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Saving the Planet: A Guide for Organisations to Formulate a Green Policy

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ABSTRACT

Organisations are now required to consider their impact on the environment, rather than focus entirely on their own objectives for profit generation and service delivery. An effective environmental or 'green' policy is, thus, essential. This necessitates an external rather than internal perspective. There is recognition by organisations that public image will be affected by such policies and their operation in practice. This article addresses the key facets of such policies, to assist organisations in their construction. The need to set goals that are aligned with the business objectives, create an appropriate culture as well as programmes, such as on transport and recycling, is paramount. Educating the staff and effective communication should be prioritised, in order to implement this policy. External aspects should be addressed, utilising effective change management. These projects and measures should be properly resourced. The focus should be on customers and suppliers, to ensure that such 'green' policies are effective. Organisations should be prepared to exclude parties who do not align with these policies from their operations, as far as possible. The director of an international company in the 'green' energy sector was interviewed. A selection of the principal journals was surveyed to select key articles on this theme. The data was then analysed and the main themes extracted for this exploratory research.

Keywords: green policy, green energy, environmental policy, green culture, sustainability measures, environmental goals

Introduction

Organisations have a vital role to play in improving the state of and reducing negative impact on the environment. This will be via voluntary measures as well as adherence to compulsory regulation. An example of the latter is the proposed future ban on the sale of new petrol and diesel vehicles, set by several countries. This will affect organisations in respect of staff transport and supply chains, for instance. Stakeholders, including customers, staff, owners, suppliers and government, will also have expectations and make demands of organisations, regarding environmental practice.

The creation of a Green Policy by an organisation, in order to establish practices that have positive effects on the environment, is therefore, the subject of this research.

Definitions of key terms are provided (Cambridge Dictionary, 2024). The appropriate definitions have been selected.

'Green' is 'relating to the protection of the environment'.

'Policy' is 'a set of ideas or a plan for action followed by a business, a government, a political party, or a group of people'.

'Environment' is 'the air, water, and land in or on which people, animals, and plants live'.

This is a macro level definition, addressing the global view, and a micro level definition is shown below, considering the individual perspective,

'the conditions that you live or work in and the way that they influence how you feel or how effectively you can work'.

The notion of a Green Policy for an organisation, to consider the impact on the environment, is thus defined as the selected topic for this research.

'Corporate Social Responsibility' (CSR) is 'the idea that a company should be interested in and willing to help society and the environment…' as well as fulfilling its own economic aims.

Environmental or Green Policy also includes CSR, as defined. CSR Policy usually comprises an organisation's statement on sustainability for its external stakeholders. The remit of this research utilises an holistic view, including the internal and external policies of organisations.

Problem Statement

The urgent requirement to protect and improve our environment is the motivation for this research. Failure to address such issues, as profit-generation was prioritised, has led to a critical position, regarding the global environment. Organisations have a key role to play in restoring and improving this situation. This ranges from creating policy to make positive contributions to the environment to running projects that deliver improvements in this sphere.

The global objectives for the environment have been set by the United Nations, in the form of their sustainable development goals (United Nations, 2015). Organisations comprise a vital part of the initiative to fulfil these aims. There have been problems in attaining the latter objectives. Several examples of key areas where progress has been slow are discussed below (citations from Statista), together with potential activities that organisations could perform to contribute to these areas.

The majority of countries that have imposed a ban on sales of new petrol or diesel vehicles (60 currently) have set dates from 2035 or later for this to come into effect (Buchholz, 2024b).

Organisations can assist this effort by giving incentives to staff using green methods of transport and encouraging suppliers to convert to such methods:

Few countries have plastic bottle recycling schemes, with around 30 countries recorded as having such facilities (Buchholz, 2024a).

Organisations can have recycling schemes for their products and premises, including plastic waste.

Waste disposal is also problematic, with large percentages of national waste still going to landfill, rather than being recycled. The Americas (United States, Canada and some of South America), for example, is recorded as having over 56% of all waste being sent to landfill (Buchholz, 2023).

Organisations can initiate recycling schemes to reduce their total waste produced.

The 66 countries that have committed to achieving a carbon neutral position have mostly set dates on or after 2050 (Zandt, 2021). This entails reducing and offsetting carbon emissions to obtain a neutral position, in terms of environmental pollution.

Organisations can commit to achieving carbon neutrality in their operations, using carbon offsetting schemes to assist this objective, for instance

Attitudes towards green issues have also been slow to change, according to this source. A survey was performed to ascertain views on the environment (by Statista). This revealed that on or over 60% of the respondents, in a majority of the countries studied, did not think the environment was a major issue (Fleck, 2024).

Organisations can run courses and utilise communications to educate staff, shareholders, customers and suppliers on green issues and the potential threats. An inclusive approach to formulating strategy in this area should be taken, encouraging input from stakeholders, thus enlisting their support. This is an opportunity for organisations to demonstrate leadership on environmental matters in their spheres of influence.

Research Objective

The objective of this research is to provide a guideline for organisations to create a policy that addresses issues in the environment. The process and format of this policy will be considered and recommendations made, in order to assist practice and contribute to theory, in respect of organisational behaviour.

Methodology

This is exploratory research with the principal aim of investigating the area of organisations constructing a Green Policy, that is designed to address environmental impact. The main question was, therefore, 'how can organisations create a Green Policy?'. This should address the process and contents of such a policy.

Semi-structured interviews were conducted with the Director of a 'Green' Energy company. A survey of the recent literature in this research area was conducted, focusing on selected principal journals. The data gathered from the interviews and literature search was then analysed and the key themes were extracted. These were then organised using a structure of main themes. The interview results were related to the literature in order to further analyse this data by establishing common links.

An inductive, 'grounded' approach was adopted, identifying the themes without using a predefined coding structure (Easterby-Smith et al., 1991; Blair and Pagano, 2021a). An attempt was then made to make recommendations in this area of practice, comprising organisational policy on the environment. A template for such policy was constructed to contribute to the spheres of academia and practice, as well as summarise the knowledge acquired in this research (as per Blair, Pagano and Burns, 2019).

The framework from an article that proposed a symbiotic relationship between technology and the environment, via a literature review, was utilised to organise this research (Blair and Pagano, 2021b). This allowed the framework to be tested with practice data, as well as providing an organising device for this work and extending its form. The main factors were: power; recycle; regulate; innovation. These were used to categorise the research themes, according to their principal focus. These are detailed below, as adapted for use with this research:

Power / Resources. green sources of power should be used and the organisation's resources should be created in a sustainable manner;

Recycle. The organisation should have circular processes, as far as possible, so that outputs can be reused internally or externally;

Regulate/Manage. Rules are created to promote sustainability and social equity. These can be regulations imposed on the organisation or internal codes of conduct. Management of the organisation should be focused on achieving and maintaining sustainable practice;

Innovation. Technological initiatives can support and enable sustainable operations. Innovation can also be encouraged in the personnel, thus obtaining suggestions for improvements in terms of activities to promote sustainability. These could be regarding processes, for example organising work, as well as technologies.

Literature Review

A review of the literature was conducted, examining the principal journals. Current articles on the topic of formulating a Green Policy for organisations were selected and analysed to discern

the key themes. These themes were produced using inductive methods and then organised via a framework from an article on the environment.

Power / Resources

Kaplan and McMillan (2021) propose an updated version of the traditional 'Balanced Scorecard' model, incorporating ESG factors. This utilises a perspective of the 'triple bottom line' (Elkington, 1997), thus permitting social and environmental aspects to be considered, as well as economic issues, in organisational decision-making. The article employs several examples to illustrate the techniques. The aim is to contribute to the ecosystem by embracing a system that includes all stakeholders, so the gains of the public or private enterprise are shared and, hence, owned by all of the associated parties. This could mean encouraging suppliers via investment and educational programmes, thus improving the network. Product development is then regarded in an holistic way, rather than former exploitative viewpoints, namely seeking the lowest prices for inputs, including labour and raw materials with the highest margins on the final, finished products. The development of appropriate key performance indicators with metrics in all spheres, economic, social and environmental, is central to this approach, which can be utilised in both public and private sectors. The importance of the social and environmental perspectives can be assured by the presence of such indicators, for example carbon captured, reduction in emissions, increase in use of 'clean' energy sources such as wind power and contribution to microfinance to improve supplier companies. The key aspect is to redefine the learning in the organisation to create a new value proposition for the stakeholders, leading to the revised financial position, based on these inclusive values.

Recycle

The principles of the 'circular economy' are discussed, in terms of organisational strategies, by Atasu et al. (2021). The objectives are to conserve resources by recycling or preserving products, utilising environmentally-friendly means, while obtaining value for the organisation. Several

techniques are identified and examples given, as illustrations, by these authors. These assist in creating the 'circular' aspect, reducing waste and environmental impact via recycling products or extending their period of use. This contrasts with the standard process of making a product then using it and disposing of it after use, which has an impact on the environment.

Products and the production processes can be designed to enable recycling. This will depend on the products themselves and their base components as well as the technology to enable recycling. The environment will also influence this decision, for example a high demand for recycled products (such as pre-owned clothes and cars). The recycled components may be used in other products, unrelated to the original ones (for example, metals).

The use of techniques and materials to extend the useful life of the product is another option. This will defer replacement, thus saving resources. It may also give the product a competitive advantage over more disposable alternatives.

The retention of ownership, to guarantee recycling and appropriate maintenance, is another possible practice. A leasing agreement could be utilised, so that the seller retains ownership of the product, in order to facilitate the recycling process (for example photocopiers).

The selection of the appropriate technique depends on the type of product, demand and regulations, for instance. The ease with which products can be returned (for example, plastic bottles) and the potential value that can then be extracted, are the criteria for decision-making, regarding the preferred organisational strategy in this area.

An analysis of the 'circular economy' is provided by Mayers et al. (2021). This article considers the main features of this concept and suggests areas where it may have problems in its operation. The circular economy promotes the use and reuse of products with recycling of waste to generate more products, thus avoiding the typical linear production model of 'make, use then dispose', as noted previously. This represents a more

sustainable philosophy, reducing the environmental impact of production via a circular movement of materials and products. The article addresses the problems with this approach. The degradation of materials that are subject to recycling is mentioned, as repeated recycling causes the resulting products to be reduced in terms of quality.

The complexity of current production techniques and products may also be problematic for increasing their useful working life. The potential for replacement and repair may be reduced, in this instance.

The issue of consumer expectations, being raised by higher standards of living and advertising is mentioned. This may mean that products could be replaced by newer versions, before the end of their useful life, due to fashion trends, for instance. Recycled products may be considered to be inferior or outdated and, therefore, may not be purchased.

There are problems with leasing schemes or using recycled products, for example, in that they could actually encourage more consumption by permitting additional users, who may have formerly been excluded by the expense of new items. The transport required to move lease products to the required location for use may actually create more environmental damage. Environmentally-friendly products, such as wind turbines, could be manufactured using techniques that create pollution, for instance. The retention of existing products for extended periods of use may actually be inefficient in that this stops the adoption of newer, more efficient products, leading to a greater net impact on the environment. The repair of older products may no longer be possible with parts designed for newer products, given the progression of designs.

The protection of the environment thus requires careful consideration of the actions to increase sustainability, in terms of resource usage, in order to ensure that these are not counterproductive, according to this article. The problem of over-consumption of resources also needs to be addressed, rather than focusing entirely on the extension of the useful life of products.

Young et al. (2021) discuss the issues around sustainability and the implications for organisations in terms of resource scarcity. This article suggests that the emphasis on sustainable practices will lead to shortages of resources in this area, due to organisational demand. Examples of recycled plastics, sustainable cotton and batteries are given. The demand for carbon credits is also estimated to outstrip supply by 2030. The methods for resolving these problems are outlined. The suggestion is that sustainability should be treated as a form of competition, in respect of gaining advantage over other organisations who are competing for such resources.

Organisations can enter into long-term contracts with suppliers of such products and services. Vertical integration could be employed in the supply chain, as key suppliers are taken over by their customers. New supplier companies can be formed by larger organisations and their partners, to supply dedicated resources in order to satisfy sustainability requirements. Alliances can be formed between organisations, comprising both public and private sector, to expedite these supplies. Innovation can be utilised to redesign products to reduce or eliminate the requirement for scarce sustainability inputs in their production. This article, hence, advocates a proactive approach to managing sustainability inputs for the value chain.

The requirement for identifying and testing techniques to address resource issues in sustainable practices was noted. This should permit decisions and plans in this sphere to be tested, in order to improve understanding of potential resources required and outcomes, in respect of key areas.

Regulate / Manage

The 'sceptical stakeholder' in public sector environmental innovation projects is discussed by Kroh and Schultz (2023b). This comprises stakeholders who do not, initially, support the projects and may doubt the methods and objectives. This group may be persuaded to align themselves with the projects' intentions or they may actively seek to delay or terminate the projects. An empirical analysis of data from over one hundred urban environmental development projects in Germany occurred. A statistical analysis of the results was

utilised to test a number of hypotheses and obtain the results.

This group of stakeholders was viewed as being important in assisting the project. The perspective was that they could supply 'creative dissonance', in questioning the rationale, including the proposed objectives and methods. This could actually strengthen the project by exposing flaws and forcing the project team to pay attention to these stakeholders' views and the areas under scrutiny. The requirement for innovation and correct resourcing is emphasised here, in respect of the project solutions.

The need for a formal management structure and project management methods was noted as being important in driving the project forward, although this structure should not be excessive as it was viewed as, possibly, hampering flexibility in responding to stakeholders and the associated challenges. The importance of technical knowledge and diversity of personnel, in terms of their specialisms, together with the ability to manage the stakeholders was highlighted, in respect of the project team.

The sample was located in the public sector and involved environmental improvements so public interest was increased. The requirement to consult the stakeholders and try to obtain their support was viewed as vital for a successful outcome. An example was given where successful collaboration with stakeholders resulted in an innovative project design being delivered for an urban energy project.

A longitudinal study, over several years, of a public sector urban environmental project in Finland using qualitative methods was discussed by Lehtimaki et al. (2023). This demonstrated how the project team could use key stakeholder contacts in the local authority to deliver the project outcomes. Several critical behaviours were discerned by the project team and researchers, in collaboration. These were viewed as vital in delivering the project.

The initial aim is to encourage staff to collaborate and ensure that support is available for the project. The required changes in organisational procedures should be commenced. Resources for the project delivery should be obtained. The changes should be delivered and increased communication and interaction occur to facilitate the required outcomes. Reflection should occur and adjustments to the delivery and objectives be made, as necessary. The project and feedback should be re-evaluated and final choices made, using agile methods. The change procedures should be established and embedded to deliver the sustainability objectives, initially as pilot projects.

A significant contribution was the development of a partnership approach to contracts, rather than taking a more transactional view with more prohibitive clauses. The notion of 'partnership dialogue' was introduced, representing a more collaborative approach to project discussions. This project generated learning that was disseminated to similar public sector initiatives.

The importance of stakeholder management is illustrated by Kroh and Shultz (2023a). The involvement and support of stakeholders is viewed as vital to successful implementation as well as the definition and achievement of the project objectives.

This article focuses on data from urban environmental development programmes located in Germany. The large number of stakeholder groups, both internal and external to the project, was considered along with the level of their involvement. The use of technology to manage these stakeholders was examined as a key element. The requirement was for the project to focus on selected stakeholders and groups then use digital tools to enable and support their involvement. A large number of stakeholders and groups could be a negative influence as competing demands and conflicting views could cause issues for the project. The use of digital tools here may exacerbate this problem by creating an information overload, excessive support requirements and conflicting data, requiring reconciliation by the project team. A high level of involvement, perhaps via these digital tools, is necessary to assist the project, in the case of key stakeholders. This could be problematic, though, if large numbers of diverse stakeholders

engage intensively with the project, thus causing delays in progress and resourcing issues.

The requirement is, therefore, for the project team to identify the important stakeholders in the project and organisation, as well as externally. Digital mechanisms can be setup to gather data and communicate with them. The complex nature of public urban projects, committed to improving environmental issues, with a large, diverse range of stakeholders and limited budgets, make them difficult to successfully manage and implement. Digital systems are a vital resource for communicating in these enterprises, identifying the key stakeholders and setting appropriate systems with filters to facilitate this process.

Organisations may respond to anticipate regulatory changes in environmental policy by government. This is considered by Kim et al. (2024) in their research into the behaviour of the European Union and its member states, in respect of these policies regarding electric power and pollution. This focused on communications and the decision-making involving the key stakeholders. The organisations may implement changes to comply with expected amendments to environmental policy at a national level. This will depend on the degree of certainty that these changes will be implemented, based on communications with the state (as well as the European Union Commission administration, in this case) and previous governmental behaviour in this area. The potential for organisational benefits in making the changes in advance will assist in the decision to implement. This may include consideration of potential losses or penalties for later adoption of the anticipated regulatory changes, as well as relative gains in terms of their competitors. The position of the organisation and situation in relation to competitors will also be a contributory factor in this decision-making.

The attitude of key stakeholders in individual organisations, their stated Green Policies as well as experience in and resources for making such changes are all potential internal factors in the decision to commission such changes to comply with anticipated regulation in sustainability and environmental protection.

The use of certification to validate organisations' environmental credentials is the topic of Love et al. (2024). The aim is to create system change in terms of positive contributions to the environment, including air and water quality, biodiversity and equity in society, for instance. This is defined as regeneration, that includes creating the rationale for this to occur. The premise is to benchmark the measures applied via checking for standards and, thus, granting certificates to demonstrate that the requisite level has been attained. This should permit comparison within and across sectors. A more holistic perspective can therefore be taken, in order to give external recognition to internal efforts to apply sustainable practices. Certification can occur at different levels, according to these authors. These are individual businesses, products, ingredients, for example. These could embrace the value chain which will include the suppliers and possibly customers as well. The implication is that the organisation may select alternative suppliers and even refuse to do business with customers, if they do not adhere to the required environmental practices. There is also recognition that the existing value chain may need to be changed to become more regenerative, thus making positive contributions to the environment. The standards should be dynamic, in that processes of improvement should be in place, thus requiring a periodic renewal of the certificate to ensure this is occurring.

There is a scope aspect, in that organisations may need to attain standards in respect of the environment, social and governance. A company with the required environmental standards that does not treat a section of its employees in an ethical way, for example in an exploitative manner, with poor wages and working conditions, may be removed as a partner until the latter's treatment has improved. The certificate may be withheld until this has occurred.

These holistic standards could, currently, be difficult to attain, for example regarding the value chain, as this will involve all of the organisations, from the suppliers to the finished product or service. The need for more formal, auditable standards to appraise organisations' efforts in

terms of sustainability is, thus, suggested. This will give an external perspective and validation to organisational claims and efforts in this area. The case for recognisable standards to be approved by accepted organisations is made. This could give a national and, potentially, global perspective and provide assurance that environmental policies have been implemented and are operational, comprising regeneration. This will give a clearer perspective of the application of environmental policy across the selected areas, permitting comparisons to be made between organisations, industries and even globally, in terms of stimulating regenerative practice and, perhaps, regulating this activity.

Innovation

An article by Hernandez-Lagos and Minor (2022) suggests an approach for organisations to leverage competitive advantage from ESG (environmental, social and governance) practices. The example utilised is from the banking sector. It is proposed that companies are competing for 'ESG-conscious' customers, who are prepared to favour organisations that prioritise these areas. Organisations are also competing for ESG trained personnel and investment that is targeted at ESG activities. A strategy is suggested for organisations to implement in order to be successful in this area.

The objective is to find a 'Green Ocean' activity, where your organisation's performance can surpass that of your competitors, in respect of ESG activities.

The first stage is to explore the environment to identify an ESG activity for which your organisation can outperform the competition. This comprises the 'Green Ocean' activity, where an organisation can outperform their competitors in an area where their competitors are not present or have poor performance. The use of public documents, such as an annual report and accounts, and environmental data can assist this exploration stage. The main competitor had only recently subscribed to environmental targets and had invested heavily in cybercurrency, which had high energy costs in generation. This is, therefore, deemed a suitable focus of competition, namely energy-saving mechanisms for pursuing business.

The next stage is examining the organisation itself to determine its core capabilities in the ESG sphere and any areas of potential exploitation in terms of gaining competitive advantage. An example is given of employment of a minority group. The subject organisation employed a higher percentage than normal but their main competitor employed an even higher percentage, so this was designated as an area where competition was not advisable, until it had been addressed. An organisation could also donate to a charity, for example famine relief in a particular region but this was not in the area of the core business, namely banking, so this was also designated as an area where competition was not advisable. The practice of using energy-saving techniques in business is perhaps more suitable as a 'Green Ocean' activity, given the organisation's outperformance of its competitor.

The execution of this strategy is the next phase. This entails the identification of the main stakeholders to target with communications on this strategy. There should, it is advised, be multiple communications in a planned campaign to reinforce this message and build momentum in respect of fulfilling this potential competitive advantage.

A study of multinational companies investigated effective CSR policies (Marti et al., 2024). A key element was the use of CSR champions throughout the organisation, providing the impetus for change in environmental practice. The companies' attitude to CSR was also critical, in terms of using an experimental approach to obtain optimum solutions. This ensured that local knowledge, derived from implementation of these initiatives, could be utilised to adapt and ensure successful achievement of CSR objectives. Stakeholder involvement and a responsive attitude to feedback from implementation is viewed as being vital to success in this work.

Companies that did not use this approach were less successful in such projects. The business case for CSR should be clear and key managers need to be convinced of the potential benefits to the organisation. This will provide a strong internal rationale for such work.

These are, hence, the factors to scrutinise in respect of achieving success for organisations in their CSR initiatives, according to this article.

The contribution of managers to environmental policy is addressed by Winston et al. (2023). The primary role of middle managers is highlighted, as internal champions of change. The tension between financial and sustainability targets is acknowledged, with such managers being directly involved in reconciling the potential conflicts regarding resourcing and priorities. Levels of organisational maturity were identified, illustrating the degree to which sustainability is embedded in the culture, projects, processes and prevalent in partnerships and internal collaborations. The objective for these managers should be to drive the organisation to progress through the levels, in order to attain the highest one possible for the organisation. These are based on attitude towards sustainability and achievement of the requisite processes to make gains in this area. Organisations can attain characteristics from different levels at different times, hence may not be allocated to one discrete category.

Four levels are envisaged, from the primary one, characterised by scepticism and an attitude that gains in sustainability mean reductions in profits, through building capability, systems and implementing tracking metrics, showing comparisons with other organisations, addressing the value chain, including suppliers, and making strategic partnerships, to the final level, comprising leadership in this area. The latter organisations make a positive impact on the environment and lead by their example. Coalitions of such organisations can lobby for change and create impetus via their own actions, thus enhancing their contribution to sustainability, in respect of the national and international spheres.

The notion of organisations creating social programmes, to deliver significant contributions to society, define and promote their brands, is discussed in Aaker (2024). This contrasts with the view that social and environmental activities always have a negative impact on the financial position of organisations. The traits of such programmes or marketing campaigns were considered. The purpose should be a valid social issue and the brand should make a significant contribution, in this area. There should be good communications with the target audience, promoting the product or service. This should, ideally, create a strong impetus for the brand, demonstrating the organisation's commitment and creating interest in and demand for the products or services. The programme should be scalable, namely be capable of growth in size from an initial pilot to a national or even global scope, with the accompanying increased communications to reach this wider audience. The central notion of a social contribution should be represented by examples that can resonate with the target population. A wide range of examples were discussed, including a campaign for soap that emphasised realistic, natural and diverse standards of beauty, rather than the perfection of the usual models from advertising campaigns. This had a positive effect on the brand, increasing its sales by over 130% in 14 years. A bank was also cited, improving its status as a trusted institution by providing training for customers to enable them to use the digital advances in this industry as well as courses for young people to make them more employable, for example. These campaigns also had strong short-term effects on sales with the increased level of trust probably creating more sales in the long-term.

These campaigns are described as 'signature programs' as they create a distinct perspective of the brand, attracting positive attention for genuine efforts towards a valid social objective. The relationship between financial and social success can, hence, be symbiotic in such initiatives.

Findings

The director of an international company that operates in the green energy sector, who has responsibility for risk and sustainability, was interviewed on several occasions, using a semi-structured technique. The main area of investigation was the formulation of a Green Policy for an organisation. The key themes were discerned from these interviews, as verified with the respondent. Inductive methods were used to identify the themes, which were then organised using a framework from an article studying this area. These themes were also considered using the literature, in order to improve this analysis.

Definitions of key terms were considered by the respondent. This area was said to be, 'Any impact we have on the environment, namely physical or through products.' The holistic aspect of negative effects on the environment is thus considered.

'Governance is the operational framework to do things in an ethical way.' The importance of a decision-making structure to support and promote an ethical, sustainable working environment, is emphasised. Certification could be used to ensure that the required standards are present, also permitting external and internal comparisons (Love et al., 2024).

The individual aspect of sustainability is mentioned by the respondent. An holistic perspective is given, regarding the effects of pollution,

'Ensure individuals live sustainable lives in a safe and clean environment, living unrestricted, fulfilled lives. Climate change restricts this, in respect of living in a world that is clean and safe, by creating barriers for growth.'

Power / Resources

'Encourage use of renewable energy, recycling schemes, use of electric vehicles, cycling and public transport.' The requirement to embrace green energy sources, such a wind turbines and hydro electric power, is stated. The organisation can utilise this in the business, supply chain and staff travel, aiming to reduce its harmful emissions in an holistic manner.

The application of technology to assist in creating and generating the Green Policy is highlighted (Blair and Pagano, 2021b). The implementation of technology projects is further considered by Blair and Pagano (2023) and Blair, Morris and Pagano (2023). Management of the technology life cycles is addressed by Blair, Grant and Woodcock (2020).

Recycle

Addressing the value chain is considered, in respect of both customers and suppliers.

'Work with the supply chain to ensure the suppliers are sustainable, ethical and robust'

'Customers are significant as part of your carbon footprint so need to push to be greener. Be prepared to walk away if not green'

The requirement to demand 'green' standards to protect the environment, considering suppliers, is mentioned. The same should be applied to customers. The organisation should be prepared to end links with customers or suppliers, if these standards are not attained, even if this has a negative effect in terms of finance, according to the respondent. The risk management perspective is addressed in Blair, Woodcock and Pagano (2021) and Blair, Woodcock, Pagano and Endlar (2024).

Regulate / Manage

'It has to be part of the culture to do well, with everyone on board and driving the objective forward. Embed the culture and have a clear policy on communicating progress to allow people to get involved'

All of the organisation's stakeholders should be engaged with the Green Policy. There should be a positive commitment to deliver progress and adhere to the rules of this initiative. It should, therefore, be part of the normal operations and projects of the organisation. Liaison with government bodies should be included in this process. The strategic perspective and flexible leadership to implement such policies are covered in Blair, Barratt and Pagano (2021) and Blair, Barratt and Pagano (2023).

The marketing aspects of such organisational policies is addressed in Blair, Betts, Conway, Hyde and Pagano (2024) and Blair, Turnbull, Umair, Grime and Pagano (2024).

'Educational programmes on environmental matters as well as diversity and inclusion.' The important of effective communication is stressed by the respondent. The organisation's stakeholders should be given the 'green message' and be persuaded to support this initiative and contribute towards its implementation and operation. The need to convince these personnel of the necessity of the Green Policy is paramount. Employees can, hence, be supported by skills development in this sphere (Blair, Woodcock and Pagano, 2023a)

and, increasingly, via online education (Blair and Pagano, 2021c) and virtual team working (Blair and Pagano, 2020).

'Need to have a consistent approach globally to ensure everyone is on the same page.' This stresses the importance of communicating the Green Policy to all of the organisation's personnel and associates then obtaining their commitment to the required standards and change agenda.

Innovation

The need to determine environmental objectives, formulated to have the desired impact, is stated. These should be coordinated with business processes and objectives, in order to facilitate these changes.

'Set the end goal, based on what difference you want to make, aligned with the business'

A process for formulating and implementing 'green' changes in the organisation should be established. Innovation is required to create environmental improvements, so this should be encouraged and adequately resourced, as per the respondent,

'Setup a green change management programme, using clear targets to drive change. The requirement is to think outside the box, in order to challenge thought and procedures. Resources should be ongoing and embedded in the organisation.' Change management is considered in Blair, Barratt and Pagano (2022). The assessment of the option of outsourcing this work is noted in Blair, Woodcock and Pagano (2022). The use of project management techniques to deliver the required outcomes is discussed in Blair, Woodcock and Pagano (2023b).

Discussion

The main elements of a process to create an environmental policy for an organisation are specified. A recommended format for this policy is also indicated, in the form of a statement of the key outputs. These are based on the findings of this empirical research, comprising the interviews with the literature review. A summary of the findings of this work is, hence, presented, consisting of a guide for organisations to construct a Green Policy (see Diagram 1).

Diagram 1

A Guide for Construcing a Green Policy

Category	Process	Output
Power / Resources	Encourage the use of renewable / sustainable resources	Energy Plan
Recycle	Work with suppliers to ensure sustainable practices	Value Chain Recycling Plan
	Encourage customers to use sustainable practices	
	Be prepared to end business relationship if do not adhere to green principles	
Regulate / Manage	Embed Green Policy in the culture (formal / informal)	Organisational Procedures
	Create and promote educational programmes on this topic	Educational Programme
	Communicate Green Policy to stakeholders and get their commitment, using a collaborative approach (including government bodies)	Communications Plan
	Setup ethical decision-making structure to promote Green Policy	Decision-Making Structure
	Obtain certification, as needed	Certificates
Innovation	Set the Green Objectives aligned with the business	Green Targets / Programme
	Setup a Green Change Management Programme with clear targets	
	Use technology to improve Green Objectives	Technology Plan

Nepal faces unique challenges and opportunities in the context of "Saving the Planet" through the formulation of effective Green Policies. The country's diverse ecosystems, reliance on agriculture, and vulnerability to climate change necessitate a strategic approach to environmental policy that can drive sustainable development while addressing socio-economic disparities as the Himalayas lies in Nepal (Mishra, 2019a)

The implications of formulating a Green Policy in Nepal extend beyond environmental conservation; they encompass social equity, economic development, and resilience against climate change. By prioritizing stakeholder engagement, focusing on renewable energy, enhancing education, ensuring accountability, and developing adaptation strategies, Nepal can create a comprehensive framework that not only addresses its unique challenges but also positions it as a leader in sustainable development within the region (Mishra, 2019b). The path forward requires collaborative efforts from government agencies, civil society, businesses, and local communities to foster an inclusive approach toward saving the planet while promoting a green economy (Mishra, Sudarsan, and Nithiyanantham, 2022: Bhagat, Mishra, & Aithal., 2022).

Conclusion

The research undertaken in this article provides a significant contribution to the understanding of environmental policies, particularly in the context of developing a Green Policy for organizations. By employing empirical research methods such as literature reviews and practitioner interviews, the study effectively utilizes inductive reasoning and thematic analysis to gather and interpret data. This methodological approach not only enhances the credibility of the findings but also ensures that the insights drawn are rooted in real-world practices and experiences.

The primary aim of this research was to enrich existing knowledge surrounding environmental policies, specifically focusing on how organizations can formulate effective Green Policies. The findings underscore the necessity for organizations to recognize their environmental impacts and to engage in sustainable practices that align with broader ecological goals. A summary of key learnings has been provided to assist both practitioners and academics, offering a practical framework for understanding the complexities involved in policy creation.

Key Recommendations for Green Policy Development

The article outlines several recommendations aimed at improving both the process and format of Green Policies within organizations. These recommendations include:

Stakeholder Engagement. Actively involving stakeholders throughout the policy development process is crucial. This ensures that diverse perspectives are considered, leading to more comprehensive and effective policies.

Clear Objectives and Targets. Establishing measurable goals is essential for tracking progress and demonstrating commitment to environmental sustainability.

Regular Reviews and Updates. Policies should not be static; they must be regularly reviewed and updated to reflect new information, changing circumstances, and advancements in sustainability practices.

Training and Awareness. Educating employees about the Green Policy is vital for successful implementation. Training programs can foster a culture of sustainability within the organization.

Transparency. Making the policy publicly available can enhance accountability and encourage other organizations to adopt similar practices.

The research suggests that these recommendations can serve as a guide for organizations looking to develop or refine their Green Policies, ultimately contributing to more sustainable business practices.

Future Research Directions

While this study provides valuable insights, it also highlights opportunities for further research. Future studies could explore a broader range of organizations across different sectors and geographical regions. This would allow for a more comprehensive understanding of how various contexts influence the development and effectiveness of Green Policies. Additionally, examining case studies of successful implementations could provide practical examples that other organizations can emulate.

In conclusion, this article underscores the importance of developing robust Green Policies as part of an organization's commitment to environmental responsibility. By synthesizing empirical research with practical recommendations, it aims to empower practitioners and academics alike, fostering a collaborative approach towards achieving sustainability goals across diverse organizational landscapes. The ongoing evolution of environmental policies will undoubtedly require continued dialogue, innovation, and commitment from all stakeholders involved.

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