Jurnal Manajemen (Edisi Elektronik)

Sekolah Pascasarjana Universitas Ibn Khaldun Bogor

Implementation of Green Human Resources Management (HRM) Practices in PT Unilever Tbk's 2024 Sustainability Report

Echa El Sabhet[a*], Endah Kurniawati[b]
[ab]*Universitas Islam Kadiri, Indonesia*
* Corresponding author e-mail: echaelsabhet10@gmail.com

A R T I C L E   I N F O

A B S T R A C T

The article analyzes the application of Green Human Resource Management (GHRM) methods in the 2024 Sustainability Report of PT Unilever Indonesia Tbk. GHRM emphasizes incorporating environmental and social sustainability concepts into human resource policies to connect business strategy with the demands of multiple stakeholders. This research used a qualitative document analysis methodology to examine Unilever's initiatives in sustainable recruitment, staff training and development, performance management, well-being, and diversity and inclusion. The report indicates that Unilever has adopted inclusive recruitment and equitable employment practices, utilized the 70-20-10 learning model to cultivate future-ready, environmentally aware employees, and improved employee well-being through digital health applications. Fairness, diversity, and inclusion initiatives, such as gender parity and support for individuals with disabilities, enhance the company's social sustainability and embody the tenets of stakeholder theory, highlighting responsibility to both internal and external stakeholders. The study conceptually extends the GHRM framework by incorporating social and psychological well-being while offering guidance for firms seeking to integrate sustainability into human resource strategies. Unilever's experience illustrates that GHRM serves as both an environmental program and a strategic approach to achieving enduring sustainable value creation. However, the report primarily provides descriptive data; further primary research is needed to evaluate the direct impact of GHRM on employees' green behaviors.

INTRODUCTION

Nowadays, environmental issues in the context of sustainability are a significant concern across various industrial sectors. The increasing global awareness of the climate crisis is driving many companies to implement green business practices in their operations. The application of this concept results in a management strategy that is more focused on sustainability, improving resource efficiency, and strengthening the company's image as an organization that is responsible to the environment and society (Darmawan et al., 2025).

In the World Economic Forum's Annual Report 2023–2024, environmental sustainability is highlighted as one of the main priorities, representing a company's operational responsibility to society (World Economic Forum, 2024). In line with this, international organizations such as the OECD (Organisation for Economic Co-operation and Development) and the UN (United Nations) through the Sustainable Development Goals (SDGs) emphasize the importance of adopting corporate governance policies that support long-term sustainability and business resilience, so that companies can meet stakeholder expectations, strengthen social legitimacy, increase competitiveness in the market, and mitigate environmental and operational risks that could threaten business continuity (OECD, 2023; Shayan et al., 2022).

To achieve the concept of going green, companies rely not only on environmentally friendly technology but also on human resources (HR) with awareness and commitment to sustainability (Hameed et al., 2022). Human resources aligned with green values can be developed through work practices and a culture that supports them within the organization (Gazi et al., 2024). In this context, one approach that integrates environmental aspects into human resource management is Green Human Resource Management (Green HRM). According to Renwick et al. (2013), Green HRM aims to incorporate environmental elements into human resource management policies and practices, so that HR strategies can align with environmental strategies to support the achievement of the SDGs.

The implementation of Green HRM is becoming increasingly important because it can help companies build sustainable businesses. According to Setyaningrum & Muafi (2023), Green HRM not only improves operational efficiency and reduces environmental impact but also strengthens the strategic role of human resources in supporting the company's sustainability practices. Human resources with environmental awareness can be the driving force for creating an environmentally friendly work culture and accelerating the transformation toward a green company (Pham & Paillé, 2019).

Furthermore, the concept of Green HRM encompasses integrating environmentally friendly principles across HR functions, such as recruitment, training, performance evaluation, and employee engagement (Palupiningtyas, 2024). Through this implementation, companies can improve operational efficiency, reduce environmental impact, and demonstrate corporate social responsibility to stakeholders. Conversely, research by Utama et al. (2022), indicates that companies that neglect Green HRM practices tend to experience a decline in consumer and stakeholder reputation, leading to reduced customer loyalty and employee motivation.

Efforts to implement Green HRM and sustainability within a company are often represented through sustainability reports as a form of transparency to the public (Torelli et al., 2020). In the context of a public company like PT Unilever Tbk, publishing an annual sustainability report is both an obligation and a means of communicating with stakeholders. This report not only presents the company's performance from economic, social, and environmental perspectives but also serves as a tool to demonstrate the company's accountability (Unilever, 2024). Based on stakeholder theory by Freeman (1984), companies need to create value for all stakeholders, including society, employees, shareholders, and the environment. In the context of Green HRM, this theory emphasizes that sustainable human resource management practices are crucial for holding companies accountable to stakeholder demands regarding sustainability issues (F. Ahmad et al., 2023).

Through Unilever's 2024 Sustainability Report, the company demonstrates its commitment to responsible business practices, including information on efforts to reduce its environmental footprint, promote social inclusion, and improve employee wellbeing. Thus, publishing a sustainability report is one of the strategic steps PT Unilever is taking to strengthen transparency, build trust, and meet the expectations of its stakeholders (Unilever, 2024).

However, despite extensive research on Green HRM in developed countries, studies examining its application in Indonesia, particularly through the analysis of sustainability reports, remain limited. Most previous research has focused on the impact of Green HRM on organizational performance, rather than on how companies communicate and integrate these practices into their sustainability reports. This condition indicates a research gap that should be addressed through a more contextual and descriptive approach.

This research aims to evaluate the implementation and characterization of Green HRM practices in PT Unilever Tbk's 2024 Sustainability Report as a method of corporate accountability to stakeholders. This research utilizes the stakeholder theory framework and document analysis methodology to identify four key dimensions of Green HRM: fair recruitment and employment; competency development and continuous learning; employee performance and wellbeing; and diversity, equity, and inclusion (DE&I). The findings of this research are expected to enrich the literature on Green HRM in Indonesia and serve as a reference for other companies seeking to integrate sustainable HR practices into their corporate strategies and operations.

Based on the qualitative nature of this research, the primary focus of this study is to analyze the ideas and practices of Green HRM as described in the 2024 Sustainability Report of PT Unilever Tbk. Based on the findings of this research, Green HRM practices are not merely administrative regulations, but rather a strategic means that demonstrates the organization's commitment to social responsibility and environmental sustainability. The purpose of this analysis is to investigate the integration of the concept of Green HRM into the company's narrative and reporting on its sustainability efforts. These principles include green recruitment, sustainable training and development, performance appraisal, employee wellbeing, and

diversity and inclusion (ED&I). This approach is considered essential for understanding how green human resource practices are developed and disseminated within organizations, enabling businesses to demonstrate to stakeholders that they are responsible and accountable for their actions.

RESEARCH METHODS

The research design is a systematic framework for organizing research procedures. According to Waruwu (2024), a research design is a comprehensive framework for collecting, analyzing, and interpreting data to answer research questions. Sugiyono (2017) also states that the research design includes procedures systematically arranged during data collection and hypothesis testing, ensuring the reliability of the research results.

This research uses a qualitative approach with document study. This approach was chosen because it is suitable for gaining an in-depth understanding of the meaning, context, and representation of Green HRM practices in PT Unilever Tbk's 2024 Sustainability Report. In line with Ridwan et al. (2021), a qualitative research design enables researchers to conduct in-depth analysis of organizational texts and social contexts, thereby uncovering the implicit meanings behind data presentation.

This research uses secondary data obtained through document review. The primary data source is the 2024 sustainability report of PT Unilever Tbk. Additionally, the researchers also used supplementary sources such as books, scientific articles, reports from international organizations, and other relevant company documents. This approach supports source triangulation to enhance the credibility of the analysis results (Creswell & Poth, 2016).

The methodology used is a literature review and document analysis, which involves identifying, examining, and evaluating documents relevant to the research subject. Document analysis was conducted on texts describing Green HRM policies, strategies, and practices in sustainability reports. This process includes selecting documents based on their relevance to Green HRM issues and stakeholder theory, initial coding to identify key themes related to Green HRM practices, and categorizing themes to group data into Green HRM dimensions such as green recruitment, green training, green performance management, and green employee relations.

The Miles and Huberman model was used for data analysis, which consists of three steps: data reduction, data presentation, and conclusion drawing.

1. Data Reduction: At this stage, the researcher focuses on issues relevant to the research objectives and stakeholder theory after sorting and selecting information from sustainability reports related to Green HRM practices.

2. Data Presentation: The reduced data is then presented in thematic descriptions to facilitate interpretation. This presentation helps researchers identify patterns, relationships, and meanings of Green HRM practices found in the report.

3. Drawing Conclusions and Verifying Conclusions: The initial conclusions were tentative but became stronger after being compared with stakeholder theory and relevant literature.

This approach allows researchers to conduct an in-depth conceptual interpretation of Green HRM practices reported in company documents and understand how these practices reflect sustainability responsibilities toward stakeholders. This research uses a qualitative approach because its primary goal is not to measure, but to understand the meaning, context, and company strategies for implementing Green HRM practices in sustainability reports. To determine how a business fulfills its responsibilities to stakeholders, qualitative analysis enables researchers to interpret explicit and implicit messages in sustainability reports and relate them to stakeholder theory. Therefore, this method offers a broader conceptual and contextual understanding than quantitative approaches (Creswell & Poth, 2016). Additionally, this approach is relevant to the way the phenomenon is being studied, namely, sustainable Green HRM practices and their representation in narrative, interpretive, and unmeasurable company documents.

RESULTS & DISCUSSION

Fair Recruitment and Employment Management, through a fair and open recruitment process, Unilever Indonesia demonstrates its commitment to the principle of fair employment, free from discrimination based on race, religion, gender, disability, or educational or cultural background. Programs like Inspiring Unileader, which attracted 1,125 participants, demonstrate the implementation of equal employment opportunities in accordance with GRI 401-1 standards (Unilever, 2024).

This aligns with the findings of Renwick et al. (2013), which indicate that Unilever's Green HRM approach conceptually produces employees who value sustainability and possess technical skills. The method Unilever is using is also in line with stakeholder theory (Freeman, 1984), which emphasizes that businesses must create value for all stakeholders, including potential employees from vulnerable groups and external communities. By leveraging diversity as social capital to support environmental and social agendas, Unilever can strengthen its social legitimacy and enhance its innovation capacity.

However, these results raise some important questions. The sustainability report does not explicitly show metrics linking inclusive hiring with employees' green behavior. For example, they do not show retention rates, the number of workers from vulnerable groups who then participate in environmental programs, or their direct contribution to green innovation. The results data must show that Green HRM practices are successful, not just programs or policies (Koman & Boršoš, 2024; Soekotjo et al., 2025). Therefore, although Unilever's policies are generally favorable, it is not yet clear whether they are effective in promoting green behavior.

Overall, Unilever's sustainability-based recruitment strategy also includes social justice. This strategy demonstrates that the business complies with social regulations and integrates diversity

and inclusion into green human resource management. Further research using primary data, such as green behavior surveys, interviews with new employees, and retention analyses of vulnerable groups, is highly recommended to strengthen the claim that this inclusive recruitment truly supports green innovation and organizational transformation.

Competency Development and Continuous Learning, to enhance employee competencies, Unilever Indonesia implements the 70-20-10 principle, focusing on on-the-job training, mentoring, and conventional learning. During 2024, the company provided 2,051 online training modules to 1,763 participants, delivering 173,939 hours of training. To support sustainable business, digital platforms like Degreed can help employees become more skilled and proficient (Unilever, 2024).

The data analysis results show that Unilever has conceptually implemented green education and developed a training program that enhances technical skills, raises environmental awareness, and improves resource efficiency. This aligns with J. Ahmad et al. (2023), who found that sustainability-based training can shift employee behavior toward greener practices and strengthen organizational green culture. Additionally, the use of digital platforms like Degreed demonstrates an interest in energy efficiency and reducing the use of physical materials. This aligns with the recommendations of Yafi & Tehseen (2021), regarding environmental learning systems.

However, Unilever's sustainability report has not explicitly explained, from a qualitative perspective, how the training has affected each worker's green behavior or performance. This result aligns with the criticism of Nugroho et al. (2022), who stated that many companies only implement green training symbolically without evaluating actual behavioral changes in the workplace. Therefore, to ensure that Unilever's 70-20-10 learning model effectively drives green cultural transformation, empirical evidence is still needed, such as surveys or in-depth interviews with participants.

Theoretically, this continuous training method supports the implementation of stakeholder theory by Freeman (1984). Unilever can build an adaptable, environmentally conscious workforce ready to meet the demands of the global green economy by prioritizing green skills development.

Employee Performance and Wellbeing, Unilever adopted the *Naluri* application, which provides access to psychologists, fitness coaches, nutritionists, and 24/7 teleconsultations. Employee participation in the health program increased by 9% from 2023. Additionally, continuous performance evaluation with two-way feedback and results transparency is conducted through the *Always ON* system (Unilever, 2024).

This indicates that Unilever prioritizes employee wellbeing as part of its Green HRM strategy, as healthy and supported employees are more likely to engage in environmental initiatives (Wang et al., 2025). The digital health experience through the *Naluri* app demonstrates efficiency and innovation, aligning with recent research on environmental engagement, which finds that easy, sustainable access to environmental services enables employees to participate

in environmental programs actively.

The company creates value for its employees, who are internal stakeholders, as part of its social responsibility, making this policy consistent with stakeholder theory (Freeman, 1984). This finding supports the idea that developing a green culture in organizations contributes to employee wellbeing (J. Ahmad et al., 2023)

However, the report does not provide quantitative data linking better employee health levels to specific green behaviors. Green behavior can include participating in environmentally friendly initiatives, green innovation, or reducing one's carbon footprint. This aligns with the criticism by Nugroho et al. (2022) that it remains challenging to determine how effective welfare programs are at promoting green behavior without measuring outcomes.

Overall, Unilever's digital health practices and sustainable performance assessments demonstrate the integration of Green HRM principles into the company's social strategy. To determine whether this practice can increase green engagement and employee readiness to support the sustainability agenda, further primary data research is needed.

Diversity, Equity, and Inclusion (DE&I), Unilever reaffirms its commitment through three pillars: gender equality, disability inclusion, and the elimination of discrimination. This is evidenced by the 443 female employees participating in the Women in Engineering Leadership Fellowship (WULF) program, which represents women at the senior management level and reaches 44.8% of the workforce (Unilever, 2024).

This shows that Unilever incorporates the principle of social sustainability into Green HRM, where diversity and inclusion are seen as social and innovative capital. According to Yunaningsih et al., (2024), organizations with broad gender representation and structural inclusion programs tend to be better able to implement green innovations. Additionally, the WULF program enhances women's leadership and strengthens a sustainability-oriented talent pipeline, as companies create value for employees as internal stakeholders, aligning with stakeholder theory (Freeman, 1984).

However, data linking participation in ED&I programs to concrete contributions to sustainability practices or green innovation has not yet been included in the report. This aligns with the recent literature by AlKetbi & Rice (2024), which found that diversity programs that are only formal or symbolic do not automatically lead to changed employee behavior toward environmental agendas.

Overall, Unilever's ED&I strategy focuses on sustainable and inclusive human resource development. The company's social legitimacy and opportunities for green innovation are strengthened by programs such as WULF and by high female representation. However, to determine the extent to which this initiative truly influences green behavior and employee contributions to sustainability, further primary data research is needed.

Synthetic Results, analysis of PT Unilever Indonesia's 2024 sustainability report shows that the company's Green HRM approach integrates sustainability principles into various aspects of human resource management. According to stakeholder theory (Freeman, 1984) and recent research on green recruitment, fair and inclusive recruitment practices enhance organizational social legitimacy and innovation capacity. Consistent with the findings J. Ahmad et al. (2023) dan Yafi & Tehseen (2021) regarding green learning, developing competencies through digital platforms and the 70-20-10 model supports sustainable learning and resource efficiency. A study conducted by Wang et al. (2025), showed a positive relationship between employee support and participation in green practices. Consistent with Yunaningsih et al. (2024) dan AlKetbi & Rice (2024), a commitment to diversity, equity, and inclusion (DE&I) affirms that a fair and diverse work environment enhances employee participation and green innovation.

Overall, these findings reinforce the idea that GHRM can be a strategic mechanism for companies, making a tangible contribution to social, environmental, and economic sustainability.

CONCLUSION & SUGGESTION

Overall, Unilever Indonesia's green human resource management (GHRM) approach demonstrates a commitment to social, environmental, and economic sustainability. Sustainability reports, however, only include descriptions of policies and programs and lack data demonstrating the actual contribution of employees' green behavior. Therefore, further research is needed to evaluate the effectiveness of the Green HRM method in promoting green cultural transformation, using primary data such as observations, surveys, or interviews. Additionally, companies can create green performance indicators for employees to measure how recruitment, training, wellbeing, and ED&I programs impact sustainability goals. By following these steps, Green HRM can function as a more measurable strategic mechanism to drive green innovation and corporate social legitimacy.

REFERENCES

Ahmad, F., Hossain, B., Mustafa, K., Ejaz, F., & Khawaja, K. F. (2023). *Green HRM Practices and Knowledge Sharing Improve Environmental Performance by Raising Employee Commitment to the Environment*.

Ahmad, J., Al, A., Masukujjaman, M., Khan, Z., Makhbul, M., Anuar, K., & Ali, M. (2023). Heliyon Modeling the workplace pro-environmental behavior through green human resource management and organizational culture : Evidence from an emerging economy. *Heliyon*, 9(9), e19134. https://doi.org/10.1016/j.heliyon.2023.e19134

AlKetbi, A., & Rice, J. (2024). The Impact of Green Human Resource Management Practices on Employees, Clients, and Organizational Performance: A Literature Review. *Administrative Sciences*, 14(4). https://doi.org/10.3390/admsci14040078

Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.

Darmawan, E., Endro, W., Radianto, D., Kaihatu, T. S., & Utami, C. W. (2025). *Revealing The Importance Of Green Collaboration In Green Innovation : Entrepreneurial Marketing Perspective*.

27(1), 1–10. https://doi.org/https://doi.org/10.9744/jmk.27.1.1-10

Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. Pitman.

Gazi, A. I., Dhali, S., Masud, A. Al, Ahmed, A., Amin, M. Bin, Chaity, N. S., Rahman, A., Senathirajah, S., & Abdullah, M. (2024). *Leveraging Green HRM to Foster Organizational Agility and Green Culture : Pathways to Enhanced Sustainable Social and Environmental Performance*.

Hameed, R., Mahmood, A., & Shoaib, M. (2022). The Role of Green Human Resource Practices in Fostering Green Corporate Social Responsibility. *Frontiers in Psychology*, *13*(April). https://doi.org/10.3389/fpsyg.2022.792343

Koman, G., & Boršoš, P. (2024). *Sustainable Human Resource Management with a Focus on Corporate Employee Recruitment*.

Nugroho, M., Cahyono, B., & Gunawan, R. H. (2022). Model of Green Human Resources Behavior Based on Green Behavior Training, Green Competence, and Affective Commitment on Green Value. *Global Review of Islamic Economics and Business*, *10*(1), 97–107.

OECD. (2023). *Sustainability Policies and Practices for Corporate Governance in Asia*. https://doi.org/https://doi.org/10.1787/factbook-2023-en

Palupiningtyas, D. (2024). Green HRM: Strategies for Sustainable Business Practices and Employee Engagement. *Management Studies and Business Journal (PRODUCTIVITY)*, *1*(3), 386–401. https://doi.org/10.62207/dhfpj238

Pham, D. D. T., & Paillé, P. (2019). Green Recruitment and Selection: An Insight Into Green Patterns. *International Journal of Manpower*, *41*(3), 258–272. https://doi.org/10.1108/IJM-05-2018-0155

Renwick, D. W. S., Redman, T., & Maguire, S. (2013). *Green Human Resource Management : A Review and Research Agenda*. 1–35.

Ridwan, M., AM, S., Ulum, B., & Muhammad, F. (2021). Pentingnya Penerapan Literature Review pada Penelitian Ilmiah. *Jurnal Masohi*, *2*(1), 42. https://doi.org/10.36339/jmas.v2i1.427

Setyaningrum, R. P., & Muafi, M. (2023). Green Human Resources Management on Business Performance: The Mediating Role of Green Product Innovation and Environmental Commitment. *International Journal of Sustainable Development and Planning*, *18*(1), 209–220. https://doi.org/10.18280/ijsdp.180122

Shayan, N. F., Mohabbati-kalejahi, N., & Alavi, S. (2022). *Sustainable Development Goals (SDGs) as a Framework for Corporate Social Responsibility (CSR)*. 1–27.

Soekotjo, S., Kuswanto, H., & Setyadi, A. (2025). *A Conceptual Framework for Sustainable Human Resource Management : Integrating Ecological and Inclusive Perspectives*. *2023*, 1–29.

Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D (Edisi Revisi)*. Alfabeta.

Torelli, R., Balluchi, F., & Lazzini, A. (2020). Greenwashing and environmental communication: Effects on stakeholders' perceptions. *Business Strategy and the Environment*, *29*(2), 407–421. https://doi.org/10.1002/bse.2373

Unilever. (2024). *Laporan Keberlanjutan PT Unilever Indonesia Tbk Tahun 2024*.

Utama, E. P., Meiliani, & Anggarawati, S. (2022). Praktik Green Human Resource Management Pada Pt Bank Bengkulu. *Student Journal of Business and Management*, *5*(3), 837–861.

Wang, Y., Ummar, R., Qureshi, T. M., & Haq, J. U. (2025). *Employee Sustainability : How Green Practices Drive Employee Well-Being and Citizenship Behavior*.

Waruwu, M. (2024). Metode Penelitian dan Pengembangan (R&D): Konsep, Jenis, Tahapan dan Kelebihan. *Jurnal Ilmiah Profesi Pendidikan*, *9*(2), 1220–1230. https://doi.org/10.29303/jipp.v9i2.2141

World Economic Forum. (2024). *World Economic Forum Annual Report 2023–2024*. https://www.weforum.org/reports/annual-report-2023-2024

Yafi, E., & Tehseen, S. (2021). *Impact of Green Training on Environmental Performance through Mediating Role of Competencies and Motivation*. 1–15.

Yunaningsih, A., Johan, A., & Rahmayanti, R. (2024). Fostering innovation through green HRM: The mediating role of organizational support and green commitment. *Asian Management and Business Review*, *4*(2), 293–307. https://doi.org/10.20885/AMBR.vol4.iss2.art8