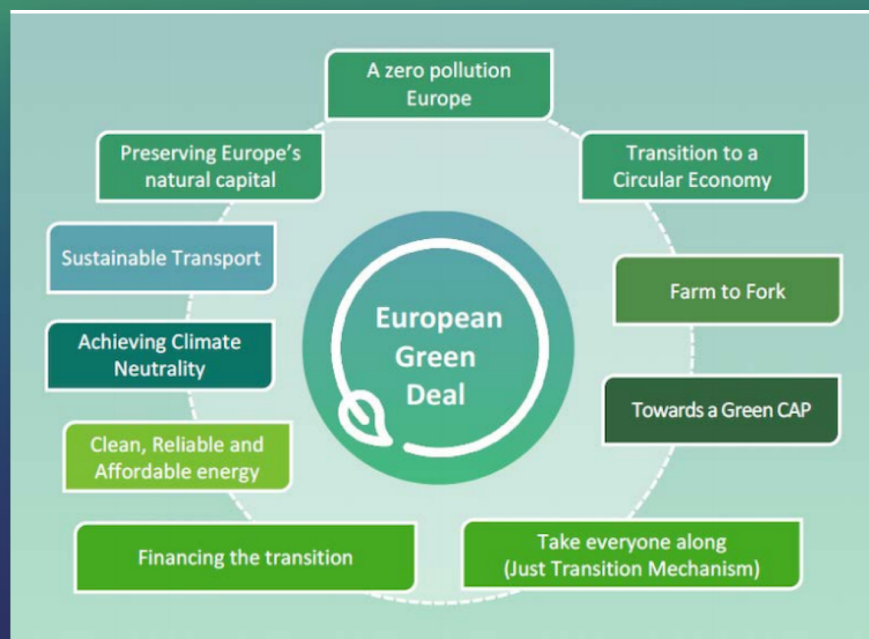2035

THE EU AIMS TO BE CLIMATE NEUTRAL BY 2050

Global climate action under the Paris Agreement

European Green Deal

The concept of **a green economy** prevailed and enforced the companies to achieve their economic goals while considering the society and its natural environment (Song et al., 2022)

PARIS CLIMATE AGREEMENT

- The Paris Climate Agreement, established during COP21 in Paris in 2015 and enforced in 2016, is an international treaty adopted by 196 nations.

- This accord commits countries to control the global temperature increase to levels 'well below 2°C, and preferably below 1.5°C'.

- It encompasses aspects of climate change such as mitigation, adaptation, and finance.

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WHY? COST SAVINGS AND EFFICIENCY GAINS

- Energy cost reduction
- Operational efficiency
- Regulatory compliance
- Brand reputation
- Customer loyalty
- Talent attraction and retention

Picture source: Dilok Klaisataporn

ROLE OF HR

- A radical **cultural transformation** within the business sector is needed.
- This is possible only with broad participation from every level and functional area.
- We need to embrace the HR role in sustainability.

Green HRM

Sustainable HRM

Human Resource Management

Picture source: https://www.scientificworldinfo.com

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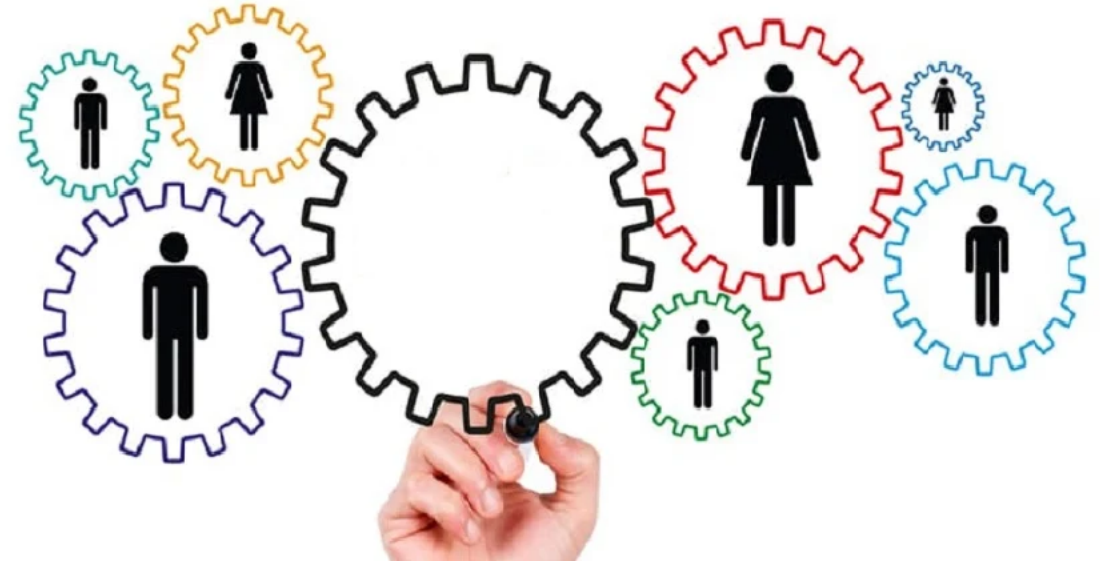
GREEN HUMAN RESOURCE MANAGEMENT

- **Green HRM** – emphasizes individual behavior within the organization.

- Green HRM aims to influence and improve employees' ecological awareness and behavior, and ultimately to both reduce an organization's carbon footprint and improve its environmental records.

- Green HRM is considered to be critical in the development of a sustainable culture in organizations.

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## ROLE OF ORGANISATIONAL CULTURE

- Research in sustainability has shown an association between organizational culture and sustainability goals (Osei et al, 2023).

- Organizational culture: 'the core set of values, artifacts, behavioral norms, and patterns that govern the interaction of people in the organization and create meaning in their jobs and at the organization at large' (Howard-Grenville, 2006).
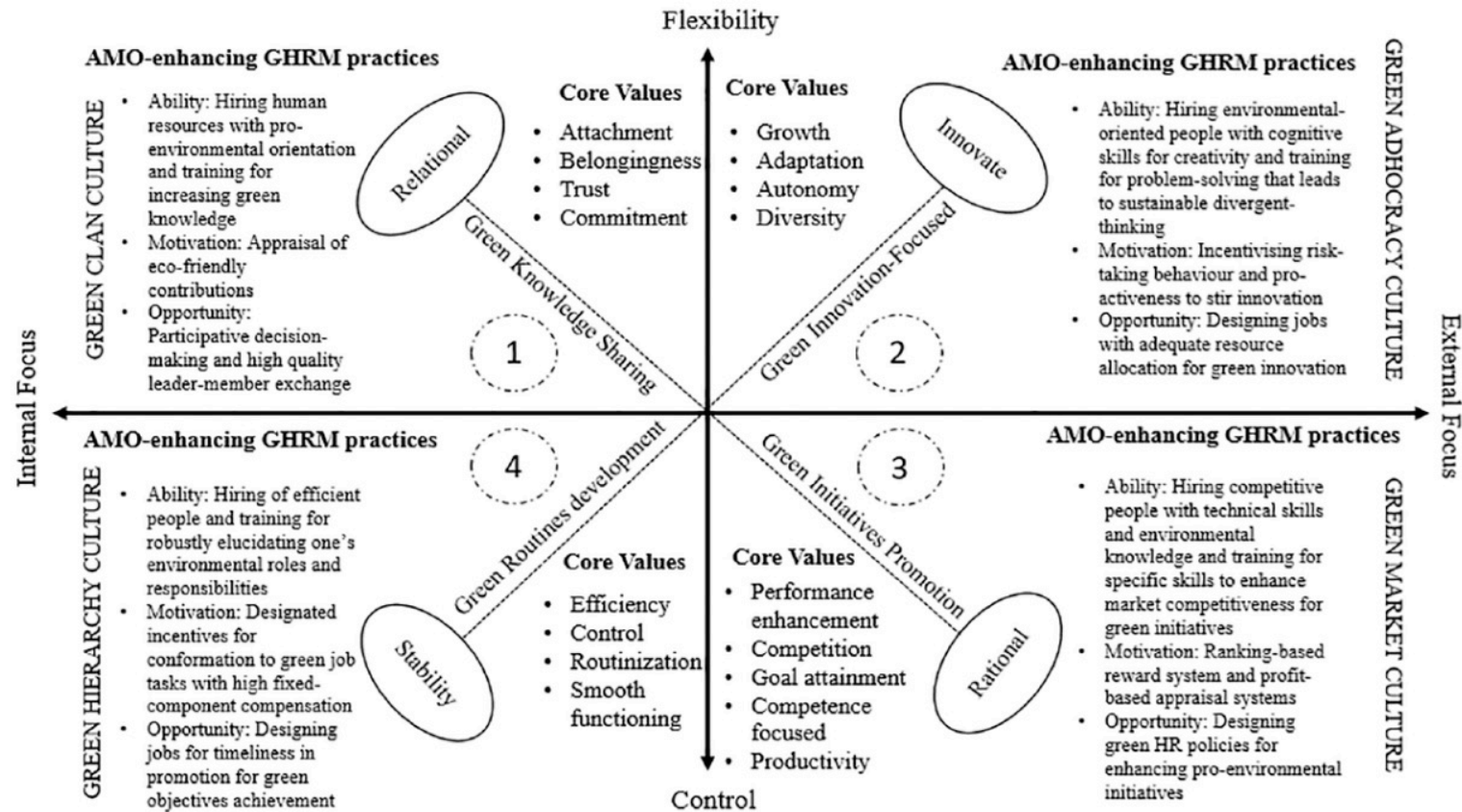
THE COMPETING VALUES FRAMEWORK
(CAMERON AND QUINN, 2011)

Source: Cameron and Quinn (2011, p. 39)
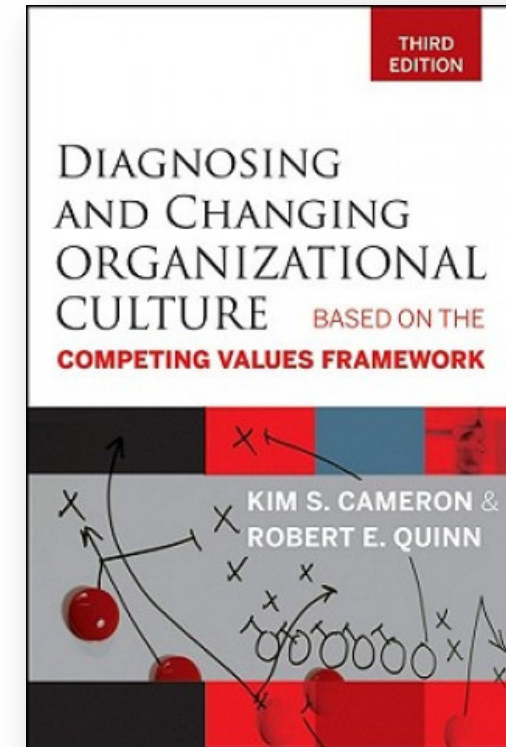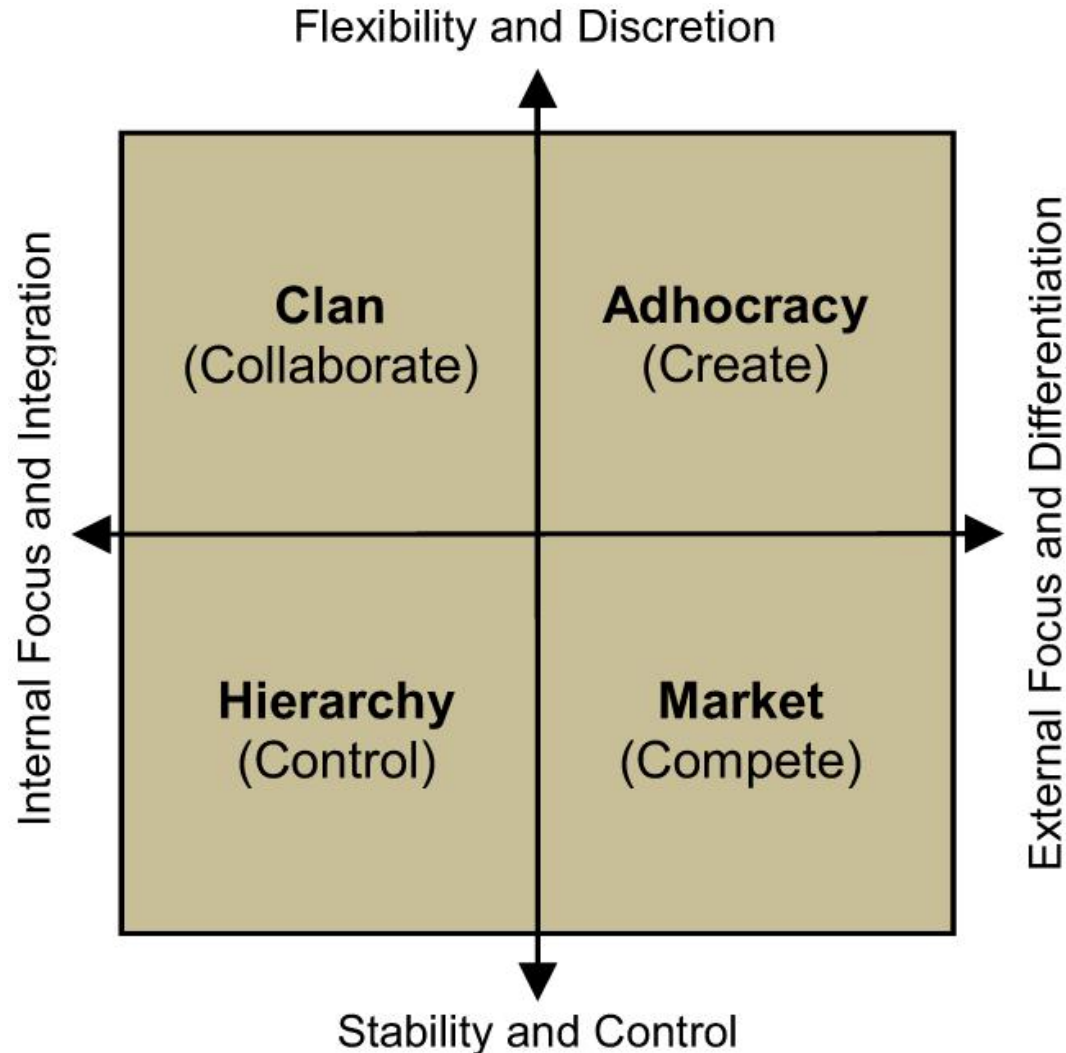
GREEN COMPETING VALUES FRAMEWORK

Model by Maheshwari, Kaur and Renwick, 2024

Table 1. The Relationship Between Green HRM Practices and Green Organizational Culture.

AMO-enhancing GHRM practices (examples)	Intended green behaviors	Green Beliefs	Desired Core Values	Green Culture
• Ability: Hiring human resources with pro-environmental attitude and training to increase interaction for green knowledge sharing • Motivation: Designing job for sharing knowledge and responsibilities toward green behavior • Opportunity: Recognizing eco-friendly conversations, participative decision-making and high quality leader-member exchange	• Green discussions and participation • Enhance morale and commitment for environmental sustainability • Building a shared green vision • Developing green relational-capital • Promoting team potential and interactions for achieving green goals	People voluntary behave appropriately toward the green goal of the organization when they have knowledge about the impact of one's actions on environment	• Attachment • Belongingness • Trust • Commitment	Green Clan Culture with the assumption that organization is dominantly relational-oriented
• Ability: Hiring environmental-oriented people with cognitive skills for creativity and training for problem-solving that leads to sustainable divergent-thinking • Motivation: Incentivizing risk-taking behavior and pro-activeness to stir innovation • Opportunity: Designing jobs with adequate resource allocation for innovation, promoting environmental-oriented climate to stir experimentation	• Sustainable divergent thinking • Research and development in green product or process innovation • Regional resource connectivity • Creative utilization of resources • Outward-looking with focus on improving green brand-image of firm • Encouraging pro-activeness	People behave appropriately toward the green goal of organization when they have creativity and vision to create new product or service for the environment	• Growth • Adaptation • Autonomy • Diversity	Green Adhocracy Culture with the assumption that organization is dominantly innovation-oriented
• Ability: Hiring competitive people with technical skills and environmental knowledge and training for specific skills to enhance market competitiveness for green initiatives • Motivation: Ranking-based reward system and profit-based appraisal systems • Opportunity: Designing green HR policies for enhancing pro-environmental initiatives and encouraging competitiveness among employees	• Gathering competitor and customer green preferences • Environment-oriented initiatives for green image enhancement • Sustainable green aggressive expansionary-orientation • Brand image enhancement with outcome-oriented approach • Focusing on competitiveness	People behave appropriately toward the green goal of the organization when they are focused at achieving environmental-objectives and are rewarded based on their green achievements	• Performance enhancement • Competition • Goal attainment • Competency focused • Productivity	Green Market Culture with the assumption that organization is dominantly inclined toward rationalization
• Ability: Hiring efficient people and training for robustly elucidating one's environmental roles and responsibilities • Motivation: Designated incentives for conformation to green job tasks with high fixed-component compensation • Opportunity: Designing jobs for timeliness in the promotion of green objectives achievement	• Conformity with industrial-benchmarking • Predictability of green job content • Process-based orientation toward pro-environmental routines • Achieving well-defined green objectives • Administering the required pro-environmental behavior execution	People behave appropriately when they have clear pro-environmental roles and procedures that are formally defined by environmental-friendly rules	• Efficiency • Control • Routinization • Smooth functioning	Green Hierarchy Culture with the assumption that organization is dominantly stability-oriented

ESSENTIAL KNOWLEDGE ABOUT SUSTAINABILITY – WHY?

- **Strategic alignment:** Sustainability is increasingly becoming a strategic priority for organizations as they seek to address environmental, social, and governance (ESG) concerns.

- **Talent management:** Sustainability can impact talent attraction, retention, and development. HR managers should be aware of the growing importance of sustainability to employees, particularly younger generations, and how it influences their career decisions.

- **Employee engagement:** HR plays a crucial role in fostering employee engagement and creating a positive work culture. Sustainability initiatives can be powerful drivers of employee engagement, as they provide opportunities for employees to contribute to meaningful causes and feel proud of their organization's impact.

DAVE ULRICH'S 'HR BUSINESS PARTNER MODEL'
(ULRICH, 1997)

The model suggests that HR professionals should play four key roles: strategic partner, administrative expert, employee champion/advocate, and change agent (Ulrich, 1997; Ulrich & Brockbank, 2005).

PRACTICAL TIPS! (1)

8 HR STRATEGIES TO INTEGRATE SUSTAINABILITY PRACTICES INTO EMPLOYEE ENGAGEMENT INITIATIVES AND CORPORATE CULTURE

- Green talent recruitment
- Training and development
- Employee engagement and communication
- Recognition

    - Renwick et.al., 2012; Bahuguna et al., 2023; Benevene & Buonomo, 2020; Subramanian & Suresh, 2022; Zhang, 2023

Picture source: https://www.futurelearn.com

PRACTICAL TIPS! (2)

8 HR STRATEGIES TO INTEGRATE SUSTAINABILITY PRACTICES INTO EMPLOYEE ENGAGEMENT INITIATIVES AND CORPORATE CULTURE

- Green teams
- Green policies and practices, including responsible digital behaviour
- Performance management and incentives
- Workplace design, green facilities and work-related mobility

- Renwick et.al., 2012; Bahuguna et al., 2023; Benevene & Buonomo, 2020; Subramanian & Suresh, 2022; Zhang, 2023

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REMEMBER…

- HR leaders are uniquely positioned to steer their organizations in the direction of net zero readiness.
- Functionally, they are responsible for the critical areas of hiring and developing talent:
  - key leadership roles where new skills are needed,
  - designing policies and benefits, which can impact companies' carbon footprints,
  - stewarding culture and values that support sustainability commitments.

All of the green practices rely on human resources for their effective implementation (Bangwal et al, 2017; Domínguez-Falcón et al, 2016)

THE KEY TO A SUCCESSFUL IMPLEMENTATION OF THE IDEA OF SUSTAINABLE DEVELOPMENT IN ORGANIZATIONS IS COMPETENT, MOTIVATED EMPLOYEES.

HR managers can influence their organisations and lead them in a carbon-neutral dynamic:

- hybrid working habits,
- sustainable workplace mobility,
- green digital habits.

NEW WAYS OF WORKING FOR NET ZERO

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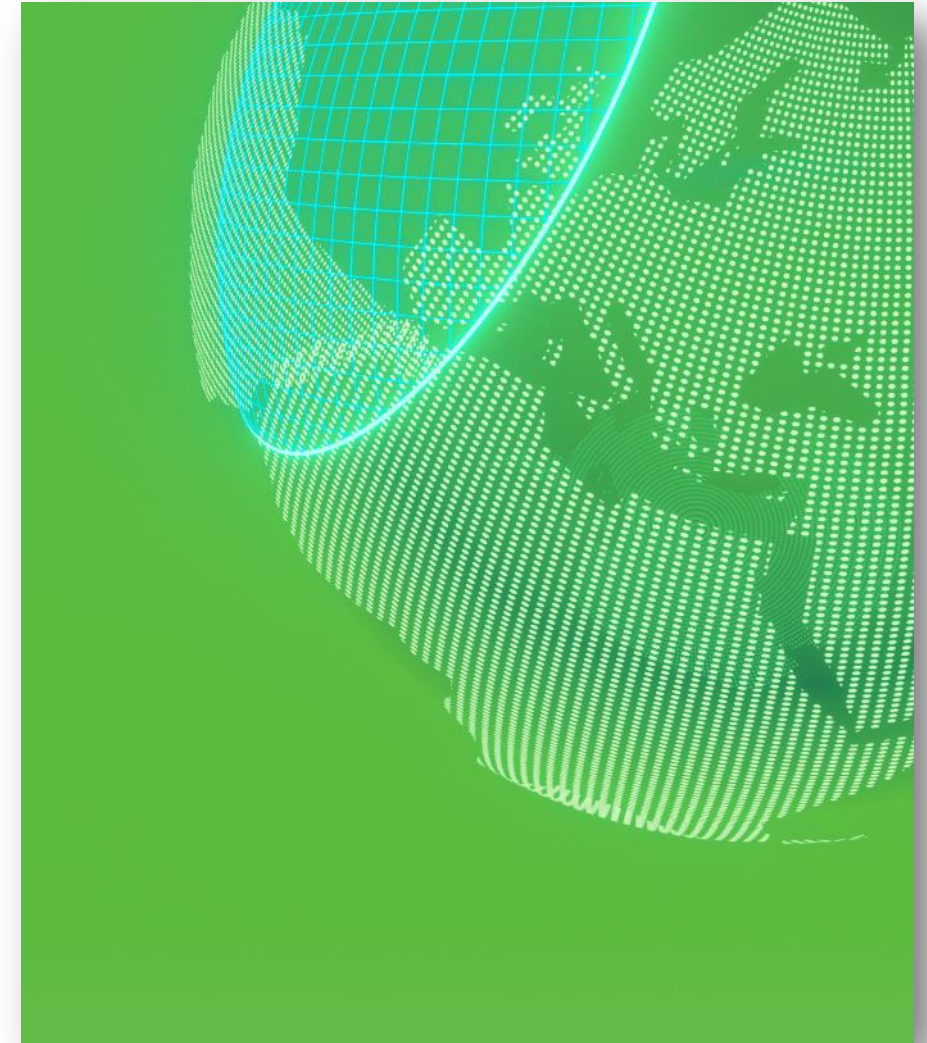
NEW WAYS OF WORKING FOR NET ZERO

- **New Ways of Working:** What modes of organisation and hybridisation of work should put in place to participate in the objective of reducing environmental impacts?

- **Work-related mobility:** What solutions should be implemented to reduce the carbon footprint of travel to and from work?

- **Digital sobriety**: How to reduce the carbon footprint through the responsible use of digital technologies at work and in teleworking?

THANK YOU!

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