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Draft Indian Standard

Sustainable Human Resource Management

ICS No. 03.100.30

Human Resource and Innovation Management Sectional Committee, MSD 19	**Last Date for receipt of Comments** **November 2024**

Foreword

Formal clause will be added later.

This standard provides guidance on various aspects of sustainable requirements for Human Resource Management, especially covering topics concerned with the title of the standard. This is the first time such standards have been attempted by any organization in the country.

The Bureau of Indian Standards (BIS) with the sole directive to formulate National Standards to assess and certify products, systems and services in the country, undertook the responsibility to devise Indian Standard on 'Sustainable HRM'. BIS further realized the need to make criteria based standards for Sustainable HRM, which will act as strengthened framework for organizations to align their HRM practices with sustainability requirements.

The composition of the Committee responsible for the formulation of this standard is given in Annex A

Introduction

0.1   The term "sustainability" gained popularity as the Brundtland Commission of the United Nations sparked a discussion on sustainability. The commission took a broad, long-term, and considered stakeholder-inclusive view on sustainable development. Three pillars of sustainable development were recognized. The three pillars were economic, social, and environmental. The commission was concerned with environmental deterioration and its social impact on economic growth. Businesses began to consider sustainability in response to all of these issues. Accordingly, it was realized that to achieve sustainable societal development it is imperative for businesses to integrate sustainability into their organizational agenda. Environmental issues are of great concern to humanity as a result of the environmental degradation caused by global industrialisation. The growth of the population, consumption, and the use of non-renewable resources are responsible for environmental problems worldwide. Environmental protection and sustainability are immense challenges for global organizations; hence, it is imperative to deal with them by adopting curative measures. HRM now provides people and environment focused economic and social solutions to build a long-lasting corporate culture, in contrast to only recruiting individuals with high potential who can enhance work processes in line with business goals.

0.1.1   Sustainable HRM is a new approach to human resources management which integrates functions of HRM with corporate sustainability and accomplishes organizational objectives along with environmental objectives. The term "sustainable HRM" is one of the elements of the growing organizations that are publicly revealing their sustainability endeavours. Organizations need to incorporate social and environmental goals into their economic aims, be change agents, and engage in sustainable development that balances current and future demands. Stress at work, employee burnout, health problems, and balancing work and personal responsibilities are all common problems nowadays. The HRM sustainability perspective is thus vital when discussing sustainability in society and business.

0.2   Types of Sustainable HRM

There are three types of sustainable HRM, namely "socially responsible HRM", "triple bottom line HRM, and "green HRM" that can meet the sustainability agenda of the organization. A fourth type, called "common good HRM", also provides insights into how the organization can achieve its sustainable goal(s).

A socially responsible approach to human resources that incorporates HRM and corporate social responsibility (CSR)-related personnel policies is known as socially responsible HRM. It is linked to several benefits, including fulfilling social expectations of workers regarding fair career opportunities and work–family integration. It increases job satisfaction and negates turnover intentions. The triple bottom line highlights that environmental, social, and economic goals need to be accomplished to attain sustainability. The triple bottom line strategy seeks to minimize the adverse environmental effects caused by an organization's operations. Green HRM refers to strategies used by businesses to hire staff who are environmentally conscious, provide them with green training, evaluate their performance against the organization's green standards, and provides them with green rewards for achieving their green goals. A good company encourages its staff to work toward the common good. Creating goods and services

through collaborative efforts is the common good for an organization. "Common good" in the context of human resource management means using HRM policies and practices that help all employees. It involves the participation of employees in decision making, proper grievance handling, job security, and providing help to employees in cases of need.

0.3   Definitions of Sustainable HRM

The roots of sustainable HRM are related to strategic human resource management (SHRM) and are referred to as an extension of it. Sustainable HRM is directly associated with sustainability, while SHRM's focal area is the strategy and HRM.

Table 1. Different definitions of sustainable HRM

Zaugg et al. (2001, p. II)	"Long-term-oriented, socially responsible and economically efficient recruiting, training, retaining and disemployment of employees. Increasing employability, guaranteeing a harmonious work-life-balance and enhancing individual responsibility take on an important role in the concept of sustainable human resource management."
Thom and Zaugg (2004, p. 217)	"Those long-term oriented conceptual approaches and activities aimed at socially responsible and economically appropriate recruitment and selection, development, deployment, and release of employees".
Wikhamn (2019, p. 103)	"Sustainable HRM evolves around soft issues such as demonstrating sincerity towards the employees, including providing a decent work environment and conditions, providing development opportunities and being attentive to employees' physical and psychosocial well-being at work".
Kramar (2014, p. 1075)	"Social and human outcomes which contribute to the continuation of the organization in the long term, that is to a sustainable organization".
Ehnert et al. (2016, p. 90)	"Adoption of HRM strategies and practices that enable the achievement of financial, social, and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback."
Gollan (2005, p. 26)	"Human resources sustainability in terms of the capacity of organizations to create value, thereby having the capacity to regenerate value and renew wealth through the application of human resource policies and practices."
Ehnert (2009, p. 423)	"Value of human resources is recognized as being more than immediate financial usefulness".

Based on the above definitions, it is clear that most definitions are about an organization's long-term viability and business performance. Therefore, the long-term perspective of effective HRM practices connects it with strategic human resource management (SHRM). In an organization, employees are vital resources, which is why sustainable HRM creates better employment relationships to attain sustainable corporate development.
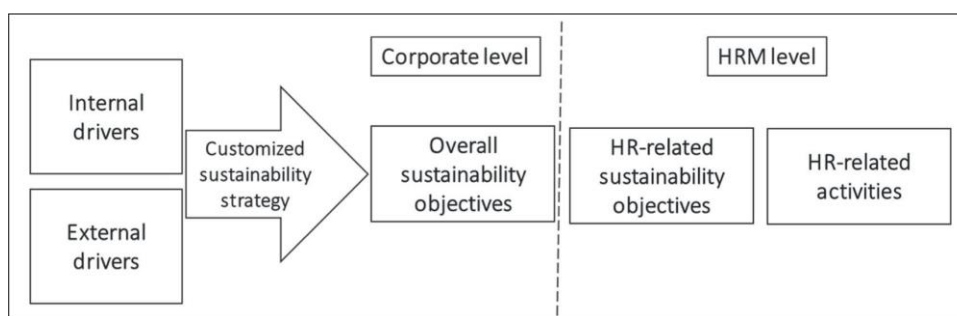
0.4   Theories of Sustainable HRM

Stakeholder theory and ability, motivation, and opportunity (AMO) serve as the foundation of sustainable HRM. As per stakeholder theory, the relationship between sustainable HRM and sustainability is established by the interaction of various players such as stakeholders, environmental agents, and the government. It explains the HRM strategies as not just caring about the interests of employees but also trying to fulfil stakeholders' expectations. This approach considers the collective concern of employees and stakeholders. The AMO framework is based on three criteria that seek to improve the firm's sustainable performance. "Ability" is concerned with fostering green competencies among staff members to support an eco-friendly environment both inside and outside the organization. 'Motivation' deals with encouraging employees to participate in social activities and is a shared responsibility between the organization and the employees. Accordingly, employee participation in sustainable practices should be part of their job duties, and employers should recognize and reward such behaviour(s). "Opportunity" deals with providing suitable working conditions and an organizational culture that promotes employee involvement in green activities.

0.5   Importance of Sustainable HRM

Sustainable HRM contributes to the acquisition and retention of a talented workforce through competency mapping, employee involvement, knowledge management, employee health and safety measures, organizational justice, and the adoption of CSR. Big corporations, especially in developed countries, are currently implementing sustainable HRM to achieve their green organizational objectives. When organizations and employees work together on green projects, it not only benefits the environment but also makes an organization more competitive. Therefore, sustainable HRM contributes positively to the business as well as the larger society and environment. While organizations in developed countries are adopting sustainable HRM practices, developing nations must deliberately incorporate sustainability into HRM functions to effectively deal with environmental challenges.

Model of Sustainable Human Resource Management (HRM)

This model depicts the causal process in which organizational (corporate) and the employee level components of sustainable HRM interact with each other. It illustrates how corporate level goals, contextual factors, and firm level characteristics influence the employee level HRM practices.

0.6   Approach to Sustainable HRM: A suggestive Framework

A suggestive framework for implementing sustainable HRM is presented below. The framework deals with the external environment and internal environment in terms of various stakeholders, processes and outcomes. It is a multilevel approach wherein the firm level and employee level factors interact to operationalize a functional sustainable HRM. At the macro level, the framework suggests that the state, society, industry, and the market have a crucial role to support and promote sustainable HRM in the economy. At the micro level, sustainable HRM requires the positive support of various mediating and moderating factors within the control of the organization. An appropriate interplay of organizational systems at the optimum levels of efficiency would facilitate creating sustainable HRM interventions within the organizations. An effective approach towards sustainable HRM would thereby incorporate a complex interaction of various functional areas of an organization, including HRM at strategic and operational levels. Additionally, the adoption and implementation of sustainable HRM would depend on the support of the various stakeholders who would facilitate the entire schema of sustainable HRM.

0.7 Sustainable HRM and Technology: Role of Generative AI

The integration of Information technology (IT) into human resource management (HRM) has significantly transformed the way organizations handle their workforce, practices, and processes. As organizations move towards adopting sustainable and environment friendly operations, AI based technology is expected to play a fundamental role towards the integration of corporate sustainability management into human resource management. Artificial intelligence in HR Technology can enhance the effectiveness of sustainable human resource management processes. Organizations can reduce their overall environmental impact by utilizing artificial intelligence for candidate screening, employee engagement, employee retention, and career development with limited usage of resources. It can be applied to HR policies, procedures, and functions to enhance the overall effectiveness of sustainable human resource management.

0.8 Conclusion

Developing and implementing sustainable HRM interventions in organizations would require enlarging the understanding of sustainable HRM. It should encompass more than solely advocating for environment-friendly HRM in terms of skills, competencies, and talent pool. Organizations, academia, and policy makers should also incorporate the following aspects into the ambit of sustainable HRM:

- Long-term orientation: Workforce planning; assessing needs of future employees.
- Care of employees: Health, safety, wellbeing management; work-life balance
- Care of environment: Fostering 'eco-career'; rewarding against environmentally sustainable behavior(s).
- Profitability: Share programmes.
- Employee participation and social dialogue: Different forms of employee voice and employee participation.
- Employee development: Job rotation; training for skills development; employability.
- External partnership: Cooperation with key stakeholders.
- Flexibility: Flexible working arrangements; job rotation.
- Compliance beyond labor regulations: Involving employee representatives in decision-making where participation is a statutory requirement; financial and non-financial support.

- Employee cooperation: Teamwork; good relationships of managers and employees.
- Fairness and equality: Fostering diversity; respectful relationships; fairness as regards as remuneration; career.

In conclusion, sustainable HRM can be viewed as a multi-layered concept linking the market to HRM practices in the present – volatile, uncertain, complex and ambiguous (VUCA) business scenario.

0.9 This document provides requirements for organizations on sustainable aspects of human resource management by an organization.

Draft Indian Standard

Sustainable Human Resource Management

1   Scope

This standard outlines the requirements for sustainable aspects of human resource management by an organization, underlining the importance of sustainability in managing human resources, organization's long term viability and business performance.

This document also provides organization's interactions with and impact on its employees, stakeholders, and communities in order to establish sustainable human resource management.

This document applies to all organizations of all types and sizes regardless of their sectors and activities.

2   Normative references

There are no normative references in this document.

3   Terms and definitions

3.1   The terms and definitions given in IS/ISO 30400 : 2022 , Human resource management – Vocabulary shall apply.

3.2   In addition to 3.1 above, the following terms and definitions apply:

3.2.1 Critical position

Job role that has a direct and significant impact on organizational outcomes.

Notes:

1   Critical positions are identified by organizations as part of their organizational strategy, including critical aspects such as security, safety, growth, sustainability, and other factors. Critical positions will vary by industry, sector, and organizational type, such as for-profit or not-for-profit, and are not always high-level positions.

2   The impact of the critical position relates to organizational performance that can be affected positively or negatively by the performance of individuals occupying such positions, depending upon whether job performance is effective or ineffective, and also whether the role is left unfilled for a defined period.

3   If a critical role requires specialized knowledge, skills, abilities, and other factors, and the same are in short supply, organizations need to develop a talent pipeline internally instead of relying on finding talent externally.

(Source: IS/ISO/TS 30410:2018, Clause 3.1)

3.2.2 Sustainable employability

Long-term capability to acquire or create and maintain work.

Note – Sustainable employability can be the responsibility of people, organizations, or governments.

(Source: IS/ISO/TR 30406: 2017, Clause 3.1)

3.2.3 Sustainable employability for the individual

Long-term capability to acquire, create, and maintain employment, through adaptation to changing employment, economic and personal conditions throughout different life stages.

(Source: IS/ISO/TR 30406: 2017, Clause 3.2)

3.2.4 Sustainable employability for employing organizations

Long-term and agile approach to acquiring, creating, developing, training, retaining, redeploying, and supporting employee members to meet changing economic, legislative, and market requirements and conditions.

> Note – This definition applies to organizations in all sectors, both private and public.

(Source: IS/ISO/TR 30406: 2017, Clause 3.3)

3.2.5 Sustainable Human Resource Management (HRM)

Long term socially and economically efficient recruitment, development, retention, dis-employment, and management of employees.

4 Types of sustainable HRM

4.1 Socially responsible HRM

Socially responsible HRM concerns socially responsible HRM activities, such as diversity management, training, and development, as well as health and safety and work-life balance. It is a practical action of HRM divisions adopted by organizations in achieving the successful implementation of corporate social responsibility (CSR). By applying socially responsible HRM policies, organizations can improve the effectiveness of CSR initiatives by promoting employees' good attitudes and behaviors in the workplace.

4.2 Green HRM

Green HRM concerns environmental sustainability. It was developed to influence and improve employees' ecological awareness, and behavior and, ultimately, to both reduce an organization's carbon footprint and contribute to its green credentials.

> Note: Also see 5.9 for Green Initiatives.

4.3 Triple bottom line HRM

Triple bottom line HRM focuses on both employee-oriented practices (such as employee well-being or involvement) while also considering the impact of HRM on its social and ecological environments. Sustainable HRM integrates the triple bottom line of economic, social, and environmental considerations into human resource (HR) practices, fostering a workforce that is not only efficient but also ethically attuned and environmentally conscious.

4.4   Common Good HRM

Common good HRM is a new paradigm or "outside-in" approach which assumes that it is a fundamental responsibility of a business to resolve the sustainability challenges the world is facing and contribute toward sustaining our collective livelihood. The challenges Common Good HRM looks to address are: in-work poverty and exploitative working conditions in supply chains, lack of labour voice, (youth) unemployment and job insecurity.

5   Organization

5.1   The organization shall specify:

i)   the organizational strategy, mission, vision, values and goals;
ii) how the organization creates value for its stakeholders;
iii) the desired brand image to be communicated to external stakeholders;
iv) support for the long-term environmental and social sustainability of the organization;
v)   consideration of the organization's financial, human and other resources, including the organization's ethical and social responsibility goals and initiatives;
vi) how to balance the needs of the organization with those of stakeholders.

The organization shall establish relationship between sustainable HRM and sustainability by interacting with various players like stakeholders, environmental agents, and the government.

5.2   Leadership

Top management should:

i)   define its roles and responsibilities for effective sustainable HRM;
ii)   encourage active participation of people at all levels;
iii) commit to and review the organization's mission, vision, and value statement that underpins effective sustainable HRM;
iv)   identify and agree on key performance indicators to be delivered by the organization's human resources;
v)   regularly review results of effective sustainable HRM;
vi)   develop a plan and reporting procedures to address deficiencies in the case of significant deviations;
vii) enhance collaboration among stakeholders involved with sustainable HRM.

Note: Top management refers to the person, or group of people, that directs, controls and makes decisions at the highest level.

Top management of the organization shall consider its HRM oriented strategy while establishing organizational objectives related to sustainable HRM. Such strategy may include:

i)   fairness and transparency in the design and outcomes of the organizational processes and practices;

ii) Transparent policies: openness in organizational processes, practices, and outcomes related to recruitment, compensation and performance management;

iii) Legal compliance: adherence to labour laws, human rights policies, global ethical standards and accountability to the organization's governing bodies, legal authorities, and stakeholders; and

iv) Corporate Social Responsibility (CSR): link HR policies to broader organizational HR goals.

5.3   Sustainable HRM and sustainable employability

The organization shall integrate its sustainable HRM approach into its policies and business strategy. Organization should explore whether its business strategy, vision, mission, values and goals are aligned with sustainable HRM. The organization shall ensure that it has formulated goals to maintain and improve sustainable HRM within the organization now and into the future. The goals of the organization shall be clear and specific, measurable, achievable, realistic, time-bound (SMART).

Sustainable HRM approach implemented by organization shall assesses the extent to which the employees can take responsibility for their own sustainable employability. The approach should also be aimed at ensuring sustainable employability for employees if organization is sold or shut down.

5.4   Mission/vision/ goals

The organization should strive to accomplish environmental, social, and economic goals in order to attain sustainability. The organization shall amalgamate its environmental, social, and economic goals in its sustainable HRM principles, in order to attain sustainability.

The organization shall ensure that:

i)   it has a well-defined approach to foster sustainable employability for its employees with its sustainable HRM principles, encouraging individual accountability and maintaining proper work-life balance

ii) it regularly assesses its employees and provides feedback so that it is aware of improvements needed to ensure sustainable employability

iii) the sustainable HRM principles are aligned with its business strategy.

iv) it is aware of and understands how internal and external developments affect the quantity, quality (knowledge, skills, and abilities), and the well-being of its employees.

v) The employees are aware about measures to improve their employability and receive timely guidance to implement sustainable HRM.

5.5   Implementation

The organization shall ensure that:

i)   the sustainable HRM strategy and policy are a standard discussion agenda during management and staff meetings.

ii) the sustainable HRM policy is implemented in the workplace in tangible, practical ways.

iii) strategic planning for employees is aligned with sustainable HRM goals and plans.

iv) human resources support leadership, managers, and the employees towards achieving sustainable HRM goals.

5.6   Communication

The organization's management shall communicate with employees to:

i)   explore, review, and share opportunities to embed sustainable HRM principles.
ii) engage employees actively and incorporate and review their action items
iii) make employees (permanent, temporary, interim, part-time, etc.) understand how their roles, performance, and behaviors fit into sustainable HRM and its planning.

5.7   Organization's culture

The organization should recognize that its sustainable HRM principles and culture promote trust, employee's engagement, loyalty, productivity, initiative, creativity, and overall physical and mental health; and foster a practical and stimulating learning and development environment which is essential for its employees' sustainability. The organization shall:

i)   involve the employees in deciding how their knowledge, skills, and abilities are applied at work, and provide them opportunities to develop new and diverse ways if they so desire.
ii) establish a mechanism to allow the employees to voice their opinion on issues relating to sustainable HRM, and to suggest improvements and take actions to achieve them.
iii) promote employee participation in sustainable practices.
iv) provide suitable working conditions and a culture that promotes employee involvement in green initiatives.

5.8   Organizational framework – external and internal organizational environment

The organization shall ensure that its sustainable HRM principles, strategy, and policies assist it in sustaining growth in both internal and external working environments.

The organization shall frame strategy and policies that works with relevant internal and external environment of the organization to improve and maintain sustainable HRM. Such strategies and policies framed by the organization shall guide human behaviour within an organization and provide a framework to assist organization in establishing and implementing human resource management practices that add value to the organization. In order to adopt such practices, the organization should take support of the various stakeholders, processes, and outcomes.
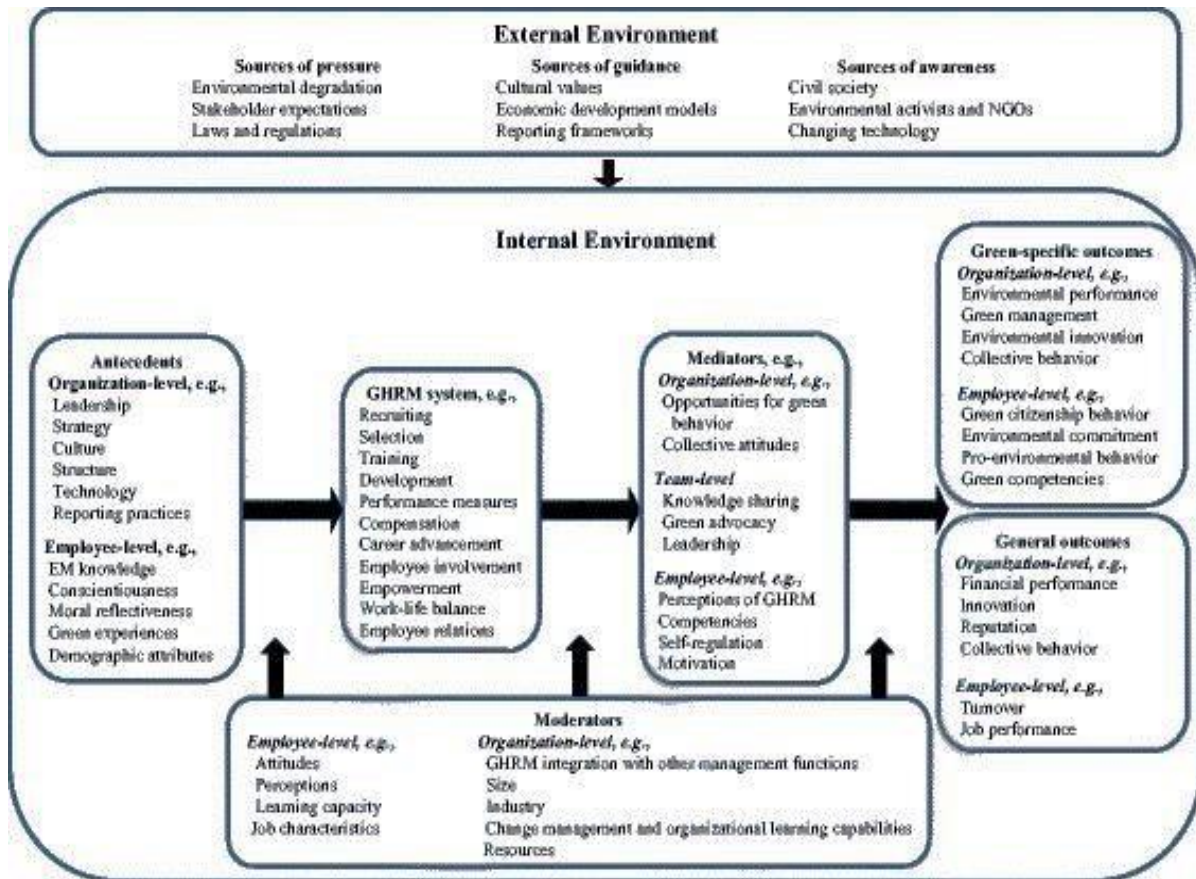
Fig: Framework for interaction of external and internal environment

5.9   Environmental sustainability and Green initiative

Organization shall build its culture around people-focused and environment-focused economic and social solutions. The HRM framework evolved by the organization shall involve a green perspective, where the employees are environmentally conscious. The organization shall:

   i)   establish green standards,
   ii)   provide its employees with green training, and
   iii)   evaluate employees' performance against green standards.

The organization shall identify an employee, designated as green captain, and provide him/ her with all necessary inputs so that the green captain may interact with other employees of the organization, players in the value chain, stakeholders, and the government on organization's green initiative and green management.

The organization shall establish, implement, and maintain policies and processes to involve its employees in measuring, monitoring, and reducing the climate change impacts and risks through capacity building of its employees.

The organization shall commit itself to climate change policy and shall provide necessary human resources to implement it. The organization shall:

   i) communicate to its stakeholders the importance of mitigation of adverse effects of climate change

ii) integrate the processes and policies to mitigate climate change in organization's business processes and HRM.

Top management shall ensure that relevant responsibilities and authorities have been delegated to its employees to facilitate implementation of the policies and processes, and that these policies and processes are upheld, assigned, and communicated at all organizational levels.

5.10 Change Management

The organization shall incorporate sustainability into HRM functions to accomplish organizational objectives along with environmental objectives. Such incorporation of sustainability shall also incorporate social and economic objectives into its economic goals and act as a catalyst for change. The organization shall take actions for reducing workplace stress, burnout, health problems, and promoting work-life balance and integrate them with its sustainable HRM strategy.

The organization shall nurture a work environment that keeps current and prospective employees engaged at work while preserving their work-life balance.

5.11 Resources

The organization shall provide budget and other resources for green projects and other environmental, social, and governance related initiatives.

The organization shall follow a socially responsible approach to human resources, while including Corporate Social Responsibility (CSR) related personnel policies in its approach.

6 Impacts, risk and opportunities

6.1 The organization shall outline its policies for managing any material impact(s) on its human resources, as well as associated material risks and opportunities. The organization shall also disclose its general process for engaging with its employees and their representatives and its actual and potential material impacts on the employees. The processes shall provide for remediation of negative impacts, as well as the channels available for employees to raise concerns.

The approach to mitigate material risks and pursuing material opportunities and effectiveness of organization's actions shall be disclosed. The organization's approach shall be concentrated around employee's well-being.

6.2 The organization shall ensure that it is aware of the supply and demand risks associated with the current, transitioning, and prospective employees and has implemented employee risk mitigation strategies required to achieve strategic business goals.

6.3 Impact due to critical positions

The organization shall identify number of employees in critical positions.

The organization shall evaluate impact of a critical position and an individual employee on total business value. The organization shall identify position(s) that have a direct and

significant impact on organizational outcomes and competitive advantage, including position(s) that have the greatest impact and influence on either creating or damaging business value. While evaluating impact of critical position and an individual employee, the organization shall track how critical positions effectively contribute to the achievement of specific strategic organizational goals relating to performance and maximizing value. Specific objectives shall be established for quantifying the impact of critical positions, including relevant risk and opportunity parameters, and the percentage share that the identified critical positions contribute to the total business value.

In case the critical position is not filled and remains vacant, the organization shall assess impact of such vacancy on the annual business performance.

6.4 The organization shall further disclose the time-bound and outcome-oriented targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities.

7 Employees

7.1 Social dialogue

The organization should respect at all times the right of employees to form or join their own organizations to advance their interests or to bargain collectively. The organization shall employ and value people in the organization and connect them to strategic policies and the environment. The organization shall take actions to fulfil social expectations of employees regarding fair career opportunities and work-family integration.

Organizations shall encourage its employee participation in community building initiatives and voluntary work. Organization shall create avenues for employees to express concerns and contribute ideas on sustainability.

7.2 Health and safety at work

The organization shall:

i) develop, implement, and maintain an occupational health and safety policy based on the principle that strong safety and health standards and organizational performance are mutually supportive and reinforcing
ii) understand and apply principles of health and safety management, including the hierarchy of controls:
iii) analyse and control the health and safety risks involved in its activities
iv) communicate the safety protocols and procedures to all employees and ensure that the employees adhere to them at all times;
v) address the specific ways in which occupational safety and health (OSH) risks differently affect women (such as those who are pregnant, have recently given birth or are breastfeeding) and men, or workers in particular circumstances such as people with disabilities, inexperienced or younger workers;
vi) provide equal health and safety protection for part-time and temporary employees, as well as subcontracted workers;
vii) provide adequate training to all personnel on all relevant matters.

7.3   Human development and training in the workplace

An organization shall:

i)   encourage hiring practices that foster a diverse workforce;
ii) provide all employees at all stages of their work experience with access to skill development, training, apprenticeship, and opportunities for career advancement, on an equal and non-discriminatory basis;
iii) ensure that, whenever required, employees facing redundancy are assisted in accessing a new employment, training, and/or counselling.

7.4   Performance Metrics

The organization shall decide Key Performance Indicators (KPI) that reflect both short term business goals and long term sustainability goals. Sustainable HR metrics shall be a part of annual reports (like employee turnover. Employee satisfaction etc.).

8   Stakeholders

8.1   The organization shall form separate strategy to deal with various stakeholders like employees, managers, legislators, labour unions, owners etc.

8.2   The organization shall describe its approach to engaging with stakeholders, including:

i)   the categories of stakeholders it engages with, and how they are identified
ii)   the purpose of stakeholder engagement
iii) how the organization seeks to ensure meaningful engagement with stakeholders.

8.3   The organization shall commence stakeholder engagement at the earliest stage and sustain this engagement throughout the organization's life cycle, including significant developmental phases. The organization shall:

i)   ensure that the extent and duration of engagement will align with the nature, scale, and potential risks and impacts associated with the organization's operations and strategies.
ii)   ensure that stakeholder engagement will be conducted in a manner that ensures safety, transparency, and easy accessibility for all stakeholders.
iii) commit to refrain from any form of coercion, intimidation, manipulation, force, or reprisals against stakeholders during the engagement process.

8.4   The Organization shall disclose how the interests and views of its stakeholders are taken into account by the organization's strategy and business model to fulfil sustainable HRM principles.

9   Community

The organization's sustainable HRM principles shall interact with social expectations and responsibility. The HRM framework should involve a sociological perspective, connecting organization's HRM, strategic policies, and society. The organization shall consider the views of the communities affected through its actions while deciding its strategy and business model. The organization shall disclose the information regarding any significant actual and potential negative impact of its operations on local communities, including the location of the activities.

The organization shall report the vulnerability and risk to local communities from potential negative impacts due to factors, including:

i)   the degree of physical or economic isolation of the local community
ii)   the level of socio economic development, including the degree of gender equality within the community
iii)   the state of socioeconomic infrastructure, including health and education infrastructure
iv)   the proximity to operations
v)   the level of social organization
vi)   the strength and quality of the governance of local and national institutions around local communities

9.1   The organization shall disclose its approaches and actions to mitigate material risks and pursuing material opportunities related to affected communities and effectiveness of those approaches and actions.

The organization shall also understand processes, initiatives, or engagements through which it works to prevent, mitigate, and remediate the negative material impact and seek to achieve positive material impacts for affected communities and improve their lives. The organization shall further declare how it tracks and assess the effectiveness of its actions, programmes and investments for intended outcomes for affected communities.

10   Information technology integration

The organization shall integrate information technology (IT) into sustainable human resource management (HRM) practices and processes.

The organization shall use AI based technology for the integration of corporate sustainability management into human resource management by adopting sustainable and environmental friendly operations. Organization shall:

i)   enhance the effectiveness of sustainable human resource management processes,

ii) use AI for candidate screening, employee engagement, employee retention, and career development, and

iii) apply AI to HR policies, procedures, and functions.

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ANNEX A

COMMITTEE COMPOSITION
Human Resource and Innovation Management, MSD 19

Organization(s)	*Representative(s)*
Indian Institute of Management, Nagpur	Dr. B. Metri (Chairman)
CMAI Associated of India, New Delhi	Prof. N. K. Goyal Shri Praveen Dwivedi (Alt.)
Confederation of Indian Industry, New Delhi	Shri Virender Singh Shri Vipin Sahni (Alt.)
Indian Institute of Materials Management, New Delhi	Shri V. K. Jain
Innomantra consulting Private Ltd.	Shri Lokesh V. Dr. Kumudhini Ravindra (Alt.)
Fore school of Management Delhi	Prof. Subir Verma
Institute of Steel Development and Growth, New Delhi	Shri Pydi Lakshmana Rao (Alt.)
L&T Mumbai	Dr. C. Jayakumar Dr. Rajiv Sinha (Alt.)
Power Grid Corporation of India Ltd., New Delhi.	Shri Akhil Sundaran, Ms Shalini (Alt.)
Steel authority of India Ltd., Delhi	Shri Mukesh Kumar
TIMA, New Delhi	Ms. Manisha Kumari
In Personal Capacity, New Delhi	Shri B. Dhal
In Personal Capacity, New Delhi	Shri Anupam Kaul
In Personal Capacity	Ms. Renu Sharma
In Personal Capacity	Shri Nitin Mallikarjuna
Sc-(E) & Head (HRD), BIS	Shri Jitender Kumar
Sc- (F) & Head (NITS), Noida, BIS	Shri Chandan Bahl
BIS Directorate General	Mr. Anuj Swarup Bhatnagar , Scientist 'G' and Head (MSD) [Representing Director General (*Ex-officio*)]

Member Secretary

Shri Ashish V Urewar,
Scientist 'D' (Management and Systems), BIS