



NEWSLETTER

<http://nwow4net-zero.eu>

April 2023

The NWOW4Net-Zero project aims to contribute to the EU-carbon neutrality ambition by leveraging new ways of working and work organisation resulting from increased use of digital solutions through a “toolbox” and dedicated training for HR Professionals.

INSIDE THIS ISSUE

Focus on NWoW and Responsible IT



HR Leaders

Positioning HR leaders as key actors in the journey to net-zero emissions



Digital Solutions

Leveraging digital solutions in the workplace to contribute to carbon-neutrality



Agents of Change

Empowering HR professionals to become effective agents of change



Sustainable Organisations

Indirectly supporting organisations in developing sustainability



Three toolkits for action:

A checklist of concrete actions HR Directors and their teams can implement to contribute to the European ambition of carbon neutrality



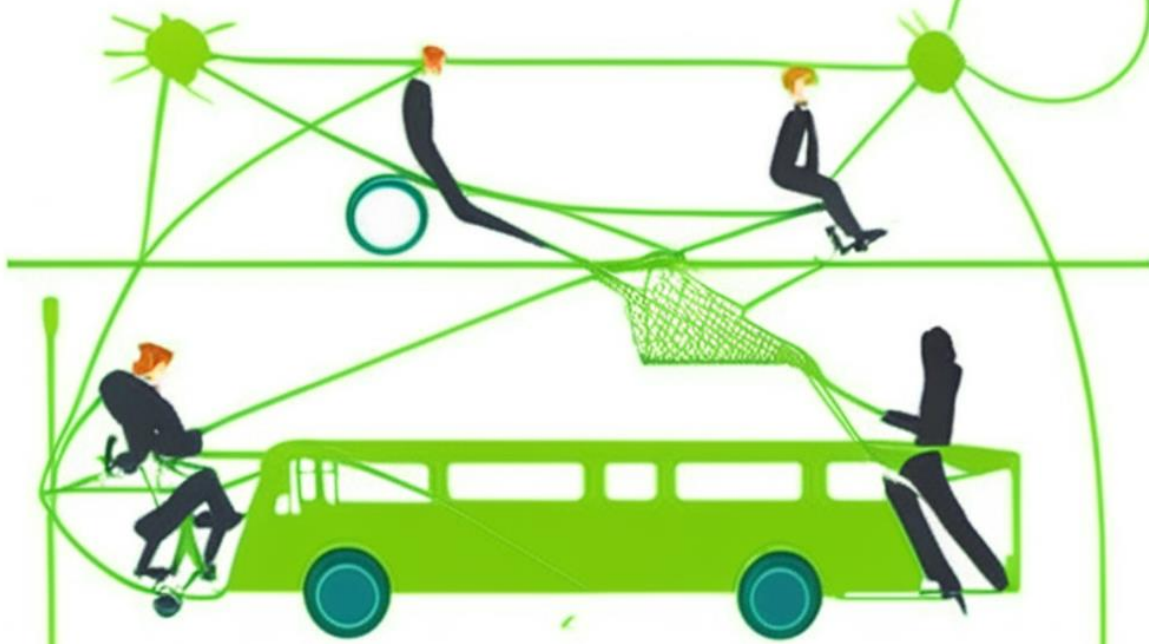
François Pichault
(HEC Liège/LENTIC)

“Acting to reduce carbon emissions involves working on organisational and managerial culture.”



Vincent Courboulay (Institut du Numérique Responsable)

“Embarking HRDs in a responsible digital approach makes sense, especially from the perspective of new hybrid ways of working.”



Commit to Net Zero: THREE TOOLKITS FOR HR PRACTITIONERS

HR Directors and their teams can contribute to the ambition of reducing carbon emissions through a range of very concrete solutions and tools.

In the framework of the NWoW4Net-Zero project, many solutions have been curated by the partners and categorised in three "toolkits". These toolkits can be used independently or in combination: they were designed using the same structure, around six categories:

- **Stakeholders** - Identifies the internal or external partners with whom HR managers and their teams need to engage with. The section describes their roles, and the interactions to be developed with them.
- **Culture** - To move towards the goal, HR managers and their teams will need to create a culture of sustainability in collaboration with employees.
- **Tools** - Concrete and actionable instruments to contribute to the organisation's carbon reduction goals.
- **Processes** - Describes the adaptations that need to be made to traditional HR processes in order to achieve the desired changes.
- **Inspirational initiatives** - Examples of existing actions and best practices for inspiration.
- **Recommendations** - Advice to help HR managers make their actions and proposals more consistent in their approach to the challenge of carbon reduction.

THREE TOOLKITS FOR ACTION IN THREE KEY AREAS:



NWoW

Ways of organising and hybridising work to contribute to the objective of reducing environmental impact



Work-Related Mobility

Solutions to reduce the carbon footprint of commuting to and from work



Digital

Lever to help reduce carbon footprint through responsible use of digital technologies, in the workplace and while working remotely



FRANÇOIS PICHAULT,

Professor of Human Resources Management
(HEC Liège / LENTIC / Université de Paris-Dauphine)

"One of the interests of making HR Directors play a more ambitious role in reducing carbon emissions is to force them to come out of their comfort zone, François Pichault explains. As I have long believed, if an HRD wants to be (more) influential, they must manage to do something beyond the specific field of HRM. This can be done in various fields, certainly including the field of sustainable development."

There are at least three dimensions the HR Director should invest in. "Everything to do with the organisation of work - particularly in the New Ways of Working -; issues of mobility (from home or other places to the workplace and vice versa) - which has traditionally been handled outside the HR department -, and the use of IT tools - particularly in connection with remote working. It should be noted that a lot of academic work shows that the (positive) effects of remote on carbon emission reduction is not as obvious as first suggested..."

Read the full interview on <http://nwow4net-zero.eu/>

VINCENT COURBOULAY

Co-founder and Scientific Director
Institut du Numérique Responsable

The Institut du Numérique Responsable brings together companies and organisations that share and promote research in environmentally friendly, inclusive, solidarity-based and ethical digital technology.

"It makes sense to involve HR Directors in a responsible digital approach, especially when considering new hybrid work practices, explains Vincent Courboulay. A good way to do this is to apply the approach we have at the Institut du Numérique Responsable : understand, measure, decide, act."

The priority ? "Define a strategic roadmap, based on concrete and effective measurements, defining indicators, implementing a skills-enhancement programme, signing a charter, and participating in global events - such as Digital Clean-up Day, a global awareness day of the environmental footprint of digital technology. This roadmap must be realistic, time-bound and sustainable if it is to be successful."

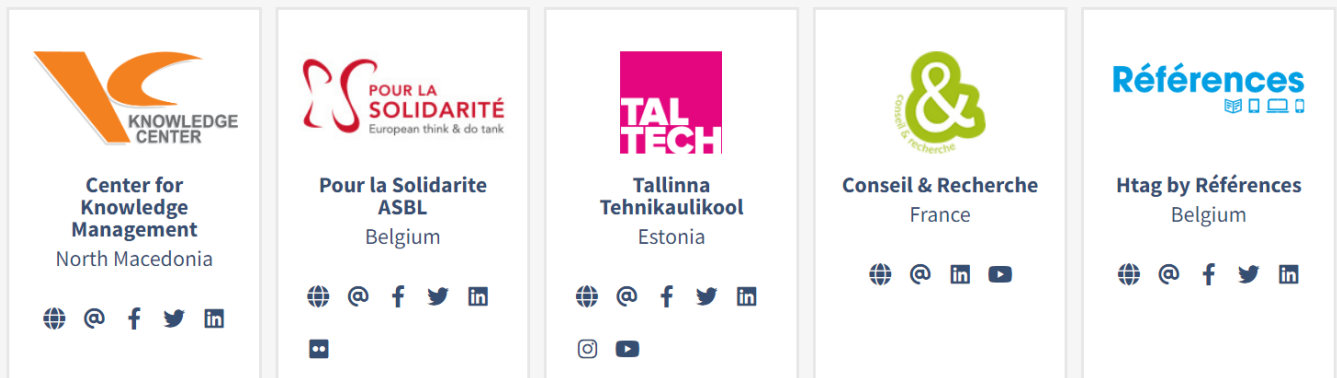
Read the full interview on <http://nwow4net-zero.eu/>



ABOUT THE PROJECT

The NWoW4Net-Zero project aims to contribute to the EU-carbon neutrality ambition by leveraging new ways of working and work organisation resulting from increased use of digital solutions through a “toolbox” and dedicated training for HR Professionals.

PROJECT PARTNERS



OUTCOMES TO DATE

The first stage of the project consisted of a literature review conducted by Conseil & Recherche. To complete it, a dozen interviews with experts were conducted by Références and Conseil & Recherche, in addition to focus groups bringing together HR managers and professionals specialised in the field (mobility managers, IT managers) by the project partners, covering three areas: new ways of working and hybridisation of work; professional mobility; and responsible IT.

Based on a matrix allowing a consistent approach for the three areas, three toolkits were developed to enable HR managers and their teams to contribute to the objective of reducing carbon emissions.

NEXT STEPS

The project partners are now working on developing an innovative methodology to customise the learning process of these three modular toolkits to the specific situation of each user and the context of their organisation.

This should result in training pathways that will provide HR managers with relevant knowledge and development opportunities. This means that when the organisation evolves or the HR professional changes organisation, they will be able to find a new training pathway to enable them to act in their new context and contribute to the carbon reduction objectives.