


Chapter 5


Strategic Human Resource Management for the Advancement of Climate Change Resilience and Mitigation

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ABSTRACT

This chapter explores the integration of climate change mitigation and resilience strategies within organizational frameworks through strategic human resource man-

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agement (HRM). By aligning HR practices with sustainability goals, organizations can foster a workforce equipped to address environmental challenges. Key strategies include developing green competencies, promoting eco-conscious behaviors, and enhancing employee engagement in sustainability initiatives. The chapter examines how HRM can drive organizational resilience by embedding climate-focused policies in recruitment, training, performance management, and leadership development. It highlights the role of HR in cultivating a culture of environmental stewardship, enabling organizations to adapt to climate-related risks while contributing to global sustainability efforts. Practical implications and future research directions are discussed to advance the intersection of HRM and climate action.

1. INTRODUCTION

The escalating impacts of climate change—ranging from extreme weather events to rising sea levels—pose serious challenges for societies and economies worldwide. Governments, civil society, and businesses must act collectively to mitigate environmental damage and build adaptive resilience. However, the role of human capital in this global response remains underemphasized. Strategic Human Resource Management (SHRM), traditionally focused on aligning HR practices with organizational objectives, can evolve into a critical driver of environmental sustainability.

While environmental management has often been confined to operations, facilities, or supply chain departments, the HR function can play a central role in fostering a culture of sustainability and climate awareness. SHRM can facilitate the recruitment, development, and retention of employees who are aligned with environmental goals, thereby embedding sustainable thinking into the core of business practice. Moreover, HR strategies can support organizational resilience, preparing firms to adapt to climate-induced disruptions. Climate change represents one of the most urgent and complex global challenges of the 21st century. The increasingly frequent and severe impacts—ranging from rising sea levels, extreme weather events, water shortages, biodiversity loss, and environmental degradation—threaten not only ecosystems and human health but also the continuity of business and economic systems. According to the Intergovernmental Panel on Climate Change (IPCC, 2023), without significant and sustained global efforts to mitigate greenhouse gas emissions and enhance adaptation strategies, the risks to both the natural environment and socioeconomic structures will escalate substantially. This existential threat compels organizations across all sectors to re-examine their operational models and contribute meaningfully to both climate change mitigation and resilience building. In this context, the role of human capital and, more specifically, Strategic Human Resource Management (SHRM), has gained renewed importance. Traditionally, efforts to address climate

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