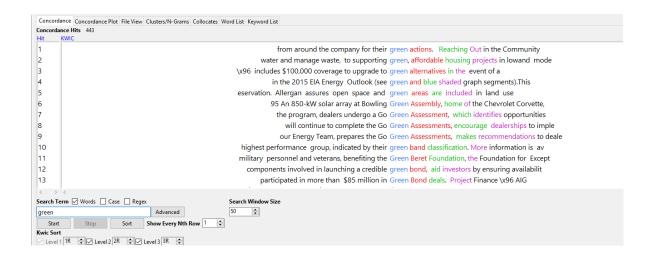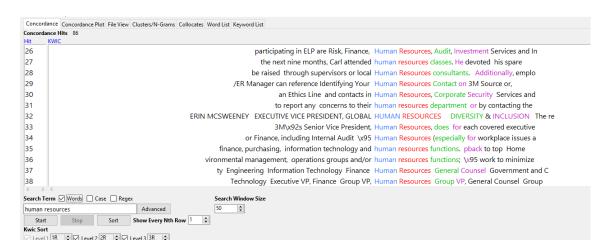Valerie Breitenfeld (Wien)

CSR-Communication on Green Human Resource Management: Implications for Research and Practice

The aim of this conference presentation is to address recent quests for ecological sustainability in human resource management (HRM), referred to as Green Human Resource Management (Renwick et al. 2013). Building on past research on Sustainable HRM and Green HRM, this paper endeavors to examine how Green HRM is understood and handled in practice, as well as which recommendations for action can be derived.

The methodological approach consists of investigating Green HRM and generating further insights into its practical relevance by analyzing the corporate language used in company reports by means of corpus linguistics. Crystal (1991) defines a corpus as "a collection of linguistic data, either written text or transcription of recorded speech, which can be used as a starting point of linguistic description or as a means of verifying hypotheses about a language". Thus, corpus linguistics can make implicit information about language usage more apparent and measurable (Hunston, 2002). As Green HRM is a rather new field in the academic discourse and as the term is not well known yet in practice, corpus linguistics may serve as an adequate tool for analyzing the topic. The corpus created for the analysis of Green HRM consists of more than two million word tokens in 100 CSR, annual and integrated reports of multinational US companies within the Forbes Global 2000 "The World's Largest Public Companies" list (Biber, 1993). By analyzing concordances, concordance plots, word lists, keyword lists and collocations, deeper insights will be gained (Sinclair, 2003; Walker, 2011; Hunston, 2002). For examples see figures 1-4.

Although the preliminary results suggest an overarching commitment to environmental sustainability, there seems to be only little consent about its alignment with HRM functions. However, the findings indicate a number of opportunities for future engagement of human resource management in order to contribute to environmental sustainability within organizational practice. The intended contribution of this paper consists of analyzing linguistic aspects to identify the relevance of Green HRM attributed by companies for their corporate operations. As linguistic work on Green HRM is scarce, the paper intends to complement existing research, to resolve unanswered questions and to serve as a basis for further investigation.
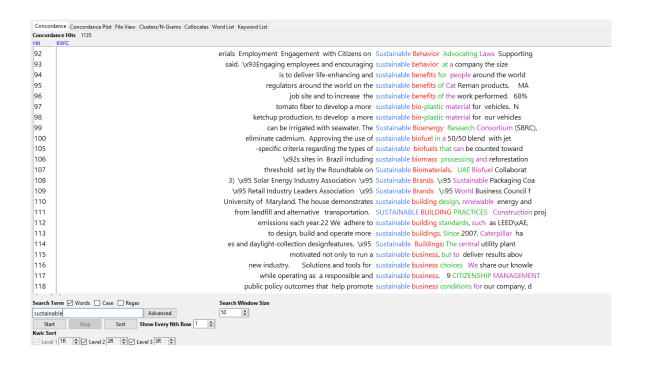
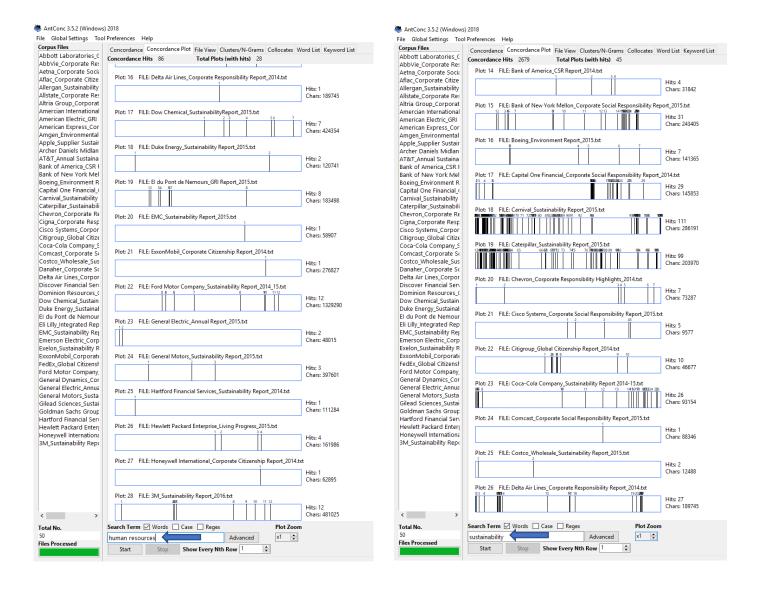**Concordance** | Concordance Plot | File View | Clusters/N-Grams | Collocates | Word List | Keyword List

Concordance Hits   443

Hit	KWIC
1	from around the company for their green actions. Reaching Out in the Community
2	water and manage waste, to supporting green, affordable housing projects in lowand mode
3	\x96 includes $100,000 coverage to upgrade to green alternatives in the event of a
4	in the 2015 EIA Energy Outlook (see green and blue shaded graph segments).This
5	eservation. Allergan assures open space and green areas are included in land use
6	95 An 850-kW solar array at Bowling Green Assembly, home of the Chevrolet Corvette,
7	the program, dealers undergo a Go Green Assessment, which identifies opportunities
8	will continue to complete the Go Green Assessments, encourage dealerships to imple
9	our Energy Team, prepares the Go Green Assessments, makes recommendations to deale
10	highest performance group, indicated by their green band classification. More information is av
11	military personnel and veterans, benefiting the Green Beret Foundation, the Foundation for Except
12	components involved in launching a credible green bond, aid investors by ensuring availabilit
13	participated in more than $85 million in Green Bond deals. Project Finance \x96 AIG

Search Term ☑ Words ☐ Case ☐ Regex
green   [Advanced]

Search Window Size 50

[Start] [Stop] [Sort]   Show Every Nth Row 1

Kwic Sort
☐ Level 1 1R ☑ Level 2 2R ☑ Level 3 3R

Concordance | Concordance Plot | File View | Clusters/N-Grams | Collocates | Word List | Keyword List

Concordance Hits   86

Hit	KWIC
26	participating in ELP are Risk, Finance, Human Resources, Audit, Investment Services and In
27	the next nine months, Carl attended human resources classes. He devoted his spare
28	be raised through supervisors or local Human Resources consultants. Additionally, emplo
29	/ER Manager can reference Identifying Your Human Resources Contact on 3M Source or,
30	an Ethics Line and contacts in Human Resources, Corporate Security Services and
31	to report any concerns to their human resources department or by contacting the
32	ERIN MCSWEENEY EXECUTIVE VICE PRESIDENT, GLOBAL HUMAN RESOURCES DIVERSITY & INCLUSION The re
33	3M\x92s Senior Vice President, Human Resources, does for each covered executive
34	or Finance, including Internal Audit \x95 Human Resources (especially for workplace issues a
35	finance, purchasing, information technology and human resources functions. pback to top Home
36	vironmental management, operations groups and/or human resources functions; \x95 work to minimize
37	ty Engineering Information Technology Finance Human Resources General Counsel Government and C
38	Technology Executive VP, Finance Group VP, Human Resources Group VP, General Counsel Group

Search Term ☑ Words ☐ Case ☐ Regex
human resources   [Advanced]

Search Window Size 50

[Start] [Stop] [Sort]   Show Every Nth Row 1

Kwic Sort
☐ Level 1 1R ☑ Level 2 2R ☑ Level 3 3R

Concordance | Concordance Plot | File View | Clusters/N-Grams | Collocates | Word List | Keyword List

Concordance Hits   1135

Hit	KWIC
92	erials Employment Engagement with Citizens on Sustainable Behavior Advocating Laws Supporting
93	said. \x93Engaging employees and encouraging sustainable behavior at a company the size
94	is to deliver life-enhancing and sustainable benefits for people around the world
95	regulators around the world on the sustainable benefits of Cat Reman products. MA
96	job site and to increase the sustainable benefits of the work performed. 68%
97	tomato fiber to develop a more sustainable bio-plastic material for vehicles. N
98	ketchup production, to develop a more sustainable bio-plastic material for our vehicles
99	can be irrigated with seawater. The Sustainable Bioenergy Research Consortium (SBRC),
100	eliminate cadmium. Approving the use of sustainable biofuel in a 50/50 blend with jet
105	-specific criteria regarding the types of sustainable biofuels that can be counted toward
106	\x92s sites in Brazil including sustainable biomass processing and reforestation
107	threshold set by the Roundtable on Sustainable Biomaterials. UAE Biofuel Collaborat
108	3) \x95 Solar Energy Industry Association \x95 Sustainable Brands \x95 Sustainable Packaging Coa
109	\x95 Retail Industry Leaders Association \x95 Sustainable Brands \x95 World Business Council f
110	University of Maryland. The house demonstrates sustainable building design, renewable energy and
111	from landfill and alternative transportation. SUSTAINABLE BUILDING PRACTICES Construction proj
112	emissions each year.22 We adhere to sustainable building standards, such as LEED\xAE,
113	to design, build and operate more sustainable buildings. Since 2007, Caterpillar ha
114	es and daylight-collection designfeatures. \x95 Sustainable Buildings: The central utility plant
115	motivated not only to run a sustainable business, but to deliver results abov
116	new industry. Solutions and tools for sustainable business choices We share our knowle
117	while operating as a responsible and sustainable business. 9 CITIZENSHIP MANAGEMENT
118	public policy outcomes that help promote sustainable business conditions for our company, d

Search Term ☑ Words ☐ Case ☐ Regex
sustainable   [Advanced]

Search Window Size 50

[Start] [Stop] [Sort]   Show Every Nth Row 1

Kwic Sort
☐ Level 1 1R ☑ Level 2 2R ☑ Level 3 3R

Figure 1: Concordances

Figure 2: Concordance Plot

Rank	Frequency	Word
1	47624	and
2	42288	the
3	30871	to
4	29535	of
5	23601	in
6	17946	our
7	14900	a
8	11878	for
9	11859	we
10	8610	with
11	7795	on
12	7320	is
13	7050	that
14	6651	are
15	6314	as
16	5722	by
17	4364	from
18	3940	energy
19	3911	more
20	3850	at
21	3793	this
22	3721	or
23	3608	business
24	3511	employees
25	3250	company
26	3170	have
27	3169	an
28	2936	emissions
29	2915	their
30	2903	global
31	2819	water
32	2768	environmental
33	2731	safety
34	2679	sustainability

Figure 3: Word List

Rank	Frequency		Keyness	Effect	Keyword
2	17946	+	19198.81	0.032	our
3	47624	+	4308.37	0.081	and
4	3511	+	4230.36	0.0064	employees
5	11859	+	4149.56	0.0212	we
7	3940	+	3835.03	0.0071	energy
8	3250	+	3758.43	0.0059	company
9	2936	+	3747.53	0.0053	emissions
10	3608	+	3581.68	0.0065	business
11	2679	+	3469.26	0.0049	sustainability
12	2903	+	3062.9	0.0053	global
13	2731	+	2861.95	0.0049	safety
14	2165	+	2787.28	0.0039	percent
15	2819	+	2667.07	0.0051	water
16	2278	+	2611.41	0.0041	program
17	2768	+	2516.53	0.005	environmental
18	2654	+	2303.41	0.0048	report
19	2513	+	2214.83	0.0046	management
20	1773	+	2112.89	0.0032	customers
21	1800	+	1921.98	0.0033	supply
23	1850	+	1892.6	0.0034	products
24	1817	+	1812.56	0.0033	communities
25	1481	+	1763.75	0.0027	fuel
26	1649	+	1752.14	0.003	corporate
27	1448	+	1721.73	0.0026	programs
28	1443	+	1700.51	0.0026	vehicle
29	1274	+	1649.03	0.0023	governance
30	1344	+	1644.85	0.0024	suppliers
32	1993	+	1616.13	0.0036	performance
33	1329	+	1528.05	0.0024	employee
34	1423	+	1511.93	0.0026	waste
35	1227	+	1486.72	0.0022	vehicles
36	1648	+	1485.96	0.003	operations
37	1445	+	1485.53	0.0026	climate
38	1135	+	1385.57	0.0021	sustainable
40	1308	+	1364.96	0.0024	gas

Figure 4: Keyword List

Figures 1 to 4 were created using AntConc and Excel; the data was retrieved from company reports as mentioned above.

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