GLOBAL COMPACT PRINCIPLES AS AN EFFECTIVE TOOL FOR IMPLEMENTING GREEN HRM - A STUDY OF SELECTED INDIAN CORPORATE

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ABSTRACT

Management should be proactive in addressing the global challenges related to shortage of resources, water scarcity, climate change and loss of biodiversity. These challenges can be well addressed by following Green HRM practices. The purpose of current research study was to find out the effectiveness of Global Compact Principles and its usefulness in implementing Green HRM. Two corporate both from the public and private sector were selected for this purpose. Published data by both the corporate collected and analyzed. The analysis showed that both the corporate were familiar with the concept of Global Compact Principles. Further, the researcher believes that this is an effective tool for the implementation of Green HRM. The sustainable development in India can only be realized if there is conscious effort to maintain individual and corporate responsibility to the society.

Keywords: Global Compact, Sustainable development, Green HRM, corporate social responsibility

Introduction:

Management should be proactive in addressing the global challenges related to shortage of resources, water scarcity, climate change and loss of biodiversity. These challenges can be well addressed by following Green HRM practices. In this paper, A Study of Selected Indian Corporate on Global Compact Principles as an effective and supplementary tool for implementing Green HRM is carried out.

The United Nations Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

1. Human rights:
   • Principle i - Businesses should support and respect the protection of internationally proclaimed human rights; and
   • Principle ii - Makes sure that they are not complicit in human rights abuses.

2. Labour:
   • Principle iii - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
   • Principle iv - The elimination of all forms of forced and compulsory labour;
   • Principle v - The effective abolition of child labour; and
   • Principle vi - The elimination of discrimination in respect of employment and occupation.

3. Environment:
   • Principle vii - Businesses should support a precautionary approach to environmental challenges;
   • Principle viii - Undertake initiatives to promote greater environmental responsibility; and
   • Principle ix - Encourages the development and diffusion of environmentally friendly technologies.

4. Anti Corruption:
   • Principle x - Businesses should work against corruption in all its forms, including extortion and bribery.

Corporate should be proactive in addressing the global challenges related to shortage of resources, water scarcity, climate change and loss of biodiversity. As social, political and economic challenges (and opportunities) — whether
occurring at home or in other regions — affect business more than ever before, many companies recognize the need to collaborate and partner with governments, civil society, labour and the United Nations. This ever-increasing understanding is reflected in the Global Compact’s rapid growth. With over 8700 corporate participants and other stakeholders from over 130 countries, it is the largest voluntary corporate responsibility initiative in the world. The sustainable development in India can only be realised if there is conscious effort to maintain individual and corporate responsibility to the society. Indian government is also serious about sustainable Development. Voluntary Guideline by Government of India for Corporate Social Responsibility, are as mentioned below-

Fundamental Principle of CSR is - Each business entity should formulate a CSR policy to guide its strategic planning and provide a roadmap for its CSR initiatives, which should be an integral part of overall business policy and aligned with its business goals. The policy should be framed with the participation of various level executives and should be approved by the Board. The CSR Policy should normally cover following core elements:
1. Care for all Stakeholders
2. Ethical functioning
3. Respect for Workers’ Rights and Welfare
4. Respect for Human Rights
5. Respect for Environment

Activities for Social and Inclusive Development:
Sustainable development, as basically the attainment of the good life for all the people of the society. Businesses Practicing Green HRM will surely contribute to development. Corporate should understand the importance of Green HRM and Global Compact for sustainable development and act accordingly. If corporate give due weight age to Human Rights and Development of workforce, practicing Green HRM becomes effective. Intentionally study of two corporate of different fields and different groups is done.
Corporate 1.Tata Steel (Engineering, Private Sector)
Corporate 2.Oil and Natural Gas Corporation (Refinery, Public Sector)

Objective:
The objective of this paper is to Study of Global Compact Principles as an effective and supplimetry tool for implementing Green HRM of Selected Indian Corporate.

Literature Review:
HR department has the potential to play a significant role in developing CSR activities within the organization, found to be marginally involved or interested in CSR. Fenwick & Bierema (2008) The adoption of HR policies, such as, periodic review of employee performance, adequate training for the workforce and career advancement norms for its personnel, creating motivation, and commitment in the workforce the organization can reap the full business benefits and become successful to the great satisfaction of all its stakeholders.

The role of HR function in embedding the CSR values in the corporate culture is immense and has been underlined also. An organization can exhibit a better image in the minds of people by presenting itself as an excellent employer which cares for its people and involves them in the ambit of social responsibility. This involvement of employees indicates the strategic importance of HRM in the CSR initiatives of an organization. Human Resource policies, forming the framework for the culture in the business management, create awareness towards the need to achieve the business goals in the best possible and ethical manner (Agrawal, 2007).

The Tata Steel Group is part of the Tata Group. Since its formation by Jamsetji Nusserwanji Tata in 1868, the Tata Group has consistently been run according to the principle that the wealth it creates should be returned to society. “...we started on sound and straightforward business principles, considering the interests of the shareholders our own, and the health and welfare of the employees the sure foundation of our prosperity.” Jamsetji N. Tata (Founder, 1839-1904)

“The Company shall be mindful of its social and moral responsibilities to the consumers, employees, shareholders, society and the local community.” J.R.D. Tata, chairman, 1938-84

Five core values underpin the growth and business direction of the Tata Steel Group and define the way to conduct the business. Tata Steel Group defined following five core values:
A. Trusteeship   B. Integrity C. Respect for the individual D. Credibility E. Excellence

It is a fundamental principle of the Tata Steel Group that all employees are compensated fairly. Benchmarking surveys are conducted annually in each of major employment locations to ensure that pay and benefits packages remain attractive and competitive. When employees leave the company – either through resignation or retirement – they are invited to participate in an exit interview, and their feedback is a source of information to improve the workplace. (Tata Steel, group corporate citizenship report 2008/09)

The dream of Pandit Jawaharlal Nehru, the first Prime Minister of independent India, to create an indigenous exploration and production organization in the country was a reflection of his faith in the nation’s scientific and technical community. ONGC scientists and engineers have lived up to that faith, making us one of the leading exploration and production of hydrocarbon companies in the world today. (Oil and Natural Gas Corporation Limited, Corporate Sustainability Report 2009-10)

“We need business to give practical meaning and reach to the values and principles that connect cultures and people everywhere.”— Ban Ki-moon, Secretary-General of the
Recognizing this, the value creation that allow companies, whether embracers (visionary) or the cautious adopters (the tentative) to learn by experience. Every far-sighted executives or unengaged employees asking: “How can we use business as a vehicle for moving beyond survival to living fulfilling lives, in caring communities supported by a healthy environment and make a profit doing it?” will gain and insight and practical steps.(http://www.management-issues.com/2011/4/26/research/corporate-social-responsibility-must-be-part-of-employer-brand – all of which impinge heavily on CSR. HR departments are responsible for many of the key systems and processes, including recruitment, training and education, on which effective delivery depends. Every far-sighted executives or unengaged employees asking: “How can we use business as a vehicle for moving beyond survival to living fulfilling lives, in caring communities supported by a healthy environment and make a profit doing it?”

According to Corporate Social Responsibility and HR’s Role, a new report by the Chartered Institute of Personnel and Development (CIPD), effective implementation of HR policies on employee consultation, diversity, fair treatment and work-life balance are fundamental to projecting the image of a responsible employer. HR departments are responsible for many of the key systems and processes, including recruitment, training and communications, on which effective delivery of CSR initiatives depends. (http://www.managementissues.com/2006/8/24/research/csrr-minus-hr-pr.asp accessed on 10/09/2011)

HR Role:

1. If employees don’t see the point of CSR initiatives, or understand the message, initiatives are unlikely to be effective.
2. People are increasingly hoping to align their personal values with corporate ones - they want to feel a deeper sense of motivation than has previously been understood in business.
3. The credibility of CSR is dependent on delivery - not on rhetoric. HR is responsible for many of the key systems and process (e.g. recruitment, training and communication) on which effective delivery depends.
4. HR has a role in ensuring that corporate policies are effectively implemented and applied.
5. It should also monitor the practical application of corporate culture and values and engage with issues about corporate governance, risk management and employer brand - all of which impinge heavily on CSR.

(Tables 1 and 2: Economic Value Distributed In 2008/09)

Around its industrial facilities, Tata Group has created towns and cities like Jamshedpur, Mithapur, Babrala for the benefit of its employees. Cadbury India, Glaxo and Richardson Hindustan are some of the companies which are helping farmers to grow crops which in turn shall serve as raw materials for them (Tripathi & Reddy, 2006).

Research Methodology:

The research was based on the hypothesis that the selected companies which follow Global Compact Principles, which is an effective tool for implementing Green HRM. Since this was a pilot scale study and a more comprehensive and systematic study is to follow, those companies were selected intentionally, and i.e. one from private sector and other from public sector. This study is carried on available secondary data published by companies in their reports. The data thus collected was analyzed and interpretations were drawn.

Study Of Selected Major Corporate Of India (Data Collection And Analysis)

A. Tata Steel

Human Rights:

Table 1: Economic Value Distributed In 2008/09

<table>
<thead>
<tr>
<th>Year</th>
<th>Tata Steel Europe</th>
<th>Tata Steel India</th>
<th>Tata Steel Thailand</th>
<th>NatSteel Holdings Singapore</th>
<th>Tata Steel Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/09</td>
<td>1.82</td>
<td>0.8</td>
<td>3.01</td>
<td>5.88</td>
<td>1.31</td>
</tr>
<tr>
<td>2007/08</td>
<td>2.38</td>
<td>1.70</td>
<td>2.18</td>
<td>10.23</td>
<td>2.11</td>
</tr>
</tbody>
</table>

(Source - Tata Steel, group corporate citizenship report 2008/09)

Table 2: Regional Distribution Breakdown of Economic Value (US$ Millions)

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Stakeholder group</th>
<th>Tata Steel India</th>
<th>Tata Steel Europe</th>
<th>Tata Steel Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employee wages and benefits</td>
<td>453</td>
<td>2,935</td>
<td>3,534</td>
</tr>
<tr>
<td>2</td>
<td>Shareholder dividends</td>
<td>251</td>
<td>-</td>
<td>251</td>
</tr>
<tr>
<td>3</td>
<td>Government taxes</td>
<td>1,054</td>
<td>17</td>
<td>1,131</td>
</tr>
<tr>
<td>4</td>
<td>Community investments and donations</td>
<td>15</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>5</td>
<td>Economic value distributed (US$ millions)</td>
<td>4,633</td>
<td>20,624</td>
<td>27,914</td>
</tr>
</tbody>
</table>
(Source - Tata Steel, group corporate citizenship report 2008/09)

Table 3: Regional Distribution Breakdown of Economic Value (Us$ Millions)

<table>
<thead>
<tr>
<th>Region</th>
<th>2008-09</th>
<th>2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South East Asia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>India</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asia Pacific</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39.3</td>
<td>37.3</td>
</tr>
</tbody>
</table>

(ISO 14001. An international environmental management standard)

- **Health and safety:** Tata Steel strive to manage the business in a way that ensures a safe, healthy, clean and ergonomic working environment for employees, contractors and anyone affected by business activities.

**Labour:**
- **Recruitment and retention:** The Tata Steel Group believes that being the best possible employer helps to recruit and retain the best employees. As at 31 March 2009, the Group employed over 80,000 people worldwide.
- **Training and development:** As business continues to evolve, people are encouraged and enabled all to develop and grow with it. The Tata Steel Group continues to invest in and improve its managerial and technical capabilities through internal development and training of its employees across Europe, India and South East Asia.
- **Open and continuing dialogue:** Clear, honest, two-way communication between management and employees at all levels in the organization are intrinsic to the culture of the Tata Steel Group. In India, the joint consultation system has been in place for more than 50 years and has matured in scope from a purely consultative mode to a partnership mode. Any issues relating to the progress, plans and prospects of the business are discussed openly and with a sense of shared purpose among senior management and employee representatives.

**Environment:**

Tata Steel environmental management systems provide a clear and effective framework for managing compliance and identifying opportunities for improvement. All main manufacturing sites are certified as conforming to the ISO 14001.

**Table 4: Co2 Emissions From Integrated Steelmaking**

<table>
<thead>
<tr>
<th></th>
<th>2008-09</th>
<th>2007-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total CO2 emissions Million tonnes</td>
<td>43.7</td>
<td>48.5</td>
</tr>
<tr>
<td>Direct CO2 emissions Million tonnes</td>
<td>38.4</td>
<td>41.1</td>
</tr>
<tr>
<td>CO2 intensity Tonnes CO2 per tonne of crude steel</td>
<td>2.11</td>
<td>2.05</td>
</tr>
<tr>
<td>Crude steel production Million tonnes</td>
<td>20.7</td>
<td>23.7</td>
</tr>
</tbody>
</table>

(Source - Tata Steel, group corporate citizenship report 2008/09)

**Table 5: Energy Intensity In The Steelmaking Process**

**Gigajoules Per Tonne of Crude Steel**

<table>
<thead>
<tr>
<th></th>
<th>Gigajoules</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blast Furnace (BF) Route</td>
<td>23.7</td>
</tr>
<tr>
<td>Electric Arc Furnace (EAF) Route</td>
<td>10.10</td>
</tr>
<tr>
<td>Crude steel production Million tonnes BF Route</td>
<td>20.7</td>
</tr>
<tr>
<td>EAF Route</td>
<td>2.6</td>
</tr>
</tbody>
</table>

(2007-08 2008-09)

(ISO 14001. An international environmental management standard)

**Anti - Corruption:**

“No success or achievement in material terms is worthwhile unless it serves the needs or interests of the country and its people and is achieved by fair and honest means.”J.R.D. Tata, chairman, 1938-84.

Ethical, transparent and accountable business Tata Steel Limited is a public limited company with 857,041 shareholders as at 31 March 2009 – the vast majority shareholders as at 31 March 2009 – the vast majority individuals. Tata Sons Limited is the largest single shareholder, with a shareholding of just over 31%. Around 66% of all profits received by Tata Sons from this shareholding are invested in philanthropic activities to benefit society, through the Sir Dorabji Tata Trust, Sir Ratan Tata Trust and other trusts. Corporate governance The Board of Tata Steel considers itself a trustee of its shareholders and has robust systems in place to deliver its responsibilities for creating and protecting shareholder wealth, while ensuring the interests of other stakeholders is businesses is safeguarded.

**Tata Code of Conduct:**

- National interest
- Compliance
- Competition
- Conflict of interest
- Securities transactions and confidential information
- Political non-alignment
- Gifts and donations
- Whistle-blowing

**Oil and Natural Gas Corporation Limited:**

**Graph I: CSR Expenditure In Rs.**

(2007-08 2008-09 2009-10)

**Human Rights:**
Procurement of products and services
ONGC general terms and conditions of doing business with suppliers and contractor explicitly include a commitment from the supplier or contractor to uphold human rights under Indian laws and regulation. Contractors have to ensure compliance with various applicable labor issues addressing the issues such as minimum wages, equal remuneration and prohibition of forced labour.

Workplace
ONGC understand responsibility to uphold human rights at the workplace. Operations in India are consistent with the fundamental rights, legal principles as enshrined by the Constitution of India and the relevant labor laws. HR policies have evolved with the changing legal and business requirements and the aspirations of people. These policies have a provision for a tiered grievance redressal mechanism which is used to resolve issues related to work environment and company policy violations.

To ensure equal rights to everyone who contributes to the organizational growth, ONGC ensure that contractor’s workers are paid above the state mandated minimum wages and ensure compliance to applicable social security laws for permanent and contractual workforce. Also carry out environmental and social impact assessments before any major project is undertaken. Social and human indicators are part of this assessment as required by the Ministry of Environment and Forest in India. Human rights are also covered under the Factory's and Mining Acts and are also covered under the Factory’s and Mining Acts and the relevant labor laws. HR policies have evolved with the changing legal and business requirements and the aspirations of people. These policies have a provision for a tiered grievance redressal mechanism which is used to resolve issues related to work environment and company policy violations.

Labour:

• Positive employee relations: ONGC policy and practice on bipartite negotiations is an important tool for sustained positive employee relations. ONGC engage in constructive dialogue with the recognized trade unions on matters related to any changes in employee policies and organizational structure. Collective bargaining is carried out at 3 levels:
  • A structured consultative process at the apex level.
  • A consultative processes at a regional level for performance management and organizational recruitment processes.
  • A corporate level stakeholder consultation with stakeholders such as ministry representatives, employees, and management on policy level issues such as pay revision, change in recruitment and promotion policy, laying of new policy for employee welfare and others. All non-executive employees and executive employees in the junior and middle management are covered by collective bargaining agreements. Executive level employees are represented by the Association of Scientific and Technical Officers (ASTO) and non-executive employees are represented by recognized Union. ONGC management holds regular meetings with ASTO and Union. Local ASTO office bearers and union office bearers also have meetings at a local level to resolve local issues. Chief - Employee Relations is responsible for ensuring good employee relations for the corporate as a whole.

<table>
<thead>
<tr>
<th>Table 6: Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
</tr>
<tr>
<td>Hours worked-employees</td>
</tr>
<tr>
<td>Hours worked-employees</td>
</tr>
<tr>
<td>Man Days Lost-employees</td>
</tr>
<tr>
<td>Incidents involving injuries-employees</td>
</tr>
<tr>
<td>Incidents involving injuries-employees</td>
</tr>
</tbody>
</table>

(Source - Oil and Natural Gas Corporation Limited, Corporate Sustainability Report 2009-10)

• Developing Workforce: ONGC strive to offer a best-in-class workplace and benefits for workforce. In order to achieve strategic objectives, it is crucial to attract and retain sufficient and competent employees.

ONGC HR mission is the creation of a value and knowledge based organization. ONGC promote learning, innovation and teamwork through transparency and an “open door” work culture. Employee motivation, satisfaction and training are an integral part of key performance indicators for all our work centers. ONGC policies and practices help to create a workplace where employee well being and opportunities for career growth go hand in hand. ONGC offer an employee benefits, such as free medical benefits for self and dependants, subsidized housing and loans for house building, and assistance for education for self and dependants.

Reward and Recognition schemes, grievance handling scheme and suggestion scheme promote fair treatment and enhance employee motivation. Since 2008, ONGC introduced regular HR audits, which have resulted in a greater understanding of the employees’ perception of their HR strategies, structure and systems.

ONGC have 32826 employees as on 1 April 2010. About 29% of the workforce is located in the western region, whereas 22% are in Mumbai region, 21% in the eastern region, 10% in the southern, 6% in central and 11% at New Delhi headquarters. ONGC recruit employees with diverse background that includes representatives from scheduled caste, scheduled tribe, other backward caste, and people from minority sections of the society.

Training And Education:
ONGC allocate high priority to train employees. This a key requirement for the achievement of corporate vision in a sustainable manner. Knowledgeable and experienced employees are biggest asset. ONGC world-class training institutes, and collaborations with external knowledge providers in India and abroad, ensure that necessary skills are imparted to employees. For non-executive workforce, ONGC established 7 regional training institutes to conduct the necessary training programmes. For effective training need identification, the HR planners of various disciplines interact with employees and present their recommendations to the ONGC academy and other training institutes. ONGC training institutes also request key executives to conduct their own surveys to identify suitable training modules. The training institutes regularly analyses the effectiveness of training programmes and comments from participants. An average of 4 man days of training was imparted to employee in the reporting period.

Table 7: Employees

<table>
<thead>
<tr>
<th>Unit</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>Nos.</td>
<td>32996</td>
<td>33035</td>
</tr>
<tr>
<td>Turnover of employees</td>
<td>Nos.</td>
<td>363</td>
<td>280</td>
</tr>
<tr>
<td>Benefits to employees- including salaries, benefits and others</td>
<td>INR Million</td>
<td>60484</td>
<td>47396</td>
</tr>
</tbody>
</table>

(Source - Oil and Natural Gas Corporation Limited, Corporate Sustainability Report 2009-10)

Environment:
To prevent spills, scheduled regular maintenance of pipelines, storage tanks and containment structures is carried out. Regular coordination meetings, onshore and offshore security meets are held with district authorities, Navy, Coast Guard, Coastal police, Central Industrial Security Force and state police department to identify and strengthen the weak areas with regard to pilferage of oil from pipelines, which are a major source of oil spills. ONGC ensure compliance to pollution prevention and control laws for all facilities.

Table 8: Environment Performance

<table>
<thead>
<tr>
<th>Electricity purchased from grid</th>
<th>Units</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>MwH</td>
<td></td>
<td>307048</td>
<td>272133</td>
<td>305595</td>
</tr>
<tr>
<td>Total greenhouse gas (GHG) in ONGC</td>
<td>Million tCO2e</td>
<td>7.78</td>
<td>8.13</td>
<td>8.25</td>
</tr>
</tbody>
</table>

(Source - Oil and Natural Gas Corporation Limited, Corporate Sustainability Report 2009-IV)

Anti-corruption:
Preventive vigilance:
Corruption is a vice that corrodes the society and needs to be eliminated from the roots. In the same breath, ONGC is dedicated to the cause of eradicating any form of corruption in organisation. In case any corruption incidents are reported or brought to notice, they are dealt with in a speedy, effective and fair manner. Commitment is reinforced in anti-corruption policy, gift policy and whistle blower policy.

Key Highlights:
- E-procurement
- E-payment
- Invoice Monitoring System
- Tenders on website

Graph II: Training On Anti-Corruption Policies And Procedures (In man days for vigilance officers)

(Source - Oil and Natural Gas Corporation Limited, Corporate Sustainability Report 2009-IV)

This applies to all major procurement contracts. ONGC strictly follow all governmental as well as Central Vigilance Commission (CVC) guidelines. They have ventured into e-procurement and e-auction.

Limitations of Study:
This study is only limited to two major corporate in India (i.e. one from private sector and other from public...
sector) and solely depend upon Secondary Data due to time constraint.

**Interpretations:**

A. Tata Steel understands their responsibilities towards employees. Gives more thrust on ‘core values’.
B. Tata Steel takes good care of their stakeholders also.
C. Reduction in accidents in Tata Steel due to improvements in working condition.
D. The Tata Steel Group believes that being the best possible employer helps to recruit and retain the best employees. As business continues to evolve, people are encouraged and enabled all to develop and grow with it. Clear, honest, two-way communication between management and employees at all levels in the organisation is intrinsic to the culture of the Tata Steel Group.
E. Tata Code of Conduct insists on ethical behaviour of employees and anti-corruption.
F. Workplace, HR policies of ONGC has evolved with the changing legal and business requirements and the aspirations of people.
G. Developing Workforce, ONGC recruit employees with diverse background that includes representatives from scheduled caste, scheduled tribe, other backward caste, and people from minority sections of the society and develop them through training programs

**Conclusions:**

Tata Steel and ONGC had taken and taking sincere efforts for development of employees and their well being. Although ONGC is from public sector it is equally sincere. After analysis the researcher thinks that emphasis on elements like Human Rights, Employee Development, Environment and Anti-corruption are part of Green HRM. Considering these factors it can be concluded that both the corporate are indirectly implementing Green HRM. If corporate identify and define Green HRM as separate function, will definitely contribute more to Sustainable Development.

The researcher thinks that Green HRM means availability of free and fair human resource, which –

- Understands importance of sustainable developments,
- Assists to implement development activities in working life as well as private life,
- Responds to social and environmental responsibilities,
- Emphasizes on development of workforce and protection of Human Rights.

- Also management takes conscious and honest efforts to retain good talent.

Hence Global Compact Principles is an effective tool for implementing Green HRM.

**References:**

[7] Oil and Natural Gas Corporation Limited, Corporate Sustainability
[8] Report 2009-10