



The ITIL® 4 Sustainability Examination

Sample Paper

Answers and Rationales

The ITIL® 4 Sustainability Examination

For exam paper: EN_ITIL4_SP_SDI_2021_SamplePaper_QuestionBk_v1.0

Q	A	Syllabus Ref	Rationale
1	A	1.4	<p>A. Correct. This is NOT an aim of the UN global compact principles. “Sustainability is a complex topic and it is not possible to foresee all potential situations that an organization might face.” Ref 2.2.3</p> <p>B. Incorrect. This is an aim of the UN global compact principles. “There are combined global efforts to help organizations that are looking for high-level guidance for driving their sustainability initiatives and setting and achieving their sustainability goals. One result of these initiatives is The Ten Principles of the UN Global Compact.” Ref 2.2.5</p> <p>C. Incorrect. This is an aim of the UN global compact principles. “The Global Compact’s Ten Principles give organizations a universal language for corporate responsibility that is understood in 160 countries across the world.” Ref 2.2.5</p> <p>D. Incorrect. This is an aim of the UN global compact principles. “At a fundamental level, the principles give organizations a baseline for standards with which they need to comply to achieve corporate sustainability.” Ref 2.2.3</p>

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2	C	4.3.a	<p>A. Incorrect. In unpredictable environments, there is no "one right way" for doing things. "In a clear context, where cause and effect are known and the context is stable, the best approach is to understand the facts (sense), locate the rules or best practice that apply (categorize), and use the rules or best practice to resolve the context (respond)." "In complex environments, there may not be a single answer. Therefore, the stakeholders should first investigate, then sense, and then respond. Safe-to-fail probes can be conducted to understand the characteristics and patterns in the system and to determine a viable course of action." "A procedures-based approach applies to the clear domain. It provides a practitioner with detailed and clear instructions to follow, ensuring that there are minimum variations in the work performed by stakeholders." "A principles-based approach Applies to complex systems. It is not possible to define valid and universal procedures or even models, for a constantly changing system. So, decisions should be based on an agreed set of principles, which help to select a series of safe-to-fail probes. The results from the probes will be used to choose the direction of the next step." Ref 6.3.1.1, 6.3.1.2</p> <p>B. Incorrect. A procedures-based approach is not suitable for unpredictable environments where the circumstances can rapidly change. "In a clear context, where cause and effect are known and the context is stable, the best approach is to understand the facts (sense), locate the rules or best practice that apply (categorize), and use the rules or best practice to resolve the context (respond)." "In complex environments, there may not be a single answer. Therefore, the stakeholders should first investigate, then sense, and then respond. Safe-to-fail probes can be conducted to understand the characteristics and patterns in the system and to determine a viable course of action." "A procedures-based approach applies to the clear domain. It provides a practitioner with detailed and clear instructions to follow, ensuring that there are minimum variations in the work performed by stakeholders." "A principles-based approach Applies to complex systems. It is not possible to define valid and universal procedures or even models, for a constantly changing system. So, decisions should be based on an agreed set of principles, which help to select a series of safe-to-fail probes. The results from the probes will be used to choose the direction of the next step." Ref 6.3.1.1, 6.3.1.2</p> <p>C. Correct. A highly predictable environment is suitable for a procedures-based approach where the cause and effect relationships can be observed. "When in a clear environment where the cause and effect are known, the best approach is to understand the facts (sense), locate the rules or best practice that apply (categorize), and use that in the next step (respond)." "A procedures-based approach Applies to the clear domain. It provides a practitioner with detailed and clear instructions to follow, ensuring that there are minimum variations in the work performed by stakeholders." Ref 6.3.1.1, 6.3.1.2</p>
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Q	A	Syllabus Ref	Rationale
			<p>D. Incorrect. A highly predictable environment has fixed constraints, rather than no effective constraints (which would be a characteristic of a chaotic environment). "Clear -> Fixed -> Procedures, scripts" "approach where the cause and effect relationships can be observed. "When in a clear environment where the cause and effect are known, the best approach is to understand the facts (sense), locate the rules or best practice that apply (categorize), and use that in the next step (respond)." "A procedures-based approach Applies to the clear domain. It provides a practitioner with detailed and clear instructions to follow, ensuring that there are minimum variations in the work performed by stakeholders." Ref 6.3.1.1, 6.3.1.2</p>
3	D	3.3	<p>A. Incorrect. Use of solar panels to produce electricity for residential and business consumers is an example of "using renewables" approach to "shifting from non-renewable to renewable resources", which could be done without digital technology or through non-digital means. Ref 5.2.1.4 tab 5.1</p> <p>B. Incorrect. Shopping bags produced from recycled shopping bags is an example of "closing resource loops" with the purpose of "reusing, recycling and remanufacturing of resources", which could be done without digital technology or through non-digital means. Ref 5.2.1.4 tab 5.1</p> <p>C. Incorrect. Making some housekeeping services in hotels optional or chargeable is an example of "encouraging responsible consumption" which focuses on "providing information and incentives for responsible consumption, closing resource loops, and reducing the carbon footprint". Ref 5.2.1.4 tab 5.1</p> <p>D. Correct. Use of teleconferencing instead of face-to-face meetings is an example of "digitization" which focuses on "shifting from physical to digital solutions". "Digitization offers a wide range of opportunities to support the shift from a goods to a service-oriented economy. Digital services can replace physical services and goods exchange. For example, the use of teleconferencing instead of face-to-face meetings is widely used in business, healthcare, entertainment, and other industries. Other digital services support or enable physical services, such as booking apps for car rental, taxi, accommodation, courier delivery, and other industries." Ref 5.2.1.4 tab 5.1, 5.2.1.4</p>

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Q	A	Syllabus Ref	Rationale
4	D	1.6	<p>A. Incorrect. Externalities have an impact (positive or negative) on external parties, regardless of whether these parties have been identified as stakeholders. "When an organization's actions affect third parties (from individuals and social groups to the wider society), these situations are called externalities." Ref 4.3.1</p> <p>B. Incorrect. Externalities can have a positive or a negative impact on individuals. "When an organization's actions affect third parties (from individuals and social groups to the wider society), these situations are called externalities." "It can be positive or negative, and can stem from either the production or consumption of goods or services. The costs and benefits can be private (to an individual or an organization) or social, meaning it can affect society as a whole." Ref 4.3.1</p> <p>C. Incorrect. Externalities can have a positive or a negative impact on large social groups. "When an organization's actions affect third parties (from individuals and social groups to the wider society), these situations are called externalities." "It can be positive or negative, and can stem from either the production or consumption of goods or services. The costs and benefits can be private (to an individual or an organization) or social, meaning it can affect society as a whole." Ref 4.3.1</p> <p>D. Correct. Externalities are the positive or negative impact of an organization's actions on third parties. "When an organization's actions affect third parties (from individuals and social groups to the wider society), these situations are called externalities." "It can be positive or negative, and can stem from either the production or consumption of goods or services. The costs and benefits can be private (to an individual or an organization) or social, meaning it can affect society as a whole." Ref 4.3.1</p>
5	A	3.2	<p>A. Correct. "Organizations can help communities interact fully with the digital world by donating hardware to schools and charities, providing training, and building awareness about digital products". This helps to reduce digital poverty. Ref 2.4.1</p> <p>B. Incorrect. "An organization should find a relevant approach to the calculation, reporting, and optimization of its digital carbon footprint." Donating hardware will not significantly impact this carbon footprint, which is largely related to use of electricity for running and cooling data centres. Ref 2.4.2</p> <p>C. Incorrect. Responsible sourcing is about the organizations relationships with suppliers. "Responsible sourcing: A voluntary commitment by companies to consider social and environmental factors when managing their relationships with suppliers." Ref 2.3.3</p> <p>D. Incorrect. Greenhouse gas emissions "are primarily in the form of carbon-based emissions that contribute to the greenhouse effect by trapping more heat from the sun in the atmosphere." This will be impacted by the organization's digital carbon footprint, but not by giving away hardware to charities and schools. Ref 2.3.6</p>

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Q	A	Syllabus Ref	Rationale
6	B	4.7	<p>A. Incorrect. The question states that they have already identified all relevant sustainability topics. This implies that they have reviewed the United Nations sustainable development goals. "Defining a vision entails more than just creating a vision statement. To define a sustainability vision, an organization needs to perform the following steps:</p> <ul style="list-style-type: none"> • Select the global SDGs to focus on • Agree on the organization's guiding principles • Consider the sustainability frameworks and concepts to adopt and adapt in the organization" Ref 2.2.2 <p>B. Correct. "Defining a vision entails more than just creating a vision statement. To define a sustainability vision, an organization needs to perform the following steps:</p> <ul style="list-style-type: none"> • Select the global SDGs to focus on • Agree on the organization's guiding principles • Consider the sustainability frameworks and concepts to adopt and adapt in the organization" Ref 2.2.2 <p>C. Incorrect. The question states that they have already prioritized their resources. This implies that they have performed a materiality assessment. "Defining a vision entails more than just creating a vision statement. To define a sustainability vision, an organization needs to perform the following steps:</p> <ul style="list-style-type: none"> • Select the global SDGs to focus on • Agree on the organization's guiding principles • Consider the sustainability frameworks and concepts to adopt and adapt in the organization" Ref 2.2.2 <p>D. Incorrect. The question states that they have already established guidance on how to make choices about the organization's direction. This implies that they have agreed the application of the guiding principles. "Defining a vision entails more than just creating a vision statement. To define a sustainability vision, an organization needs to perform the following steps:</p> <ul style="list-style-type: none"> • Select the global SDGs to focus on • Agree on the organization's guiding principles • Consider the sustainability frameworks and concepts to adopt and adapt in the organization" Ref 2.2.2

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Q	A	Syllabus Ref	Rationale
7	A	2.1	<p>A. Correct. "A materiality assessment is used to identify sustainability topics, including challenges and objectives that are:</p> <ul style="list-style-type: none"> ● important for the organization and its stakeholders ● of high impact on the organization's business positioning and strategy ● under reasonable control of the organization and can be addressed or influenced". <p>Ref 2.2.1</p> <p>B. Incorrect. The topics should be under reasonable control of the organization and can be addressed or influenced. "A materiality assessment is used to identify sustainability topics, including challenges and objectives that are:</p> <ul style="list-style-type: none"> ● important for the organization and its stakeholders ● of high impact on the organization's business positioning and strategy ● under reasonable control of the organization and can be addressed or influenced". <p>Ref 2.2.1</p> <p>C. Incorrect. The topics should be of high impact on the organization's business positioning and strategy.</p> <p>"A materiality assessment is used to identify sustainability topics, including challenges and objectives that are:</p> <ul style="list-style-type: none"> ● important for the organization and its stakeholders ● of high impact on the organization's business positioning and strategy ● under reasonable control of the organization and can be addressed or influenced". <p>Ref 2.2.1</p> <p>D. Incorrect. There is no requirement of a conflict with the UN SDGs, the identified topics can change, and the materiality assessment needs to evolve over time.</p> <p>"Quite often, an initial list of the topics for an organization to assess is derived from the UN SDGs and the 169 supporting targets. This ensures that the organization's sustainability strategy will contribute to the global goals. Some organizations may amend the UN list with similar goals specific to their industry, country of operation, or market. In many cases, these specific goals are designed to be aligned with the SDGs, and they increase the materiality level of some topics. ...A materiality assessment is not a one-off exercise; it should be performed regularly and should be prompted following significant changes in any of the factors listed above." Ref 2.2.1</p>

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Q	A	Syllabus Ref	Rationale
8	D	5.2.c	<p>A. Incorrect. This is a benefit of the supplier management practice. "Supplier management ensures the effective use of third-party services. It does so by establishing a common approach to sustainable sourcing strategy and managing supplier relationships". Ref 6.4.3.1</p> <p>B. Incorrect. This is a benefit of the business analysis practice. "The business analysis practice identifies and articulates the needs of an organization and its customers." Ref 6.4.4.1</p> <p>C. Incorrect. This is a benefit of a materiality assessment. "Materiality assessment helps to define, agree, and execute a sustainability strategy". Ref 3.2.1</p> <p>D. Correct. "Audits help organizations to verify their own measurements and reports, to highlight areas for improvement". Ref 8.3</p>
9	A	4.10	<p>A. Correct. The risk is 'a possible lack of understanding of sustainability issues' and the treatment is 'Introduce a programme of training courses'. "Risk treatment may require design, investment, development, testing, deployment, and other activities. These should all be managed to ensure that the risk treatment is fully implemented as agreed by the risk owner." Ref 3.2.2 tab 3.5</p> <p>B. Incorrect. This is an example of risk analysis and evaluation. "The likelihood and potential impact of each risk is analysed, using either qualitative or quantitative methods as specified by the risk management policy." Ref 3.2.2 tab 3.5</p> <p>C. Incorrect. This is an example of risk identification. "Risk identification may be performed on a regular schedule, or may be triggered by an event such as a security breach, a new service, or entering a relationship with a new partner. There are many techniques that can be used to identify risks, including: review of previous risk registers". Ref 3.2.2 tab 3.5</p> <p>D. Incorrect. This is an example of risk identification. "Risk identification may be performed on a regular schedule, or may be triggered by an event such as a security breach, a new service, or entering a relationship with a new partner." And "These risks can originate from: partners and suppliers who are not sustainable or not transparent". Ref 3.2.2, tab 3.5</p>

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Q	A	Syllabus Ref	Rationale
10	A	1.3	<p>A. Correct. "The UN's SDGs should be considered when defining a sustainability vision: start by choosing the most relevant goals and focus on working towards them." Ref 2.2.4</p> <p>B. Incorrect. The SDGs apply at all levels, not just the corporate level. "the UN SDGs (see Figure 2.1) have become a key foundation for sustainability planning at the national, corporate, and even personal level. These goals are supposed to be cascaded down to the national, industrial, organizational, and personal level to ensure a tailored yet consistent focus for the sustainability initiatives at each level." Ref 2.2.4</p> <p>C. Incorrect. An organization does not have to incorporate all the goals, but select relevant ones as a starting point. "The UN's SDGs should be considered when defining a sustainability vision: start by choosing the most relevant goals and focus on working towards them." Ref 2.2.4</p> <p>D. Incorrect. The SDGs do not need to be adopted in the same way, but adapted. "However, different countries, organizations, and individuals have different priorities, constraints, and resources and this should be reflected in their sustainability strategies." Ref 2.2.4</p>

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11	C	5.3.d	<p>A. Incorrect. The infrastructure and platform management practice "helps organizations to: implement the agreed sustainable practices and solutions in the infrastructure and platform products and services of the organization</p> <ul style="list-style-type: none"> • perform and maintain sustainable work practices, including responsible use of resources, waste management, and others • ensure conformance to the agreed and adopted sustainability standards and objectives at all stages of the infrastructure lifecycle." Ref 6.4.4.1 <p>B. Incorrect. "The purpose of the strategy management practice is to formulate the goals of the organization and adopt the courses of action and allocation of resources necessary for achieving those goals. Strategy management establishes the organization's direction, focuses effort, defines or clarifies the organization's priorities, and provides consistency or guidance in response to the environment." Ref 6.4.2.4</p> <p>C. Correct. The software development and management practice supports the organization's sustainability objectives by including sustainability aspect in all stages of software lifecycle, "adopting sustainable work practices for development and maintenance, including responsible sourcing". The practice also helps in "developing and acquiring energy-efficient software products" and ensures "conformance to the agreed and adopted sustainability standards and objectives at all stages of the software lifecycle." 6.4.4.1</p> <p>D. Incorrect. "The purpose of the supplier management practice is to ensure that the organization's suppliers and their performances are managed appropriately to support the seamless provision of quality products and services." Ref 6.4.3.1</p>

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12	B	1.5	<p>A. Incorrect. Finance is an aspect of the economic growth pillar. “Economic growth. An organization should address the impact of its activities to pursue growth on the bottom line within the framework of sustainability. Flexibility and the ability to customize products and services (e.g. sustainable products and services portfolio, sustainable service design or innovation, R&D), investment, profitability, and finance form a crucial part.” Ref 1.1.3</p> <p>B. Correct. Community involvement is an aspect of social progress. “Social progress. Pursuing and measuring sustainability through the human capital bottom line focuses on responsible sourcing and competency development, fair and beneficial labour practices and working conditions, diversity, equality, elimination of modern slavery, and community involvement.” Ref 1.1.3</p> <p>C. Incorrect. Environment stewardship relates to environmental policies. “Environmental stewardship. Most sustainable business models focus on environmental policies, overall values, and principles across all functions and levels of management. This is in addition to monitoring, reporting, and managing activities from emissions, waste, and consumption and mitigating the effects of pollution, climate change, and other environmental issues that harm people’s health.” Ref 1.1.3</p> <p>D. Incorrect. The economic growth pillar relates to an organization’s bottom line. “Economic growth. An organization should address the impact of its activities to pursue growth on the bottom line within the framework of sustainability. Flexibility and the ability to customize products and services (e.g. sustainable products and services portfolio, sustainable service design or innovation, R&D), investment, profitability, and finance form a crucial part.” Ref 1.1.3</p>

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Q	A	Syllabus Ref	Rationale
13	C	4.5	<p>A. Incorrect. This is part of the stakeholder analysis and mapping performed at the 'where are we now' step. This is not a key element of an organization's sustainability strategy. Ref 3.2.4</p> <p>B. Incorrect. The materiality assessment should have already been performed. The strategy will be based on the output of the assessment. "The main output of a materiality assessment is an assessment report, which should include a list or a matrix of the most important topics from all considered perspectives. This informs the organization's sustainability vision, strategy, and reporting framework." Ref 3.2.1.3</p> <p>C. Correct. A sustainability strategy should include "ways of transitioning from the current state to the defined sustainable business model." Ref 5.2</p> <p>D. Incorrect. The UN SDGs should have been selected before developing the strategy. "The UN's SDGs should be considered when defining a sustainability vision: start by choosing the most relevant goals and focus on working towards them." Ref 2.2.4</p>
14	A	4.8	<p>A. Correct. When the questions of "who will be reviewing and analysing the assessment report and what decisions are supposed to be based on it" are answered, "it is possible to qualify the scope of assessment and the approach to prioritization of the sustainability topics." Ref 3.2.1.2</p> <p>B. Incorrect. This activity is part of the "Materiality research and analysis" stage of the assessment, which depends on "Identifying the topics and assessment criteria". This activity takes place later in the assessment process. Ref 3.2.1.2</p> <p>C. Incorrect. The assessment report depends on all earlier stages of the assessment process having been completed. "The main output of a materiality assessment is an assessment report, which should include a list or a matrix of the most important topics from all considered perspectives. This informs the organization's sustainability vision, strategy, and reporting framework." Ref 3.2.1.3</p> <p>D. Incorrect. This activity takes place later in the assessment process. "To ensure that wider sustainability issues are incorporated into the risks and opportunities under consideration, some organizations take the materiality assessment further and integrate it with risk assessment." Ref 3.2.1.3</p>

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15	D	4.9	<p>A. Incorrect. (2) Only a small number of customers have complained and so it is not necessary to fully engage all customers in the design activities. High interest, low influence - “Keep informed... Keep these stakeholders regularly informed to maintain their interest. Address arising issues or concerns promptly.” Ref 3.2.4 tab 3.7</p> <p>B. Incorrect. (2) Only a small number of customers have complained and so it is not necessary to fully engage all customers in the design activities. High interest, low influence - “Keep informed... Keep these stakeholders regularly informed to maintain their interest. Address arising issues or concerns promptly.” Ref 3.2.4 tab 3.7</p> <p>(3) Investors have high influence and high interest and so should be managed closely. High interest, high influence - “Manage closely... Ensure that these stakeholders are fully engaged; make efforts to address their concerns and requirements.” Ref 3.2.4 tab 3.7</p> <p>C. Incorrect. (3) Investors have high influence and high interest and so should be managed closely. High interest, high influence - “Manage closely... Ensure that these stakeholders are fully engaged; make efforts to address their concerns and requirements.” Ref 3.2.4 tab 3.7</p> <p>D. Correct. (1) Investors have high influence and high interest and so should be managed closely. High interest, high influence - “Manage closely... Ensure that these stakeholders are fully engaged; make efforts to address their concerns and requirements.” Ref 3.2.4 tab 3.7</p> <p>(4) A small number of customers have complained about the packaging (i.e., their interest is high). The fact that it is a small number of customers is likely to have relatively low influence. High interest, low influence - “Keep informed... Keep these stakeholders regularly informed to maintain their interest. Address arising issues or concerns promptly.” The organization should still monitor customer feedback to see if this changes. Low interest, low influence - “Monitor... Monitor these stakeholders’ attitude and keep them informed, with minimal effort. Do not overload them with unnecessary information.” Ref 3.2.4 tab 3.7</p>

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16	D	2.3	<p>A. Incorrect. Customer and user expectations include:</p> <ul style="list-style-type: none"> • The organization’s products and services are responsibly sourced and environmentally friendly • The organization supports sustainable development • The organization encourages responsible consumption". Ref 3.2.4 tab 3.8 <p>B. Incorrect. Supplier expectations include:</p> <ul style="list-style-type: none"> • The organization uses supplier’s services for a good cause • The organization has a positive sustainability image • The organization meets sustainability standards and regulations • The organization contributes to circular economy • The organization follows fair trade standards". Ref 3.2.4 tab 3.8 <p>C. Incorrect. Society and community member expectations include:</p> <ul style="list-style-type: none"> • The organization contributes to the society development • The organization participates in social and environmental programmes • The organization is safe for the environment and beneficial for the local community". Ref 3.2.4 tab 3.5 <p>D. Correct. "Typical stakeholder’s expectations: The organization is financially sustainable". Ref 3.2.4 tab 3.8</p>
17	B	2.4	<p>A. Incorrect. “There are generally two types of standards and rules: mandatory and voluntary. In recent years, regulations have taken the lead as the primary means by which companies are held accountable for social and environmental responsibility.” Ref 3.3.1</p> <p>B. Correct. “There are generally two types of standards and rules: mandatory and voluntary.” “Governments and international regulators encourage organizations to adopt sustainable practices beyond compliance to the mandatory requirements.” Ref 3.3.1</p> <p>C. Incorrect. “There are generally two types of standards and rules: mandatory and voluntary.” “Over the past decade, there has been a surge in sustainability reporting legally mandated by governments. This, in turn, caused a sharp rise in voluntary reporting.” Ref 3.3.1</p> <p>D. Incorrect. “There are generally two types of standards and rules: mandatory and voluntary.” The reference to 'enforced' in this option implies that the practices are mandated. “Industry agreements and frameworks from the United Nations (such as the SDGs or net-zero targets) have led to the emergence of coherent and consistent international standards and national regulations that streamline collaboration across borders. However, in many cases, national regulations and approaches to enforcing them still vary from one country to another.” Ref 3.3.1</p>

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18	B	4.8	<p>A. Incorrect. Prioritization should be based on the input and feedback from all relevant stakeholders, including those with decision-making roles. "This includes gathering stakeholders' feedback on the sustainability topics. It is important to engage stakeholders in the assessment at the early stage, and not just present them with the results. (Note that different stakeholders will have different interests in both the assessment and the sustainability topics. The level of engagement should be adjusted accordingly." "Based on the research, the sustainability topics are prioritized, from negligible to those of major materiality. The results of the assessment should be communicated to the relevant stakeholders. The most important topics will define the organization's activities, funding priorities, and management focus, and they must be understood and supported by the decision-making stakeholders." Ref 3.2.1.2</p> <p>B. Correct. "The UN SDGs and targets usually act as a common first source of sustainability topics for the materiality assessment. They can be amended with industry-, country-, region-, and market-specific issues and objectives as well as with the organization's own aspirations and challenges. As described in Chapter 2, it is best practice to map commonly agreed topics and targets together with those of specific importance for the organization." And "Like any assessment, a materiality assessment starts with identifying the purpose and audience. This is necessary as the first step to understand who will be reviewing and analysing the assessment report and the decisions that are supposed to be based on it." Ref 3.2.1.2</p> <p>C. Incorrect. All relevant stakeholders should be consulted, rather than just presented with the final results at the end. "This includes gathering stakeholders' feedback on the sustainability topics. It is important to engage stakeholders in the assessment at the early stage, and not just present them with the results. (Note that different stakeholders will have different interests in both the assessment and the sustainability topics. The level of engagement should be adjusted accordingly. For example, customers and suppliers are most likely seen as important stakeholders, and their opinion on sustainability topics is an important input to the assessment. It is possible, however, that they will not be the primary audience of the assessment report and will not be directly involved in defining the organization's sustainability strategy.)" Ref 3.2.1.2</p> <p>D. Incorrect. Management approval should be sought before publishing the assessment. "Once approved and actively supported by the organization's leaders, the materiality assessment report is often published for the wider internal and external audience as part of the organization's positioning statement." Ref 3.2.1.2</p>

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19	B	1.7.b	<p>A. Incorrect. "Digital poverty is the inability to interact fully with the digital world, which can be caused by a number of reasons; digital capital, however, is the foundation of our ability to engage fully with the digital world." Ref 2.4.1</p> <p>B. Correct. "E-waste is the term used to refer to electrical or electronic products that are nearing or have come to the end of their lifecycle, examples of which include televisions, office equipment, household appliances, computers, tablets, and mobile phones." Ref 2.4.3</p> <p>C. Incorrect. Digital carbon footprint refers to "Carbon emissions from digital technologies". Ref 2.4.2</p> <p>D. Incorrect. Net zero is a target set for greenhouse gas emissions. "There are two important concepts used by organizations to define their vision and objectives related to the emissions: Net zero and Carbon neutrality. Both set targets for quantification, reduction and offsetting of GHG emissions". Ref 2.3.6</p>
20	B	5.1.a	<p>A. Incorrect. "Many sustainability benefits are not monetary but can indirectly impact financial results." Ref 7.2.3</p> <p>B. Correct. "It is not always possible to confirm causation or even correlation between the benefits and sustainability initiatives." Ref 7.2.3</p> <p>C. Incorrect. "The lifecycle costs of products and services can sometimes be based on estimates or assumptions, due to supply chain intellectual property requirements." Ref 7.2.3</p> <p>D. Incorrect. "The total costs and benefits of sustainability are often difficult to calculate." Ref 7.2.3</p>

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Q	A	Syllabus Ref	Rationale
21	C	1.1	<p>A. Incorrect. This option does not address the fact that this organization operates in a regulated market and so is not the MOST LIKELY benefit. Experimentation would lead to improved innovation. “The organization can foster innovation by being experimental when looking for new, more sustainable business and work practices.” Ref 1.3.8</p> <p>B. Incorrect. This option does not address the fact that this organization operates in a regulated market and so is not the MOST LIKELY benefit. Publicizing the organization’s sustainability vision would lead to improved brand perception. “Organizations with a publicized vision of sustainability, together with relevant commitments, might be able to achieve a competitive advantage over those not invested in improving the sustainability of their business.” Ref 1.3.5</p> <p>C. Correct. “If the organization operates in a regulated space, then it could be a subject to sustainability-related regulatory requirements either immediately or progressively, as set out in relevant legislation. Sustainability requirements might also cover third-party components, which is why you most likely need to work closely with your partners and either align with their existing sustainability initiatives or help them get started in creating one.” Ref 1.3.4</p> <p>D. Incorrect. This option does not address the fact that this organization operates in a regulated market and so is not the MOST LIKELY benefit. Both increasing revenues and reducing costs would lead to increased profitability. “In a for-profit organization, the financial benefits of sustainability initiatives can be both direct (e.g. additional revenue and decreased costs) and indirect (e.g. potential additional market share and new markets). Not all planned benefits will be immediate or guaranteed, so setting expectation is crucial.” Ref 1.3.1</p>

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Q	A	Syllabus Ref	Rationale
22	C	5.3.c	<p>A. Incorrect. While involved in creating and maintaining plans, this practice does not include maintaining the sustainability vision. “Having a well-developed project and programme management practice helps organizations to: create realistic plans and adjust them as circumstances change.” Ref 6.4.2.4</p> <p>B. Incorrect. “The purpose of the workforce and talent management practice is to ensure that the organization has the right people, with the appropriate skills and knowledge, in the correct roles to support its business objectives.” Ref 6.4.1.5</p> <p>C. Correct. “The strategy management practice ensures that sustainability values and objectives are translated into a viable strategy and the organization follows this strategy. It helps organizations to: ...maintain the sustainability vision, objectives, and plans up to date and relevant.” Ref 6.4.2.4</p> <p>D. Incorrect. Organizational change management ensures that changes in an organization are aligned with the organizational vision (as opposed to maintaining the vision). “All stakeholders should adopt new ways of working, according to the organizational vision and need. Moreover, they must minimize risks and the possible negative impacts of any change to the quality of services, products, and consumer experience.” Ref 6.4.1.5</p>
23	C	2.6	<p>A. Incorrect. Non-financial returns should also be considered. “To adjust the ROI and VOI evaluations for sustainability initiatives, consider the following: Focus on value, including non-financial aspects of it”. Ref 4.3.4</p> <p>B. Incorrect. “Comprehensive ROI and VOI estimates and analyses are only possible at the later steps, where costs and impact of the initiatives are known or estimated. However, to ensure that ROI and VOI are understood at those steps, it is important to consider them from the beginning.” Ref 4.3.4</p> <p>C. Correct. “To adjust the ROI/VOI evaluation for sustainability initiatives, consider these recommendations: ... consider the predicted development of legislation”. Ref 4.3.4</p> <p>D. Incorrect. The ROI of sustainability initiatives should be considered in the context of the VOI of the sustainability portfolio. “when a business case for a sustainability initiative is created and evaluated, it should address the contribution of the initiative to the overall sustainability portfolio of the organization. For example, if separate waste collection and waste-processing initiatives are evaluated in isolation, the ROI and VOI will be significantly different from that of the two initiatives evaluated together.” Ref 4.3.4</p>

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24	A	2.5	<p>A. Correct. The service economy has a positive impact through the reduction of greenhouse gases emissions. "The shift from buying goods to accessing resources as services has led to reductions in consumer consumption, waste, GHG emissions, and other negative effects in all three sustainability pillars." Ref 5.2.1.5</p> <p>B. Incorrect. The increase of consumer consumption has a NEGATIVE, rather than a POSITIVE impact. "The shift from buying goods to accessing resources as services has led to reductions in consumer consumption, waste, GHG emissions, and other negative effects in all three sustainability pillars." Ref 5.2.1.5</p> <p>C. Incorrect. Consumers moving to accessing resources when needed has a POSITIVE, rather than a NEGATIVE impact. "Consumers are moving from owning resources to accessing them when needed, and providers have responded by offering on-demand services. This trend can be seen worldwide across various industries, in both private and corporate services." "The shift from buying goods to accessing resources as services has led to reductions in consumer consumption, waste, GHG emissions, and other negative effects in all three sustainability pillars." Ref 5.2.1.5</p> <p>D. Incorrect. Producers changing their performance and product quality has a POSITIVE, rather than a NEGATIVE impact. "The shift from buying goods to accessing resources as services has led to reductions in consumer consumption, waste, GHG emissions, and other negative effects in all three sustainability pillars. At the same time, producers have had to optimize their performance and product quality to ensure that their products are suitable for shared usage, reuse, and recycling to meet customer demands for sustainable products." Ref 5.2.1.5</p>
25	D	2.2	<p>A. Incorrect. Customers adopting mature sustainability practices is a good thing. The failure of customers to create sustainability practices is a risk. "Risks can originate from: ...Customers failing to adopt sustainable consumption practices (for example, to recycle or reuse organization's goods and packaging)". Ref 3.2.2</p> <p>B. Incorrect. This is a means of identifying risk, not the source of risk itself. "There are many different techniques that can be used to identify risks, including: Review of previous risk registers". Ref 3.2.2 tab. 3.5</p> <p>C. Incorrect. This is a means of identifying risk, not the source of risk itself. "There are many different techniques that can be used to identify risks, including: ...Interviews with stakeholders, including customers, users, technical staff, and so on". Ref 3.2.2 tab 3.5</p> <p>D. Correct. "Sources of risks include: ...Sourcing resources and services from unknown and non-transparent suppliers." Ref 3.2.2</p>

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26	B	4.2	<p>A. Incorrect. A social aspect of due diligence is Ensure that everyone is treated equally and that people are not discriminated against because of their sex, religion, disability, or certain other personal characteristics." Ref 3.2.3</p> <p>B. Correct. These are examples of governance aspects of due diligence:</p> <ul style="list-style-type: none"> • Anti-money laundering (AML) Ensure there is no execution of transactions to convert illegally obtained money into legal money. Although an organization may stick to the rules, this does not mean its partners and suppliers adhere to the same AML compliance laws. • Policies and compliance Ensure that an ESG policy is implemented in the organization and that compliance with the UN SDGs and stakeholders' requirements is monitored and documented." Ref 3.2.3 <p>C. Incorrect. These are examples of environmental aspects:</p> <ul style="list-style-type: none"> • Conflict minerals Ensure that ICT products purchased by the organization do not use components from the minerals trade that finances armed groups or fuels forced labour and other human rights violations. • Pollution (land, air, water) Ensure responsible business practices in the excretion of materials and substances by following national and international regulations." Ref 3.2.3 <p>D. Incorrect. Hazardous substances are examples of environmental aspects. "Hazardous Substances: Ensure there is no use of hazardous substances in the production and usage of digital products and services (e.g. the use of mercury, which can cause health issues for employees and consumers)". Health is an example of social aspects. "Health and safety: ensuing Ensure that there are zero work-related deaths, injuries, and ill health." Ref 3.2.3</p>

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Q	A	Syllabus Ref	Rationale
27	C	4.9	<p>A. Incorrect. The financial director has a high influence because they make the final decision on how the new SaaS offering is implemented. The financial director has a high interest because this new SaaS offering will transform how the finance department works. High interest – low influence stakeholders need to be regularly informed to maintain their interest. "Keep informed... Keep these stakeholders regularly informed to maintain their interest. Address arising issues or concerns promptly." Ref 3.2.4 tab 3.7</p> <p>B. Incorrect. The financial director has a high influence because they make the final decision on how the new SaaS offering is implemented. The financial director has a high interest because this new SaaS offering will transform how the finance department works. Low interest – High influence stakeholders need to be kept satisfied. "Keep satisfied... Communicate and engage to demonstrate and reassure that their voices are being heard on key issues. However, avoid non-informative low-value contacts so that they do not lose interest in the project." Ref 3.2.4 tab 3.7</p> <p>C. Correct. The financial director has a high influence because they make the final decision on how the new SaaS offering is implemented. The financial director has a high interest because this new SaaS offering will transform how the finance department works. High interest – High influence stakeholders need to be managed closely. "Manage closely... Ensure that these stakeholders are fully engaged; make efforts to address their concerns and requirements." Ref 3.2.4 tab 3.7</p> <p>D. Incorrect. The financial director has a high influence because they make the final decision on how the new SaaS offering is implemented. The financial director has a high interest because this new SaaS offering will transform how the finance department works. Low interest – Low influence stakeholders attitude should be monitored. "Monitor... Monitor these stakeholders' attitude and keep them informed, with minimal effort. Do not overload them with unnecessary information." Ref 3.2.4 tab 3.7</p>

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Q	A	Syllabus Ref	Rationale
28	B	1.8.d	<p>A. Incorrect. In a circular economy, there are no limitations to the geographical coordinates of the involved organizations. "As much as possible, everything is reused, remanufactured, or, as a last resort, recycled back into a raw material or used as a source of energy." Ref 2.3.1</p> <p>B. Correct. Within a circular economy "As much as possible, everything is reused, remanufactured, or, as a last resort, recycled back into a raw material or used as a source of energy." Ref 2.3.1</p> <p>C. Incorrect. In a circular economy, there are no limitations to the energy sources used by the involved organizations. "As much as possible, everything is reused, remanufactured, or, as a last resort, recycled back into a raw material or used as a source of energy." Ref 2.3.1</p> <p>D. Incorrect. In a circular economy, there are no limitations to the type and legal status of the involved organizations. "As much as possible, everything is reused, remanufactured, or, as a last resort, recycled back into a raw material or used as a source of energy." Ref 2.3.1</p>
29	D	4.4.c	<p>A. Incorrect. This option focuses internally on the organization, but does not address its ecosystem. "Sustainability planning that ignores feedback from other agents within the ecosystem is likely to undermine the organization's sustainability in the mid to long term." Ref 4.2.1</p> <p>B. Incorrect. This option focuses on 'Compliance as a source of opportunities', but does not address 'Sustainable organizational ecosystem'. "Some organizations only invest in regulatory compliance to ensure that they meet the minimum mandatory requirements." Ref 4.2.1.1</p> <p>C. Incorrect. This option focuses on 'Designing sustainable products and services', but does not address 'Sustainable organizational ecosystem'. "The organization must develop and invest in a set of competencies beyond its traditional expertise". Ref 4.2.1.2</p> <p>D. Correct. "Crucially, the involvement of relevant stakeholders is likely to improve the long-term sustainability of the organization and its ecosystem." Ref 4.2.1</p>

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Q	A	Syllabus Ref	Rationale
30	D	3.1	<p>A. Incorrect. The statement is true, as "Many strategic sustainability initiatives, such as a transition to a sustainable business or operating model, are likely to be enabled or supported by a digital transformation." Ref 5.2.2.1</p> <p>B. Incorrect. The statement is true, as "the digital transformation of an organization can be triggered by other factors. In this case it should be planned and realized with sustainability in mind: The new ways of working should meet the current and anticipated sustainability requirements in all three pillars (environmental, social, and economic)." Ref 5.2.2.1</p> <p>C. Incorrect. The statement is true, as "The business and operating models introduced by digital transformation should be sustainable, as in viable in the long-term." Ref 5.2.2.1</p> <p>D. Correct. This statement is incorrect, as "Digital transformation should never be a final goal, rather, it is a means of achieving a goal and enabling an agreed strategy. These goals and strategy can be focused on or include sustainability." Ref 5.2.2.1</p>
31	A	1.2.a	<p>A. Correct. "The processes, initiatives and pathways to achieve sustainability at the global level are collectively known as sustainable development." Ref 1.1</p> <p>B. Incorrect. This is a description of the triple bottom line. "This is an approach that covers financial, social, and environmental aspects". Ref 1.1.3</p> <p>C. Incorrect. This is a description of corporate social responsibility. "CSR refers to how organizations ensure that they operate in a sustainable way; how they behave towards their employees and customers; how they select partners and suppliers; and the impact of their activities on the environment and the communities of their ecosystems." Ref 1.1.4</p> <p>D. Incorrect. This is a description of a way of managing an organization's digital carbon footprint. "Before defining its vision for digital capital, an organization should find a relevant approach to the calculation, reporting, and optimization of its digital carbon footprint." Ref 2.4.2</p>
32	A	4.6	<p>A. Correct. "Members of the organization treat each other with respect. A safe and fair workspace is established or developing across the organization." Ref 5.4.3 tab 5.8</p> <p>B. Incorrect. "The organization invests in its intellectual and human capital" is an example of the economic pillar. Ref 5.4.3 tab 5.8</p> <p>C. Incorrect. "The organization invests in reforestation and renewable energy sources" is an example of the economic pillar. Ref 5.4.3 tab 5.8</p> <p>D. Incorrect. "The organization encourages and requires its partners and suppliers to contribute to the environmental goals " is an example of the environmental pillar. Ref 5.4.3 tab 5.8</p>

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Q	A	Syllabus Ref	Rationale
33	D	4.10	<p>A. Incorrect. A stakeholder map is used to plan communications, not to prioritize issues for a risk analysis. "The stakeholders can then be managed according to their combined influence and interest, and kept satisfied, informed, and monitored with an appropriate level of communication". Ref 3.2.4</p> <p>B. Incorrect. The UN global compact principles are used to provide high-level guidance about choices and priorities, but not to specifically prioritize areas for a risk analysis. "Principles help stakeholders to make choices about the direction and priorities". Ref 2.2.5</p> <p>C. Incorrect. "The UN's SDGs should be considered when defining a sustainability vision", but not to specifically prioritize areas for a risk analysis. Ref 2.2.4</p> <p>D. Correct. "It is useful to conduct an assessment of such risks based on the materiality assessment reports; this helps to focus on the risks affecting the most important sustainability topics and related organizational initiatives." Ref 3.2.2</p>
34	B	4.1	<p>A. Incorrect. "A good starting point for an organization at the beginning of its sustainability journey is to ensure that its sustainability vision and strategy are integrated into its overall business vision and strategy." Ref 2.2.3</p> <p>B. Correct. "As external pressure increases, the positioning of the topic may change from 'How can we make our current business more sustainable?' to 'What type of business should we do to be sustainable?'. Ref 2.2.3</p> <p>C. Incorrect. A vision statement does not describe the organization's current state. "Vision statements are usually short, high-level, aspirational, and describe a desired state of the future." The vision also does not describe how the vision will be achieved. This would be described in the sustainability strategy. Ref 2.2</p> <p>D. Incorrect. This is not the MOST correct option as it relates only to how organizations tend to view sustainability initially. "A good starting point for an organization at the beginning of its sustainability journey is to ensure that its sustainability vision and strategy are integrated into its overall business vision and strategy." Sustainability also relates to more than just environmental issues (e.g., economic and social developments). Ref 2.2.3</p>

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35	A	4.7	<p>A. Correct. A materiality assessment would address the executive team's concerns. "A materiality assessment is used to identify sustainability topics, including challenges and objectives that are:</p> <ul style="list-style-type: none"> • important for the organization and its stakeholders • of high impact on the organization's business positioning and strategy. • under reasonable control of the organization and can be addressed or influenced". <p>Ref 2.2.1</p> <p>B. Incorrect. Choosing relevant UN goals alone will not address the executive team's concerns. The relevant UN goals should be selected prior to performing the materiality assessment. "The UN's SDGs should be considered when defining a sustainability vision: start by choosing the most relevant goals and focus on working towards them. This will be an essential input to the further materiality assessment exercises and ensure that the organization's sustainability plans and actions are aligned with the macro-level needs and priorities." Ref 2.2.4</p> <p>C. Incorrect. The UN Global compact principles help organizations that are looking for high-level guidance for driving their sustainability initiatives and setting and achieving their sustainability goals. "There are combined global efforts available to help those organizations looking for high-level guidance to drive their sustainability initiatives and to set and achieve their sustainability goals. One result of these initiatives is the ten principles of the UN Global Compact. The Global Compact's ten principles give organizations a universal language for corporate responsibility" Ref 2.2.5</p> <p>D. Incorrect. Developing a separate sustainability vision and strategy should be avoided. "A good starting point for an organization at the beginning of its sustainability journey is to ensure that its sustainability vision and strategy are integrated into its overall business vision and strategy." "Sometimes, organizations find themselves developing more than one vision and strategy, but this should be avoided." This should be avoided. Organizations which link their sustainability vision and strategy to their overall vision and strategy are more successful. Ref 2.2.3</p>