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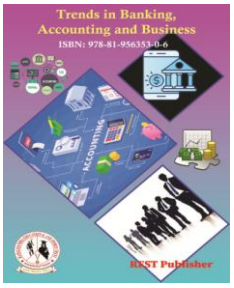

Green HRM: An Innovative Practices in Sustainable Policy of TCS

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Abstract: *Green HRM is a thriving practice across sectors aiming to save the planet from the hazards of work environment. It is an innovative practice initiated by the organizations in order to enhance sustainability of resources. Organizations have started analyzing the value of green HRM practices in not just promoting sustainable use of resources but also enhance the individual responsibility towards environmental protection. The top management of the company tries to integrate Human Resource Management with environmental management to reduce the carbon footprints. The purpose of this paper is to explore how the company makes the efficient use of resources and strives to minimize the impact through its sustainable policy of green HRM. The researcher has used a case-based approach. It is also found that some of the green initiatives of TCS had a positive impact on the environment.*

Keywords: *Green HRM, sustainability, environmental management, organization, carbon footprints*

1. INTRODUCTION

In recent years the sustainability of resources is made mandatory in each and every organization in order to save the environment from the harmful hazards created by the human beings. Sustainable of resources not only makes the efficient use of resources available but also makes the reuse/reduce/recycle the resources in a best way which make positive impact on the environment. However, the organization achieve it in a better way by integrating Human Resource Management into Environmental Management which give rise to Green HRM. Thus, green HRM can make the utilization of resources in an environmentally friendly way by reducing carbon footprints, reduction in paper usage, waste management, water conservation, energy efficient usage etc. Also enhancing the customer, employees, contractors to be a part of environmental sustainability not only increase the competitive advantage to the firm but also enrich the environmental performance in a better way.

Objectives:

1. To study the sustainable policy of TCS.
2. To evaluate the innovative practices of Greeen HRM by the TCS.

2. RESEARCH METHODOLOGY

The researcher used case study-based approach. The data has been extracted from the annual and sustainability report of the company. Therefore, data is analyzed and researcher came out with the result.

3. LITERATURE REVIEW

HCL has also started the green bag campaign which is collection center spread across India collecting e-waste from customers and clients. The HCL eco-system program emphasis on reuse and re-cycling internal waste management. Google leading its way by publishing their environmental approach and also hiring directors who integrate their

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corporate business strategy with their environmental efforts. Green Toya to made pledge that it would continue its business strategy with those companies that are certified "Green". S.C.Johnson have made environment friendly policies to sell their product to gain exposure of medias. TATA group made list of third parties, vendors, suppliers whom they deal business must do without making emission of toxic substance that would harm the environment. IBM realized that by going green can reduce the carbon footprints and save energy which also create positive environmental impact. It has initiated innovative cooling solutions and has a holistic green IT approach. Walmart gain the attention of public by making renewable energy, zero waste, selling products which save the environment. Its mainly concentrate green in the supply chain. Thus, it is succeeded in gaming green revenues. GAIL the safest public sector companies follow the best of HRM practices which have not found any case of hazard/accidents in any plant for many years. Also check its environmental pollution to the great extent. Hence it is ranked as number one integrated energy company of Asia. ITC has launched an environment friendly multipurpose paper using a new technology 'ozone treated elemental chlorine free technology' by replacing 'Elemental chlorine' used in bleaching process. The company always focus on green work environment. Godrej has made green movement to make efficient use of water, saving energy, eco-friendly equipment's, environment friendly building materials which use of nontoxic and recycled products.

Case study of TCS:

To achieve sustainability goals, TCS have made the concept green building on their campuses. They have 21.8 million sqft of office areas designed as per green building standard where it occupy only 60% of office space. Hence energy efficiency is the key criteria. The IOT platform has been enhanced to acquire IAQ(Indoor Air Quality) data-indoor co_2 levels, temperature and relative humidity to ensure that the facilities within are acceptable limits for healthy work environment. The use of renewable energy in office increased to 10.1% from 8.45%. They also added 1.7MW of solar rooftop systems across 4 locations plan on adding another 3MW. They also initiated data center/server room consolidation, rack-cooling solutions, airflow management, UPS load optimization through modular UPS solution. TCS is committed to using zero-ozone depleting potential (ODP) refrigerants in its operations. TCS also invest in superior communication and video conferencing for business meeting and discussions to reduce the specific carbon footprint from business air travel by more than 59%. TCS water management measures have helped to reduce water consumptions by 55% last years. Also rooftop collection systems, storage tanks and recharge trencher and pits has led to a 28% increase in rainwater harvesting. TCS waste management practices seek to maximize segregation at source as well as reuse and recycle as possible as per rules generated. Almost 21.41kg of annum waste in 2019 has been collected which contains paper waste, dry waste, canteen waste etc. All TCS campuses owned offices and leased offices that have the required space have been provided with onsite food waste management facilities. The dry waste are categorized, segregated and sent for recycling. Over 275 tons of compost was generated thus avoiding the use of chemical fertilizers and preventing the ground water pollutions. All used printer cartridges and photocopies toner bottles are sent back to the manufacturer for proper disposal. Paper waste is carefully segregated, shredded and sent for recycling. Also some waste are sent to NGOS which supply a range of stationary such as notepads and files made from recycled paper back to TCS. Thus it achieve 100% recycling of its paper waste. TCS supplier code of conduct is included as a part of the contract with all vendors.

Sustainable initiatives at TCS

TCS has implemented a comprehensive Information Security Management System (ISMS) based on the globally recognized ISO 27001:2013 ISMS standard. This framework covers cyber security, privacy, and physical/environmental and personnel related controls, thereby covering people, process, and technology. TCS which have ISO 18001:2007 occupational health and safety management standard certification where the joint management-worker committees which drive occupational health and safety initiatives. TCS is certified enterprise wide compliant with the ISO 14001:2015 environmental management system (EMS) standard globally across 120 locations.

***key focus areas of TCS strategy*:**

The TCS strategy focus mainly on 4 areas to make sustainable use of resources. They are:

1. Carbon footprint
2. Water Management
3. Waste Management
4. Supply chain sustainabilit

1. Carbon footprint:

Long before it became an established science, TCS was an early believer in the impact of anthropogenic emissions on climate change. TCS launched organization wide employee engagement programs and started measuring the specific carbon footprint of its operations. Having achieved 2020 target to reduce the specifific carbon footprint by 50%, now working on the next stage of environmental sustainability target.

The Path to Energy Efficiency:

Green building:

TCS House in Mumbai was awarded the highest Platinum rating by the Indian Green Building Council under the

Existing Building category. TCS became the first IT services company in India to achieve the ISO 50001:2011 Energy Management System certification for its campus at Pune, Sahyadri Park.

***Energy Management*:**

Overall energy efficiency was brought about by changing over to energy-efficient luminaires, retrofits, and enhancement to legacy infrastructure. The TCS Remote Energy Management Program continues to scale up, IoT platform has been further enhanced to acquire Indoor Air Quality (IAQ) data – indoor CO2 levels, temperature, and relative humidity – to ensure that the IAQ parameters inside the facilities are maintained within acceptable limits for a healthy and conducive work environment. Also the Resource Optimization Centre (ROC) in Kochi continously makes year on year renergy reductions. Furthermore, machine learning-based cognitive algorithms have been developed which helps in procurement on energy exchanges.

Renewable Energy:

The use of renewable energy has been increased in office from 8.45% to 10.1% in the last reporting year driving closer to achieving the 2020 target of 20% RE in the energy mix.

Green IT:

It has been continuously innovated and improved the data center energy efficiency through initiatives like data center/server room consolidation, rack cooling solutions, air-flow management, UPS load optimization through modular UPS solutions and centralized monitoring; thereby reducing the Power Utilization Efficiency (PUE) across 23 data centers to 1.67, reducing it from 1.71 in the FY18.

2.Water conservation:

TCS optimizes water consumption through conservation, sewage treatment and reuse, and rainwater harvesting. Moreover, all new campuses have been designed for 50% higher water efficiency, 100% treatment and recycling of sewage, and rainwater harvesting. Employee engagement also plays a big role in water sustainability strategy.

3.Waste Reduction and Reuse:

As an IT services and consulting organization, the facilities only generate electronic, electrical, and office consumables waste and municipal solid waste. TCS' waste management practices seek to maximize segregation at source, as well as reuse and recycle as possible. All the hazardous and regulated waste is disposed through government-authorized vendor as per the regulatory requirements. Engaging employees and raising their awareness to encourage responsible consumption is a key lever in the strategy.

4.Supply chain sustainability:

The responsible sourcing program motivates suppliers to adhere to 100% regulatory compliances and strive for better sustainability performance. The Sustainable Supply Chain policy and Green Procurement policy outline commitment to make supply chain more responsible and sustainable.

Employee Engagement:

Every year, the month of June is celebrated as the TCS Sustainability Month, and in June 2018, TCS globally observed this campaign with the theme 'Beat Plastic Pollution'. It has been pledged to make all offices plastic free by eliminating the use of single-use plastic items and minimizing and recycling plastic packaging in their cafeterias. Additionally, the campaign comprised several employee engagement activities that encouraged TCSers to join this movement and implement their learning not only in their personal lives but also for the benefit of the community around them. Engagement is ensured through the various awareness campaigns observed through the year on themes like:Road safety, office ergonomics, office safety and fire safety.TCS is comitted to using zero-ozone depleting potential refrigerators inits operations.customers, employees, and contractors are a part of the environmental sustainability journey.

Environment Managment System (EMS):

The EMS follows a risk-based approach founded on the principle of:

A. Plan
B. Do
C. Check
D. Act

It helps to integate environmental risk and opportunities with TCS business strategy. Environmental Initiativies are part of overall operational and infrastructure improvements.

Green Initiatives in organization:

1.Green Day was observed on 5 June across various regions in TCS India.

2.Tree Plantation drive was conducted across various locations to sensitize TCS associates while simultaneously adding to the floral diversity at campuses.

3.A walkathon was conducted by TCS-Noida associates to spread awareness about the impacts of plastic pollution.

4.TCS Ecuador hosted the Recycling Marathon, which saw enthusiastic participation by employees, who collected 500 kg of recyclable waste during the campaign.

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5.TCS Brazil planted vegetable seeds and plants with elementary school children to sensitize them about not only caring for the environment but also the benefits of healthy and sustainable living.
6.TCS Chile set up an attractive green selfie booth for fun photographs and over 800 participating employees went home with fruit and vegetable seed packets.
7.Taking the initiative beyond TCS, awareness sessions were conducted for kids at local schools in some cities across India to groom the citizens of tomorrow.
8.TCS offices observed Earth Hour on 30 March 2019 by switching off all non-critical lights from 8:30 pm to 9:30 pm and sharing the information through company-wide mailers, encouraging employees to participate in this global movement under the TCS4 the Planet campaign.
TCS customers, employees, and contractors are a part of the environmental sustainability journey.
Customers: They help customers transform their IT landscapes into lean, energy-efficient and agile cloud-based digital cores, and embrace technology-enabled green solutions.
Contractors: They also motivate their contractors to adhere to safe and environmentally responsible practices.
Employees: They engage employees through awareness and communication campaigns to sensitize them to the risks for environment, the need to conserve resources and be environmentally responsible.

4. TCS OPERATIONS

The TCS operations involve 3 types of scope emissions which are directly and indirectly consist of some specific part of carbon footprints. They are:

TABLE 1. TCS operations

Scope 1	Direct Emissions	Small part of carbon footprints
Scope 2	Indirect Emissions	Purchased Electricity
Scope 3	Indirect Emissions	Value chain emission

Innovative practices of GHRM at TCS:
1. Green Building: These are the environment friendly and resources efficient to reduce the usage of energy sources that pollute the environment which also helps to lessen the pace of climate change.
2. Video-conference/virtual interview: These reduce the travel of people from one place to another and meet face to face conversation in business discussions/meetings through live-video which reduce carbon emissions.
3. Reducing carbon footprints: These makes the efficient use of energy by saving energy such as switch off light when not in use, car sharing, less usage on paper etc.
4. Electronic-filing method: These technology helps to share all files only through e-file method so as not to make usage of paper.
5. Efficient use of resources: These makes the efficient usage of all resources so as to minimize the negative impact and makes the positive impact on environment by consuming only limited resources available.
6. Re-use/Recycle/Reduce: These are the 3 R's to makes the resources either to reduce or recycle or reuse to a greater extend as much as possible to sustain the environment.
7. Communicating with suppliers/customers for green initiatives: These approach helps to interact with suupliers and customers to adhere to the rules and regulations for the green usage of products.
8. Employee Engagement: These voluntarily engage employees for the green initiatives in the organization and also makes the responsibility for their actions.
Recognized as one of India's top innovative organizations at the 2018 India Innovation Conference and awards
Findings:
It is found that some of the green initiatives adopted by TCS had positive impact on the environment. They are:
1. Green building which makes energy efficiency also enhances indoor environment quality, reduce strain on local resources which gives low maintenance and operational cost.
2. The video conference saves fuel and reduce the travel expenditure thus saves money, time etc.
3. Reducing carbon footprint can simply reduce waste, saves the energy thus also eliminate cost to improve a business bottom line.
4. The E-Filing method which makes reduction of paper usage also save time and deliver information promptly.
5. The efficient use of resources not only preserve the resources but also help to sustain the economic growth by allowing to create more with less resources available.
6. It prevents pollution and saves energy, reduce green house gas emission that contribute to global climate changes which also sustain the environment for future generations.
7. The green code of conduct with suppliers and customers not only save the planet but also to make green intiatives.

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8. The Employee Engagement makes each and every employee to contribute their efforts towards environmental issues which also makes them responsible towards environment.

5. CONCLUSION

TCS have started analyzing the importance of environmental sustainability by making reduction in carbon footprints such as reduction in paper usage and waste management by reuse/recycle strategy and green procurement in supply chain. The Employee engagement also plays a vital role in taking part of environmental sustainability journey. But in India still many more companies are lagging behind for green practices due to lack of environmental policy. Hence there must be a strong policy to integrate HRM functions with environmental management. The limitation of this paper is that it covers only one company from IT sector. Researchers should come forward for father study in different sector to gain a wide knowledge in the relevant field.

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