

ISSP Professional Certification Beta Test Candidate Handbook



INTERNATIONAL SOCIETY OF
SUSTAINABILITY
PROFESSIONALS

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ISSP Sustainability Certification

Since ISSP was formed in 2007, the field of sustainability has attracted thousands of people from a variety of backgrounds who are doing work in this field and claim the title “sustainability professional”. While the field has been enriched and informed by this diversity of expertise, it has also created inconsistency in practice and definition. We believe that in order for the field and its professionals to be taken seriously and be granted due credibility, there needs to be some definition and standardization of the competencies employers and seekers of consultants can come to expect.

Working towards this goal:

- In 2010, ISSP published the results of its research on the core competencies of a sustainability professional
- In 2013, ISSP published the job task analysis that will be the basis for the certification scheme, reflecting the input of ISSP members and other sustainability professionals from around the world.
- In 2014, the ISSP Spring survey of over 800 sustainability professionals showed that 70% were in favor of creating a certification.

Finally, at its November 2014 meeting, the ISSP Board of Directors voted unanimously to create a certification for sustainability professionals in 2015 in order to:

- Bring cohesion and definition to the emerging profession of sustainability
- Provide credibility for employers and assurance of a standard level of competency of the sustainability professional
- Impart practitioners in the field evidence of competency, furthering their credibility, influence and career advancement opportunities

The ISSP Sustainability Certification has been designed by sustainability practitioners, for sustainability practitioners, through global collaboration and expertise, delivered through a not-for-profit Industry Association committed to advancing the practice of sustainability. It has been designed following the internationally-recognized ISO 17024 standard, which sets out criteria for an organization's certification program for individual persons. Adhering to the ISO 17024 standard will ensure that the ISSP Certification is a global benchmark for sustainability professionals, providing industry-recognized credentials that can be carried across national borders.

There are two levels of ISSP Certification available to sustainability practitioners. Maintaining the Certification at either level will require ongoing professional development activities.

Sustainability Associate (ISSP-SA): Individuals who are new to the field of sustainability but have sufficient education and training to pass a test on basic knowledge and understanding of key sustainability concepts. Note: the ISSP-SA is a pre-requisite for the ISSP-CSP

Certified Sustainability Professional (ISSP-CSP): Experienced sustainability practitioners who demonstrate a combination of sustainability-related work experience and formal education.

ISSP Beta Certification Requirements

The Beta test of the ISSP Certification process is open only to ISSP members. Nonmembers will be able to apply at the official launch in November 2015.

ISSP-SA

1. Register for the ISSP-SA exam and pay the registration fee
2. Sign into the ISSP Exam Center and upload signed copies of the following:
 - a. [ISSP-SA Application Form](#)
 - b. [Code of Ethical Practice and Values](#)
 - c. [Non-disclosure Agreement](#)
3. Sit for the exam during the published ISSP-SA Beta Time Window
Note: *the ISSP-SA exam covers the material in Section 1. Core Sustainability Concepts* of the Exam Content Outline included at the end of this handbook.

ISSP-CSP

1. Attain the ISSP-SA certification¹
2. Review the Eligibility Criteria to determine your readiness
3. Register for the ISSP-CSP exam and pay the registration fees
4. Sign into the ISSP Exam Center and upload signed copies of the following:
 - a. [ISSP-CSP Application Form](#)
 - b. [Code of Ethical Practice and Values](#)
 - c. [Non-disclosure Agreement](#)
 - d. [Beta Test Agreement](#)
 - e. Transcripts documenting training or education to credit toward your qualifications
 - f. Three references documenting work experience
5. Receive approval to undertake ISSP-CSP exam (within 2 weeks)
6. Sit for the exam during the published ISSP-CSP Beta Time Window
Note: *the ISSP-CSP exam covers the material in Sections 2 through 6* of the Exam Content Outline included at the end of this handbook.

Completing the ISSP-Certification Application

The ISSP-SA and ISSP-CSP are online application processes. After registering but prior to the exam period, the application and related material must be completed in full and uploaded to the ISSP Certification system where it will be reviewed for completeness. Once the review is done, the Candidate will be informed as to whether the application has been accepted. Individuals should review the Eligibility Criteria carefully prior to submitting an application.

Registration for the Beta ISSP Certification will be open as follows:

ISSP-SA: between July 15, 12:01am PT – Aug 5, 2:00pm US Pacific Time

ISSP-CSP: between Aug 3 12:01am US Pacific Time – Aug 28, 2pm US Pacific Time

¹Due to the timing of the ISSP-SA and ISSP-CSP Beta Certification exams and the quantitative analysis required to determine the passing scores for the ISSP-SA Beta exam, it is possible that an ISSP-CSP Candidate will not have officially passed the ISSP-SA exam before sitting for the ISSP-CSP exam. Candidates will be required to sign a Beta Test Agreement acknowledging the possibility of needing to retake the ISSP-SA exam in the event a passing score is not achieved. See the Beta Test Agreement at the end of the Candidate's Handbook for more details.

Note that payment and all application materials must be received prior to the end of the above registration times.

ISSP-SA Application

Part 1. Candidate Information

Provide contact information stating which address is to be used for correspondence. The email address is where your exam scores and certification documentation will be sent. We also request that you provide your LinkedIn profile link but it is not a mandatory requirement.

Documents you need to provide with your application.

- [ISSP-SA Application Form](#) (signed)
- [Code of Ethical Practice and Values](#) (signed)
- [Non-disclosure Agreement](#) (signed)

Part 2. Declarations

You must declare that you have read and understood the Code of Ethical Practice and Values and the Non-disclosure Agreement. By signing the application you are also confirming you have read and understood this Candidate Handbook and will comply with all requirements.

Submitting your application

You should determine your own eligibility to apply and submit all requested information. Incomplete applications will not be processed and you will not be approved to sit for the exam. You cannot add or change information once the application is submitted.

Payment

Payment for the ISSP-SA application is online. Credit card and PayPal are acceptable methods of payment. Payment is required at the time of registration.

Once you have registered for the ISSP Beta Certification, you will receive a user ID and password to the ISSP Learning Center where you will be able to upload the application and related materials and take the exam.

Exam registration

If you have received approval that you meet the qualifications for the exam, you will be directed to the ISSP Beta Certification on-line system to take the exam during the exam period. You will be able to sign in at the time of your choosing during the exam period and will have 2 hours in which to take the ISSP-SA exam. The exam must be taken in one continuous 2 hour period.

Special Needs

We regret that ISSP is not able to accommodate any special needs requests for the Beta ISSP Certification process.

ISSP-CSP Application

Part 1. Candidate Information

Provide contact information stating which address is to be used for correspondence. The email address is where your exam scores and certification documentation will be sent. We also request that you provide your LinkedIn profile link but it is not a mandatory requirement.

Documents you need to provide with your application.

- [ISSP-CSP Application Form](#) (signed)
- Curriculum vitae (pdf, no more than 4 pages)
- Official Transcripts (if applicable)
- [Professional Reference Forms](#) (3)
- [Code of Ethical Practice and Values](#) (signed)
- [Non-disclosure Agreement](#) (signed)
- [ISSP-CSP Beta Test Agreement](#) (signed)

Part 2. Degrees and sustainability-related information

Years of sustainability related experience must be stated

All applicants are required to submit a curriculum vitae (CV) with their application. The CV should (1) outline sustainability-related work experience covering the number of declared years' experience, (2) be no more than four pages and (3) in pdf format.

Degrees which you have attained must be documented with the name of institution, city, state, and country, date, and type of degree and field of study. You are not required to upload a copy of any transcripts unless you have less than five (5) years sustainability-related work experience.

If you have less than five (5) years sustainability experience, then you are required to also complete Part 3. If you have five (5) years or more of sustainability related experience then you may skip Part 3 and proceed to Part 4.

Part 3. Sustainability related education and training

If you have less than five (5) years of sustainability-related work experience then you are required to provide information on sustainability education and training. Official transcripts are required from an accredited institution.

Transcripts may either be uploaded as electronic PDF documents into the ISSP Certification Registration system or hard copy sent directly to ISSP at 1429 Park St, Suite 114, Hartford, CT, 06106, USA.² If official transcripts are not available in English, it is desirable to have an English translation of the transcript to facilitate credential review

It is the responsibility of the applicant to describe which courses fulfil the educational requirement and how many credit hours each course fulfils

² ISSP is not responsible for any transcripts or other documentation that is not received in time for an applicant to sit for any particular exam period. Applicants should be sure to submit their request to their education and training organizations with sufficient time to have the documentation received and processed by ISSP prior to the close of the exam application period.

If you need more lines than are available in Part 3, use the additional lines in Part 6, and put the total number of credits from Part 6 in the space provided.

Part 4. Professional References

Three (3) references from clients or work supervisors are required with direct experience with the Candidate's sustainability-related work experience, competence and professional practice during the declared years of work experience. Contact details for the three (3) references must also be provided on the application form.

The actual references must be supplied on separate [ISSP Professional Reference Forms](#), which require the following information from each reference:

- a. Full name, title, organization, email, and phone contact information for the reference
- b. Name of the Candidate
- c. Professional relationship to applicant
- d. Number of years of experience with applicant's sustainability-related work
- e. Brief description of work provided by the applicant
- f. Comment on applicants knowledge, skills, abilities, character, and ethics relating to the ISSP-CSP and the ISSP Code of Ethical Practice and Values

Part 5. Declarations

You must declare that you have read and understood the Code of Ethical Practice and Values and the Non-disclosure Agreement. By signing the application you are also confirming you have read and understood the Candidate Handbook and will comply with all requirements.

For the Beta testing process you must also agree to the ISSP-CSP Beta Test Agreement. Taking the Beta ISSP-CSP exam does not guarantee that an individual will be awarded ISSP-CSP certification without passing the ISSP-SA exam.

Copies of the Code of Ethical Practice and Values, the Non-disclosure Agreement and the ISSP-CSP Beta Test Agreement are included at the end of the Candidate Handbook for reference purposes.

Part 6. Additional Sustainability-Related Education and Training

Use this section if you have more credit hours than will fit in Part 3. Total up the number of hours in Part 6 in the space provided and put the total in the space provided in Part 3.

Submitting your application

You should determine your own eligibility to apply and submit all requested information. Incomplete applications will not be processed and you will not be approved to sit for the exam. You cannot add or change information once the application is submitted.

Payment

Payment for the ISSP-CSP application is online. Credit card and PayPal are acceptable methods of payment. Payment is required at the time of registration.

Application review

The ISSP-CSP application will be reviewed following submission and receipt of all information. You will be notified of the outcome within two (2) weeks of your submission via email.

Exam registration

If you have received approval that you meet the qualifications for the exam, you will be directed to the ISSP Beta Certification on-line system to take the exam during the exam period. You will be able to sign in at the time of your choosing during the exam period and will have 2.5 hours in which to take the ISSP-CSP exam. The exam must be taken in one continuous 2.5 hour period.

Special Needs

We regret that ISSP is not able to accommodate any special needs requests for the Beta ISSP Certification process.

Eligibility Criteria

ISSP Sustainability Associate (ISSP-SA)

The ISSP Sustainability Associate certification (ISSP-SA) is awarded to those practitioners who agree to the ISSP Ethical Code of Practice and Values and can demonstrate sufficient education and knowledge of sustainability concepts and issues by passing the ISSP-SA exam

ISSP Certified Sustainability Professional (ISSP-CSP)

The ISSP Certified Sustainability Professional certification (ISSP-CSP) is awarded to those practitioners who demonstrate sufficient education and knowledge of sustainability concepts and issues by passing the ISSP-CSP exam as well as competence in the tasks and responsibilities required of people working in the field by meeting the following criteria:

1. Pass the ISSP-SA exam
2. Provide information about degrees from accredited institutions of higher education (bachelor's degree or higher is required) or global equivalent and one of the following
 - a. At least 5 years of sustainability-related professional experience within the last 10 years; or
 - b. At least 4 years of sustainability-related professional experience within the last 8 years and an additional year of sustainability-related education or training; or
 - c. At least 3 years of sustainability-related professional experience within the last 6 years and an additional 2 years of sustainability-related education or training

Note:

- Education and training must be from an accredited institution or ISSP Educational Partner.
 - Each year of education and training must be the equivalent of 30 credit hours.
 - Education and training must be within the last 6 years.
3. Provide three references attesting to your work as a sustainability professional.

Assessment & Examination Process (Testing Process)

You should review the Exam Content Outline section of this document to determine your knowledge and readiness to sit for the exams. The ISSP-SA exam covers Section 1. Core Sustainability Concepts. The ISSP-CSP exam covers Sections 2 through 6 of the Exam Content Outline.

Exam Format

The exams are computer-based, closed-book, multiple-choice tests and must be taken without the use of any online or hard copy reference documents or any assistance from another individual.

- The ISSP-SA examination requires successful completion of 75-item random multiple choice questions and must be completed within 2 hours.
- The ISSP-CSP examination requires successful completion of 100-item random multiple choice questions and must be completed within 2.5 hours.

Exam Proctoring Requirements

You will be required to show photo ID such as a valid driver's license or passport. Proctoring software called ProctorFree is used for proctoring the test. You must use a computer that meets the [ProctorFree technical requirements](#) including having a microphone and web camera. You must take the test in a quiet environment without any interruptions from people, cell phones, music, radios, TVs, etc. You will be required to install the ProctorFree software on your computer for the duration of the test. See the [ISSP-ProctorFree exam documentation](#) for more details. Note: **We strongly recommend** that candidates use Firefox as their browser for the exam.

Taking the Exams

The ISSP-SA and ISSP-CSP exams can be completed from any location with a good and consistent internet connection. We strongly recommend working in a quiet, secluded place where you are unlikely to be interrupted. Turn off all cell phones, music, radios, TVs, etc.

Important Note: Other people entering the room or speaking to you during the test will be interpreted by the proctoring system as assistance and jeopardize your successful passing of the test.

Once you have registered for the ISSP Beta Certification, you will receive a user ID and password to the ISSP Learning Center where you will be able to upload the application and related materials and take the exam.

Beta Exam Time Windows

The exams will be available for you to sit at any time within the following test windows:

Beta ISSP-SA:

- The exam will be available online from Aug 12th 9:00am US Pacific Time until Aug 25th at 11:59pm US Pacific Time.
- The exam must be completed within a single 2-hour period beginning at the time of login to the test platform.

Beta ISSP-CSP:

- The exam will be available online from Sep 14th 9:00am US Pacific Time until Sep 27th at 11:59pm US Pacific Time.
- The exam must be completed within a single 2.5-hours period beginning at the time of login to the test platform.

The exams are available in English only.

Test Security

To maintain the integrity of the ISSP exams you are required to agree to and sign a non-disclosure agreement on application. The agreement protects the confidentiality of the exam questions and answers.

You are also required to agree to the ProctorFree Terms of Use for Test Takers as part of the application process. The proctoring software is designed to evaluate the reliability of exam results.

Grading and Scoring of the Beta ISSP Certification Exams

The ISSP Professional Certifications are being developed following the ISO 17024 standards for certification. You are participating in the Beta versions of the certification exams. As such, the passing scores have not been determined. They will be statistically calculated based on an extensive process with psychometric analysis to validate the exams and determine the final passing scores. Due to this extensive analysis, the results of the Beta exams will take longer to be available than the exams in the post-launch. In particular, the results of the ISSP-SA Beta exam will not be available until after the date of the ISSP-CSP exam. As a result, it is possible that a Candidate passes the ISSP-CSP but not the ISSP-SA. In this case, the Candidate will be required to retake the ISSP-SA at the November launch. The process of analysing the results and calculating the passing score of the Beta exam may take as long as 6 weeks to compute. You will be notified of your results once this work has been completed.

Exam Concerns and Feedback

If you believe during the exam you were impaired from successfully completing the exam, your concerns must be raised, in writing, within three (3) calendar days of taking the exam.

Registration Fees - Beta Test

ISSP-SA

The registration fee for the ISSP-SA certification is \$100, of which \$25 is a non-refundable application fee. The remaining \$75 is the certification exam fee, which is refundable if the candidate is not able to submit the required documents prior to ISSP-SA Beta exam period.

ISSP-CSP

The registration fee for the ISSP-CSP certification is \$200, of which \$50 is a non-refundable application fee. The remaining \$150 is the certification exam fee, which is refundable if the candidate is determined to have not met the eligibility requirements for the ISSP-CSP certification.

Refund Policy

Upon written notification, cancellation of registration may be made up to 1 week prior to the start of the exam period with a refund of the registration fee less the application fee. Note: Nonmembers who register for the Beta test will also be charged a \$150 ISSP regular membership fee and an additional \$100 *nonrefundable* membership processing fee. To avoid the nonrefundable membership processing fee, we strongly suggest that nonmembers join ISSP before registering for the Beta Test.

Appeals Policy and Procedure

If an applicant has been deemed ineligible to meet the ISSP-SA or ISSP-CSP criteria, they have one right of appeal. This must be submitted within 5 calendar days of receiving the notification. The appeal is an opportunity to clarify any elements that did not meet the requirements. Additional information is only permitted to be provided that further supports information already submitted. No new information can be accepted that should have been provided at the time of application.

The appeal must be submitted via email to certification@sustainabilityprofessionals.org.

Appeals that are deemed ineligible due to missing information or misrepresentation will not be reviewed.

Outcomes of appeals will be provided in writing within four (4) weeks of the initial appeal submission. Any applications that are deemed ineligible will be refunded the certification exam portion of the registration fee. The application portion of the registration fee will not be refunded.

Re-examination

If you fail the exam, you can retake it up to two more times within the next year by paying the test fee again. After the third try, you must wait one year before reapplying.

For the ISSP-CSP test, if more than a year has passed since the first test attempt, then an applicant must begin the process anew paying the application fee, submitting updated documentation and paying for and taking the exam.

Confidentiality of Candidate Information

ISSP maintains a public list of all ISSP-CSP's and ISSP-SA's whose certification is current and valid. The list is kept on the ISSP web site and is publicly available. The purpose of this list is to ensure that there is an official record of certified professionals for reference and verification that can be easily accessed to confirm claims of being professionally certified

ISSP does not divulge an applicant's test scores, account profile or reasons for ineligibility to anyone but the applicant. In addition, ISSP does not release any personal information except as described in the [ISSP Privacy Policy](#).

Official statistics regarding the ISSP exams, including all item performance data, individual data, and demographic data, will be considered confidential.

Certification Award

Once a candidate has successfully met the requirements for certification (passing the exam for the ISSP-SA level or passing both exams and acceptance of the documentation for work education/work experience for the ISSP-CSP), ISSP will issue a letter of award in pdf format and an image file "badge" acknowledging certification. The badge can be used in electronic signatures or displayed on resumes, business cards, web sites and public profiles.

This certification is valid for a period of three years during which time the certified individual may represent him/herself as a certified ISSP Sustainability Associate (for the ISSP-SA certification) or as an ISSP Certified Sustainability Professional (for the ISSP-CSP certification).

Certification Maintenance and Renewal

The ISSP-SA and ISSP-CSP are valid for three years and renewable upon submittal of evidence of professional development activities. These activities must have been performed since obtaining your most recent ISSP certification.

Guidance for what constitutes a professional development activity is outlined below. A renewal application must incorporate a combination of activities.

Education or training

Must be sustainability-related and from an accredited institution or ISSP Educational Partner.

Sustainability-related work

Paid professional sustainability related projects.

Publications

A published, peer-reviewed article or book relating to the field of sustainability.

Unpaid work or volunteering

For volunteering at ISSP-related activities or other approved sustainability-related organizations.

ISSP recommends that you commence tracking your professional development activities right after you have obtained initial ISSP-CSP certification so it is easy to submit your renewal. A Professional Development Activity form will be developed so you can easily document relevant activities. This form must be used when submitting an application for renewal.

The expiration date of both the ISSP-SA and ISSP-CSP is noted on your certification documentation. Renewal is available from the start of the third year of your certification. You will be notified three (3) months prior to the end of your certification period if you have not commenced the renewal process. You have until the expiration date to renew the certification.

Special Consideration

If for any reason personal circumstances prevent an ISSP member from meeting the renewal criteria outlined in this Handbook, please submit an application in writing 30 days prior to expiration of the certification. ISSP will review each request on a case by case basis.

Lapsed Certification

If more than three years passes without renewal of the original certification, the entire certification process, including submittal of documentation of education and experience and passing the examination for the ISSP CSP and any fees must be repeated.

Revocation of Certification

ISSP retains the right to revoke the certification awarded to any individual should sufficient evidence of professional misconduct be reported and verified. Misconduct is defined as a violation of any of the terms or conditions of the ISSP Code of Ethical Practice and Values or Non-disclosure Agreement. This includes submitting false or misleading information to the ISSP in respect of any applications or renewals.

A lapse or revocation of an ISSP certification requires the individual agree to discontinue the use of all claims to certification that contain reference to the certification body or certification upon suspension or withdrawal of certification. This includes the return of any certificate issued by the certifying body and the discontinued use of the badge.

Audits

ISSP can undertake an audit at any time. Any information provided to ISSP may be the subject of an audit.

Exam Content Outline

The ISSP certification exams are based upon the Job Task Analysis was derived from ISSP’s competency research project conducted in 2010 and generated through a multi-stakeholder process in 2013. The diagram to the right illustrates the six core competency areas required of the job of a “sustainability practitioner.” At the center is a fundamental understanding of the issues, principles and concepts related to sustainability. The ISSP Sustainability Associate (ISSP-SA) Certification focuses on this core competency. The ISSP Certified Sustainability Professional (ISSP-CSP) must demonstrate knowledge and related experience in the other five categories in addition to the core conceptual knowledge area.



Sustainability Strategy and Management

Each of the six competencies was further broken into specific related job tasks. These tasks and the associated knowledge required to perform them comprises the exam content outline. While not a comprehensive study guide, it does convey to certification applicants the knowledge areas covered on the exam portion of the certification scheme.

NOTE: The resources provided here do not represent an exhaustive list of the references or sources needed to gain the necessary knowledge or competencies nor do their study guarantee successful completion of the ISSP certification exam.

1 Core Sustainability Concepts Demonstrated familiarity with the core issues, trends, concepts and frameworks of sustainability.	
Job Task	Related knowledge and competencies
1.1 Explain ideas, concepts and importance of sustainability to various audiences	<ul style="list-style-type: none"> - Demonstrate familiarity with global and local, economic and scientific issues, by describing key trends, impacts and perspectives relevant to sustainability. For example defining sustainable development, Limits to Growth theory, LOHAS trends, I=PAT equation, steady state or circular economy models. - Explain sustainability frameworks and principles such as the Triple Bottom Line, - Identify issues of social justice and social impacts - Explain and apply systems thinking. - Summarize historically significant events related to sustainability such as Brundtland Commission, Kyoto Protocol, Agenda 21, the various COP's - Describe current trends in and interplay among various sustainability issues such as waste, water, pollution, social impact, etc. - Explain the importance of sustainable practice and how it can contribute to social, environmental, and business objectives
1.2 Choose and customizing appropriate third-party sustainability resources	<ul style="list-style-type: none"> - List applicable regulatory trends and policies as they relate to sustainability (e.g. whistle blower, Sarbanes-Oxley, ESA, RoHS, WEEE, EUP, Montreal Protocol, IPCC). - Demonstrate expertise in GHG inventorying and its relationship in areas such as buildings, transportation, and materials. - Define sustainability claims, eco-labels and certifications such as EPEAT, Energy Star, LEED, etc. - Describe key aspects of the landscape and architecture/hierarchy of global institutions, frameworks and standards relevant to the organization, its sustainability issues and its stakeholders. For example, GRI, Earth Charter, Hanover Principles, and Kyoto Accord - Identify relevant trends, technologies, approaches related to common sustainability initiatives (e.g. energy reduction and production, life cycle assessment, life cycle costing, bioremediation, GEMI, CDP, etc.)

Resources for Core Sustainability Concepts

- ISSP Glossary of Sustainability Terms
- Meadows, D (2008). Thinking in Systems, A Primer. Chelsea Green: VT
- Global Issues website - <http://www.globalissues.org/issue/168/environmental-issues>

- Cook, D (2004). The Natural Step, Green Books Ltd: UK
- Hawkin, P., Lovins, A., Lovins, H. (1999). Natural Capitalism, Little Brown and Company: NY
- UN Millennium Development Goals - <http://www.un.org/millenniumgoals/>
- UN Millennium Eco Assessment - <http://www.unep.org/maweb/en/index.aspx>

2 Stakeholder Engagement

Skills and knowledge related to collaboratively working with stakeholders to forward a mutually satisfactory beneficial agenda

Job Task	Related knowledge and competencies
2.1 Identify, map and prioritize stakeholders and their primary interests or concerns	<ul style="list-style-type: none"> - Define stakeholder and the critical attributes that relate to your organization using tools and models like the stakeholder influence and importance matrix and stakeholder influence diagram - Define the importance and utility of engaging stakeholders in your sustainability efforts - List the critical steps or activities involved in facilitating stakeholder groups - Identify driving forces behind stakeholder motivations - Prioritize stakeholder needs and concerns - Identify ethical frameworks and filters for stakeholder interaction
2.2 Develop a strategy and means of engaging with each stakeholder	<ul style="list-style-type: none"> - Analyze and evaluate key person(s) within each stakeholder group - Define the stages of stakeholder engagement. - Create stakeholder engagement assessment matrix: classify stakeholders as: unaware, resistant, neutral, supportive, leading - Identify points of leverage with stakeholder groups - Select appropriate organizational planning techniques and strategies appropriate for each stakeholder - Access, engage, and include stakeholders, influencers, and trusted advisors in dialogue - Advise employees of stakeholder identities and needs - Create stakeholder register: identification information (name, organization, etc.), assessment information (major requirements, expectations, potential influence on project, etc.), stakeholder classification (internal/ external, supporter/neutral/resistor). - Describe strategies for behavior change management

<p>2.3 Implement and institutionalize procedures for engaging and communicating with internal stakeholders (e.g. senior management, functional leads, line employees)</p>	<ul style="list-style-type: none"> - Discuss company sustainability opportunities in communications - Build consensus and support among diverse stakeholders - Describe strategies for engaging with hostile stakeholders - Explain the relevance of sustainability to all employees to give them guidance around opportunities for them in their jobs.
<p>2.4 Implement procedures for engaging and communicating with external stakeholders (e.g. suppliers, industry partners, NGO's community members)</p>	<ul style="list-style-type: none"> - Describe suitable approaches and considerations for managing multi-stakeholder engagements - Build consensus and describe strategies for engaging with hostile stakeholders
<p>2.5 Build relationships across organizational functions</p>	<ul style="list-style-type: none"> - Create sub-groups of engaged employees - Build and nurture leadership and support from key stakeholders - Enlist support of employees and functional leads.
<p>2.6 Prepare communications with input from key stakeholders</p>	<ul style="list-style-type: none"> - Produce and control communications, create communications plan, identify communication methods applying current models for effective communication

Resources for Stakeholder Engagement

- Atkisson, A. (2008). ISIS Agreement, Earthscan: London
- Zadek, S., (2007), The civil corporation (2nd ed.), Earthscan, London.
- Andriof, J., S. Waddock, B. Husted and S. Sutherland (2002). Unfolding stakeholder thinking: Theory, responsibility and engagement, Greenleaf, Sheffield.
- United Nations Environment Programme (2005). From Words to Action: The Stakeholder Engagement Manual. Volume 2: The Practitioner's Handbook on Stakeholder Engagement. <http://www.accountability.org/about-us/publications/the-stakeholder.html>
- Business for Social Sustainability (BSR), (November 2011). Stakeholder Mapping, <http://gsvc.org/wp-content/uploads/2014/11/Stakeholders-Identification-and-Mapping.pdf>
- McKenzie-Mohr, D and Smith, W (1999) Fostering Sustainable Behavior, Gabriola Island, BC: New Society Publishers
- Doppelt, Bob (2010). Leading Change Toward Sustainability, Sheffield, UK: Greenleaf Publishing, p249
- Husted, B., J.S. Waddock and S. Sutherland, 2003, Unfolding stakeholder thinking 2: Relationships, communication, reporting and performance, Greenleaf, Sheffield.
- A Guide to the Project Management Body of Knowledge (PMBOK GUIDE) 5th edition, Project Management Institute, ISBN 978-1-935589-67-9

3

Plan Sustainability Strategies

Create a comprehensive, long-term and inclusive approach to the systematic implementation of sustainability vision and initiatives

Job Task	Related knowledge and competencies
3.1 Develop a high level, long- term sustainability road map	<ul style="list-style-type: none"> - Describe strategic frameworks and planning models (e.g., backcasting, SWOT) and approaches to implementing them - Identify key contributors to the planning process - Relate sustainability vision to core purpose and define a sustainable version of the organization - Establish base line metrics or baseline performance - Apply appropriate tools (e.g. impacts assessment, resource flow diagrams) to identify critical aspects and impacts; inputs and outputs - Distinguish between a sustainability framework and common sustainability standards. - Describe different approaches to developing a plan for an organization (e.g. ADDIE model, hierarchy of competencies)
3.2 Articulate the business case for sustainability	<ul style="list-style-type: none"> - Identify business aspects that benefit financially from the application of sustainability principles and practices - Distinguish between Green and Sustainable practices - Short term return vs long term return - Define the relationship between risk and sustainability - Articulate how sustainability links to business strategy - Identify an organization's key priorities and risks and communicate in business language - Conduct a cost benefit analysis - Recognize and account for externalities - Conduct life cycle costing - Present business case to senior management & obtain approval - Developing an understanding of the context for the organization to which sustainability will be applied
3.3 Articulate a long term vision of sustainability for the organization and a strategy to achieve it	<ul style="list-style-type: none"> - Identify critical aspects of a sustainability plan that must be met. Distinguish between what is necessary to be sustainable from what is currently feasible - Overcome constraints of current thinking; establish BHAG's - Identify alignment of producer and consumer

	<ul style="list-style-type: none"> - Design transmaterialization strategies - Distinguish between vision, goals, strategy, indicators - Identify key benefits that will attract employees to participate
<p>3.4 Create an overarching project framework to support the higher level framework, that can be operationalized and implemented</p>	<ul style="list-style-type: none"> - Design cyclical process for managing a sustainability plan - Identify existing organizational systems that could be leveraged to create a SMS (e.g. HR, strategic planning, budgeting, training)
<p>3.5 Identify material issues and the relevant key indicators, specific metrics and targets</p>	<ul style="list-style-type: none"> - Devise SMART metrics - Calculate baseline data - Identify obstacles to measuring long term impacts, externalities, etc. - identify the most common metrics shared across industries and regions - Familiarity with Balanced Score Card and its application to TBL metrics - Explain life cycle costing principles - Identify material issues and apply prioritization techniques - Understand how to determine and create baselines for key indicators - Appropriately design/choose TBL metrics. Distinguish between and appropriately apply leading and lagging indicators; Qualitative and quantitative metrics - Understand the processes, key terms, standards and approaches to conducting greenhouse gas inventories and audits - Identify the relationship to and application of emerging accounting practices.
<p>3.6 Identify the critical components of an SMS</p>	<ul style="list-style-type: none"> - Define the PDCA cycle - Identify the key attributes of an SMS (e.g., cyclical/iterative) - Understand that implementation is an embedding process and the key elements are training, communication, SOP's and documentation - Check - monitor progress and system so need metrics and audit process and implement a corrective action mechanism - Act - top level strategic and regular revisiting of the whole plan and process - Plan and understand importance of the Management Review

Resources for Planning Sustainability Strategies

- UNESCO (2014) UNESCO Roadmap for Implementing the GAP on ESD.
- The Natural Step backcasting process
- Hitchcock, D and Willard M. The step by step Guide to Sustainability Planning
Willard, B. The New Sustainability Advantage, Sustainability Champion's Guidebook
- Deming, E
ISO standards 14000, 26000
Blackburn, W. The Sustainability Handbook
- Wackernagle, Ecological Footprint
- Kaplan and Norton, The Balanced Score Card

4

Implement Sustainability Strategies

Managing the ongoing activities related to successful integration and fulfilment of sustainability goals

Job Task	Related knowledge and competencies
4.1 Establish effective support and governance structures for the implementation of sustainability strategies and initiatives	<ul style="list-style-type: none"> - Understand governance models, processes, decision frameworks
4.2 Implement an SMS in alignment with accepted standards and protocols	<ul style="list-style-type: none"> - Understanding of the benefits of standardized SMS's - Familiarity with continuous improvement standards and protocols (e.g. ISO series of standards) - Apply PDCA model and strategies
4.3 Integrate sustainability principles into organizational functions, policies and practices	<ul style="list-style-type: none"> - Define the phases of implementation of sustainability - Change management theory; strategies and barriers to change - Describe the basic approach to life cycle assessment
4.4 Manage complex projects	<ul style="list-style-type: none"> - Define the different process groups of a project (Initiating, Planning, Executing, Monitoring and Controlling, Closing). - Classify the project into the project management knowledge areas (integration, scope, time, cost, quality, human resource, communication, risk, procurement, stakeholder). - Analyze and select the appropriate process model components (Inputs, Tools & Techniques, Outputs). - Manage the project per project requirements and plan.

<p>4.5 Communicate sustainability plans and concepts and choose strategies for buy-in from all members and levels of an organization</p>	<ul style="list-style-type: none"> - Plan Communications: who needs it ; when is it needed; where should it be stored; what format; how to retrieve it; any barriers to overcome such as language, time zones, cultural, etc. - Familiarity with the strategies and concepts of community based social marketing - Communications Management Plan: - Wilhelm, K, Making Sustainability Stick - Manage Communications: Determine and limit who will communicate with whom and who will receive what information - Control communications: the process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met. - Ensure optimal information flow among all communication participants, at any moment in time. - Analyze Communication dimensions: <ul style="list-style-type: none"> o Interactive and technology based o Internal and external o Formal and informal o Vertical and horizontal o Push and pull communications
<p>4.6 Launch and support teams and work groups</p>	<ul style="list-style-type: none"> - Launch and charter teams - Build commitment among team members - Facilitate groups through decision making - Hold teams accountable for results - Lead teams through the stages of team development - List the critical steps in building consensus in groups
<p>4.7 Drive innovation, improvement and continuous learning</p>	<ul style="list-style-type: none"> - Innovation Theory - motivators for adoption, barriers to adoption, etc. - Familiarity with product stewardship, LCA's - Understanding of the theory of double loop learning
<p>4.8 Distribute communication and determine process for gathering feedback</p>	<ul style="list-style-type: none"> - Ensure two-way communication and assure line manager acceptance

Resources for Implementing Sustainability Strategies

- A Guide to the Project Management Body of Knowledge (PMBOK GUIDE) 5th edition, Project Management Institute, ISBN 978-1-935589-67-9
- Duckworth, A. and Moore, R (2010). Social Responsibility: Failure Mode Effects and Analysis, CRC Press
<http://www.crcpress.com/product/isbn/9781439803721>
- Whiteley, A., 1995, Managing change: a core-values approach, Macmillan Education, Australia.
- Benn, S., D. Dunphy and A. Griffiths, Organizational Change for Corporate Sustainability (3rd ed.), Routledge, New York.
- US Environmental Protection Agency
- Kotter, John (1996). Leading Change, Harvard Business School Press: Cambridge
- See Husted, B., J.S. Waddock and S. Sutherland, 2003, Unfolding stakeholder thinking 2: Relationships, communication, reporting and performance, Greenleaf, Sheffield.
- Fleischer, D. GREEN TEAMS: Engaging Employees in Sustainability, GreenBiz.com
- Available at <http://www.neefusa.org/pdf/greenbiz-reports-GreenTeams.pdf>
- GMIC Guide to Forming a Green Team, Green Meeting Industry Council
- McKenzie-Mohr, Doug and Smith, William (1999). Fostering Sustainable Behavior, Gabriola Island, BC: New Society Publishers.
- Willard, B The New Sustainability Advantage
- McDonnough, W. and Braungart M. (2002). Cradle to Cradle, New Point Press: NY
- Doppelt, B. ((2010). Leading Change Toward Sustainability, Greenleaf Publishing: Sheffield, UK
- Rogers E., Diffusion of Innovation
- Wilhelm, K (2014). Making Sustainability Stick, Pearson Education: New Jersey
- Hitchcock, D. and Willard, M (2015). The Business Guide to Sustainability, Taylor and Francis: London

5

Evaluate and Report Sustainability Efforts

Collect, analyze and report the results of sustainability metrics

Job Task	Related knowledge and competencies
5.1 Conduct an impact assessment of organizational or community inputs, operations, outputs and stakeholder relationships	<ul style="list-style-type: none"> - Apply impacts assessment models and strategies - Perform cost-benefit analysis & employee motivational studies - Manage supply chains

5.2 Design, implement and maintain data systems for collecting accurate, timely and reliable data (maximally integrated with other data collection systems of the organization).	<ul style="list-style-type: none"> - Conduct validity & reliability studies based on data compiled from comparable organizations. - Design TBL dashboards with leading, lagging, qualitative and quantitative metrics - Determine materiality of metrics and reporting requirements - Perform and review greenhouse gas inventories and audits - Apply prevailing standards for measuring and managing social, environmental and economic impacts.
5.3 Analyze data and draw conclusions about progress.	<ul style="list-style-type: none"> - Apply concepts of materiality, transparency, context, completeness to measures and reports - Selecting, interpreting and reporting on sustainability key performance indicators
5.4 Gather data, case studies, examples, and logically compile and order them	<ul style="list-style-type: none"> - Prepare defensible, readable and accessible reports - Demonstrate understanding of widely accepted reporting formats like CDP, GRI, SASB, IIRC

Resources for Evaluating and Reporting Sustainability Efforts

- CDP
- GRI
- IIRC
- SASB

6 Adjust plans
Continuously review efforts and adjust to meet emerging needs and opportunities

Job Task	Related knowledge and competencies
6.1 Maintain and continuously refine management systems	<ul style="list-style-type: none"> - Conduct regular reviews of SMS, plans, strategic priorities, threats and opportunities - Perform annual SWOT & cost-benefit analysis
6.2 Prioritize action based on context, analysis and set targets	<ul style="list-style-type: none"> - Use accredited project management concepts - Recognize and incorporate new and emerging opportunities that have the potential to enhance uptake of sustainability initiatives

Resources for Adjusting Plans

Agreements

ISSP Sustainability Professional Code of Ethical Practice and Values

As Sustainability Professionals, we recognize that we not only serve our organizations but also act as stewards of decisions that impact the good of society, the environment and the greater economy.

As a condition of certification as a sustainability professional, I hereby agree to the following code of ethical professional practice, upholding the highest professional ethical norms and values implied by our responsibility toward multiple stakeholders:

Be Innovative. Endeavour to be an innovative, systems thinker in the pursuit of long-term environmental, social and economic sustainability.

Be Objective. Support and promote sustainable actions and challenge unsustainable actions, based upon facts, figures, reasonable judgement and professional expertise.

Continuous Learning. Pursue, develop and maintain standards of professional competence and knowledge through a combination of training, learning and practical experience, and through the support of others.

Be Honest and Fair.

- To uphold the standards of professionalism, be honest in all professional interactions, and strive to report practicing sustainability professionals deficient in character or competence, or engaging in fraud or deception, to appropriate entities.
- To ensure that professional judgment is not influenced by a conflict of interest and, where such a conflict may exist, proactively reveal to all relevant parties.

Be Responsible.

- To exercise impartiality, diligence and objectivity in my professional work; promoting and striving for high standards and best practices in sustainability
- To understand and accept the consequences of my actions, and in giving advice, make the relevant person(s) aware of the potential consequences of actions
- Consider the environmental, social and economic implications of determinations and recommendations

Be Respectful. Treat others as I would wish to be treated.

Be Fortright. Acknowledge my limitations of competence and not undertake work which I know is beyond my professional capabilities and honestly represent the scope of the certification that I have been granted.

ISSP Candidate Non-disclosure Agreement

This Non-Disclosure Agreement (the “Agreement”) is made by and between the International Society of Sustainability Professionals, Inc. (ISSP), and you, the test taker (“Candidate”). In consideration for the right to take the ISSP Certification Exam Test, Candidate agrees to the following:

1. I certify that I am the person whose name and address appears on the ISSP Certification Exam registration information. I also certify that I am taking the ISSP Certification Exam in order to receive professional certification from ISSP and for no other reasons.
2. I understand and agree that the ISSP Certification Exams, the questions, and answers are Confidential Information owned by ISSP and protected by the laws of the United States and elsewhere, including but not limited to copyright laws. I agree that I will not discuss, or disclose the ISSP Certification Exams including questions and answers, in whole or in part in any form or by any means (orally, in writing, in any other media, in any internet forums or otherwise) to any third party or provide any third party access to the ISSP Certification Exams nor use the ISSP Certification Exams except as required to take the test.
3. I shall notify ISSP immediately upon discovery of unauthorized use or disclosure of Confidential Information or any breach of this Agreement, and shall cooperate with ISSP in every reasonable way to assist ISSP in mitigating the consequences of such use or disclosure and preventing further unauthorized use or disclosure.
4. I have read, understand, and agree to the terms and conditions described in the ISSP Candidate Handbook including without limitation, those related to the ISSP Certification Exam fees, retake and other testing policies and test cancellations for irregularities and inappropriate conduct.
5. I understand and agree if I provide false information or if I violate any ISSP Certification Exam rules or procedures, which include, but are not limited to, cheating; sharing information about ISSP Certification Exams in any way to any third party, and attempting to get advance information about the ISSP test from any source; then any one or more of the following may happen:
 - the ISSP Certification Manager may immediately dismiss me from the online test platform;
 - my ISSP Certification Exam may be canceled, without a refund;
 - I may be prevented from retaking the ISSP Certification Exam; and
 - I may face civil or criminal prosecution.
6. I understand that ISSP makes no representations or warranties as to the accuracy or completeness of any Confidential Information disclosed, and I agree that neither ISSP nor any of its officers, directors, Candidates, agents, members or attorneys will have any liability to me arising from my use of the Confidential Information.
7. I understand that the ISSP Certification exams are done online using ProctorFree test proctoring software and I agree to the terms described in the ProctorFree Terms of Use for Test Takers.
8. To the fullest extent permitted by law, all of the covenants and agreements contained in this Agreement will survive indefinitely. I also understand that the obligation not to use or disclose Confidential Information shall survive the completion of Testing Period, for so long as the information remains Confidential Information. I further understand that this Agreement extends to, and shall be binding upon, my heirs, successors and assigns.
9. This Agreement will be governed by and construed according to the laws of the State of Oregon, USA (excluding the choice of laws rules thereof). Candidate hereby consents to the jurisdiction of the courts of the State of Oregon, USA. Any suit brought hereon must be brought in the state or federal courts sitting in the State of Oregon, USA, the parties hereto hereby waive any claim or defense that such forum is not convenient or proper.

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11. Applicable Law. This Agreement will be governed by the laws of the State of North Carolina, U.S.A., without reference to conflicts of laws principles. The United Nations Convention on Contracts for the Sale of Goods does not apply to this Agreement. For purposes of all claims brought under this Agreement, each of you and ProctorFree hereby irrevocably submits to the exclusive jurisdiction of the state and federal courts located in Mecklenburg County, North Carolina.

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Revised February 13, 2014.

ISSP-CSP Beta Certification Test Agreement

I, the undersigned Sustainability Professional agree that:

1. I am electing to participate in the Beta Test of the ISSP Sustainability Associate (ISSP-SA) and ISSP Certified Sustainability Professional (ISSP-CSP) Certification Exams.
2. I understand that taking the ISSP Sustainability Associate (ISSP-SA) and ISSP Certified Sustainability Professional (ISSP-CSP) Certification Exams does not guarantee I will receive the ISSP-CSP certification. I understand that I must pass both tests to be granted ISSP-CSP certification.
3. I understand that, because this is a Beta Test prior to the official launch of the ISSP Certification, the results of the Beta exams will take longer to be available than the exams in the post-launch period because quantitative analysis is required to determine the passing scores for the Beta tests.
4. I understand that one of the eligibility criteria for the ISSP-CSP is to have successfully passed the ISSP Sustainability Associate (ISSP-SA) Exam. However, because of the timing of the Beta ISSP-SA exam, the results of the ISSP-SA may not be available until after the ISSP-CSP exam. As a result, the possibility exists that I may pass the ISSP-CSP exam but not pass the ISSP-SA exam.
5. Therefore I understand that
 - a. If I pass both the ISSP-SA and ISSP-CSP exams I will be awarded both the ISSP-SA and ISSP-CSP certifications.
 - b. If I pass the ISSP-SA exam and not the ISP-CSP, I will be granted the ISSP-SA certification and if I wish to retake the CSP, I will need to reapply and pay the post-beta test fees.
 - c. If I pass the ISSP-CSP exam, but not the ISSP-SA exam:
 - i. I will be allowed to retake the ISSP-SA exam at the official launch of the ISSP Certification upon paying a registration fee equal to the Beta ISSP-SA registration fee.
 - ii. If, upon retaking it,
 1. I pass the ISSP-SA exam, I will be awarded both the ISSP-SA and ISSP-CSP certifications.
 2. I do not pass the ISSP-SA exam, I will need to reregister, paying any applicable application and test fees and retake both the SA and CSP to receive the certifications

I have read, I understand, and I agree to comply with ISSP-CSP Beta Certification Test Agreement.

Signature: _____ Date _____

Print your full name here _____