

Green Human Resource Management Practices and Environmental Sustainability of Selected Oil Firms in Rivers State, Nigeria

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ABSTRACT

This study examined the Green Human Resource Management (GHRM) practices and environmental sustainability of selected oil firms in Rivers State, adopting a survey research design. The population comprised 4,753 employees, from which a sample size of 399 was determined using Yamane's (1967) formula and increased by 30% to 479 to account for potential non-responses. Data were collected through a structured Likert scale questionnaire and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings revealed that both green training and development, and green performance appraisal and management, impact environmental sustainability. Therefore, it was recommended that oil firms invest in comprehensive green training programs to foster employee engagement in sustainable practices and incorporate environmental criteria into performance appraisals to promote a culture of sustainability.

Keywords: *Training and development, performance appraisal and management, environmental sustainability*

INTRODUCTION

Green Human Resource Management (GHRM) practices have gained global recognition as organisations increasingly integrate environmental sustainability into their HR strategies. In the oil industry, where environmental concerns are pronounced due to the sector's significant ecological footprint, the adoption of GHRM practices is especially crucial. These practices, including green recruitment and selection, eco-friendly training programs, and the cultivation of a green organisational culture, enable oil firms to mitigate environmental risks, comply with regulations, and contribute to global sustainable development goals (Ehnert et al., 2013). Research has shown that GHRM practices positively impact environmental sustainability in the oil sector by incorporating environmental considerations into HR processes, like performance

appraisals and reward systems, motivating employees to adopt environmentally responsible behaviours (Ekemezie et al., 2024). This approach not only promotes environmental stewardship but also enhances organisational competitiveness and long-term sustainability by fostering a culture of environmental responsibility and innovation, thus helping organisations adapt to evolving market demands and societal expectations.

In the specific context of oil firms operating in Rivers State, Nigeria, the adoption of GHRM practices is imperative due to the region's ecological sensitivity and significant environmental challenges posed by oil exploration and production. Rivers State, renowned for its rich biodiversity and fragile ecosystems, faces mounting pressure for sustainable practices as oil firms are urged to reduce their environmental impact and contribute positively to sustainable development. The integration of GHRM in these firms is vital for addressing local environmental issues and aligning with broader environmental objectives.

By implementing eco-friendly HRM initiatives, oil companies in Rivers State can play a critical role in preserving the region's biodiversity and supporting sustainable development while enhancing their operational performance and reputation in an environmentally conscious market. The implementation of Green Human Resource Management (GHRM) practices within oil firms in Rivers State can significantly enhance organisational sustainability. By adopting practices such as green recruitment and selection, companies can attract individuals who possess environmental awareness and expertise, thereby aligning their workforce with sustainability goals (Renwick et al., 2013). Additionally, training and development programs focused on environmental management and sustainable practices can improve employees' abilities to mitigate environmental risks and adhere to regulations. These initiatives help build a culture of environmental responsibility, which is crucial for achieving long-term sustainability in the oil sector.

Moreover, GHRM practices can drive innovation and efficiency in oil firms operating in Rivers State. Encouraging employee participation in environmental initiatives and creating a supportive work environment can unlock the creative potential of the workforce, leading to the development of eco-friendly technologies and processes (Zhang et al., 2024). These innovations not only reduce the environmental footprint but also enhance operational efficiency and cost-effectiveness, thereby boosting overall organizational performance and competitiveness. However, the successful implementation of GHRM practices depends on various factors such as regulatory frameworks, organizational culture, and stakeholder engagement. Challenges like regulatory complexities, resource constraints, and resistance to change may impede the adoption and effectiveness of GHRM initiatives (Renwick et al., 2016).

Therefore, understanding the local context and fostering proactive stakeholder collaboration is essential for overcoming these challenges and fully realizing the

potential of GHRM to enhance organizational sustainability in the oil sector in Rivers State. The present state of Green Human Resource Management (GHRM) practices in oil firms operating in Rivers State is marked by uneven progress, with some companies integrating environmental considerations into HRM processes like green recruitment and training programs, while others lag due to barriers such as limited awareness, competing priorities, and resource constraints. The complex regulatory environment and stakeholder pressures further complicate GHRM implementation, often preventing the sector from fully realizing its potential in promoting sustainability.

In contrast, the desired state envisions a scenario where GHRM practices are deeply embedded in organizational culture and operations, with oil firms prioritizing environmental sustainability in their HRM strategies. This includes incorporating green principles into recruitment, training, performance management, and employee engagement, empowering employees to contribute to environmental goals, and fostering innovation in sustainability practices. Additionally, proactive and transparent collaboration with regulators, local communities, and stakeholders would help companies navigate regulatory complexities and build trust, ultimately minimizing environmental impacts and enhancing organisational resilience, competitiveness, and long-term sustainability in line with local and global objectives.

Green Human Resource Management (GHRM) practices have gained significant attention in recent years due to their potential to enhance organisational sustainability. Despite the oil industry's increasing emphasis on sustainability, there is still a gap in understanding the specific impact of GHRM practices on organisational sustainability within oil firms operating in Rivers State, Nigeria. While various studies have explored the relationship between GHRM and organisational sustainability in different contexts, there is a lack of empirical research focusing specifically on oil firms in Rivers State, a major hub for oil production in Nigeria (Achebelema, 2020; Akhigbe, 2021). Investigating how GHRM practices are implemented and their effectiveness in enhancing the sustainability of these oil firms is imperative for developing effective strategies tailored to this region.

The unique environmental and socio-economic challenges faced by oil firms in Rivers State necessitate a nuanced understanding of how GHRM practices interact with the local context to influence organisational sustainability. Factors such as environmental degradation, community relations, and regulatory pressures present distinct challenges to sustainability efforts in this region (Ezeoha & Nwokedi, 2018). While existing research has examined the relationship between GHRM practices and environmental sustainability in various sectors and different economies (Ogbu et al., 2019; Ojo et al., 2022; Khan, 2020; Sousa et al., 2021; Diri, 2021; Yusoff et al., 2020; AwwaAl-shamari, 2022).

Green Human Resource Management

Green Human Resource Management (GHRM) represents a strategic approach for organisations to address environmental sustainability while managing their human capital effectively. According to Renwick et al. (2013), green human resource management is a set of practices aimed at enhancing environmental performance by integrating environmental considerations into HRM processes. GHRM is the strategic integration of environmental sustainability principles into human resource practices, it encompasses activities such as green recruitment, training, performance management, and employee engagement. Kramar et al. (2014) further emphasize that GHRM involves embedding environmental management into all HRM practices, policies, and strategies to promote environmental sustainability and enhance organisational performance. This integration is crucial for fostering a culture of environmental responsibility within the workforce, ensuring that human resources are ecologically balanced and environmentally friendly (Chaudhary, 2019).

The systematic alignment of HR practices with an organisation's environmental objectives is a core aspect of GHRM (Jabbour et al., 2013). This alignment extends to various HR functions, including job analysis, recruitment processes that prioritize environmentally conscious candidates, and training programs that educate employees on sustainability practices. Performance appraisal systems evaluate contributions to environmental goals, while rewards mechanisms recognize and incentivize green initiatives. Dumont et al. (2016) and Mahdy et al. (2023) emphasize that GHRM also includes green recruitment, where organisations seek to hire individuals who are environmentally conscious, and green training and development programs that focus on sustainable practices, waste reduction, and energy conservation. Through these practices, GHRM plays a vital role in promoting organisational sustainability objectives, ensuring that environmental goals are seamlessly integrated into the management of human resources.

Green Training and Development

Green training and development encompass initiatives taken by businesses and institutions to educate their workforce on environmentally responsible practices, renewable energy sources, waste reduction strategies, and sustainable resource management (Zhang, 2013). These initiatives have become crucial components within organisations, reflecting a growing recognition of the need for sustainable practices in modern business operations. Jabbour (2011) stated that green training and development involve systematic actions aimed at equipping employees with the necessary skills and knowledge to effectively protect the environment and address environmental challenges. This education is essential for fostering a culture of sustainability and ensuring that employees are well-prepared to implement and support eco-friendly practices within their organisations.

Furthermore, green training and development efforts extend beyond employees to include suppliers and stakeholders, aiming to raise awareness and build capacity for addressing environmental issues such as climate change, pollution control, and energy efficiency (Heitner, 2011). These programs are designed to promote the adoption of green technologies, reduce carbon footprints, conserve biodiversity, and achieve overall ecological balance (Davies & Shen, 2024). By systematically educating all involved parties, organisations can create a comprehensive approach to sustainability that permeates every level of operation, fostering a collaborative effort toward environmental stewardship and sustainable development.

Green Performance Appraisal

Green performance appraisal (GPA) refers to the systematic integration of environmental sustainability criteria into performance evaluation processes, aiming to align individual and organisational performance goals with environmental objectives (Mehrajunnisa et al., 2022). This approach goes beyond traditional business metrics to assess employees' contributions to environmental sustainability, including efforts in resource conservation, waste reduction, and carbon footprint mitigation (Wong, 2023). By embedding environmental goals and targets into appraisal systems, GPAM represents a paradigm shift in performance management, emphasizing sustainable behaviours and outcomes across the organisation (Odeyale, 2014). This integration of green metrics encourages employees to adopt eco-friendly practices and comply with environmental regulations, fostering a culture of environmental responsibility and innovation within the workforce (Yousaf et al., 2024).

GPA encompasses a set of practices and tools designed to evaluate and reward employees based on their contributions to environmental performance, thereby promoting eco-conscious behaviours and continuous improvement in sustainability efforts (Ardiza et al., 2021). This inclusive approach recognizes proactive efforts in adopting green practices and participating in sustainability initiatives, thereby driving organisational commitment to environmental goals (Sajid et al., 2022). Establishing green performance metrics and indicators within appraisal frameworks ensures that employees are accountable for their environmental impact and are motivated to contribute to the organisation's sustainability objectives. By integrating these elements, GPAM not only enhances environmental performance but also aligns with broader organisational strategies to achieve long-term sustainability.

Environmental Sustainability

Environmental sustainability refers to the capacity of natural systems to support life indefinitely, ensuring the preservation of ecological balance and biodiversity (Ali, 2018). This concept involves managing human activities to minimize negative environmental impacts, promote the conservation of natural resources, and maintain the

overall health of ecosystems (Hensher, 2020). By prioritizing these practices, environmental sustainability aims to create a balance where natural systems can thrive while supporting human life and activities without compromising the health of the environment.

More specifically, environmental sustainability encompasses the pursuit of solutions that preserve ecosystems, including forests, oceans, and wildlife habitats, while promoting sustainable land use practices and biodiversity conservation (Besser & Hamed, 2021). It also emphasizes the adoption of green technologies and practices across various industries and sectors, such as renewable energy production, energy-efficient transportation, sustainable agriculture, and effective waste management strategies, to mitigate environmental degradation and combat climate change (Hossain, 2017). These comprehensive efforts ensure that human progress does not come at the expense of ecological health, thereby supporting long-term environmental resilience and stability.

Green Training and Development on Environmental Sustainability

Moradeke et al. (2021) investigated the impact of green training and development practices on environmental sustainability, focusing on how developing green abilities influences environmental awareness and the relationship between green knowledge and employee commitment to environmental goals. Their study concluded that green training and development practices are essential for enhancing employees' environmental consciousness and achieving sustainable development goals, highlighting the importance of ongoing training and engagement in green activities. Walaa and Ali (2023) assessed the relationship between the adoption of green training and development and sustainable performance and indicated that sustainable environmental performance can be enhanced through a focus on training and the development of green environmental practices in general.

Ahmed et al. (2019) also examined the influence of green human resource practices on employee engagement and environmental sustainability in Bahrain's manufacturing sector. The study found that green HR practices such as hiring, training, and performance appraisal positively impact both environmental sustainability and employee engagement. However, given that the research was specific to Bahrain's manufacturing sector, its findings may not directly apply to oil firms in Rivers State due to sectoral and regional differences. Similarly, Yafi et al. (2021) explored the effects of green training on environmental performance through the mediation of green competencies and motivation in Malaysian universities, finding significant impacts. Pinzone et al. (2019) studied the role of green training in enhancing green-related competencies and found that it positively influenced employee engagement in pro-environmental actions and job satisfaction.

Nonetheless, these findings may not be directly applicable to oil firms in Rivers State. Consequently, there is a dearth of studies investigating the mechanisms through which GHRM practices impact various dimensions of sustainability within this specific context. Understanding these mechanisms is crucial for devising effective strategies to promote sustainability in the oil industry. This research aims to fill this gap by exploring the specific pathways through which GHRM practices influence organisational sustainability in oil firms operating in Rivers State, providing valuable insights for both theory and practice in sustainable HRM.

Green Performance Appraisal and Management on Environmental Sustainability

Margaret and Hadir (2023) investigated the relationship between green performance appraisal and organisational performance at Federal Tertiary Institutions in Ogun State, Nigeria. Their analysis revealed a strong positive correlation between green performance appraisal and employee performance. Similarly, Ekwochi et al. (2023) examined the impact of green performance appraisal on the performance of registered hospitality firms in Enugu State, Nigeria. The study found that green performance appraisal significantly affects firm performance. Conversely, Saputro and Nawangsari (2021) studied green performance appraisal at PT Andalan Bakti Niaga and found no significant impact on employee performance, noting that non-probability sampling might affect generalizability. Sarah and Samson (2021) also reported a positive effect of green performance appraisal on employee performance in four public universities in South Rift Kenya.

However, their results might not extend to the oil sector in Rivers State due to regional and sectoral differences; their findings are specific and may not be directly applicable to oil firms in Rivers State.

Theoretical Framework

Social cognitive theory (SCT)

Social Cognitive Theory (SCT), developed by Albert Bandura, highlights the dynamic interaction between personal factors, environmental influences, and behaviour, emphasizing that individuals learn through observation, imitation, and modeling. Central to SCT is the concept of self-efficacy, which pertains to an individual's belief in their capability to achieve specific goals or execute behaviours. Bandura (1986) argued that this belief significantly impacts one's choices, effort levels, persistence, and resilience in overcoming challenges. Expanding on this framework, researchers like Zimmerman (2000) have applied SCT to educational settings, while Lent, Brown, and Hackett (1994) explored its relevance to career development. SCT has also been influential in health psychology, demonstrating how self-efficacy affects health-related behaviours. Despite its broad application and empirical support, SCT has faced

critiques regarding its potential overemphasis on individual agency and its simplification of cognitive-behavioural relationships (McLaren & Giroux, 1989; Bussey & Bandura, 1999).

Applying SCT to Green Human Resource Management (GHRM) practices within oil firms in Rivers State offers valuable insights into fostering pro-environmental behaviours. SCT suggests that individuals with high levels of green intellectual capital, encompassing knowledge, abilities, and experiences related to environmental initiatives, are more likely to engage in sustainable practices (Bandura, 1999). Implementing GHRM practices such as green hiring, training, and discipline can build this green intellectual capital, encouraging employees to adopt pro-environmental behaviours. By creating a supportive culture through environmental values, incentives, and collaborative efforts, oil firms can enhance their sustainability performance. Aligning organisational practices with SCT principles allows firms to address both individual behaviours and broader organisational influences, thus advancing their environmental sustainability goals.

METHOD

The study population comprises all staff members employed by the eight selected oil companies in Rivers State. The selected oil companies are Nigeria LNG Limited, Shell Petroleum Development Company Limited, Nigeria Agip Oil Company Limited, Chevron Oil Nigeria Limited, Schlumberger, Belema Oil Production Ltd, Total E&P Nigeria Limited and Forte Oil. The oil companies are those that have 450 staff and above at their offices in Port Harcourt, Rivers State. The study focus specifically on the staff stationed at the respective oil companies headquarters in Port Harcourt, Rivers State (4,753 employees, as confirmed by data obtained from the human resources departments of the respective oil companies). Yamane (1967) sample size determination formula was used to determine a sample size of 399. However, the sample size was increase by 30% to 479 to ensure that the return copies of questionnaire do not fall short 399. The sample size was determined based on the population of each of the oil companies as shown in table 1:

Table 1: Population and Sample Size Distribution

Name of oil Company	Population	Sample size
Nigeria LNG limited	716	$716 * 479 / 4,753 = 72$
She'll Petroleum Development Company Limited	723	$723 * 479 / 4,753 = 73$
Nigeria Agip Oil Company Limited	697	$679 * 479 / 4,753 = 70$
Chevron oil Nigeria Limited,	672	$672 * 479 / 4,753 = 68$
Schlumberger,	457	$457 * 479 / 4,753 = 46$
Belemaoil Production Ltd,	453	$453 * 479 / 4,753 = 45$

Total E&P Nigeria Limited,	527	$527 * 479 / 4,753 = 53$
Forte Oil.	513	$513 * 479 / 4,753 = 52$
Total	4,753	479

Source: Researcher’s Computation, 2024

The study data were collected through a structure Likert scale questionnaire of five point. The collected data were coded and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess both the measurement and structural models. The model of study is specified below:

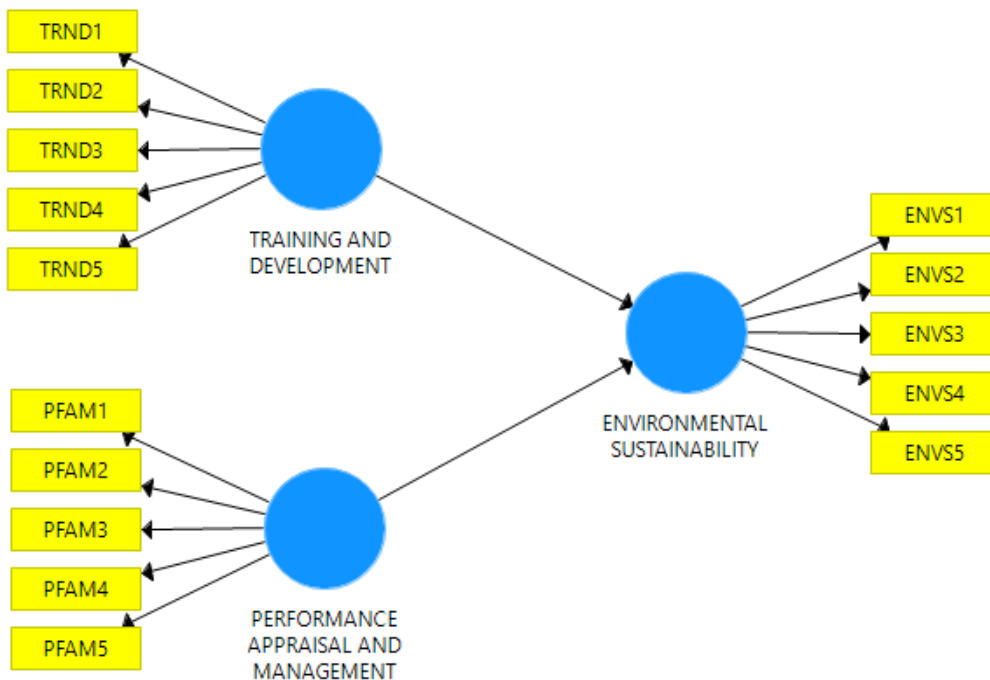


Figure 1: Model of study

RESULTS AND DISCUSSION

The study distributed 479 copies questionnaire to employees of the selected oil companies in Rivers State, with 411 being correctly filled and returned, yielding a response rate of 86%. To ensure data integrity, a preliminary assessment was conducted to detect potential issues such as missing values, outliers, or biased responses. The analysis confirmed the absence of missing data, outliers, or biased responses, ensuring the reliability of the collected information.

The Measurement Model

Evaluating the outer loadings of study items is the first step in assessing a measurement model, as these loadings indicate the strength of the relationship between each item and its corresponding construct. According to Hair et al. (2019), loadings exceeding 0.70 are generally acceptable, as they signify a substantial contribution of the construct to the variation in the indicator. This benchmark is critical because it shows that over 50% of the variance in the indicator is explained by the construct, ensuring the items are measured reliably. Loadings above this threshold imply a strong connection between the items and their underlying constructs, thereby enhancing confidence in the accuracy and validity of the measurement model.

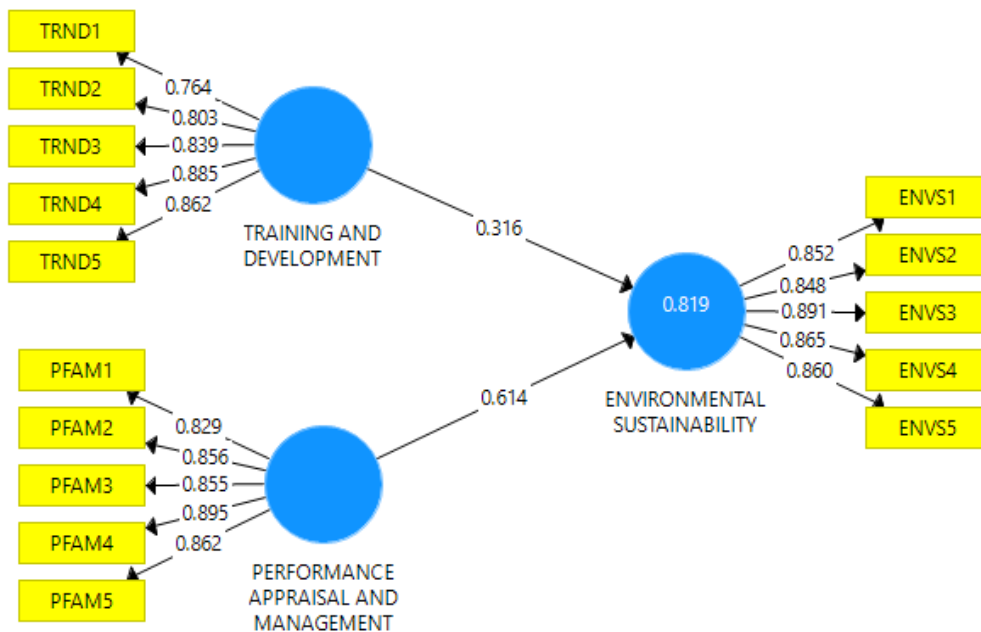


Figure 2: Indicator Outer Loading

Table 2: Reliability of the Study Scale

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Environmental Sustainability	0.914	0.915	0.936	0.745
Performance Appraisal and Management	0.912	0.913	0.934	0.739
Training and Development	0.888	0.894	0.918	0.692

Source: Smart PLS Output 2024

The study assessed internal consistency using composite reliability measures, all of which exceeded the recommended threshold of 0.70, as shown in Table 2, confirming strong consistency within the constructs. Cronbach's Alpha values also surpassed the minimum accepted criterion of 0.70, as advocated by Hair et al. (2017), further reinforcing the robustness of the study's measures' reliability. Convergent validity was evaluated through the average variance extracted (AVE), with all variables showing values higher than 0.50, indicating that each construct accounted for at least 50% of the variance in the study items, thereby demonstrating satisfactory convergent validity.

Table 3: Heterotrait-Monotrait Ratio (HTMT)

	Environmental Sustainability	Performance Appraisal And Management	Training and Development
Environmental Sustainability			
Performance Appraisal And Management	0.657		
Training and Development	0.749	0.453	

Source: Smart PLS Output 2024

The Heterotrait-Monotrait Ratio (HTMT) table displays the relationships between three constructs: Environmental Sustainability, Performance Appraisal and Management, and Training and Development. The HTMT values indicate the discriminant validity between the constructs, with values below the threshold of 0.90 suggesting adequate discriminant validity. The HTMT value between Environmental Sustainability and Performance Appraisal and Management is 0.657, indicating a moderate relationship and acceptable discriminant validity. The value between Environmental Sustainability and Training and Development is 0.749, also indicating a moderate relationship and acceptable discriminant validity. Lastly, the value between Performance Appraisal and Management and Training and Development is 0.453, suggesting a weaker relationship and strong discriminant validity between these two constructs. Overall, the HTMT values confirm that each construct is distinct from the others, supporting the discriminant validity of the measurement model.

The Structural Model

In assessing the structural model, the standard assessment criteria was consider which include the path coefficient, t-values, p-values and coefficient of determination(R^2). The bootstrapping procedure was conducted using a resample 5000.

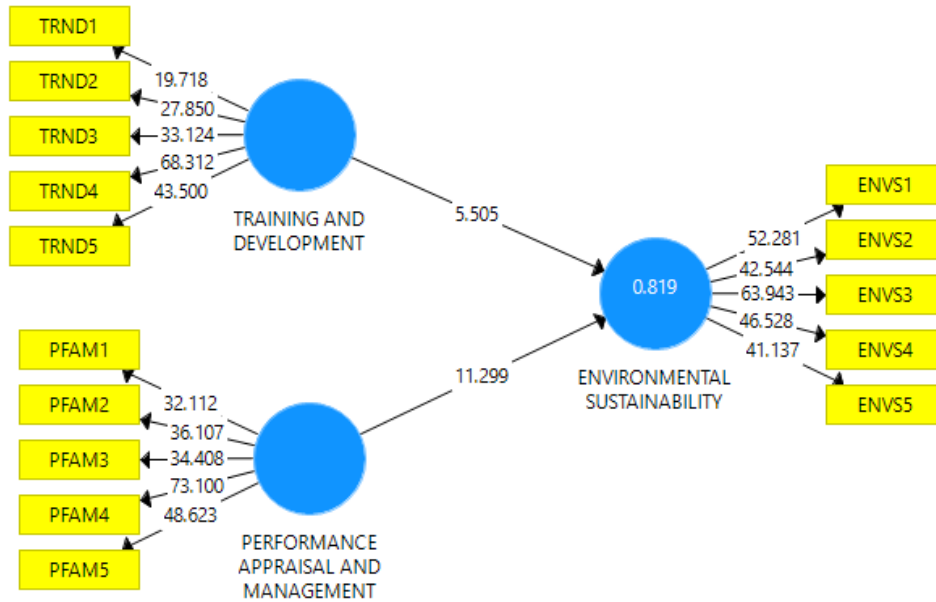


Figure 3: Path Coefficient of the regression model

Table 4: Path Coefficients

	Path Coefficients **(Beta)	T - values	P- Values	Decision
Performance Appraisal And Management -> Environmental Sustainability	0.614	11.299	0.000	Rejected
Training and Development -> Environmental Sustainability	0.316	5.505	0.000	Rejected

Source: Smart PLS Output 2024

Table 4 presents the path coefficients, T-values, and P-values for the relationships between decision making, team-work, and employee commitment.

The path coefficient for the relationship between green training and development initiatives is 0.316, with a T-value of 5.505 and a P-value of 0.000. These results indicate a statistically significant positive relationship between green training and development and environmental sustainability. Given that the P-value is well below the 0.05 threshold, we reject the hypothesis that green training and development do not have a significant effect on the environmental sustainability of oil firms in Rivers State. This implies that green training and development initiatives are indeed effective in enhancing the environmental sustainability of oil firms in Rivers State, highlighting the importance of incorporating sustainable practices into employee training programs.

The path coefficient for the relationship between green performance appraisal and the environmental sustainability is 0.614, with a T-value of 11.299 and a P-value of 0.000. These results show a statistically significant and strong positive relationship between green performance appraisal and management and environmental sustainability. The P-value being significantly below the 0.05 threshold leads to the rejection of hypothesis that the green performance appraisal do not have a significant effect on the environmental sustainability of oil firms in Rivers State. Consequently, this suggests that implementing green performance appraisal and management practices significantly contributes to the environmental sustainability of oil firms in Rivers State, underlining the critical role of sustainable management practices in achieving environmental goals.

Table 5: R² and Predictive Relevance

	R ²	Q ² (=1-SSE/SSO)
Environmental Sustainability	0.819	0.565

Source: Smart PLS Output 2024

Table 5 presents the R² and Q² values for the construct of Employee Commitment. The R² value of 0.819 indicates that 82% of the variance in employee commitment is explained by the model, suggesting a high level of explanatory power. The Q² value of 0.465, calculated as 1-SSE/SSO, demonstrates predictive relevance, as it is greater than zero. This implies that the model has good predictive accuracy for environmental sustainability, confirming that the constructs of training and development, performance appraisal and management are significant predictors of environmental sustainability of oil firms in Rivers State.

CONCLUSION AND RECOMMENDATIONS

The study investigated the Green Human Resource Management (GHRM) practices and the environmental sustainability of selected oil firms in Rivers State. The findings demonstrated that both green training and development and green performance appraisal and management have significant positive impacts on environmental sustainability. These results suggest that oil firms in Rivers State can enhance their environmental sustainability by integrating GHRM practices into their organisational strategies. The significant path coefficients and low P-values indicate the critical role that sustainable HR practices play in promoting environmental stewardship within the industry. Based on the study made the following recommendations:

- i. That oil firms in Rivers State invest more in green training and development programs. Such initiatives should focus on educating employees about sustainable practices, environmental conservation, and the importance of

reducing the ecological footprint of their operations. By embedding environmental sustainability into the core of training programs, firms can cultivate a workforce that is not only aware of but also actively engaged in green practices. This will lead to more innovative approaches to sustainability and a stronger overall commitment to environmental goals.

- ii. That oil firms enhance their performance appraisal and management systems to include green criteria. Incorporating environmental performance metrics into employee evaluations and management processes will encourage staff to adopt sustainable behaviors and practices. Furthermore, rewarding employees for their contributions to environmental sustainability can motivate continuous improvement and innovation in green practices. By aligning performance appraisal and management systems with sustainability objectives, firms can ensure that their environmental goals are consistently met and integrated into everyday operations.

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APPENDIX A
QUESTIONNAIRE

Green Training and Development	SA (5)	Ag (4)	N (3)	D (2)	SD (1)
1. Our company provides regular training on environmental sustainability.					
2. Employees receive guidance on eco-friendly work practices.					
3. Training programs emphasize waste reduction and energy conservation.					
4. Management supports learning initiatives related to green practices.					
5. Employees are encouraged to attend external workshops on environmental sustainability.					

Performance Appraisal and Management	SA (5)	Ag (4)	N (3)	D (2)	S D (1)
1. Environmental performance is a key criterion in employee evaluations.					
2. Our appraisal system rewards employees for environmentally-friendly initiatives.					
3. Employees receive feedback on their environmental performance.					
4. Managers are held accountable for the environmental impact of their departments.					
5. Performance management includes setting goals for environmental sustainability.					

Environmental Sustainability	SA (5)	A (4)	N (3)	D (2)	SD (1)
1. Our firm has a clear policy on environmental sustainability.					
2. The firm actively engages in reducing its environmental footprint.					
3. Employees are aware of and support the firm's environmental sustainability goals.					
4. The firm invests in sustainable technologies and practices.					
5. Our firm's operations are designed to minimize environmental impact.					