TAREK TAWFIK
PMP , CP , GPM

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GREEN PROJECT MANAGEMENT IN

CONSTRUCTION PROJECTS

Combining PMI-CP (PMI Certified Practitioner) and PMI-GPM (PMI Green Project Management) certifications can significantly enhance the management of building construction projects by integrating best practices from both certifications.

PROJECT MANAGEMENT INSTITUTE
Premier Authorized Training Partner
2026

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- **38 years Experience in Portfolio, Program and Projects Management work at (UNDP, IBM, NCR, Teradata and DEWA).**
- *Masters in Project Management – British University in Dubai.*
- *PMO Specialist and Discipline Agile Coach and Value Stream Consultant.*
- *Value Engineering Specialist*
- *Program Manager for IBM Projects (Banking, Telecom and Post)*
- *SAP / SMART DOCUMENT Team Leader.*
- *One of the Founders of PM365WORLD PMI – ATP for Provider #: 5992 by establishing a project management training programs for Global Project Managers.*
- *Construction Project Management Experience.*
- *Leader in Innovation Project Management. (AI & BIM).*
- *Dubai International Project Management Forum (Scientific Comity Member)*

Tarek Hassan Tawfik
Founder & CEO
PM365WORLD LLC
Senior Specialist – Portfolio, Program and Projects Management
PMO Director – Agile Coach and Agile Value Stream Consultant
Value Engineer Specialist

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PROJECT MANAGEMENT
PMP®
Professional Certification
PROFESSIONAL

PMO CERTIFIED
PMI-PMOCP™
Professional Certification
PROFESSIONAL

CERTIFIED GREEN PROJECT MANAGER
GPM-b™
Professional Certification

PM365WORLD – New York

PMI-ATP (5992)

The new version of the PMP exam went live in January 2021. In addition to multiple-choice questions, it now features new question formats.

For more information about the exam: https://www.pmi.org/certifications/project-management-pmp

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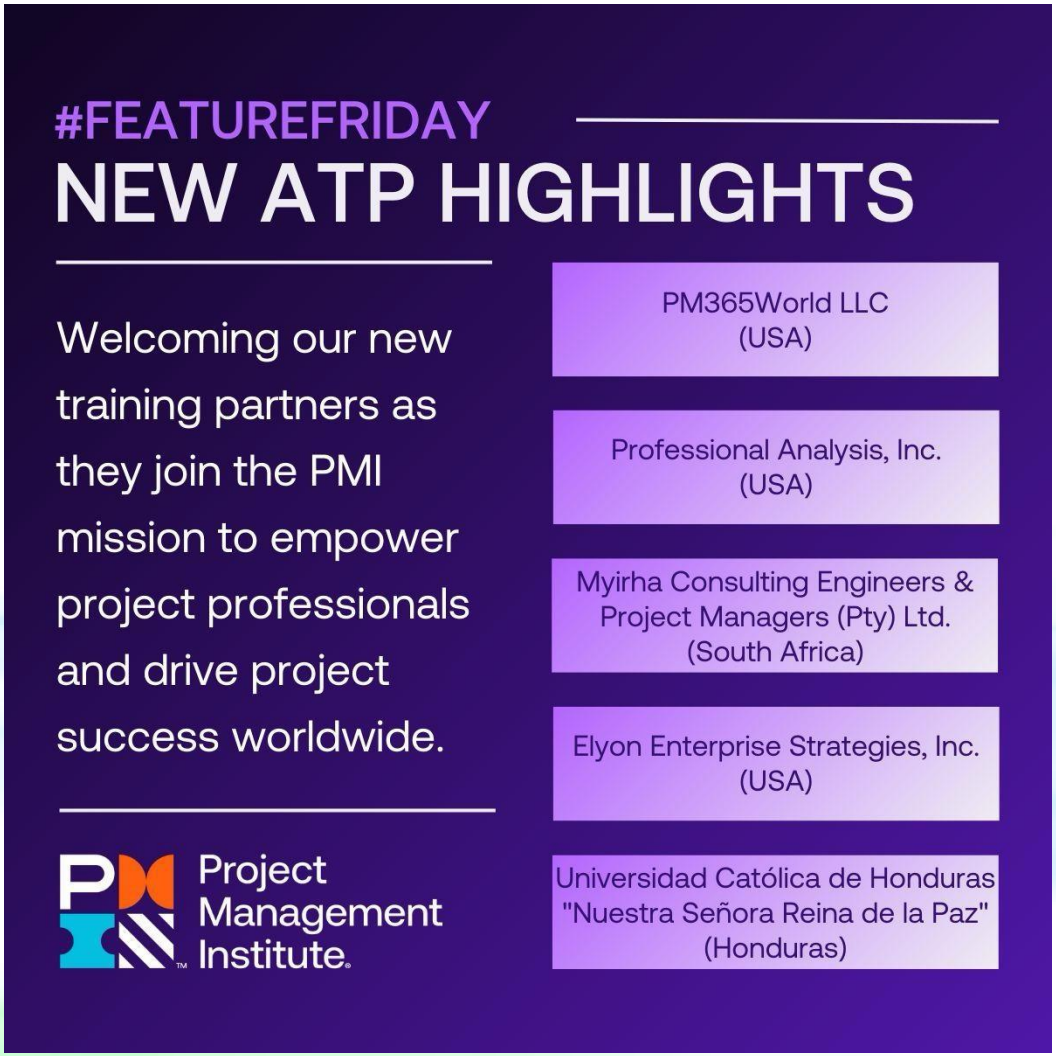
PM365WORLD is PMI-ATP



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Using Sustainability Frameworks to drive performance

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Sustainability in Project Management

Green Project Management

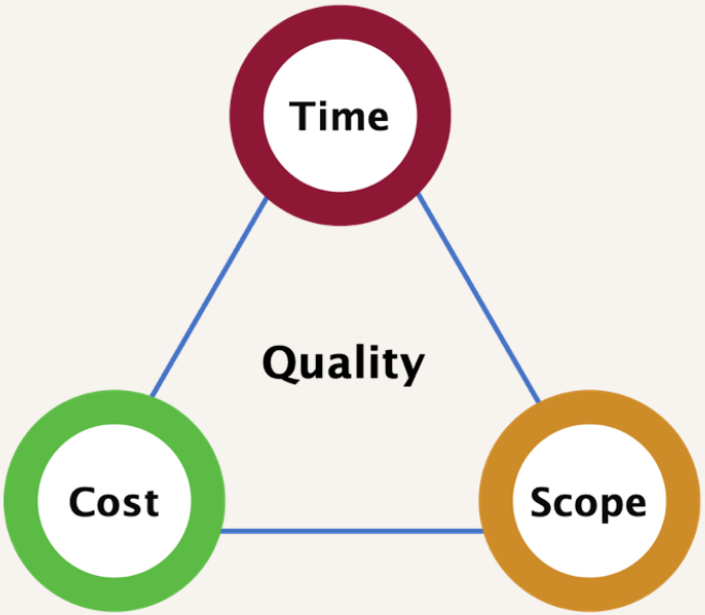
The Market Signals: What is happening now

Sustainability is a business imperative, with an Execution Gap	The Project driven transformation is accelerating	Strong demand for Sustainability Talent
• **99% | Of CEOs intend to maintain pr expand their sustainability commitments.** Yet only half feel confident sharing progress. *[Source: United Nations Global Compact, 2025 CEO Report]*	• **Businesses are transforming faster, and projects are the mechanism.** The *PMI Global Project Management Talent Gap Report* estimates that the world will need **65 million project professionals by 2035**, with a global shortfall approaching 30 million.	• **The demand for green-skilled talent is growing *twice as fast* as its supply.** Job postings requiring sustainability skills grew 22.4% year-over-year, while the supply of workers with those skills grew only 12.3%.
• **85% of organizations now consider sustainability a top strategic priority; only 17% have embedded it as a core engine of innovation, cost savings, and resilience** *[Source: Kyndryl Sustainability Barometer 2025]*	• **Sustainability is the higher predictor of Project Success.** However, only 23% of Projects include Sustainability in their KPIs *[Source: PMI 'Maximizing Project Success Report, 2024]*	• **Organizations are hiring green-skilled professionals at rates far exceeding traditional roles.** Workers with sustainability skills are 29% more likely to be hired *[Source: he LinkedIn Global Green Skills Report 2025]*

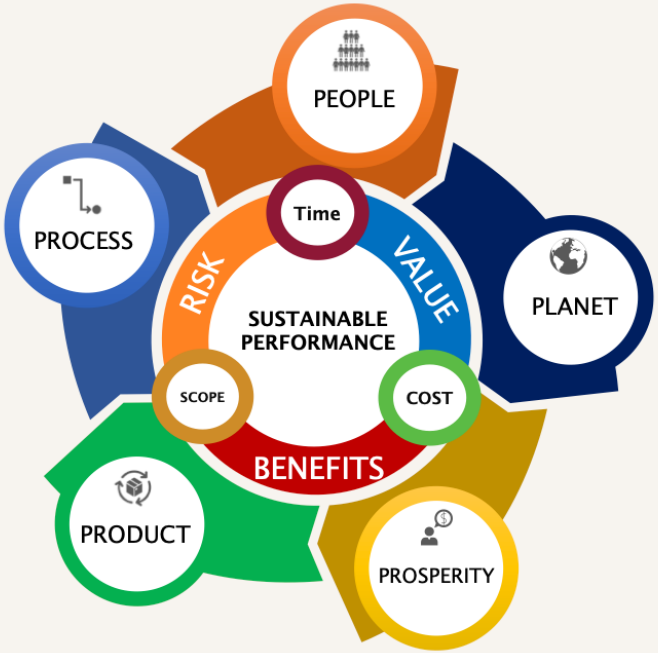
What is Sustainable Project Management?

Expanding Perspective beyond the Tripple Constraint to Resiliency and Sustainable Prosperity: The P5 Methodology

From Compliance → **To Value Creation**



> Expanded Perspective



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Project

Product Perspective

- Lifespan
- Servicing

Process Perspective

- Effectiveness
- Efficiency
- Fairness

People Impacts

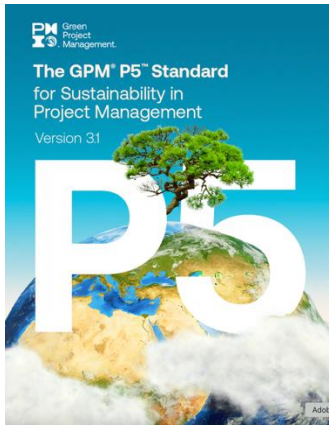
- Labor Practices and Decent Work
  - Employment and Staffing
  - Labor Management Relations
  - Project Health and Safety
  - Training and Qualifications
  - Organizational Learning
  - Equal Opportunity
  - Local Competence Development
  - Work Life Harmony and Mental Health
- Society and Customers
  - Community Engagement
  - Public Policy and Compliance
  - Protection for Indigenous and Tribal Peoples
  - Customer Health and Safety
  - Product and Service Labeling
  - Customer Privacy and Data Protection
- Human Rights
  - Harassment and Discrimination
  - Age-Appropriate Labor
  - Forced and Involuntary Labor
  - Talent Acquisition, Retention, and Empowerment
- Ethical Behavior
  - Sustainable Procurement and Contracts
  - Anti-Corruption
  - Fair Competition
  - Responsible Technology
  - Green Claims and Greenwashing

Planet Impacts

- Transport
  - Local Procurement
  - Digital Communication
  - Traveling and Commuting
  - Logistics
- Energy
  - Energy Consumption
  - GHG Emissions
  - Renewables and Clean Energy Return
- Land, Air, and Water
  - Biological Diversity
  - Air and Water Quality
  - Water Consumption
  - Water Displacement
  - Soil Erosion and Regeneration
  - Noise Pollution
- Consumption
  - Recycling and Reuse
  - Disposal
  - Contamination and Pollution
  - Waste Generation

Prosperity Impacts

- Project Feasibility
  - Business Case Analysis
  - Financial Analysis
  - Social Return on Investment
  - Modeling and Simulation
- Business Agility
  - Flexibility Optionality
  - Resiliency
- Market and Economic Stimulation
  - Local Economic Impact
  - Indirect Benefits
  - ESG Disclosures and Sustainability Reporting

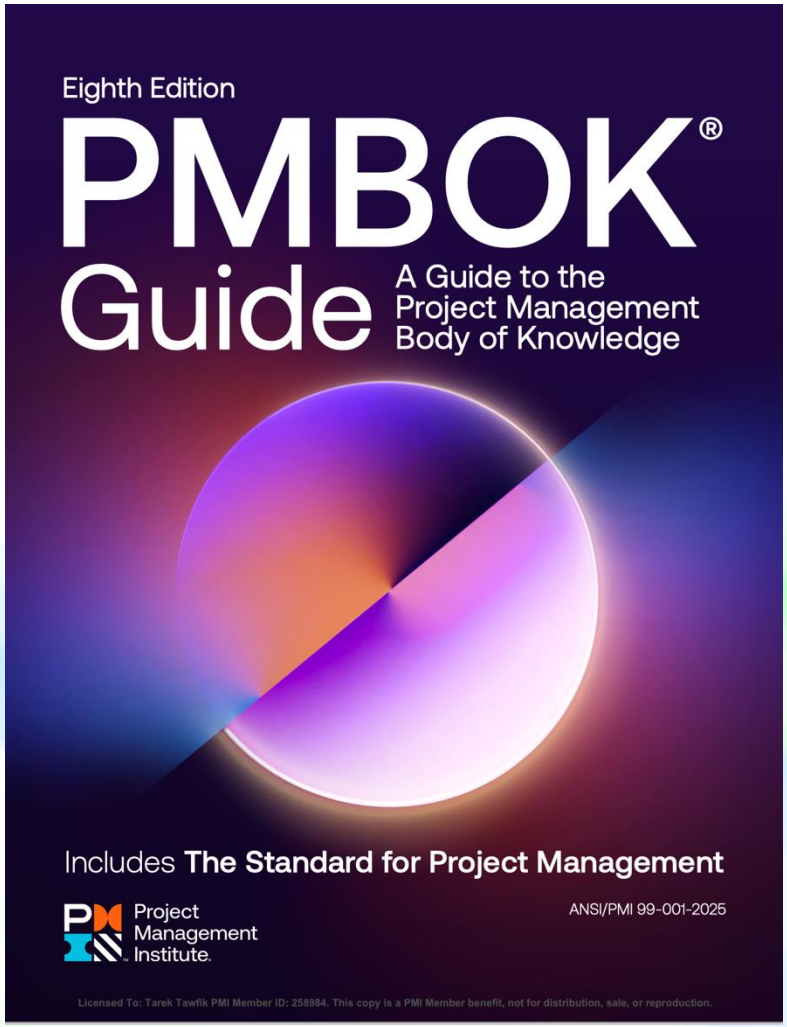


- 5 Lenses of Perspective
- 4 Social Categories, 4 Environmental Categories, 3 Economic Categories
- 49 Total Elements

- **245 Ways to assess sustainability in a project!**

Sustainable Project Manager Skills

- Knowledge of Sustainability Practices: Understanding of environmental science, green technologies, and sustainable project management methodologies.
- Project Management Expertise: Proficiency in project management tools and techniques, including scheduling, budgeting, and resource allocation.
- Communication Skills: Ability to convey complex information in a clear and engaging manner to various audiences.
- Analytical Thinking: Strong problem-solving skills to assess challenges and develop effective solutions.



Their skills & efforts lead to innovative solutions that benefit both the environment and society, paving the way for a more sustainable future.

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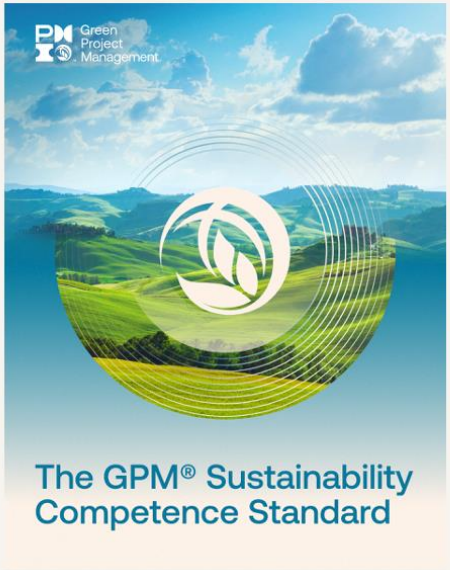
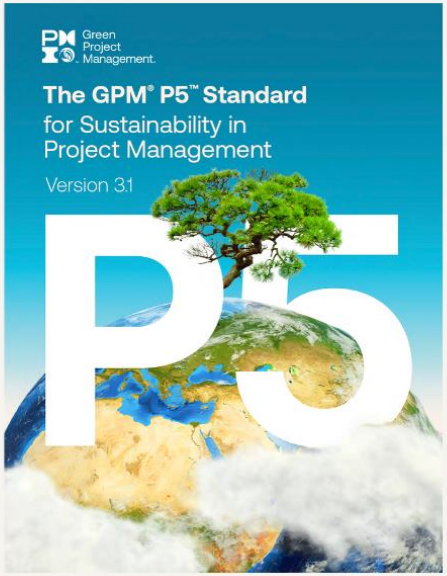
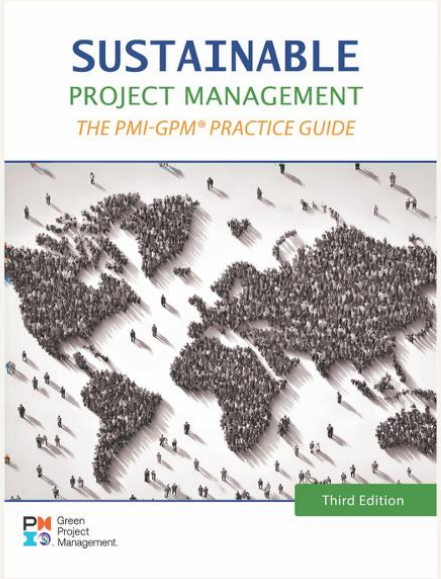
The PMI-GPM Ecosystem.







Knowledge | **Methodology** | **Practice** | **Measure**

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Green Project Management.

Elevate every project

GPM-b™ Certification: Two paths

Short Format: For Certified Project Professionals (i.e. PMP, CAPM)

- 12 hours of eLearning content + Short-Form Exam
- Total: 75 multiple-choice questions.
- Time: 1.5 hours allowed

Standard format

- 24 hours of elearning content + standard exam
- Total 150 multiple choice questions
- Time 3hrs allowed

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Green project management (GPM) in construction involves

- Applying environmental, social, and economic sustainability principles throughout a project's lifecycle, from initial design to operation and eventual demolition.

- This approach goes beyond traditional project management goals of time and budget, aiming to significantly reduce negative environmental impacts while enhancing long-term value and performance.

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Linking sustainability objectives to project requirements

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1. Identify Sustainability Objectives

- Reducing carbon emissions
- Minimizing waste
- Promoting social equity
- Enhancing resource efficiency
- Supporting local economies

2. Engage Stakeholders

- Project team members
- Clients and customers
- Local communities
- Regulatory bodies
- Environmental groups

Conduct interviews, surveys, or workshops to gather insights on their expectations and priorities regarding sustainability

3. Analyze Project Requirements & Align it with Objectives

- Technical specifications

- Budget constraints

- Timelines

- Compliance with regulations

- Quality standards

4. Develop Sustainable Strategies

- Choosing sustainable materials and technologies

- Implementing energy-efficient practices

- Engaging local suppliers to support the economy

- Creating community engagement plans

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Applying Green Project Management in Complex Build

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THE TALLEST, LARGEST AND SMARTEST NET POSITIVE GOVERNMENTAL BUILDING IN THE WORLD

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STRATEGIC OBJECTIVE

By building the tallest, largest and smartest net positive government building in the world, DEWA is establishing a precedent in Dubai and around the world by maintaining a balance between development and the environment, to protect the right of future generations to live in a clean, healthy and safe environment.

IDEAL DESIGN

Al-Sheraa's design was inspired by the traditional houses in the UAE.

Al-Sheraa will target the LEED Platinum Certification, the WELL Building Standard Silver Certification, and the Al Sa'fat Platinum Certification, Dubai's latest green-building regulation code.

CLEAN ENERGY

Al-Sheraa's design makes the most of its location to provide the largest possible surface area to generate solar power. The building will generate over 7,500 megawatt hours (MW/h) a year of renewable energy. It will have over 26,000 square metres of photovoltaic solar panels on its roof.

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Stakeholder	Needs & Expectations
Government	• Aligning with national development plans & programmes • Commitment to good citizenship • Regulatory compliance
Customers	• Quality safety and cost - effectiveness of service • Ethical business • Reducing the environmental impact of organisation activities
Employees	• Secure working environment • Competetive salaries • Ethical behaviour • Non-discrimination & recognition • Investment in professional developments • Career progression & recognition
Partners	• Sharing best practices • Continuous and systematic dialogue and engagement • MoUs to collaborate on issues
Society and Future generation	• Transparency and effective communicaton • Raising awareness on sustainability issues • Supporting social and cultural initiatives • Management of environmental impacts of organisation activities
Suppliers	• Supplier qualification based on cost and quality including environmental and social assessment • Transparent procurement processes • Profitability
Providers of capital/Investors	• Creating value in the short and long term • Reliability, profitability and transparency

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The United Nations Sustainable Development Goals 2030

Top Priority Goals

- 6 CLEAN WATE AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION

Second Priority Goals

- 5 GENDER EQUALITY
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 14 LIFE BELOW WATER
- 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
- 17 PARTNERSHIPS FOR THE GOALS

Other Important Goals

- 1 NO POVERTY
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 10 REDUCED INEQUALITIES
- 15 LIFE ON LAND

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Real-world lessons from the AI Sheraa Building

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Al Sheraa


مبنى الشراع - مقر هيئة كهرباء ومياه دبي
Al-Sheraa Building – Dewa Headquarters

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How Smart Systems and clean energy impact project Planning

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The built
environment
industry represents
13% of global GDP

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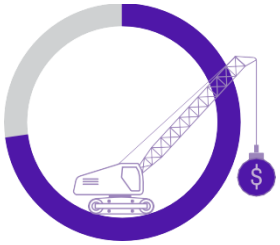
Our Research

72%

of construction projects experience **project delays**



73%

of construction projects end up **over budget**

70%

of construction projects experience **scope creep**

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Pain Points Identified

Ineffective communication often leads to confusion, frustration and distrust amongst key stakeholders.

The construction industry lags other industries in terms of **innovation and technology** adoption.

During the contracting and tendering process, **contractors will underbid competitors** in order to secure the contract.

Often projects are setup with **metrics** that drive the **wrong behaviours** and performance measurement most times doesn't have a standardized process.

Changes in project requirements, creates downstream rework and waste. This also leads to scope creep.

The complex nature **of managing large scale projects with the associated multi disciplinary element,** results in inherent overlap of scope or scope being missed.

Construction projects struggle as a result of **poor design**, which leads to **poor execution**.

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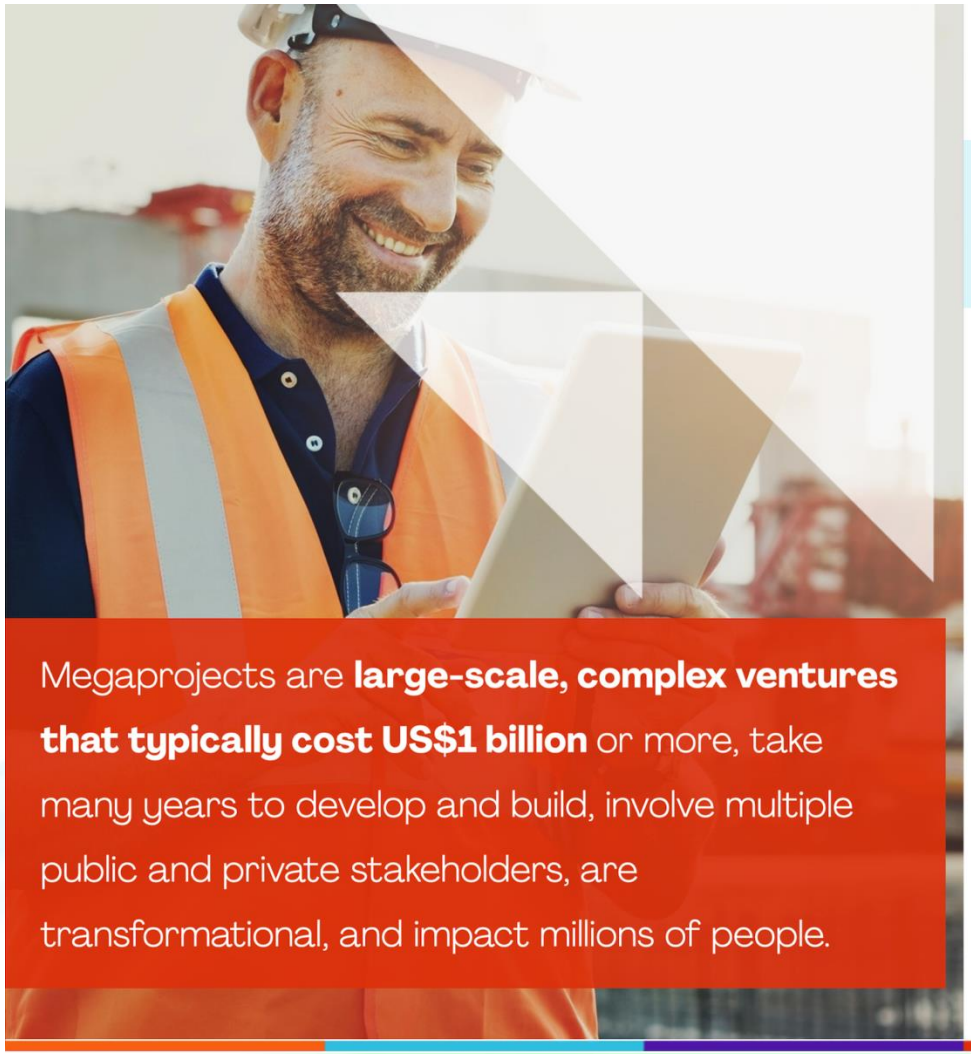
Minimizing Waste



Megaprojects are **large-scale, complex ventures that typically cost US$1 billion** or more, take many years to develop and build, involve multiple public and private stakeholders, are transformational, and impact millions of people.

COURSE BACKGROUND ---------

PMI conducted extensive research across the built environment industry:

- For every US$1b spent, **US$127m is wasted** (compared to US$113m nonconstruction Pulse of the Profession® [PMI, 2020].
- **Nine out of ten megaprojects overrun**, resulting in claims or disputes. However, this is not restricted to megaprojects alone, and is becoming an industry-wide occurrence.
- **Profit** margins are shrinking.
- A seasoned construction professional said, "this initiative could **"revolutionize the construction industry,"** and we can **"make history together."**

*Source: Oxford Handbook of **Megaproject Management***

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INTRODUCTION

> “The single biggest problem in communication is **the illusion that it has taken place.**
>
> - GEORGE BERNARD SHAW

The impact of **ineffective communication can be detrimental** to built environment projects:

33% of all megaprojects **fail due to communication issues.***

50% of projects experience significant **communication-related impacts due to time, cost, and scope.***

*Pulse of the Profession® (PMI, 2017) https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2017.pdf

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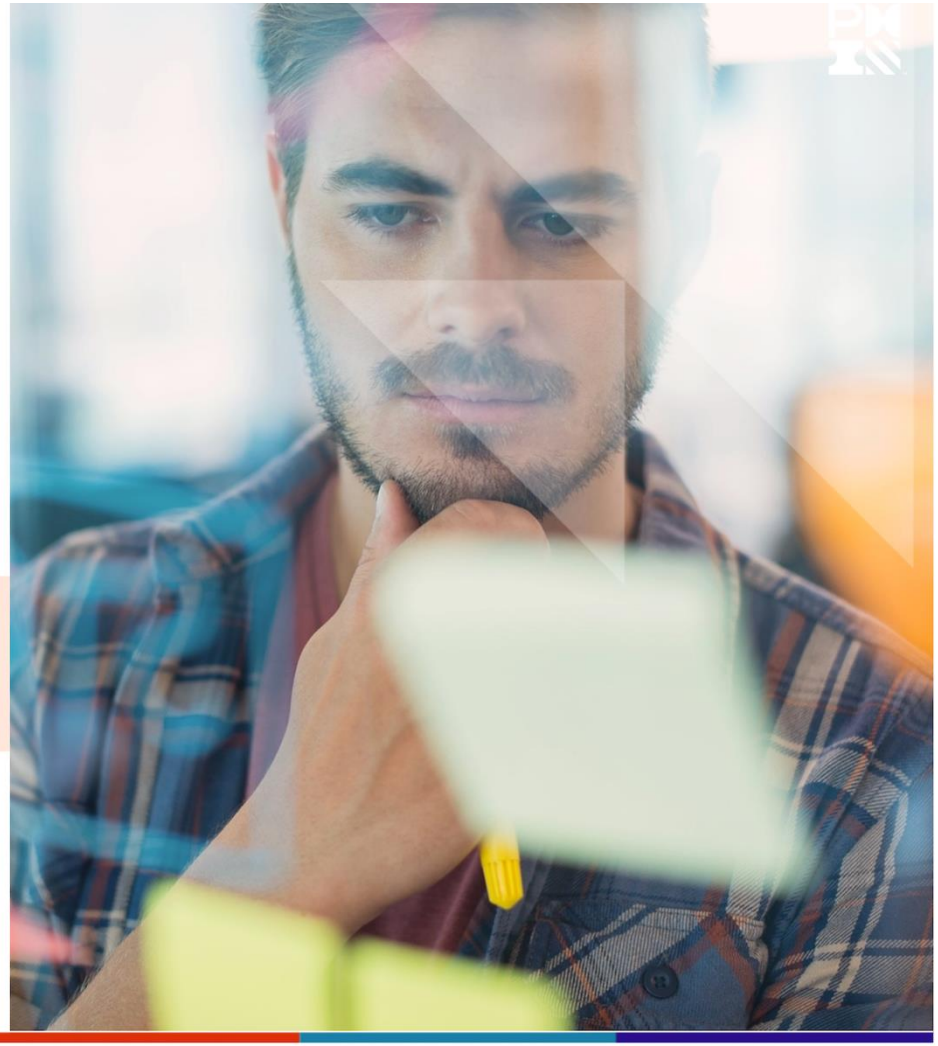
OBEYA

WHY IS OBEYA NECESSARY?

An effective Big Room **supports cross-functional team collaboration** by advancing work and bringing teams involved on a project up to speed on the activities of other groups or individuals.

The overarching philosophy behind Obeya comes from Lean.

- Collaborative running of a project.
- Leverages effective communication.
- Builds a cohesive team environment.



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PARTICIPATING IN THE BIG ROOM ---------

The Big Room will contain visually engaging information such as scope, milestones, plans, and progress to date.

It will also present problem-solving and countermeasures to existing technical or scheduling issues.

Participation in the Big Room is a scheduled and recurring event.

It brings key stakeholders together to collaborate, plan, update, and solicit resources.

TEAM MEMBERS CAN:

- Invite feedback
- Demonstrate accountability
- Make decisions
- Schedule events
- Compare the project's current state to the published goals or conditions of satisfaction (CoS)

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Construction Industry Challenges

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Construction Industry Challenges

The biggest hurdles
for construction projects

Construction Needs a Shift – Now

McKinsey & Company

Construction, the biggest industry in the world (13% of GDP but has only seen1% annual growth for the past two decades.

$69.4 trillion in global infrastructure investment would be needed through 2035.

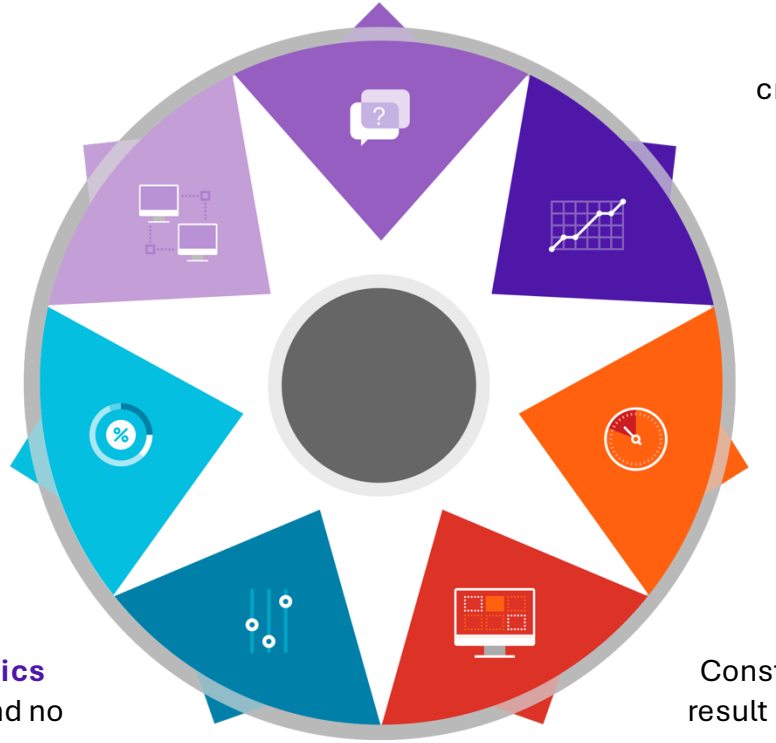
Skilled-labor shortages have become a major issue and retirements will drain talent. 41% of the US construction workforce is expected to retire by 2031.

Pain Points Identified

Ineffective communication often leads to confusion, frustration and distrust amongst key stakeholders.

The construction industry lags other industries in terms of **innovation and technology** adoption.

Changes in project requirements create downstream rework and waste. This also leads to scope creep.



During the contracting and tendering process, **contractors will underbid competitors** in order to secure the contract.

The complex nature of **managing large-scale projects with the associated multidisciplinary element** results in inherent overlap of scope or scope being missed.

Projects are often set up with **metrics that drive the wrong behaviours** and no standard process for performance measurement.

Construction projects struggle as a result of **poor design**, which leads to **poor execution**.

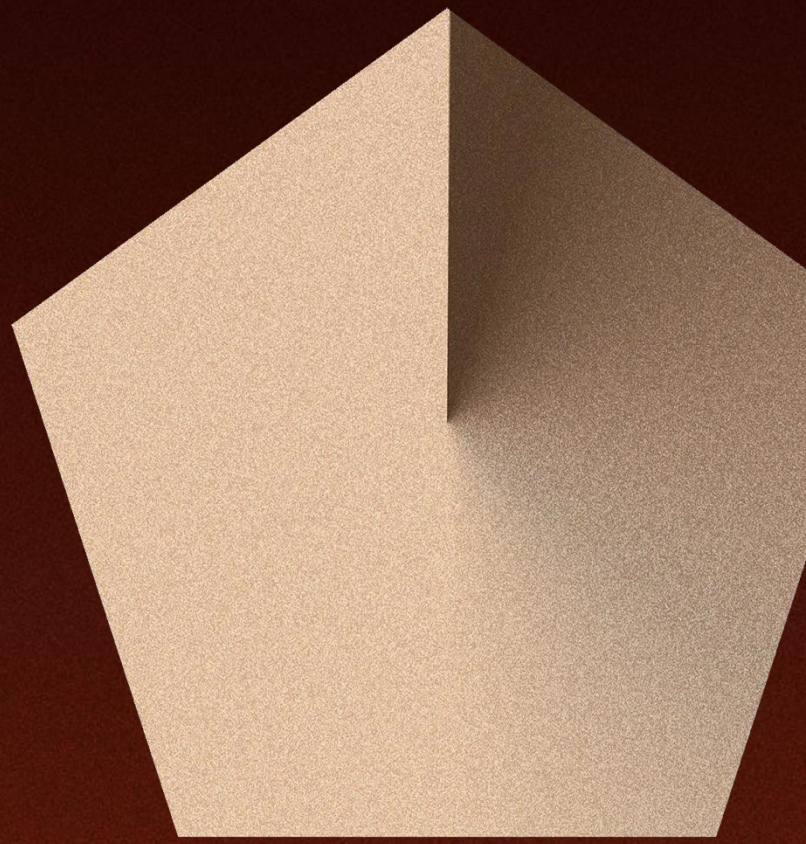
PMI Construction Professional (PMI-CP)™

The only internationally-recognized certification with an in-depth focus on bringing large, complex construction projects to life.

Why earn PMI-CP™?

PMI-CP™ prepares professionals in the construction industry to confidently plan and lead megaprojects, elevating your capabilities and relevance in one of the world's fastest-growing sectors.

- ✓ Increases professional relevance in the construction industry
- ✓ Enhances job performance and prospects
- ✓ Suitable for all professionals in the construction sector
- ✓ Internationally recognized
- ✓ Instills the skills to adapt to evolving innovation and sustainability demands
- ✓ Demonstrates the ability to lead large, highly complex construction projects



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PMI Construction Professional (PMI-CP)™

- PMI-CP™ certification builds and verifies knowledge, skill and experience as a construction project professional, demonstrating your ability to:

✓ **Plan:** Effectively strategize and manage project resources

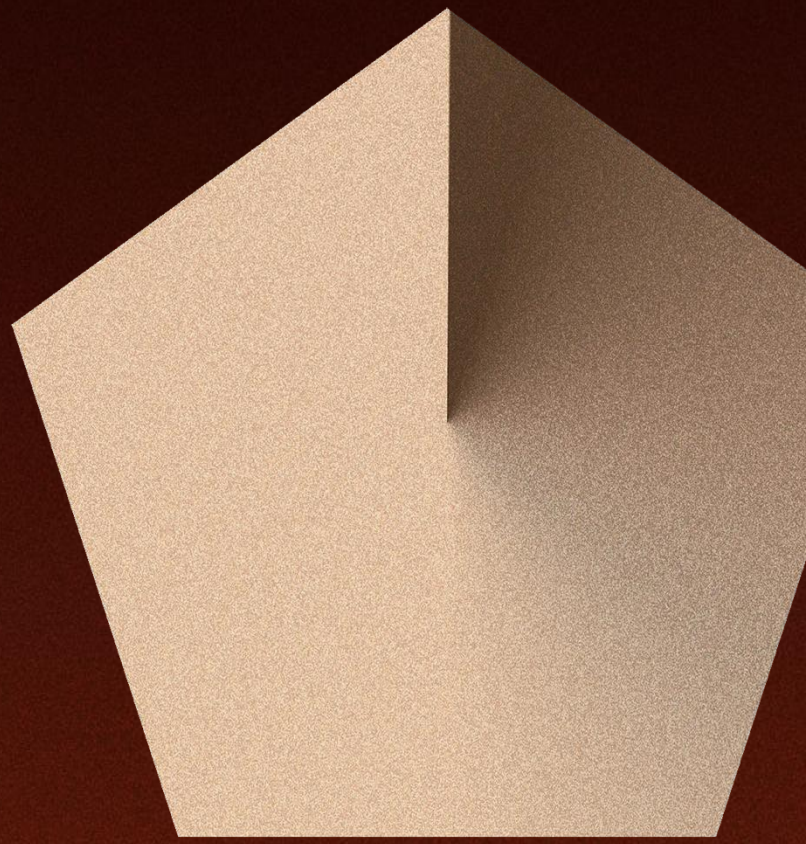
✓ **Manage Contracts**: Ensure contracts align with project goals

✓ **Mitigate Risks:** Proactively handle risks and challenges

✓ **Lead Complexity:** Use communication, active listening and commitment-based management skills

✓ **Empower Innovation and Sustainability:** Adapt to current industry dynamics and sustainability demands

✓ **Stay Current:** Remain up-to-date with current technologies, materials and communication in a rapidly evolving industry



Exam Details

- 120 questions over 230 minutes.
- Delivered in-person and online

Prerequisites

- 36 months leading construction projects
- Completion of the four foundational PMI-CP learning modules

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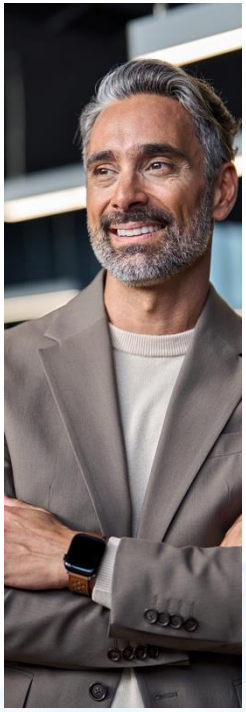
Who Should Enroll in PMI-CP™?



Developers

Consultants

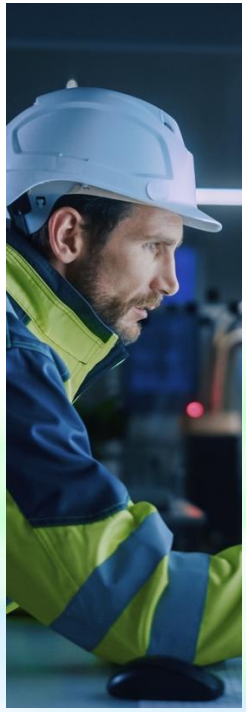
Contractors

Project Managers

Engineers

Architects

Quantity Surveyors



Planners & more...

PMI-CP™

Why choose PMI-CP?

Equip your teams with knowledge of advanced processes and technology in the industry.

Realize huge return on investment (ROI) in technology and new processes, Optimizing available resources.

Alleviate key pain points that the construction industry has identified as crucial.

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GPM and CP Real Case Study - DEWA

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Open: Q & A

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Thank You

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