

# Chapter 2

## Advancing Circular Economy Through B Corp Certification and Green HRM Practices

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### **ABSTRACT**

*In today's business environment, sustainability prompts a reassessment of corporate strategies to encompass social and environmental objectives alongside economic goals. However, the convergence of circular economy (CE) with human resource management (HRM), particularly within the context of benefit corporations (B Corps), remains largely unexplored. This chapter aims to address this gap by constructing an integrative framework that highlights the key role of green HRM in reinforcing CE practices and policies, with a specific focus on B Corps. By examining the intersection of these areas, the chapter seeks to illuminate the synergies between B Corp certification, green HRM practices, and circular economy models. Employing systematic literature review methods and qualitative data analysis with Atlas.ti software, it offers insights into theoretical foundations, practical implications, and avenues for future research. Findings underscore circular economy's transformative potential and advocate for integrating green HRM practices into organizational strategies, fostering sustainability.*

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## 1. INTRODUCTION

In the contemporary business landscape, sustainability has emerged as a crucial concern, necessitating a reevaluation of corporate strategies to encompass social and environmental objectives alongside economic goals. Central to this paradigm shift is the adoption of circular economy premises, which offer a promising avenue for sustainable development. However, the intersection of circular economy with human resource management, particularly within the context of B Corps remains relatively unexplored. This chapter seeks to fill this void by constructing an integrative framework that highlights the pivotal role of green HRM in reinforcing circular economy practices and policies, with a specific focus on the context of B Corps.

As environmental concerns escalate, organizations are prioritizing the implementation of sustainable practices, with circular economy emerging as a key strategy to address environmental challenges. By advocating for resource efficiency, waste reduction, and product lifecycle extension, circular economy frameworks promote a regenerative approach to resource management. Concurrently, the emergence of green HRM practices underscores the importance of embedding environmental considerations into HRM processes, ranging from recruitment to performance management. Through initiatives such as green training and involvement, organizations aim to cultivate a workforce that is aligned with sustainability principles, thus harmonizing organizational goals with broader societal objectives.

This chapter endeavors to provide robust theoretical premises and actionable insights into organizational adaptation and innovative work practices. Drawing upon interdisciplinary perspectives from organizational theory, strategic management, and sustainability studies, the chapter elucidates the intricate interplay between circular economy principles, B Corp certification, and green HRM. Leveraging the qualitative data analysis software Atlas.ti, the chapter employs a systematic literature review approach, utilizing the Web of Science database to access a vast repository of scientific articles. Atlas.ti enables researchers to systematically code, categorize, and analyze textual data from various sources, facilitating the identification of patterns, themes, and relationships within literature. By organizing and managing large datasets, Atlas.ti streamlines the review process, enhancing efficiency and rigor.

This methodological choice offers several advantages, including comprehensive coverage of peer-reviewed literature, rigorous quality control, and the ability to identify key trends and emerging research areas. Specifically, the systematic literature review with the PRISMA model, allows for a thorough analysis of existing research on circular economy, B Corps, and green HRM, providing a robust foundation for the chapter's theoretical and conceptual development.

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