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**Exploring the path to Sustainable Hospitality and ESG integration.
Case: Mainport Hotel, Rotterdam**

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Abstract

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This thesis, as a case study, investigates the current sustainable state of Mainport Hotel in Rotterdam and its transition towards sustainability. Additionally, it examines the integration of Environmental, Social, and Governance (ESG) principles within the hotel. Particularly, the research focuses on the challenges, opportunities, and strategic recommendations for Mainport to embrace sustainability.

Primarily, the study provides an extensive examination of the barriers and driving factors to sustainable practices within the hospitality industry. Additionally, by exploring the existent literature, the study develops a theoretical framework, that describes the vital aspects of ESG integration in the hospitality industry.

Regarding the methodology, the thesis applies a mixed-methods approach, where the qualitative aspect is approached through employee surveys, and the quantitative aspect through a semi-structured interview with the F&B Director. Through this approach, this research presents key insights into the perceptions and attitudes of the stakeholders concerning sustainability. By these, the employees' awareness is projected, the challenges faced by Mainport in integrating ESG principles, and suggestions for sustainable transformations. These insights are elaborated with the theoretical framework to provide valuable recommendations.

Based on the conducted analysis, a set of recommendations are proposed to facilitate the sustainable transformation of Mainport Hotel. These recommendations present practical measures such as energy efficiency and conservation, water conservation, and waste management, to more intangible ones such as stakeholder engagement, sustainable training programs, and improvement in the communication channels.

Following the analysis and the actual findings, the thesis incorporates the research outcomes with current literature in order to align theoretical frameworks with practical recommendations. In terms of ethical considerations and trustworthiness, the research process is committed to being transparent and respectful of the autonomy and rights of the participants. The thesis concludes with a reflection on the personal and professional learning outcomes, which highlight the development of research skills throughout the research journey and a deeper understanding of sustainable practices and the integration of ESG principles within the hospitality industry.

In summary, the thesis contributes to the literature on sustainable hospitality through this case study approach, providing recommendations and insights for Mainport Hotel and consequently to the broader hotel sector.

| **Keywords** |
| Sustainable Hospitality, ESG Integration, Mainport Hotel, Challenges-Barriers & Recommendations, Stakeholders' Perspective |

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1 Introduction

In the dynamic and competitive field of the hospitality industry, the importance of sustainability has increased significantly, affecting business strategies and industry trends. This vital subject is emphasized by the principles of Environmental, Social, and Governance (ESG), going beyond traditional environmental considerations. Rather, ESG principles encompass a holistic dedication to ethical and responsible business conduct (Bae 2022).

Tourism is one of the major contributing sectors to the diversification of the country's economy and facilitates major economic activities that help bring people, governments, and areas together (Korstanje et al. 2020). Additionally, strategic industry marketing is accomplished by the fact that the hospitality industry is one of the most considerable contributors to foreign exchange revenues and GDP (Korstanje et al. 2020). The industry is also an essential provider of employment, especially to the vulnerable in society, such as women, young people, and the unskilled. This would solve the shortcomings in the industry's budgets, as identified by Korstanje et al. (2020), and accordingly, propel the sector to enable maximum investment and further enhance the business environment. Many literatures indicate that sustainability is becoming more and more significant in the hospitality industry as constitutes a mixture of products and services that relies on environmental, economic, and social considerations (Simão 2010). According to Jones et al. (2014) For several leading hotel chains, their business strategies incorporate sustainability, which facilitates the growth of their businesses. In fact, companies can benefit from communicating their commitment to sustainability in several ways that enhance their competitive advantage (Vij 2016).

At the epicenter of Rotterdam's hospitality sector is Mainport Hotel, an establishment able to constitute an important case study for the potential of sustainable hospitality practices and the sector's transformation towards sustainability. In the context of sustainability challenges that the industry faces, Mainport Hotel makes an interesting case for exploration. Notably, this thesis provides a comprehensive exploration, dealing with Mainport's journey toward sustainable hospitality and the effective adoption of ESG principles. It's crucial to note that, at the start of this inquiry, Mainport Hotel does not classify itself as a sustainable tourism establishment. This parameter adds a level of complexity to the analysis, providing a different angle to examine the challenges and opportunities that Mainport Hotel encounters in integrating sustainability practices.

The chosen research methodology follows a mixed-methods approach, incorporating both quantitative and qualitative data. Quantitative insights are collected from surveys distributed among the employees of Mainport. These surveys play a vital role in assessing perceptions and attitudes regarding sustainability, which will provide insight into the quantitative dimension to match the qualitative findings. Qualitative data are gathered through the semi-structured interview, specifically with

the Director of the F&B department of Mainport, as he is a primary figure and a top administrative officer. The interview aims to discover complex viewpoints, delve into obstacles and opportunities, and clarify strategic considerations, providing a versatile understanding of the current situation that can be useful for Mainport's sustainable journey.

In addition, it is important to underline that in this thesis, the analysis and recommendations given in chapter 7, present further references and sources from the initial theoretical frameworks that were provided in chapter 3. Literature Review. Besides the progress of the research process, the findings from the collected data demand additional references for theoretical insights, which support the recommendations. Thus, chapter 7 integrates the additional references in the section on recommendations, providing further and more elaborative sources, in order to enrich the analysis for a stronger base in relevance to the recommendations, and the proposed strategies towards sustainability and ESG integration within Mainport.

Therefore, this research will not only evaluate the current state of sustainability practices at Mainport Hotel but also hopes to identify barriers and opportunities for enhancing its current state of sustainability, through an extensive literature review. The study goes beyond exploring Mainport's dedication to being an example with its business ethics and responsible practices. As it aims to unfold the complexity of the hotel's potential, so it can progressively adapt in a holistic sustainable path. This thesis aspires to contribute to the broader spectrum of sustainable practices within the hospitality industry. An example of this is Mainport Hotel, in which a critical analysis is presented and gives many valued insights to guide the Hotel on its sustainable journey, as well as to contribute to the improvement of the industry overall, towards business sustainability. The thesis provides the reader with a dynamic exploration concerning the transformative potential of sustainable hospitality practices through the presentation of data collection, analysis, and strategic recommendations.

2   Background and Context of the Study

In essence, the hospitality industry is in a critical period, guided by global imperatives to assess established models and inculcate sustainability as a core principle of responsible business behavior (Khatter 2023). The trend is being driven by a growing recognition of environmental impact, changing consumer expectations, and recognition overall of corporate social responsibility (CSR) as an important element of contemporary business conduct (Legrand et al. 2021). Within this dynamic scene, sustainable hospitality ceases to belong merely to a strategic need but becomes part and parcel in shaping the future of the industry itself (Ertuna et al. 2019).

Located at the very heart of Rotterdam, Mainport Hotel aims to position itself in order to face and overcome the challenges and barriers presented by the evolving landscape of the hospitality industry. Being a significant business in the local hospitality scene, the options and activities that should be adjusted by Mainport Hotel extend beyond the present morals and strategies. This study is hence an attempt to understand the intricacies that shape the journey of Mainport Hotel toward sustainable hospitality and to provide valuable insights into the practical aspects of this examination. In this dynamic environment of the hospitality industry, Mainport Hotel constitutes a significant case, as the Hotel does not classify itself as a sustainable business. The statement presents a fact that provides a way through which exploration in the challenges and the opportunities that come about when embracing sustainable practices. This study is, therefore, regionally, and globally relevant given that it raises the significance of the vibrant city of Rotterdam, in its innovative changes, and commitments to sustainability. Furthermore, it aims to investigate the insufficiency of Mainport being "green" and, beyond that, determine the practical implications within the broader scope of sustainability in the hotel sector.

Moreover, this study positions itself in the broader spectrum of sustainability, which includes considering economic, and environmental factors alongside social and governance factors. Acknowledging that sustainability defines various dimensions and considerations, this study goes beyond basic approaches in order to determine how effectively can Mainport address these factors in attempts to move towards sustainability. This research provides an extensive literature review which in combination with the research methods, will aim to contribute to the comprehension of Mainport Hotel's unique journey toward sustainability and also to shed light on the broader spectrum within the contemporary hospitality industry.

2.1   Research and Significance

The critical research question of this thesis is: "How can Mainport Hotel shift towards sustainable hospitality and effectively integrate Environmental, Social, and Governance (ESG) principles within the modern hospitality landscape?" In the process of this academic journey, this review will not only provide information but also a theoretical context that highlights and extends the research concerning the sustainability initiatives of Mainport Hotel. The literature review explores the wide spectrum of academic discourses on sustainable hospitality, from a wide variety of studies, research articles, business websites, and theoretical frameworks with beneficial purposes. The thesis does not only aim to gain insights but to gain an in-depth understanding of sustainability as well as hotel operations through the process.

Moreover, this research aims to shed light on the complexities and challenges associated with embracing sustainability in the hospitality industry. Through this research, the study seeks to provide professionals all over the world, and any other individuals interested in sustainable hospitality with a more informed viewpoint on the practical obstacles and strategic considerations linked to sustainable transformations in the industry. Foremost, it seeks to provide analysis through insights that go beyond theoretical comprehension, providing practical information for anyone who is affecting the future direction of the hotel sector.

2.2   Objectives and Research Questions

This research reflects on solid objectives that encompass a diverse exploration. Primarily, it aims to conduct a thorough evaluation of the current state of sustainability and the incorporation of Environmental, Social, and Governance (ESG) practices within Mainport Hotel. It is an assessment that goes beyond the current conditions to do an in-depth study of possible barriers and challenges, while also recommendations that could promote any sustainability initiatives.

Furthermore, it aims to establish the views and perspectives of the employees inclusively on the sustainability practices in combination with the perception of the F&B Director through a significant interview. This collaborative approach can foster connection and communication between the hotel and stakeholders, promoting a more sustainable future through common efforts and shared goals.

Below are presented the four research sub-questions developed to guide this examination:
1. How can Mainport Hotel transition towards sustainable hospitality?
2. What challenges and barriers interfere with the integration of ESG principles?
3. How do employees perceive sustainability at Mainport Hotel?

4. What recommendations can facilitate the hotel's sustainability transformation?

2.3 Scope, Limitations, and structure of the Thesis

As with any academic study and research, this thesis encounters typical research challenges. Factors such as, data availability may create limitations, impacting the depth of the analysis. This study is particularly about Mainport Hotel, while potentially limiting the application of findings to a broader setting. Additionally, the dynamic nature of sustainable practices in the hospitality industry is pretty related to time. It is essential, that the thesis aims to provide insight into the Mainport Hotel sustainability journey, recognizing the dynamic context of the industry and, hence, through an ongoing exploration. In acknowledging these limitations, the study maintains transparency about the boundaries within which it operates, striving to provide a holistic and insightful analysis within the defined objectives. This chapter establishes the base for the study, with the developed research question, projecting its broader significance, and transparency to the acknowledged limitations.

Mainport's journey towards sustainability and the incorporation of Environmental, Social, and Governance (ESG) principles in its operations are the main subjects of this analysis. The research is carefully structured to offer consistency and clarity as well as valuable insights to the reader. Additionally, the existent sustainable practices of Mainport will be reviewed methodically and comprehensively, which facilitates understanding the opportunities, challenges, and recommendations for achieving the hotel's sustainable transformation.

3 Literature Review

The foundation of this thesis is the literature review, which offers a thorough and comprehensive overview of academic papers that explore the fields of sustainable hospitality and the integration of Environmental, Social, and Governance (ESG) principles in the hotel sector. As part of this academic journey, the review beyond just attempting to gather information, tries to build a theoretical base that would strengthen and develop the future study about the sustainability of the Mainport Hotel. Additionally, the literature review represents the broadness of academic discourse on sustainable hospitality, referencing a significant number of studies, research articles, and theoretical frameworks for sustainable purposes. This navigation seeks not only insights but also an in-depth understanding of the hidden relationships between sustainability and hotel operational models. It is a careful endeavor to establish connections, find trends, and gather key ideas from the conversation regarding sustainable practices in the hotel industry.

The understanding of tourism and hospitality as primary economic drivers is growing, both inside the European Union and beyond (Hopkins & Maclean 2014). Over the past 20 years, there has been a lot of social and scientific discussion surrounding the idea of sustainability, as it is observed that through mass tourism even if sustainability is applied, uncontrolled tourism growth can lead to environmental and cultural destruction, ecosystem destruction, pollution, conflicts between tourists and locals, and overcrowding in receiving communities (Hopkins & Maclean 2014). Research on this topic has recently been applied to the hospitality industry, where it presents several obstacles as well as opportunities such as the competitive advantage (Malheiro et al. 2020).

Furthermore, this review tries to contextualize these academic insights from the Mainport Hotel's perspective. Each approach is not considered in isolation but as part of a wider conversation setting the foundation for the comprehension of the current practices and issues within the Mainport Hotel. Thus, the literature review of this thesis becomes the compass guiding the research on how Mainport Hotel relates and contributes to the rising narrative of sustainability in the hospitality sector. In effect, the literature review is not just a survey of previous works, but an intellectual journey that tries to connect established theories, empirical findings, and practical issues faced by Mainport.

3.1 Sustainable Hospitality in the context of the Hotel Sector

Foremost, sustainable hospitality implies a comprehensive commitment by hospitality operations to manage resources responsibly, considering economic, social, and environmental costs and

benefits (Legrand et al 2022). This definition and approach by Legrand et al. (2022), signifies a forward-looking matter, aiming to meet the needs of present generations while protecting and enhancing opportunities for future generations. While sustainable practices have gained increasing importance in the hotel industry, seek to reduce its environmental footprint, and contribute to societal well-being, sustainable hospitality has emerged as a crucial focus. Melissen (2013) highlighted a significant shift, noting that hotels are finally recognizing the need for practices that transcend mere profit. These practices incorporate environmental stewardship, community engagement, and ethical business conduct as important elements of the philosophy upon which the hotel is operated. So, it is considerable that sustainability in this dynamic environment, rather than being a trend, has become a strategic imperative (Melissen 2023).

While hospitality organizations and hotels overall are part of the global business community, their strategies and morals should be driven by customer retention and appeal (Sorrell & Bovia 2021). Sorrell & Bovia (2021) in their published paper mark that apart from the goal of claiming and maintaining customers, sustainability within the realms of hospitality and entertainment can yield various concrete advantages. These encompass financial savings, improved health and safety measures for guests, heightened brand value, and an elevated overall guest experience (Sorrell & Bovia 2021). Adopting these, the hospitality industry can fully embrace sustainability in every aspect and make the most of the benefits that come with better sustainable practices.
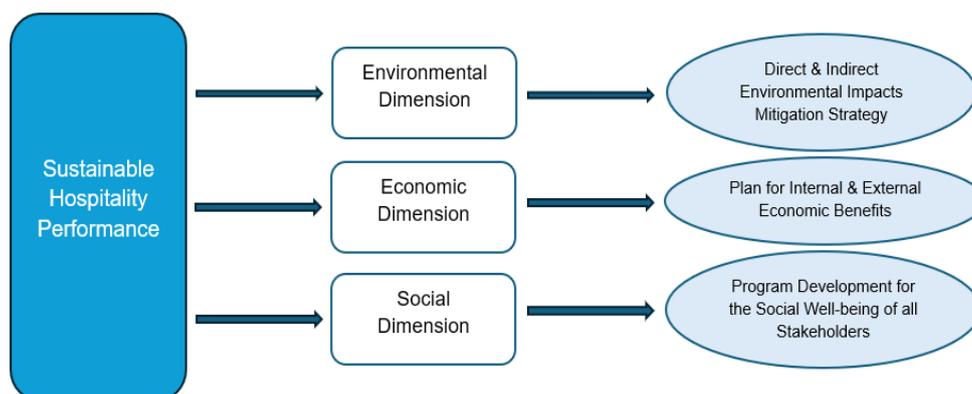
Figure 1.Three dimensions of sustainability (Sloan et al. 2017)

It is marked that innovation is the heart of success in the hospitality industry, which allows hotels to adopt novel ideas, improve service processes, increase operational efficiency levels, meet customer needs, earn sales, achieve profitability, engage in corporate social responsibility, and maintain competitive advantages in rapidly changing markets (Chang et al. 2011). Furthermore, when

hotel companies are oriented toward sustainability, this can supply them with competitiveness through organizational and technological advances through sustainable practices (Horng et al. 2016). It is essential also to present the idea of Kassins & Soteriou (2003) which defines economic sustainability as maximizing profits and market share while minimizing social and environmental damage.

As hospitality companies operate their positions within the broader global business community, a focus on sustainability integrates with both moral obligations and strategic aims (Kim et al. 2019). The achievement of customer satisfaction, financial viability, and sustainable practices demonstrates a sophisticated understanding of how sustainability may lead to beneficial outcomes (Floričić 2020). In this environment, the hospitality sector is presented with both a responsibility and an opportunity, so it can fully embrace sustainability and maximize the benefits for both the business and the larger community (Legrand et al. 2022).

3.2   Environmental, Social, and Governance (ESG) in Hospitality

The discussion on sustainability is ongoing and continually evolving. It extends beyond ecological matters and strategies, it also involves economic viability and social fairness (Malheiro et al. 2020). Thus, it is essential to involve in this research the ESG framework. According to Sciarelli et al. (2021), the term "integration" was first introduced by Novethic, for defining a new form of SRI (Socially Responsible Investment) that developed from investors who involved nonfinancial standards into a traditional financial research procedure, so facilitating their market institutionalization (Revelli 2016). A company's environmental, social, and governance (ESG) performance is increasingly crucial in determining its overall success and marketability (Legrand & Matthew-Bolofinde 2022). The environmental, social, and governance (ESG) philosophy is necessary for the sustainable growth of the global economy and society. The ESG principle has been evolving for 17 years since its original proposal in 2004. Countries worldwide continue to encourage the integrated development of ESG principles (Li et al. 2021).

The ESG principle is a framework system including environmental (E), social (S), and governance (G) factors. The concept of sustainable and comprehensive development has once again emerged as an important subject of discussion around the world. Acknowledging the increasingly severe sustainable development problems in the environment, society, and the global economy, international organizations and countries around the world have proposed sustainable development action plans such as ESG to create a long-term and comprehensive human development framework (Li et al. 2021).

ESG is commonly used by investors to assess business ethics and future financial success. The three main ESG elements are the key aspects to consider in the investment analysis and decision-making process as an investment concept for evaluating firms' sustainable development (Moreno & Caminero 2022). Furthermore, environmental, social, and governance (ESG) considerations contribute to assessing the sustainability and societal impact of economic activities. According to the EBA (European Banking Authority), ESG factors are "environmental, social or governance matters that may have a positive or negative impact on the financial performance or solvency of an entity, sovereign or individual". Thus, as a value of sustainable and coordinated development that considers environmental, social, and governance benefits, ESG is an investment philosophy that seeks long-term value growth, as well as a comprehensive, concrete, and practical governance strategy (Li et al. 2021).

When it comes to hospitality and sustainability, the ESG framework signifies a vital strategy, as is more vulnerable to external shocks than other industries are to things such as climate change and social and economic effects (Bae 2022). There has been minimal research on ESGs in the travel and tourism sector. Thus, it is critical to establish ESG evaluation criteria for each sector because they will provide specific industry recommendations on how to adopt ESG principles while also emphasizing the distinctive features of each field. As the hotel sector covers the major percentage of the tourism and hospitality industry, it becomes more essential to adapt to the ESG framework and principles so that the more successful they can be used in the field (EHL Insights, Hospitality Industry). As well, a beneficial aspect is the metrics of ESG in any investment analysis, as they identify the performance of the current and future hotel assets and correlate the results into a better risk-adjusted ROI in the long term (Perin et al. 2020).

The integration of modern hotels with ESG principles is essential. ESG principle provides a comprehensive framework for evaluating and improving a hotel's environmental, social, and governance performance. In this study, these principles are used in order to explore beyond the basic environmental conservation but also include social responsibility and ethical governance, which are aligned with the objectives of sustainable hospitality.

According to Ding and Tseng (2023), a company's environmental sustainability, social engagement, corporate governance, and emphasis on talent development are all included in what is known as ESG, or environmental, social, and governance performance. And according to the Global Reporting Initiative (GRI), the ESG framework measures a company's sustainable management performance. Thus, the ESG framework can be used to assess a company's sustainability, and the company's ESG performance can be examined through its sustainability report (Bartolacci et al. 2020). Considering the aforementioned, sustainability will reshape risk management and

corporate operations, indicate business overall performance, and establish new market standards (Ding & Tseng 2023). This totally affects the current market of the hospitality and hotel sector, as their potential in the incorporation of the ESG framework seems challenging but not impossible.

Below are presented the 3 dimensions of the ESG framework.

Primarily, the environmental component of ESG considers a company's actions as a steward of the natural world, hence the environmental component considers how a business utilizes natural resources and how its operations affect the environment, both directly and indirectly through its daily operations (S&P Global). The integration of the Environmental component of the ESG within the hotel sector begins with a strong commitment to environmental responsibility. Another explanation by Meagher (2024) considers the environmental dimension of ESG as the impact of a company's operations on the natural environment and the long-term sustainability of natural resources. These environmental considerations include implementing sustainable practices that reduce ecological impact (EBA). Hotels are increasingly focusing on energy efficiency, waste reduction, ethical material sourcing, etc. This proactive strategy not only supports global efforts to fight climate change but also promotes hotels as responsible businesses through environmental concerns (EBA).

Beyond environmental concerns, incorporating ESG principles emphasizes the importance of social responsibility in the hotel industry. According to Hubbard et al (2017), ESG's social features include ethical labor practices, community engagement, and a strong commitment to societal well-being. In their paperwork Becchetti et al. (2022) mark that the social dimension is related to the environment as the aspects of a sense of community, empowerment, good practices of mutual aid and level of participation at individual, team, organization, and territorial levels can trigger empathy, reciprocity, and trust, as well as overcoming common social dilemmas and producing super-additive outcomes along that have a significant social and environmental impact. In the hotel business, empowerment is just as important as emotional labor (Bae 2022). This empowerment promotes the value of cultivating positive relationships with local communities, implementing fair labor standards, and contributing to the overall well-being of the local society (Spreitzer 1995). Additionally, this not only enhances hotels' reputations but also establishes them as significant contributors to society (Hubbard et al. 2017).

The third aspect of ESG principles that is critical for the hotel industry is ethical governance. The "G" in ESG refers to the governance aspects of decision-making, which include policy decisions made by governments as well as the allocation of rights and obligations among various corporate stakeholders, shareholders, management, and directors (S&P Global). Governance guarantees that decisions are made transparently and ethically at all phases of hotel management, this

includes implementing strong internal controls, following ethical business practices, and maintaining a governance structure that promotes accountability and integrity (Bae 2022). Ethical governance is more than just a legislative requirement, it is a foundation for creating stakeholder trust and cultivating a culture of responsible corporate behavior (Dahlstrom et al. 2009). Kocmanová & Dočekalová (2012) demonstrate the significance of corporate governance, which depends on its ability to foster both corporate responsibility and prosperity as the investor's activity is rising along with the expansion of global markets, and they advocate for higher standards of responsibility, behavior, and performance.

Below is presented a figure proposed by "Breath ESG" illustrating the 3 dimensions of the ESG Framework.

Environmental
Renewable Fuels
Greenhouse gas Emissions
Energy efficiency
Climate Risk
Water Management
Recycling Process
Emergency Preparedness

Social
Health & Safety
Working Conditions
Employee Benefits
Human Rights
Impact on Local Communities

Governance
Ethical Standards
Broad Diversity & Governance
Stakeholder engagement
Stakeholder rights
Pay for performance

Figure 2. ESG Framework by "Breath ESG"

Businesses that give a high priority to ESG typically have better resilience and recovery capacities, demonstrating the value of ESG development for a company's sustainable survival (Drempetic et al.). Beyond meeting regulatory requirements, hotels that successfully integrate ESG principles present themselves as resilient and contemporary (Narula 2023). ESG further highlights the need to prioritize social and environmental duties alongside basic company operations (Ding & Tseng 2023). Thus, it's a result that a hotel's holistic adoption of ESG principles is more than a moral obligation but stands as a strategic imperative. This strategic alignment with sustainable practices and

incorporating ESG principles is not only a path to corporate responsibility, but also a major driver of long-term success and relevance in the dynamic hotel sector (Legrand & Matthew-Bolofinde 2022).

3.2.1 Driving Factors for Sustainability

Several factors are driving initiatives to promote sustainability in the hospitality business. The amount of research in the hospitality and tourist industries reveals a lack of empirical studies examining the internal drivers and challenges of the sustainability agenda (Tang et al. 2014). A variety of current studies identifies several factors that both encourage and constrain businesses' adoption of sustainability initiatives. These factors typically arise in the form of outside influences generated from the institutional environments of the companies or internal features of the organization (Mzembe et al. 2019). Hence, sustainability in hospitality aims to incorporate ecologically friendly approaches into all aspects of the industry's operations. By the presented theories, it is essential, that by implementing sustainable practices companies gain significant benefits and can aspire to positive change. According to Khatter et al. (2021), this comes with a business advantage by adapting sustainability and green actions such as lower operational costs due to effective resource management, increased brand recognition because of responsible business activity, and increased visitor loyalty as guests prioritize sustainable and ethical concerns in their spending choices. By all the available literature review, this study focuses on specific drivers that benefit the industry by implementing these, such as decreased operational costs, improved brand awareness, and higher customer loyalty, all of which will be thoroughly investigated in the thesis. Below are presented some driving factors for sustainability:

- Rising Customer/Guest Awareness. Customers' growing awareness and interest in sustainable practices is a major factor of sustainability in hospitality. Nowadays, tourists are more concerned about their environmental impact, therefore they choose hotels that reflect their ideals (Gong et al. 2019). Other studies highlight that consumer intentions or willingness to consume environmentally friendly tourism and hospitality products are still insufficient (DA Tasci 2017). An example of the above is a survey conducted by Firth and Hing (1999) which examined the supply and demand sides of the implementation of green initiatives on how eco-friendly practices are implemented by hostel owners and their impact on travellers' decisions on six hostels in Byron Bay Australia, which proofed insufficiency on both sides. The aspect of the rising demand and awareness alongside the expectations of the guest regarding sustainability, is also examined in the following subchapter 3.3 Challenges & Barriers to Sustainability.

- Sustainable Development Goals (SDG). On September 25, 2015, the United Nations General Assembly recognized the 2030 Agenda for Sustainable Development, which includes 17 SDGs and 169 targets, as a universal and transformative development strategy (Gabriela 2016). Lopes et al. (2020) in the paperwork, mentioned that through this agenda and its aims, the global community is dedicated to achieving sustainable development in its three dimensions (economic development, social and cultural development, and environmental development) in a balanced and integrated manner. And if any of these pillars is weak, the whole system becomes unsustainable.

When it comes to tourism and hospitality, the incorporation of these goals can be achieved directly or indirectly. Arguments have been placed by the UNWTO, as the tourism and hospitality industry can contribute to the realization of the SDGs while developing a wide spectrum of market opportunities (Jones et al. 2016). Furthermore, in the hotel sector, environmental sustainability refers to the balance that must exist between an activity and the environment in which it is created, so that the two interact without being destructive to each other. (Jones et al. 2016). According to Jones et al. (2016) in association with the 17 SDGs, examples of the above applications might include water and energy efficiency and conservation, climate change and greenhouse gas emissions, waste management and recycling, biodiversity and the protection of natural resources, the reduction of environmental impacts, environmentally responsible sourcing, and the creation of green construction standards for new hotel construction.

Figure 3. The 17 SDGs by UNWTO

The 17 SDGs are available in Appendix 5. obtained from "THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT" by the UN.

The strategies used by the International Tourism Partnership (ITP) to support the SDGs in the areas of human rights, water management, youth employment, and carbon footprint reduction are highlighted by Alvarez-Risco et al. (2016). Likewise, standards have been established to determine whether a hotel is classified as sustainable (Alvarez-Risco et al. 2016). In this regard, the International Tourism Partnership (ITP) in 2019, in order to contribute to the SDGs, established the minimum standards for a sustainable hotel, based on five dimensions: "

1. Policy and framework: You will need commitment from everyone, from the top down.
2. Staff training and awareness: Success will depend on the 'buy-in' and continued motivation of your staff.
3. Environmental management: Aim for the highest environmental standards in terms of biodiversity protection, hygiene, safety, indoor air quality and overall environmental management.
4. People and communities: Look at the world outside your hotel and how you can take a more responsible, leadership role.
5. Destination protection: Maintain a 'sense of place' that supports the geographical character of a place – ITS environment, culture, heritage, an aesthetics, and the wellbeing of its citizens." Available on the study of Alvarez-Risco et al. (2016)

- Competitive Advantage. As sustainability becomes an important aspect of economic advantage, hotels have a responsibility to embrace ecologically responsible and socially ethical practices (Ojo et al. 2015), this includes not only meeting the legal requirements but also actively finding new methods that meet these standards and positively contribute to the environment and society. Embracing sustainability is no longer just a moral choice, it is a strategic imperative that positions hotels as leaders in a competitive landscape increasingly defined by conscious consumer choices (Elkhwesky et al. 2022). Additionally, according to Legrand, Chen & Laeis (2022) a company cannot achieve a competitive advantage with a single development, instead, it must continuously assess its strategic positioning, therefore, the only way to gain a competitive advantage through sustainability is through continuous innovation and competitor screening.

Through becoming sustainable, businesses and hotels specifically, are increasing their brand equity alongside marketing innovations, which can create the long-term appeal of their product or service to prospective consumers (Hussain et al., 2020).

3.2.2   Sustainable Strategies in the Hospitality Industry

In the dynamic landscape of the hospitality industry, sustainable strategies appear as vital components for the success and prosperity of businesses. According to Shen et al. (2020), the industry has tried several approaches to achieve this goal, with effective communication being one of the most common. However, many hospitality business owners fear being sustainable or choose not to act because they believe that being sustainable will require customers to sacrifice conveniences, negatively impacting their entire experience and satisfaction levels (Ge et al. 2018). It also observed despite the efforts of hospitality businesses to move towards sustainability, the communicative effect lacks efficiency (Shen et al. 2020). This section incorporates the diverse sustainable strategies applied within the hospitality industry, in order to address the aspects of environmental, social, and governance considerations. The adoption of a sustainable development idea in the tourism industry has resulted in the growth of sustainable hospitality facilities, which aim to create a more profitable and efficient business practice while also being more environmentally responsible and effective (Floričić 2020). Therefore, through the exploration of sustainable strategies, the study seeks to propose ways in which hotels, amongst them Mainport Hotel, can adapt and embrace the imperative of sustainability.

Since the 1990s, the hotel industry has launched various voluntary initiatives to demonstrate its commitment and determination to promote sustainability, including the adoption of sustainable conduct codes, the use of eco-labels, and the implementation of environmental management systems (Kang et al. 2012). Melissen (2013) stated the hotel industry is frequently regarded as a utilizer of sustainability-focused operational strategies and practices. Studies have shown that the hotel sector cannot proceed into the future unless it incorporates resource conservation and sustainability into the core of its business culture, since pollution may destroy the foundation for the industry's continuing development (Berezan et al. 2013).

The fast expansion of hotels has significantly contributed to the environmental decrease in many regions of the world, as hotels demand a considerable quantity of water and electricity for heating, cooling, and lighting, which can have a severe impact on the environment (Dimara et al. 2017). This doesn't imply that all hotels are destructive to the environment because some hotels have implemented environmental policies to directly support the preservation of the environment, intending to improve the quality of life of the community (Abdel-Maksoud et al. 2016). Hotels primarily benefit from the implementation of sustainable practices in two ways: improving resource efficiency and reducing related energy consumption, and as a marketing tool to attract customers who are concerned about sustainability (Chen et al. 2018). According to Chen et al. (2018), measures to

practice sustainability through hotel operations could include the utilization of eco-friendly materials, water-saving and reuse treatments, and the implementation of other energy-saving programs.

3.3 Challenges and Barriers to Sustainability

While the imperative for sustainability in the hospitality and hotel sector is compelling, companies are encountering several challenges and barriers to incorporate sustainable practices. The literature review of the research reflects on these challenges, providing insights into the obstacles that hotels are facing toward sustainability, but also opportunities that may arise. Some of these challenges are the high initial investment costs, changing consumer expectations, and logistical difficulties in sourcing sustainable products and services (Tanveer et al. 2024). While discussing about more practical issues, according to Pan et al. (2018), high energy consumption, food waste, general waste management, a poor economic environment (particularly in developing countries), a lack of skilled labour, restricted financial access, and low levels of investment are some additional pressing problems.

The global environment has been significantly shaped by the considerable impact of the hospitality sector. This industry, known for its notable utilization of energy and natural resources in meeting the demands of its needs, faces two substantial challenges: the consequences of global warming and the harm to biodiversity (Epstein 2018). Companies have an essential awareness of the environmental consequences associated with providing their products and services, and they recognize their responsibility to contribute to addressing this phenomenon (Henson 2014). This is also applicable to organizations within the hospitality industry. In essence, this section explores the challenges and barriers that hotels encounter on their journey toward sustainability, also could be vital for developing strategies that enable hotels to integrate sustainable practices into their daily operations.

In this section are presented and deepened the aspects, by Tanveer et al. (2024) in their paperwork concerning Green HRM (HRM for Human Resources Management) and the hospitality industry. There is a distinctive relevance between HRM and the company's goals, as HRM stands as an ambassador of the principles, designs the strategies, and advocates the morals of the companies.

- Initial Investment Cost. One of the primary challenges hotels are facing is the significant initial investment required for the implementation of sustainable practices. From upgrading infrastructure to incorporating energy-efficient technologies, the initial costs can be significant (Hotel Energy Solutions by the UN, 2011). It is essential that this financial issue

usually becomes a barrier for hotels, especially for smaller establishments with limited re-
sources. Solar panel installations, Energy Star-certified heating and cooling systems, geo-
thermal cooling towers, water recovery, and recycling systems are examples of renewable
energy conservation models that are advantageous for long-term sustainability ROI
(Revnomix Solutions 2022). Reducing waste and cutting expenses requires time, and even
with significant financial investments, certain hotels are unable to implement sustainability
measures in consideration of feasibility and guest experience (Revnomix Solutions 2022).
While incorporating sustainable features could increase initial costs, investors may mitigate
this risk by conducting thorough financial studies (Blackdile 2023). To present an accurate
representation of returns, investment decisions should consider both possible gains in in-
come and long-term savings (Blackdile 2023). Despite all the initial concerns regarding the
investment, according to Vij (2016), an investment in green tourism is an investment in sus-
tainable global development and growth. Investments in sustainable hospitality, have the
potential to boost the economy, reduce poverty, create new jobs, increase resource effi-
ciency, and mitigate environmental degradation (Hotel Energy Solutions by the UN, 2011).
In order to create business improvements, enhance the guest experience, and produce re-
sults, hotels need to embrace social media, mobile, and analytics in their investments (Vij
2016). In correspondence with the cost of investment, it's evident that hotels will eventually
differentiate themselves through a hotelier's ability to adopt the latest technology and re-
main updated on technological progress (EY Global Hospitality Insights 2015).

- Changing Guest Expectations. Customer satisfaction is considered to be one on the most
  essential elements to sustain competitive business (Nash et al. 2006) and according to
  Kassinis & Soteriou (2003), customer satisfaction is a critical indicator in the evaluation of a
  company's performance. Thus, in this environment, customer expectations present a dy-
  namic challenge for hotels and any industry that is aiming to keep up with consumer de-
  mand. Concerning sustainability and the green image of the hotels, Lee et al. (2018), point
  out that eco-friendly practices and attributes moderate the relationship between service
  quality and customer satisfaction, hence as visitors increasingly prioritize sustainability, ho-
  tels must adapt their offerings and operational practices to meet these changing expecta-
  tions. In addition, when it comes to guest loyalty, sustainable practices positively impact vis-
  itors' preference to visit again, indicating that hotel operators should devise effective meth-
  ods to promote their eco-friendly endeavors (Han & Kim 2010). Many studies have shown
  that guest attitudes toward environmental issues, and that companies' environmental re-
  sponsibility significantly boost hotel guests' intentions to stay at green hotels and

consequently use word of mouth (Han et al. 2011), which is considered very positive. Overall, changing guests' expectations and promoting this satisfaction, does not only involve actual changes and enforcement of sustainable practices but also promotes their offerings and ensures clear communication of these sustainable practices to guests (Han et al. 2011).

- Sourcing & Logistics. Sourcing sustainable products and materials introduces another dimension of complexity. According to Wu & Dunn 1995, manufacturers have been challenged to address environmental management (EM) in their supply chains since the early 1990s. As a result, the "green" supply chain management concept was introduced, giving birth to green supply chain management. Since then, supply-chain management researchers and practitioners have become more interested in green supply-chain management (GSCM) (Verma 2014). The implementation of new technology can increase cost savings to a whole new level and additionally enhance their reputation as environmentally conscious among stakeholders, including government agencies, employees, and customers, therefore companies can guarantee an efficient and sustainable future (Verma 2014). However, the logistics, including identifying reliable suppliers, ensuring consistent quality, and managing the supply chain for sustainable goods, can become challenging, hence, hotels must use these essential procedures to enhance their commitment to sustainability without compromising on the quality and reliability of their offerings (Verma 2014).

- Cultural & Regulatory Compliance. In their paperwork Caprar & Neville (2012), propose that sustainability adoption by integrating the insights of the institutional and cultural perspectives can be more comprehensive Nevertheless, as environmental regulations and ESG benchmarks are becoming increasingly vital, for consumers and investors alike, hotels must be aligned with industry standards (Tanveer et al. 2024). Thus, hotels should implement sustainable practices not only according to financial aspects and logistics but also should consider cultural factors and regulatory compliance. As stated by Teichmann & Wittmann (2024), "A culture of compliance is an organizational culture in which compliance is an active consideration".

4 Case Study: Mainport Hotel, Rotterdam

In this comprehensive study on sustainability and ESG integration within the dynamic hospitality industry, Mainport Hotel serves as a significant and useful case. Located in the very heart of Rotterdam, next to the iconic Erasmus Bridge, Mainport provides a practical case that allows to explore the common challenges and opportunities that come with adopting sustainable practices across the broader hospitality sector. Furthermore, in this chapter, the thesis delves into explaining the aspects of the case study methodology.

A case study is one of the most used qualitative social research methodologies. Its applicability has grown exponentially over time, and it is currently used in a variety of social science fields, including sociology, business, anthropology, psychology, and others (Priya 2020). A fundamental dispute topic in the use of case studies is whether the findings of the research of a single social unit can be generalized to the larger population of similar units (Priya 2020). Yin (2009) defines a case study as an empirical investigation into a phenomenon in its real-world environment. Case study research requires an in-depth investigation of a phenomenon, hence multiple data gathering methods are used. It should be underlined, as Yin (2009) points out, that a case study is not only a data gathering method but rather a research strategy or design for studying a social unit. Below is presented an interesting and comprehensive definition of case study strategy, by Creswell & Creswell (2017): "Case Studies are a qualitative design in which the researcher explores in depth a program, event, activity, process, or one or more individuals. The case(s) are bound by time and activity, and researchers collect detailed information using a variety of data collection procedures over a sustained period of time."

Yin (2018) states that a case study can be:
- Descriptive. A descriptive case study's purpose is to 'describe' a phenomenon in depth in its real-world context. It is widely used in sociology and anthropology.
- Explanatory. The study here seeks causal factors to explain a certain phenomenon. The main objective of such a case study is to explain 'why' and 'how' specific challenges arise, such as why certain sequences of events occur or fail to occur.
- Exploratory. The purpose here is to study a phenomenon with the idea of 'exploring' or identifying new research issues that can be used extensively in the following studies.

Furthermore, the investigation into Mainport Hotel's sustainability journey is thorough, using a combination of quantitative and qualitative research methods. The study's functional methodology seeks to provide practical insights that may be applied to support sustainable practices not only at Mainport Hotel but also to give useful perspectives to the broader hospitality landscape.

4.1 Overview of Mainport Hotel

Mainport Hotel Rotterdam is a 5-star Hotel and an established hospitality hub located in the vibrant heart of the city and on the banks of the river Maas, offering sweeping views of the water and skyline. Recognized not only for its central position but also for its commitment to providing guests with a comfortable and memorable stay. Firstly, Mainport was owned by a group of hotel businesses called Inntel Hotels, which was operating in several cities across the country. However, on the 29th of August 2023, Mainport and Inntel were taken over by Annexum, a Dutch real property investor. On the 1st of November 2023, the management and operation of the hotel were taken over by Cycas Hospitality in partnership with OIM Hospitality. The hotel is currently undergoing an exciting of rebranding to become part of the Hilton Family. While the hotel begins its journey to become part of the Hilton family, it will keep its transitional name. Regarding its final rebranding, the Hotel will transform into Mainport Rotterdam, Curio Collection by Hilton in 2024.

The hotel itself consists of 215 rooms, with distinguished 2 luxury Suites among them. Two suites on the 10th floor and a total of 50 spa rooms have a whirlpool close to the window, all of them spread through all floors and facing the Maas waterfront. Mainport offers its guests on-site dining options in its two a la carte restaurants and bars, "OnTheRocks" and "DownUnder". Besides room service which operates daily. Fitness, balance, and recreation are offered inside its premises, such as an Indoor pool on the 8th floor, Fitness Centre, and Spa. Among the aforementioned, are guest services such as Concierge, EV charging for vehicles, Valet Parking, and additionally convenience between connected rooms for families.

While the Hotel, located in Rotterdam, is a strategic spot for business conduction. The major clientele consists of business professionals, nevertheless "Business & Pleasure" it's a tenet of the Hotel. Rotterdam is known for its port as it's the biggest in Europe, which means services and products are daily transitioned. Mainport among its services, has 9 Ballrooms under its Banqueting department, useful for conferences, and with a maximum capacity of 400 people while the rooms can be modified according to the demands. Consequently, the hotel holds many affiliations and partnerships with agencies and shipping companies. Furthermore, it is essential to mention the city's commitment to eco-friendly practices, which provides a potential foundation for Mainport Hotel's exploration of sustainable hospitality practices.

4.2 Current Sustainability Initiatives and Practices

Based on the information available, Mainport Hotel Rotterdam does not have comprehensive sustainability initiatives in place, and there is a lack of specific data and statistics projecting

sustainable practices. The hotel does not define itself overall as a sustainable establishment. However, an extensive overview of current data and statistics relevant to these sustainability practices requires direct access to the hotel's official documents or communication channels. After conversations with the administrative officers of the Hotel, the lack of sustainability is been acknowledged. Nevertheless, the willingness has been mentioned to transit toward sustainability, and below are highlighted and presented some of the sustainable practices that Mainport implements.

A significant point that indicates that the hotel is willing to adapt to sustainable practices, is the food wastage monitoring procedures. In late 2023, Mainport installed software called Orbisk, among its dining channels with a specific purpose. Orbisk has a mission to make the world's food system more sustainable. By using progressive and innovative technology to tackle one of today's biggest challenges, food waste. Orbisk provides hospitality organizations with complete insight into their food waste and helps them cut it in half. For this, there is a maximum use of recent developments in computer vision and AI. A smart camera on top of the waste bin, connected to a scale, will automatically register all food thrown away up to the ingredient level. This process measures and automatically recognizes what kind of food is thrown away, in what quantity, and at what time of the day.

Another aspect of willingness and shift towards sustainability is the reclining program which is implemented through the saving of the used coffee grounds from waste incineration. This interesting sustainable practice occurs in collaboration with a Dutch company that promotes sustainable entrepreneurship, called Rotterzwam. This practice includes the collection of used coffee grounds to get exchanged with fresh new goods and procurements such as mushrooms, Dutch bitterballens, etc. Rotterzwam collects this valuable raw material from Mainport's premises and ensures that the coffee grounds are processed to the highest quality possible. Furthermore, it strives to use as much as possible for mushroom cultivation. If that doesn't work, a fermentation or a composition of the coffee grounds in order to ensure a reduction in CO2 and nitrogen emissions. This is an award-winning circular concept for the high-quality reuse of coffee grounds and production of oyster mushrooms and snacks and additionally is specialized in closing local loops, creating awareness about sustainability and the circular economy (Rotterzwam).

Apart from its efforts in reducing food wastage through innovation like Orbisk and collaboration with Rotterzwam towards recycling coffee grounds, Mainport Hotel is also up for sustainability through the localization of products and sourcing. Mainport endeavours to save food miles and reduce its environmental footprint by sourcing products locally such as Vet & Lazy local beer, local orange juice, and other goods. The hotel supports local producers and uses regional resources, not only

contributing to the local economy but also to the promotion of sustainable practices by eliminating transportation emissions related to the food-sourcing process. This aspect of localization demonstrates a dedication to minimizing its environmental impact while supporting local communities.

Mainport Hotel has embraced innovative energy-saving features to reduce its environmental impact and operational costs. Through a sustainable solution, the integration of CityHeating installations for heating purposes that taps into a centralized heating system, with the provision of STADSVENWARNING - Eneco, which is a government-run entity specialized in sustainable energy solutions. With this system using preheated water through underground pipes, Mainport efficiently distributes heat to various areas of the hotel, including tap water, heated floors, etc. By utilizing preheated water, the hotel minimizes its reliance on gas, resulting in significant energy savings. With this fossil-free operation, the use of district heating instead of natural gas central heating boilers resulted in 55% fewer CO_2 emissions in Rotterdam in 2022 (Eneco). This practice projects the willingness of Mainport towards the shift to sustainability and a proactive approach to reduce its carbon footprint while simultaneously lowering operational expenses.

4.2.1   Challenges and Barriers to Sustainability

While Mainport Hotel Rotterdam is willing to incorporate sustainability practices, it may encounter several challenges and obstacles that could make its progress less easily achievable. These barriers may include financial limitations and operational challenges, as well as a lack of understanding or commitment to long-term projects. Identifying and understanding these difficulties is critical for developing practical and successful solutions. Mainport Hotel needs to explore the faced challenges in order to dedicate itself to implementing sustainability in the hospitality industry. To fully understand these challenges, the study has engaged with the hotel's management to obtain any available reports or communications that could indicate any sustainability issues or objectives.

As presented in Chapter 3.3 Barriers & Challenges, factors such as the Initial Investment Cost, Consumers Expectations, Sourcing & Logistics, and Compliance with regulations play a crucial role in the transformation of Mainport.

Foremost, the sourcing Channels of procurements are becoming more and more non-sustainable, as the Hotel becomes more and more busy. Through its rebranding phase, Mainport is having a vast promotion from Hilton Company as it's the new entry of its portfolio. According to these, it's easily comprehensible that the hotel never lost its potential despite the rebranding and the taking over of its management from affiliate companies such as Cycas.

As the rebranding proceeds, it is essential that any sustainable thoughts become secondary, as the primary focus becomes the transformation. While being part of any chain of hotels, such as Hilton, signifies that consistency should be maintained as guests may visit several Hilton properties, but the anticipation should be consistent between them.

4.2.2 Perspective of Stakeholders

In this subchapter, are presented the perspectives of the company, which consist of the employees and the management team. Within any hotel chain and its success, such as Mainport, internal stakeholders defined by Ivanova (2011) the owners, managers, and employees. The healthy interactions between them, along with corporate culture and organizational principles, provide a foundation for competitive advantage and ensure the successful growth of the company. Further exploration of the perspective of employees is being conducted in subchapter 7.2. Incorporating feedback from the employees. Employees profit financially from the company's ongoing performance and success (MasterClass). More discussion about the perspectives of the stakeholders is presented in Chapter 6. Analysis & Results, after the thorough evaluation of the collected data.

5 Methodology of the Research

The methodology employed in this research is designed to delve into the dimensions of sustainability at Mainport Hotel. Utilizing a mixed-methods approach, the combination of quantitative and qualitative methods will result in a comprehensive aspect of employees' perceptions and the current state of sustainability within the establishment. Through qualitative research, the aim is to understand the meaning and experience dimensions of humans' lives and social worlds (Fossey et al. 2002), which comes from the designated interview with the administrative people of the Mainport hotel. While with the quantitative research, the study will acquire knowledge about a specific group of people, known as a sample population which are the employees. Quantitative research employs scientific inquiry and depends on data that is observed or measured to answer questions about the sample population (Allen 2017).

As presented in the subchapter 2.2, the four research sub-questions are:

1. "How can Mainport Hotel transition towards sustainable hospitality?". This question delves into strategic channels for Mainport Hotel to adopt and embrace sustainable practices in its operational framework and procedures.
2. "What challenges and barriers interfere with the integration of ESG principles?". This question examines the challenges and barriers that Mainport Hotel face in integrating ESG principles within its organizational structure.
3. "How do employees perceive sustainability at Mainport Hotel?". This question examines the perception and insights of the employees regarding Mainport Hotel's practices and efforts towards sustainability.
4. "What recommendations can facilitate the hotel's sustainability transformation?". The final question aims to incorporate actionable recommendations designed to facilitate Mainport Hotel's transformative journey toward sustainability practices.

5.1 Research Design: Case Study Approach

The whole research has been designed and defined as a case study of the Mainport Hotel's journey toward sustainability and ESG integration. In response to the designated research questions, this approach allows for an in-depth investigation into the desired subject, offering a comprehensive exploration of the difficulties that can arise. The main purpose of combining a solid literature

review, and the keys of a case study is to determine and well understand the landscape around Mainport's current state and provide a holistic understanding of its journey.

5.2 Data Collection Methods

The primary step before the conduction of any survey is the efficient understanding of the objectives and the well-designed plan of the research. Surveys allow researchers to get information on a wide range of topics by asking questions and, in some cases, collecting data that cannot be obtained by systematic observation (Gürbüz 2017). And secondary, according to Brickmann (2013), it is essential that for any research where interviews are conducted, there are four basic steps: preparation, interviewing, analysis, and reporting.

5.2.1 Survey Questionnaire

To methodically understand employees' perceptions and assess the current state of sustainability, a structured survey questionnaire is developed. This quantitative method ensures the systematic collection of data from a representative sample of employees. The desired number of the sample it's 50 - 70 participants, but this depends on the availability of the resources and the willingness of the employees to contribute to the cause of this assignment. The survey will include questions designed to gain insights into employees' awareness, understanding, and experiences regarding sustainability practices in general and specifically at Mainport Hotel.

Developing the survey for the employees' perception regarding Mainport, a thorough review of existing literature on sustainability perceptions in the hospitality industry ensures relevance and comprehensive insights. The software used for developing the survey was Webropol. After granting permission from the Director of F&B, to distribute the survey to the general personnel of the Hotel. The initiation of distribution was immediately on the 1st of February 24, with the desired data to be collected until the 10th of February, hence the second step to be implemented, which is the interview with the F&B Director of the Mainport Hotel.

The survey questionnaires were distributed electronically with the option of a web link (the link is provided in Appendix 2) or a QR code, to ensure efficiency and convenience for participants. Before the survey launch, tests were conducted with a smaller sample of employees to ensure or identify any potential issues with the questions. Following, the finalized survey was distributed to the employees of almost all the departments of Mainport Hotel, accompanied by a clear

introduction and explanation of the research's purpose and ethical considerations. The set of questions of this survey can be seen in Appendix 1. and the QR code is presented in Appendix 2.

The survey covers a spectrum of topics related to the sustainability of Mainport and the overall significance of sustainable practices, relevant multiple choices, and an open-ended answer (available in the Appendices). Below are presented the aspects of the survey:

- Significance and Perceptions: Exploring employees' opinions towards sustainability and their perceptions of its importance.
- Awareness and Understanding: Assessing the level of awareness regarding sustainability practices at Mainport Hotel.
- Experiences and Engagement: Gaining insights into employees' experiences with sustainability initiatives and their level of engagement.
- Barriers and Challenges: Identifying barriers and challenges that make harder the integration of sustainable practices into daily operations.
- Suggestions and Feedback: Encouraging employees to provide suggestions and feedback on how sustainability practices can be implemented.

5.2.2   Semi-Structured Interview

Afterwards the collection of the data from the survey, a semi-structured interview will serve as a qualitative supplement to the quantitative survey, providing a deeper understanding of the challenges, opportunities, and strategic considerations involved in Mainport Hotel's sustainability journey. As needs to be mentioned that the results of the survey present an overall aspect of the employee's perception and can be utilized to navigate and enrich the interview with the selected person. An open-ended style of interview will be conducted, which allows for the exploration of the thinking patterns and insights, enhancing the overall understanding of the research findings.

The selected participant for the semi-structured interview is the F&B Director of Mainport Hotel, Sander van Brandwijk. The Director of F&B, as a higher administrative officer and leader within the company, has an essential role in facilitating, contributing, and implementing sustainability practices. The interview was conducted through an in-person session, based on the Directo's preference. Additionally, is essential to audio-record the interview, with the Director's consent, which facilitates the data transcription and analysis.

Below are presented the topics that were discussed throughout the interview:

- Sustainability Vision and Goals: Regarding Mainport Hotel's vision and specific goals concerning sustainability.
- Challenges and Barriers: Exploring the challenges and barriers faced by the hotel in integrating sustainability practices, both from a managerial and operational perspective.
- Stakeholder Perspectives: Incorporating the results from the survey to the awareness of stakeholder perceptions (including employees) regarding sustainability efforts.
- Future Strategies: Any planned strategies for future sustainability initiatives.

The set of questions for the interview is available in Appendix 3.

5.3   Data Analysis Techniques

In this critical phase of the research endeavor, are offered the means to extract meaningful insights from collected information and data. In this study, a combination of quantitative and qualitative data analysis techniques is employed to comprehensively explore employees' perceptions and assess the sustainability landscape at Mainport Hotel. The result of this analysis will be the actual recommendations for Mainport's journey towards sustainability and overall, for the whole industry.

In summary, both quantitative and qualitative findings are integrated to provide a comprehensive understanding of sustainability perceptions at Mainport Hotel. Additionally, throughout the data analysis process, ethical considerations will be essential. Confidentiality and anonymity of participants will be thoroughly maintained. Permission is acquired for data recording and processing to ensure that the data is utilized with maximum sensitivity and in accordance with ethical standards.

5.3.1   Quantitative Data Analysis

The comprehensive evaluation of the quantitative data collected through employee surveys is an integral aspect of this research. Utilizing statistical analysis, the responses went through careful analysis and were processed by the software Webropol for a comprehensive examination. Descriptive statistical methods, including percentages, will be presented in Chapter 6. Analysis & Results to offer a clear and broad overview of employees' perceptions concerning sustainability practices at Mainport Hotel. Moreover, through the charts, are provided valuable insights into the associated nature of sustainability factors within the hotel's operational strategies. This quantitative data analysis approach ensures an accurate examination of the survey results, allowing for an understanding of the quantitative aspects of sustainability perceptions among employees.

5.3.2 Qualitative Data Analysis

In collaboration with the quantitative examination, qualitative data gathered from the semi-structured interview with the Director of F&B undergoes an analysis so it can be determined its relevance to the context. The transcription of the audio-recorded interview is the base for this qualitative exploration. After, the transcripts will be carefully analysed to extract key insights relevant to Mainport Hotel's sustainability journey.

This methodological endeavor aims to uncover perspectives, challenges, and strategic considerations as shown by the F&B Director. Significantly, the responses obtained will not only shed light on the current state of sustainability but will act as a compass, projecting the sustainable strategies and future path of Mainport Hotel. This qualitative approach delves into the subjective experiences, attitudes, and strategies related to the integration of ESG principles within the hotel's operational framework. Thus, it is very important to correlate the extracted results from the conducted survey with the answers from the F&B Director.

6   Results and Analysis

This chapter includes an analysis of the findings addressed by the methodologies used in this research. Through the examination of data collected from employee surveys and the interview with the F&B Director of Mainport Hotel, it aims to provide insights into Mainport Hotel's ESG practices. The analysis constitutes a comprehensive evaluation of the hotel's current situation through the stakeholder's perspectives, presenting the strengths, weaknesses, challenges, and opportunities related to sustainability.

6.1   Analysis of Stakeholder Perspectives

Understanding stakeholder perspectives is vital for evaluating the effectiveness and the impact of sustainability initiatives in Mainport Hotel, as their opinion represents the morals and the strategy to outsiders. In this section, the analysis of stakeholder perspectives is obtained through the surveys and the interviews which gives insights into their perceptions, attitudes, and expectations regarding sustainability practices at Mainport Hotel. The result of this analysis provides information about common themes, different opinions, and areas of agreement or disagreement. Additionally, these perspectives can facilitate the assessment of the alignment between the hotel's sustainability efforts and the expectations of the employees, also providing ideas for future strategies and initiatives. It allows to explore the diverse range of stakeholder perspectives and their implications for Mainport Hotel's sustainability journey.

6.1.1   Surveys Results

This subchapter presents the results obtained from the surveys conducted among Mainport Hotel employees. The questionnaire provided insights into employees' perceptions, preferences, and experiences regarding sustainability, its significance, and the current state of Mainport. Through the survey (Appendix 1), employees were asked questions related to different aspects, including their awareness of sustainability initiatives, their level of engagement, their experience related to sustainability, and their perspectives on the effectiveness of current sustainability practices. These findings serve as vital components in the evaluation of Mainport Hotel's sustainability and ESG practices and additionally offer insights for strategic decisions and initiatives that can enhance the sustainable performance of Mainport.

Below is presented in numerical order, a detailed analysis of the survey, the questions, and the collected data. The analytics are processed with Webropol software. The following table presents the statistics of the participation. While the desired number should be higher, this number is sufficient for the extraction of the information. Letter (N) represents the amount of the participants.

Table 1. Follow-up statistics.

Follow up statistics	Total	
	(N)	%
Submitted responses: Public weblink	54	100
Survey opened by respondents	119	220
Started responding	54	100

Below is presented an analysis of each question separately and are given the results of the surveys, the vertical axis of each chart demonstrates the options of the survey questionnaire. (Demicals in the context are rounded.)
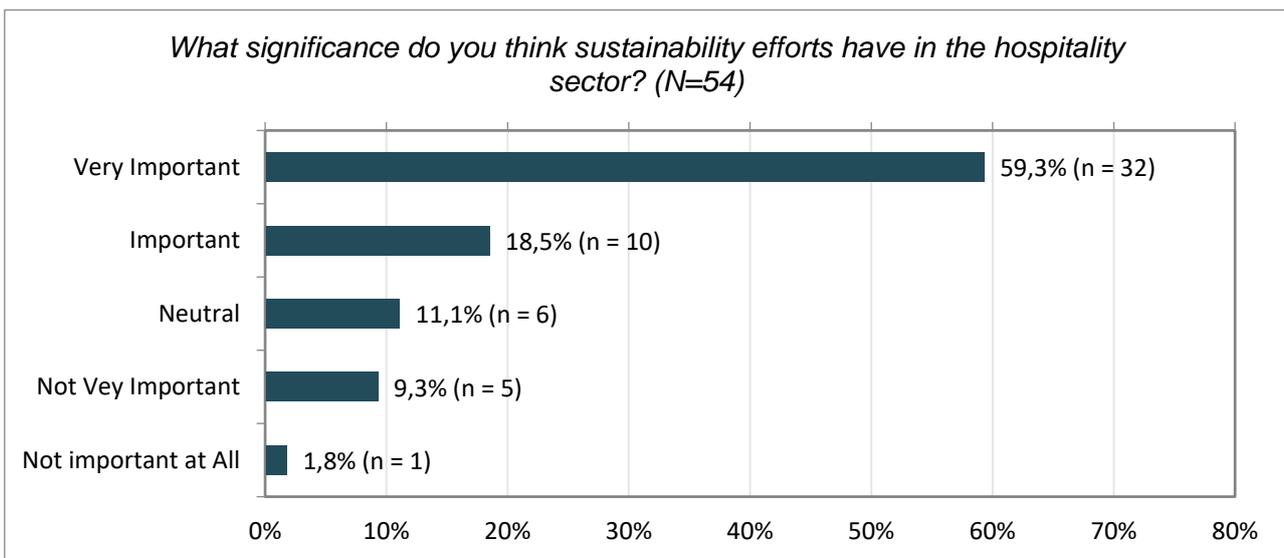

Figure 4. "Significance of sustainability" - Chart of Question 1

From the above Figure, is extracted the information that most of the employees with ~59%, find sustainability efforts in hospitality very significant and important ~19%, while only some employees' answers indicate the opposite. Only a small percentage ~2%, finds not important at all the significance of sustainability efforts. This could be a significant driver, as the perception of the employees is becoming more and more important when it comes to the design of strategies and adapting to forward-looking morals. The employees' perception does not only reflect their values and expectations. As it also provides an important opportunity for development and adaptation,

allowing the hotel to become through its operations, more aligned with the morals and preferences of its stakeholders.
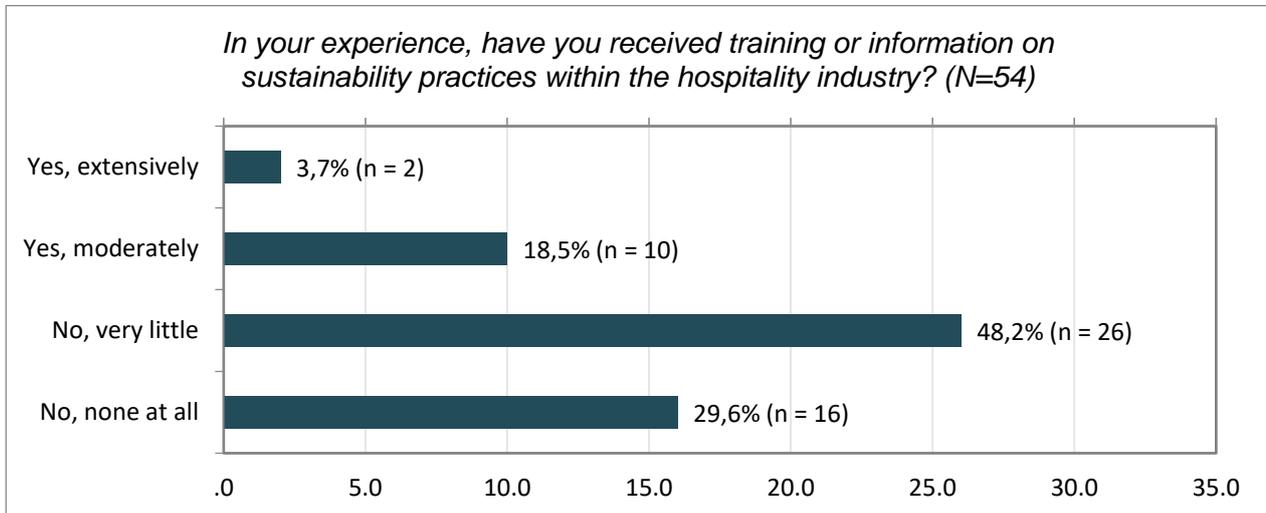
Figure 5. "Training on Sustainability" - Chart of Question 2

According to the second question of the survey, has been acknowledged that most of employees of the Mainport have poor training, or none at all, about sustainability practices within the industry. This is the reality of sustainability, and not particularly just for Mainport. As the lack of training reflects the bigger picture within the industry.
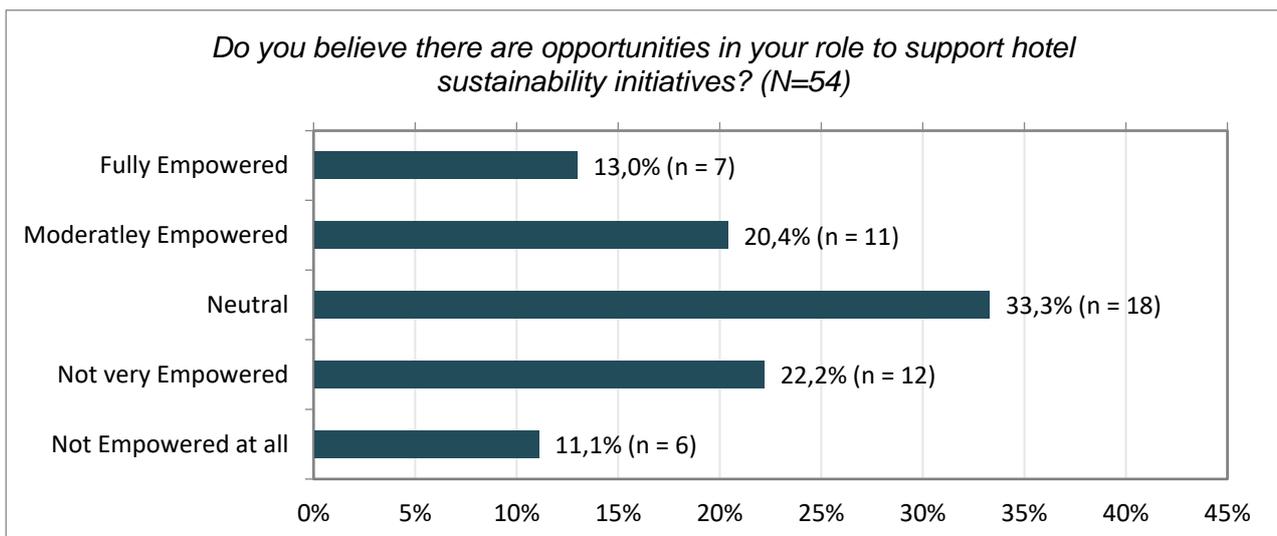
Figure 6. "Employee Empowerment on Sustainability" - Chart of Question 3

Question 3, sheds light on the perception of the employees regarding their contribution to sustainable efforts. As seen from the above graph, ~1/3 of the employees believe that their position to support these initiatives is neutral. Furthermore, the graph is equally distributed to the edges, which indicates the diversity of the opinions and the equal statistical dispersion.

What aspects of hotel operations do you think are universally challenging for sustainability efforts? (Select all that apply) (N=54)

|	
Waste management	55,6% (n = 30)
Green Energy	55,6% (n = 30)
Energy consumption	53,7% (n = 29)
Recycling programs	50,0% (n = 27)
Procurement of supplies	37,0% (n = 20)
Guest engagement in sustainability	24,1% (n = 13)
Other (please specify)	5,6% (n = 3)
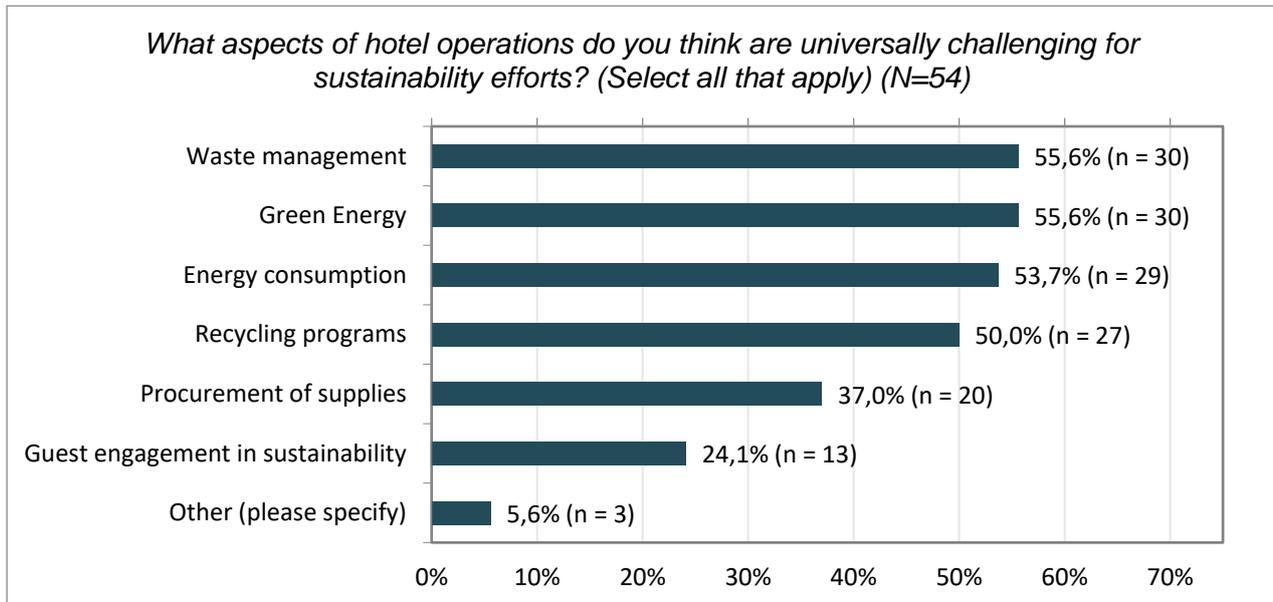
Figure 7. "Sustainable Operations & Practices" - Chart for Question 4

In this question, employees could choose more than one answer to the given options. Question 4 offers its participants the choice between specific operations that might seem challenging for sustainability efforts. According to the graph, opinions vary according to the choices. Moreover, some participants chose the option "other", and they answered as follows:

- "Linen washing has high impact"
- "Give the leftover food to the homeless or authorities instead of throwing it away, there is already enough poverty in this world"
- "housekeeping"

This question offered participants the flexibility to select multiple options, "select all that apply". The resulting data indicates a diversity among the participants regarding the benefits of the sustainable practices potentially applied to Mainport Hotel and the broader hospitality industry. By understanding the perspectives of the employees regarding sustainable practices, an assessment of the areas for improvement is becoming more feasible.
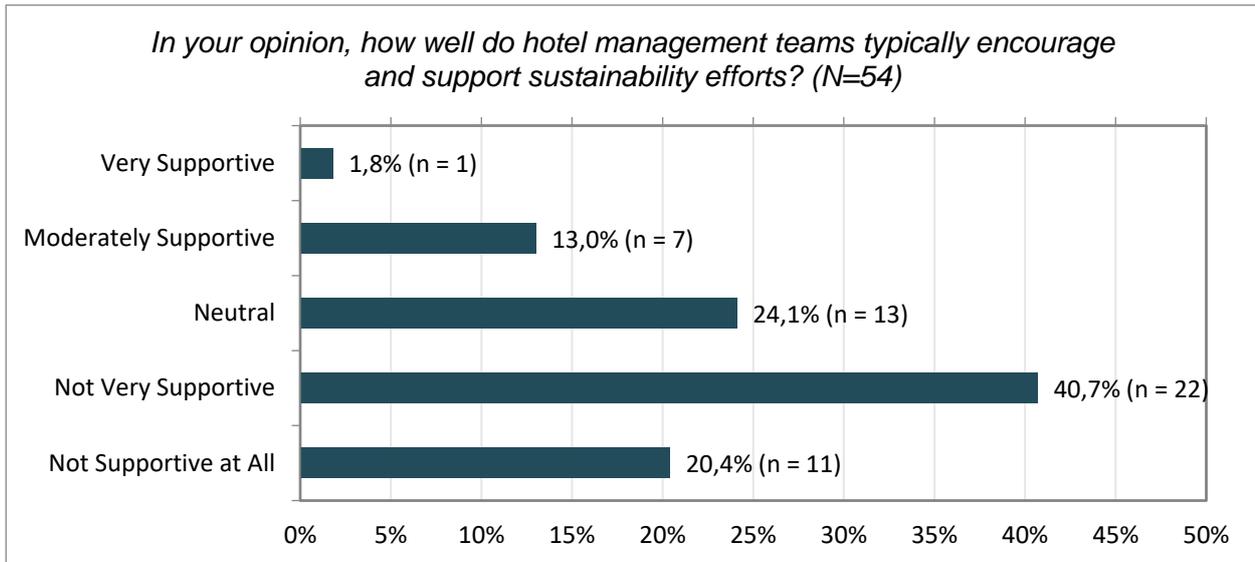
Figure 8. "Supportive Nature of Management" - Chart of Question 5

The results of Question 5 demonstrate that the management it's not very supportive regarding sustainable effort, alongside the non-encouragement for sustainable initiatives by the employees. More than 61% of the participants demonstrate a negative sign regarding the support toward sustainability. This situation may occur for a number of reasons, including difficulties with communication and common goals. Overcoming these difficulties is critical for creating a consistent approach to sustainability at Mainport Hotel. Additionally, It demonstrates the need for improved communication and engagement strategies to empower people and inform them about the company's goals and its sustainable future.
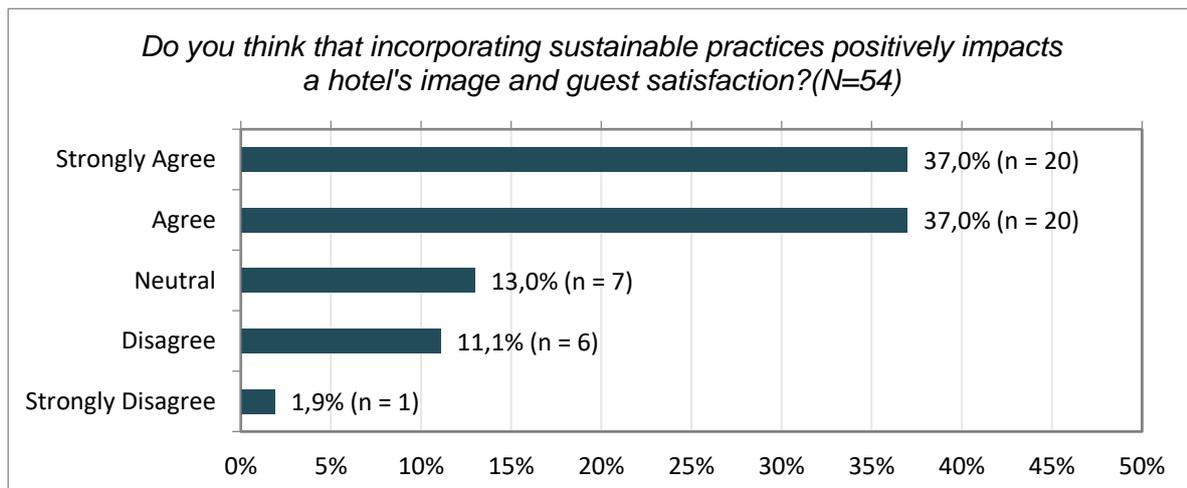
Figure 9. "Sustainability in Relevance to Prosperity and Guest Satisfaction" - Chart of Question 6

According to the majority of the participants' perceptions, Figure 9. demonstrates clearly, with more than 74% agreement, that the implementation of sustainable practices and the adaption to the sustainable future by the Hotel Companies, impacts positively the Hotel's image and guest satisfaction.

These findings emphasize the significance of sustainability initiatives not only as a way to enhance environmental responsibility but also as a strategic approach for the brand and the customer experience. The results suggest that the guests are giving more value and are willing to pay more for hotels that demonstrate a commitment to sustainability. Thus, the application of this strategy is the potential competitive advantage for hotels that prioritize sustainable practices, as sustainability is becoming a business strategy.

How positively do you perceive the impact of the hotel's sustainability efforts on your job satisfaction? (N=54)

- Very Positively: 20,4% (n = 11)
- Positively: 24,1% (n = 13)
- Neutral: 46,3% (n = 25)
- Negatively: 7,4% (n = 4)
- Very Negatively: 1,8% (n = 1)
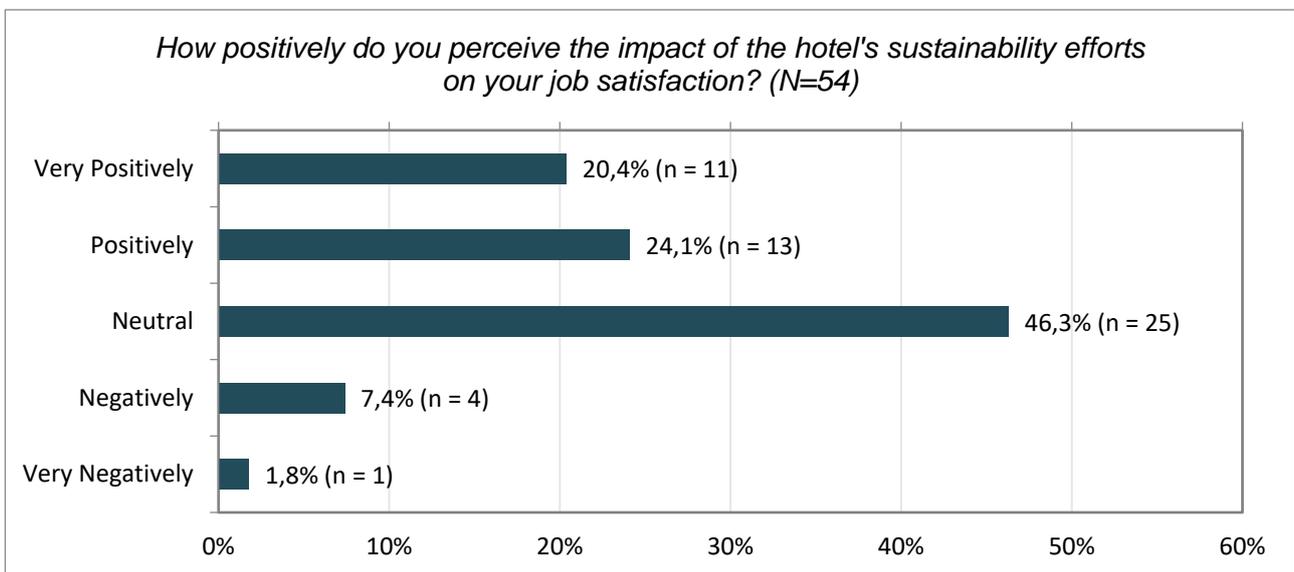
Figure 10. "Sustainability and Job Satisfaction" - Chart of Question 7

The chart in Figure 8, demonstrates that despite the significance of sustainability, ~46% of the participants believe that there is a neutral impact on their job satisfaction regarding sustainability efforts. While combined ~44% perceive it as positive or very positive. Lastly, ~10% combined perceive it as negative or very negative.

The findings presented from the above chart, indicate the complicated connection between sustainability efforts and employee job satisfaction, emphasizing the need for further research and specific approaches to address these issues.

Regarding Mainport Hotel, how would you assess the current efforts in promoting sustainability initiatives within the hotel? (N=54)

Insufficient — 61,5% (n = 32)
Fair — 23,1% (n = 12)
Sufficient — 9,6% (n = 5)
Very Sufficient — 5,8% (n = 3)
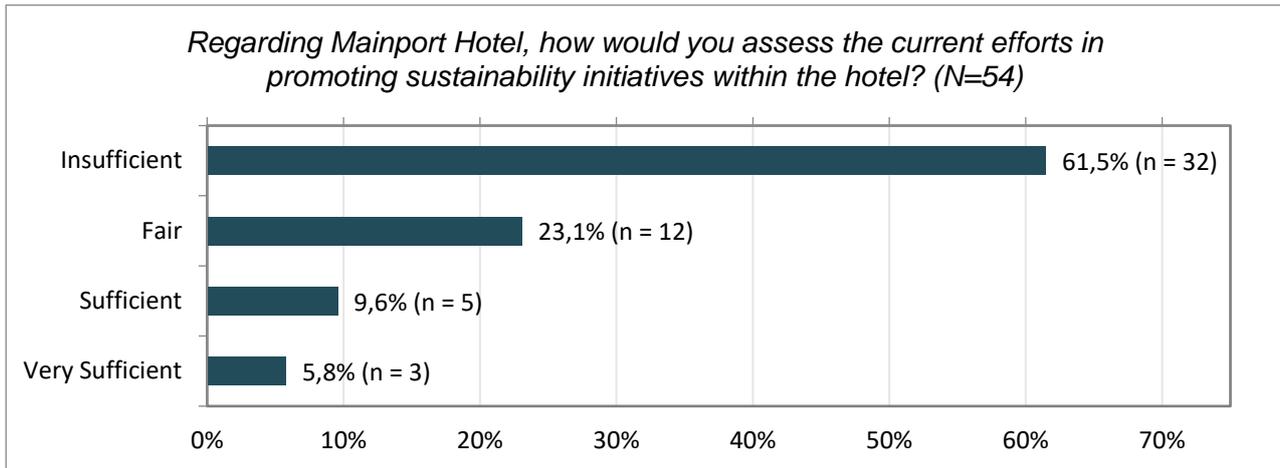
Figure 11. "Assessment of Current State" - Chart of question 8

According to Figure 11, more than 61% of the participants find the current efforts of Mainport, insufficient, and ~23% fair. While ~16% combined, finds it sufficient or very sufficient. This major perspective projects that Mainport Hotel's current sustainability initiatives are insufficient. The results highlight that is necessary for Mainport Hotel to enhance its sustainability efforts and initiatives, in order to meet employee expectations and industry standards. However, the results from this question were pretty much anticipated, as was notably know that Mainport doesn't identify itself as a sustainable establishment. Hence, by the current state of Mainport, its insufficiency was acknowledged by the majority of the employees. Nevertheless, these employees' feedback on Mainport Hotel's sustainability efforts is beneficial for the management team to adjust their approach. It emphasizes the need for transparency, and additionally the encouragement of initiatives related to sustainability.

How well-informed do you feel about the hotel's sustainability goals and progress? (N=54)

Not informed at all — 40,7% (n = 22)
Not Very Well-Informed — 37,0% (n = 20)
Neutral — 16,7% (n = 9)
Well-Informed — 3,7% (n = 2)
Very Well-Informed — 1,9% (n = 1)
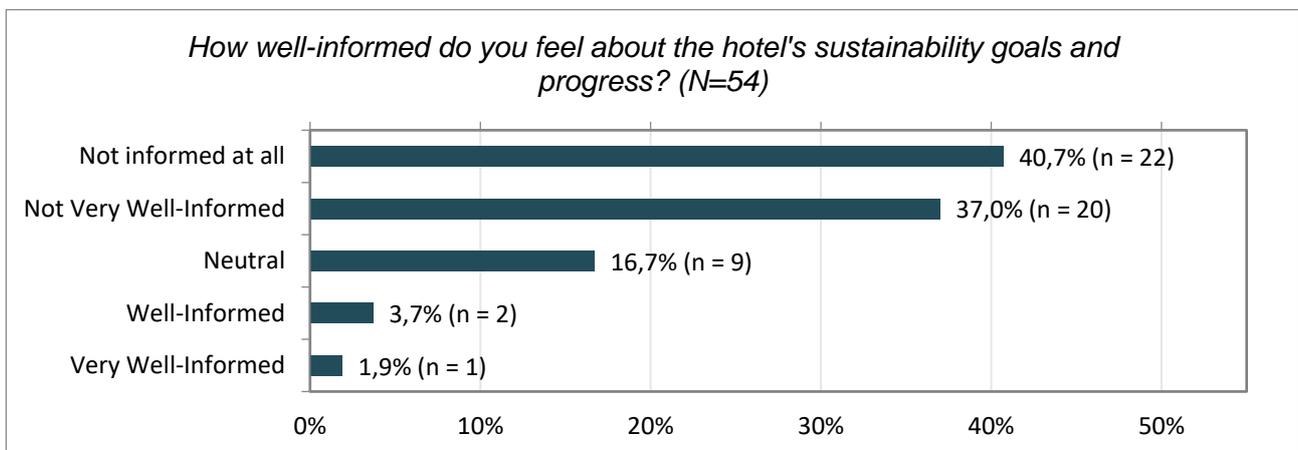
Figure 12. "Informative State on Sustainability" - Chart of Question 9

The data presented in Figure 12, reveals a concerning lack of transparency regarding Mainport's sustainability goals and progress. A significant proportion of employees, ~41% are not informed at all, 37% of the employees are not very well informed, and neutrality about information is more than 16%. While only a small proportion of participants (~2%) responded as they are aware of Mainport's sustainable efforts.

Moreover, it is essential with just a small percentage of respondents stating to be informed about the hotel's sustainability efforts, that the communication channels are insufficient. As already mentioned, these data demonstrate the importance for Mainport to readjust its communication strategy, ensuring that all employees are aware of and capable of contributing to the sustainability initiatives. This approach is critical for motivating employees and promoting beneficial transformation inside the company.

Ultimately, the Question 10. explores the perception of the employees of Mainport regarding the areas for improvement toward sustainability. In total 39 participants out of the total 54, have answered open-ended questions, offering valuable insights into their perspectives. The responses are available in Appendix 4 and the answers cover a range of areas including wastage, energy efficiency, recycling programs, supplies and procurements, eco-friendly products and amenities, and sustainability training.

- 13 answers related to Energy efficiency and the adaption to renewable energies.
- 10 answers related to the wastage of food and water.
- 4 answers related to recycling programs.
- 4 answers related to eco-friendly products and amenities.
- 1 answer related to the training.

Therefore, the feedback from these questionnaires, provide Mainport an opportunity to identify the areas for improvements or adjustments in order to align its sustainable strategies with sustainability. The above results have the potential to assist Mainport incorporating sustainable strategies, enable transformation and to promote a culture and behaviors of environmental responsibility. This proactive approach not only enhances the company's commitment to sustainability but also fosters a sense of ownership and engagement among employees in the company, in order to achieve common goals.

6.1.2   Interview Results

After the completion of the surveys, which collected data and information regarding the employees' perceptions of sustainability, a semi-structured interview with F&B Director Sander van Brandwijk was conducted on the 13th of February. This interview enhanced further the exploration of Mainport's sustainability landscape. The process was designed to guide the Director through the questions relevant to each other.

This paragraph covers mostly the questions regarding the interview including a discussion on the situation of Mainport Hotel regarding sustainability, shedding light on its strategic approach and financial considerations. The discussion highlighted the precise issue of the relationship between sustainability and guest preferences where sustainability seems to be a secondary concern for most guests. Sustainability, although of lesser importance for guests within this hotel market, is still a part of the Mainport strategy and future ambitions, especially in the scope of the rebranding towards Hilton. The Director emphasized the balance of the long-term benefits of sustainability with the immediate constraints of budgets, which would call for conservative financial planning. Even if sustainability programs do entail costs for initial investment, the Director underlined its potential for savings in the long term, especially when energy efficiency is implemented. However, he acknowledged the need for sustainability to be balanced within the constraints of budget and the competing priorities for renovations with money available.

Question 4 inquired the existence of any specific training programs on the sustainability or any awareness initiatives among the employees, conducted at the company. Was indicated that Mainport Hotel does not have any sustainable program among the staff. Sustainability is not presently a significant topic within the hotel, with insufficient emphasis on staff training or awareness beyond basic practices like energy conservation. However, there is a recognition of the potential for sustainability efforts, particularly in sourcing locally for menu items, in order for this to become part of the hotel's narrative and guest experience. For instance, banqueting services currently has initiated the use of locally produced items in their menu, which projects a commitment towards sustainability. Additionally, regarding the willingness of embracing sustainability, the Director emphasised the importance of proactive leadership in successfully promoting sustainable initiatives, relies in the hotel owner's decisions.

Several key points were unveiled through this interview, regarding the sustainable practices within Mainport. Mainport has placed itself on the market mostly as a business hotel, the Director mentioned that sustainability was not a top-notch topic for most guests. He stated that, in his opinion, when a guest is booking their hotel, only about 10% of them are really interested in sustainability, because it's related to the hotel and the location. Nevertheless, as part of its overall marketing

plan, one narrative is being presented, that guests are willing to select the hotel based on its commitment to sustainability initiatives. The Director added that sustainability at the present moment is not one of the guests' priorities, consequently nor to Mainport. However, sustainability is part of the bigger branding issue after rebranding into the Hilton chain. Yet, there is an understanding of long-term cost-cutting that may come with sustainability efforts after the initial investment. The Director emphasized on a sustainability strategy that guides their efforts, where every employee can be a sustainability ambassador for them as long as they have that strategy in place.

Regarding the potential impact on guest satisfaction and the overall success of Mainport, the Director believes that sustainability will become more important for guests in the future. However, he stated that Mainport Hotel doesn't feature as a front-runner in sustainability but rather prefers to follow the lead of other hotel chains in this aspect. In addition, he referred to potential financial risks with sustainability initiatives, especially within a competitive market where usually price considerations are attached more to the mind of guests rather than sustainability concerns.

In continuing the interview through employee perceptions of sustainability efforts at Mainport Hotel. The significance of sustainability for job satisfaction was acknowledged but it also highlighted a lack of awareness among employees regarding support for sustainability initiatives. In accordance with the employee responses, waste management and energy sufficiency emerged as key concerns. Moreover, the Director notes that sustainability ranks low in guest priorities, estimating its influence on hotel choice to be around 3 to 5 percent which explains that sustainability is not a top priority for the majority of guests, and consequently, Mainport Hotel lacks a comprehensive sustainability strategy as already mentioned. Also, the Director highlighted the limited emphasis on sustainability in the Western European hotel market, with only a small percentage of guests prioritizing sustainability in their choice of accommodation. Nevertheless, was acknowledged the long-term cost-saving benefits through initial investment, by adapting and promoting sustainable practices.

A reference regarding future potential plans on the inclusion of renewable energy was mentioned but does emphasize how sustainability initiatives must be balanced with budget constraints and ownership priorities. In accordance with the findings of the survey, despite the lack of training programs, there was a clear interest among staff in adopting sustainable practices, and it was admitted that there was a disconnection between the management and the staff caused by ineffective communication and engagement on sustainability issues. He emphasizes the transparent communication and proactive initiatives needed for the organization to promote a culture of sustainability. Thus, there was a significant agreement that indicated that communication is the key component to achieve transformation.

Overall, this important interview with the F&B Director resulted in very interesting facts regarding the landscape of Mainport. The interview shed light on the complexities and opportunities associated with integrating sustainability into hotel operations, highlighting the importance of proactive measures and stakeholder engagement. While the Director identified that sustainability it's not the primary interest of the guests, he acknowledged its long-term importance toward cost savings. There was an emphasis that training programs and communication, as they play a crucial role, should exist in regard to the employees' desire to be part of sustainability efforts in accordance with the survey results. Ownership support is essential, and the concern element seems to be regarding the cost considerations. In general, the interview was focused on the importance of sustainability for the success of the hotel. Additionally, there was the recognition that the results of the surveys are very significant for improvements regarding sustainability and should be considered thoroughly.

7 Recommendations for Sustainability and ESG Integration

In this chapter, are presented aspects to be considered, and actions that will promote sustainable practices and integration of ESG principles into the operations of Mainport Hotel. These recommendations are crafted upon the thorough analysis conducted in previous chapters, addressing the identified challenges and barriers while incorporating the valuable feedback from stakeholders. As Mainport Hotel serves as an ideal case for exploring practical strategies to implement sustainability and can also position itself within the market as a leader in sustainable hospitality, additionally being a positive example for the broader industry.

As companies worldwide are prioritizing sustainability and ESG integration, the hospitality sector encounters opportunities and challenges to align with these principles. Environmental challenges include a wide range of problems that can be localized or global in scope, requiring different strategies to mitigate and address them (Khatter 2023). Rendtorff (2019) states that among the most current are the initiatives on the reduction of emissions of greenhouse gases, climate change, and the advocacy of clean and sustainable alternatives in energy. The hospitality industry historically had a significant negative influence on the environment because of its significant energy and water consumption, considerable commodity purchasing, and waste generation (Lenzen 2018). And additionally, as mentioned by Khatter (2023) the practice of ecological stewardship improves environmental conditions and benefits customer satisfaction, loyalty, and word-of-mouth marketing.

Within this endeavor and its narrative, the recommendations are crafted in actual considerations, focusing on overcoming barriers and enhancing sustainability practices. These will be achieved in combination with the available theoretical frameworks and the useful insights from the stakeholder's perception and the industry's new trends and best practices.

7.1 Recommendations for Sustainable Practices

As presented in subchapter 3.3, this study considers specific challenges and barriers regarding the journey of Mainport toward sustainability and ESG integration. Nevertheless, after the actual conduction of research by using a mixed-methods approach, shows additional element and factors that should be considered. Thus, this section is providing recommendations that could benefit the transformation of Mainport toward sustainability. While Mainport constitutes a component of the value chain owned by Hilton, and as Hilton is one of the leading international hotel chains which are increasingly giving emphasis to their commitment to sustainability and its integration into their strategic plan (Jones et al. 2014). At the same time, it is relevant to mention the statement of Hilton

Worldwide which describes the value chain target in 2030 as follows: "By 2030, we are committed to double our investment in social impact and cut our environmental footprint to half through responsible hospitality across our value chain" (Hilton Infograph - "2030 Value Chain Targets")

Figure 13. Hilton Infograph - 2030 Value Chain Targets

The above figure demonstrates the sustainable strategy of Hilton and highlights factors such as the environmental impact, the social impact, and consequently the governance which are aligned with the ESG framework. In this regard, and the sustainability affairs Mainport has great potential by rebranding itself into a Hilton property.

Nevertheless, an exploration of the available literature reviews projects many aspects. According to Abdou et al. (2020), sustainable practices in the hotel industry mainly include energy saving and efficiency, reducing water consumption, and waste management and reduction. Below are deepen the practices by Abdou et al. (2020):

- Energy Efficiency & Conservation. One of the most important aspects of environmental management in the hotel industry is energy conservation. As hotels are massive businesses with large turnovers of guests, energy is being consumed in huge amounts in different operational areas (Abdou et al. 2020). The amount of energy used in hotels varies greatly depending on several factors, including the hotel's size, class or category, number

of rooms, customer profile (business versus leisure), location (rural, remote, or urban), climate zone, and amenities and services offered to guests (Bohdanowicz et al. 2001). And according to the paperwork of Bohdanowicz et al. (2021), a hotel can be seen as the architectural combination of three distinct zones, all serving distinctly different purposes, thus need to be handled accordingly.

1. The guest room area (bedrooms, bathrooms/showers, toilets) - individual spaces, often with extensive glazing, asynchronous utilization, and varying energy loads.
2. The public area (reception hall, lobby, bars, restaurants, meeting rooms, swimming pool, sauna, etc.) - spaces with a high rate of heat exchange with the outdoor environment (high thermal losses) and high internal loads (occupants, appliances/equipment, and lighting).
3. The service area (kitchens, offices, storerooms, laundry, staff facilities, machine rooms, and other technical sections) - energy-intensive areas typically requiring advanced air handling (ventilation, cooling, heating).

Some of the steps that promote sustainable practices regarding energy conservation and efficiency are the usage of renewable energies (solar energy, wind energy, etc.), the installation of energy-efficient appliances and equipment, the usage of digital thermostats to control guestroom energy consumption, the usage of energy-star-qualified products, the installation of motion sensors to turn off lights in low-traffic areas automatically, reflective glass or triple-glazed windows, the energy-efficient light bulbs (LED) usage, and cleaning empty, dirty rooms with daylight rather than artificial lighting (Abdou et al. 2020).

- Water Conservation Measures. Nowadays, in the imperative of sustainability in hospitality management, water conservation management has become a popular green management strategy as hotels use vast amounts of water in their daily operations (Wyngaard & De Lange 2013). According to Bohdanowicz et al. (2021), the amount of water used in the hotel business is determined by the size, capacity, occupancy rate, and quantity of services and amenities offered by the Hotel. Daily practices that could promote water conservation and be applied as sustainable are the use of water-efficient devices such as Low-flow or infrared-activated faucets, low-flow showerheads, low-water-volume toilets, sink aerators, and Energy Star qualified cooking devices, the institution of a linen reuse program, regular fixing of toilet and bath leaks, use of water-efficient laundry equipment and dishwashers, placing water meters in guestrooms to track usage, adoption of water saving campaigns in kitchens such as washing dishes when there are full loads or not using running water to wash vegetables and the adoption of water-efficient or xeric gardening in the establishment

(Kuuder et al. 2013). The application of the above sustainable practices depends on each hotel's accommodation capacity, standard, and the type of facilities and services provided (Bohdanowicz et al. 2001).

- Waste Management Measures. The hotel sector is considered to be an important contributor to greenhouse gas emissions since it produces a significant amount of (e.g., garden waste, food waste, and cooking oil waste) and dry waste (e.g., cardboard, plastics, cans/metal, linen, paper, and other garbage) and it's transferred into the soil and the landfills (Abdou et al. 2020). An example by Baynova (2023), presents that Limiting the quantity of food cooked to the real needs of the establishment is an excellent strategy to decrease food waste, as evidenced by the fact that over 30% of commodities purchased are later labeled as trash. As a result, hotel operators began implementing several measures to reduce hotel waste such as: separating wastes by using colored bins and clearly labeled containers to collect recyclables, buying products with recycled content, collecting organic kitchen wastes separately for soil composting, buying food and cleaning supplies in bulk, implementing a donation program (giving leftover food and linens to charitable organizations) (Han et al. 2018). In addition, studies have proven that effective waste management can reduce environmental impact and increase hotel profitability (Singh et al. 2014).

The practical issues of accomplishing sustainability in the hospitality sector are very complicated, according to Baynova (2023). One way to address this is to reevaluate every procedure that contributes to the hotel industry, from distribution to amenities, and to find ways to provide sustainable quality. However, the cost of transforming to a sustainable establishment is a major issue, as has also been highlighted in the literature review of the study and the conduction of the interview with the F&B Director. In the hotel sector, sustainability and in general sustainable affairs are only possible with the right controls in place (Abdou et al. 2020). This could be accomplished and applied in Mainport by establishing metrics for energy consumption, water management, and waste management, by which the operation will be enhanced and calculate the sustainability success rate.

It is a fact, that despite the lack of sustainability within Mainport, many of the aforementioned sustainability has been applied also to Mainport (see subchapter 4.2). According to the progressive status of the Hotel, being in the rebranding phase, and its employees who are playing a crucial role in the transformation towards sustainability and implementing the ESG principles, all of the presented recommendations are applicable under consideration.

7.2 Incorporating Feedback from Stakeholders

This study prioritizes the actual beneficial character of Mainport Hotel. By incorporating the feedback from the stakeholders, is an essential component in the journey of sustainability and ESG integration. The Mainport Hotel has the potential to be the epicenter of the hospitality industry's recognition of the importance of sustainable practices. This subchapter further examines these insights, deepening the stakeholder engagement, strategies to source and extract the feedback from stakeholders, as well as using these insights for continuous improvement of sustainable practices.

Stakeholder engagement is at the core of sustainable business practices and promotes a company's transformation towards sustainability. It is given prime importance in the hospitality sector where the hotel's operation dynamics are interwoven between its guests, employees, suppliers, and the local communities. As Mainport is part of a hotel chain called Hilton, it's wise to define hotel chains are horizontal integration of individual hotels or other properties under the same brand (Ivanov & Zhechev 2011). As already been projected in the previous subchapter, Hilton has an actual plan to address sustainability, nevertheless, it takes action to reach the goal. In order to "green" hotels, Irungu et al. (2022) refer to the implementation of sustainable and environmentally friendly practices, such as waste management, energy conservation, quality of indoor air, organic food, organic biodiversity, noise pollution reduction, water conservation, energy conservation, organic building design, and green procurement. The process of becoming sustainable involves careful use of resources, focus on biodiversity conservation, climate change mitigation and adaptation, and promoting environmental awareness with key stakeholders on issues regarding hospitality and tourism (Irungu et al. 2022). Hotel managers can be defined as the more important stakeholders in their decision-making process and take their worries about the environment into account are more likely to implement green practices and invest in long-term success than managers who prioritize short-term gains (Epstein & Buhovac 2014).

Furthermore, studies have shown that employees are important stakeholders in the company (Greenwood 2008). According to ChevronTexaco (2003) "employees are vital stakeholders who are critical to helping our company meet its obligations to investors, partners, customers and governments", thus this perception of the engagement of employees to company achievement and promotion to investors, incorporates with the framework of ESG, as it is widely used from investors. Involving the stakeholders such as employees in the decision-making processes will not only provide great insights but will also foster a sense of ownership and commitment towards sustainability goals. In accordance with the Stakeholder theory by Jurgens et al. 2010 it emerged among the other theories of the company to widen its role as a social organization, and hence, pointed out by Freeman (1984) that each group of people affected by a company's operations are under its

responsibility. The aforementioned references and sources are totally aligned with the social dimension of the ESG framework.

As the theoretical framework projects, employees constitute the heart of Mainport Hotel's operations and are the key players in driving sustainability initiatives forward. Is essential, to advance their role within the business, as the results of the surveys foreshadowed that energy conservation and efficiency alongside waste management plays a significant role, in their perception, of achieving sustainability. Adopting their opinion about the hotel's affairs, will build trust, strengthen relationships, and enhance the reputation of the hotel as a responsible business that considers its employees as actual stakeholders and key players in shaping the sustainable transformation.

To achieve sustainability at Mainport Hotel, it's crucial to fundamentally readjust the hotel's strategy. The surveys and interviews from this study highlight a significant communication gap regarding sustainable practices within the organization. This lack of communication is a major obstacle to reaching any sustainable goals and needs to be addressed with strategic measures that enhance transparent and effective communication from the management to the employees. Robinson et al. (2011) state, that in conventional communication studies, a signal that indicates sustainability performance is the effort of the company to communicate sustainability. Additionally, sustainable communication is defined as a key strategy to increase hotels' competitiveness in the market (Shen et al. 2020). The above statements can also be applied and give emphasis to the communication channels between the management and employees and promote sustainability efforts, in order to achieve employee engagement.

Overall, effective communication is essential to the success of this sustainable journey, being the key factor for employee engagement, empowerment, and alignment with the company's goals. According to the results of the surveys, the communication isn't clear, so employees might not be aware of the hotel's sustainability efforts, which significantly mitigates their ability to contribute. Following the surveys, the interview with the Director also highlighted the lack of communication between the management and the employees regarding sustainability. By utilizing transparent communication, Mainport Hotel can promote a culture of awareness, ownership, and responsibility among its employees. Various methods can be used such as regular updates, newsletters, and communication platforms would be effective for maintaining effective communication regarding any sustainable initiatives and foremost gathering employees' feedback which has been noticed by the Director provides important and concerning insights for the future strategies of Mainport.

Another aspect of the incorporation of the stakeholder's perspective, is the lack of training programs regarding sustainability. The aspect of training is crucial to the successful implementation of sustainable practices, as when employees engage in a hospitality business's sustainable culture, it

naturally affects its daily operations (Williams 2011). The dimensions of the ESG framework indicate the variable of the human factor, thus investing in sustainability training programs is vital for enhancing employees' empowerment and engagement in sustainable initiatives. As highlighted from the interview with the F&B Director, the lack of training programs is acknowledged, nevertheless, there is a willingness to include training programs related to sustainability in its future sustainable strategies. These trainings will offer employees the knowledge, skills, and motivation in order to actively contribute and promote sustainability initiatives within Mainport.

8 Discussion

Chapter 8 concludes the empirical study into sustainability and ESG integration at the Mainport Hotel in Rotterdam. This chapter discusses the implications and provides actual recommendations emerging from the analysis conducted in the previous chapters and additionally guiding the review discussion. Mainport Hotel as a case study, provides critical insights into challenges, opportunities, and strategies that come with meeting sustainability goals, these aspects represent significant factors to be considered within the hospitality industry and its sustainable practices. Overall, the discussion chapter connects and elaborates throughout the previous sections of the dissertation (University of Westminister, LibGuides).

Primary, this chapter presents the research outcomes and compare them with the relevant literature frameworks that were provided in the previous chapter, which facilitates the better understanding of the empirical findings. Afterwards, each research sub-question is examined in relevance to the outcomes in order to pro-vide a comprehensive analysis of the specific aspects that were examined though this thesis. In addition, the subchapter recommendations, provide to the stakeholders and any other professional valuable insights, in order to contribute to the practical suggestions for the future of Mainport, and overall, the wider discussion concerning the sustainability of hospitality. It is essential that with any research paper, should be provided a chapter regarding the ethical considerations and the reliability of the research outcomes, considering how the reflection of this research might contribute to achieving greater validity of the study. And finally, an elaborative reflection regarding the personal and professional learning outcomes though the conduction of this thesis.

8.1 Main Research Outcomes in Comparison with Literature

Primary, to achieve the research outcomes from this analysis, various channels were utilized to gain a comprehensive understanding of the current sustainable state of Mainport and its integration of ESG. As an F&B supervisor, this position provided valuable personal insights into the daily operations of the hotel and its approach to sustainability. Alongside the personal insights, an engagement in discussions and gathering information on the current state of sustainability at Mainport, occurred. Through asking questions and gathering perspectives from colleagues and management, further insights was gained into the organization's sustainability efforts and identified areas for potential improvement. These personal insights mostly recognized the sustainable efforts that are presented in subchapter 4.2, which elaborate with the existing literature reviews. In addition, the research outcomes were enhanced by data collection through a survey among the employees of

Mainport. Data was then analysed through Webropol, to enhance the understanding of the stakeholders' perspective towards the sustainable initiatives by Mainport. Apart from the survey, an important interview with the Director of the F&B department was conducted, which further enriched the research. In combination with the survey findings and my observations, this interview offered a significant perspective on the hotel's sustainability strategies, challenges, and future directions, providing valuable insights. Thus, this thesis thoroughly relies on the stakeholder perspective which provides a broad reflection of the Mainport sustainability practices and overall supports the evaluation and interpretation of the research outcomes.

When the research outcomes are compared to the literature review, some points of relevance and differentiation need to be noted. Primary, the literature review identifies driving factors in the hotel industry for sustainability such as the rising guest awareness, the SDGs, and the competitive advantage. Nevertheless, along with the driving factors are also the challenges presented in this thesis, such as the initial cost investment, the changing guest expectations, the sourcing and logistics, and the cultural and regulatory compliance. The main outcomes of the research are aligned with these, especially in terms of the initial cost investment when it comes to sustainability and the competitive advantage that can be achieved. However, the research outcomes did not provide any evidence of the impact on sustainability regarding all the literature provided. As the main supporter of this thesis, was the stakeholders' perspective. From the employees' perspective, was clear that the adaption to sustainable practices enhances guest satisfaction. And from the interview's results comes that despite the satisfaction, does not determine their primary concern. This projects, an alignment with the existing literature review. Additionally, the interview with the Director highlighted the significance of adopting sustainable practices to gain a competitive advantage. However, was acknowledged that Mainport is not willing to be the pioneer in this broader endeavor in the industry. Moreover, the literature review and the recommendations chapter point to the sustainable strategies that are commonly adopted, such as initiatives relevant to energy efficiency and conservation, water conservation measures, and waste management measures. Essentially, the research outcomes, mostly from the survey and the interview, highlight the importance of these measures.

Was clarified that the employees desire, Mainport to adapt to these strategies and apply these sustainable practices, hence, to achieve ESG integration. Overall, the above demonstrates, that sustainability practices in the hospitality industry are significantly influenced by the existent theoretical frameworks and organizational structures (management, employees, morals, and strategies). While, comparing research outcomes with literature reviews, is projected the complexity of sustainability in hospitality, emphasizing the necessity of combining theoretical frameworks and empirical findings to develop new and enhance the existent sustainable strategies.

8.2 Answering Sub-Questions and Main Research Question

This section aims to answer each sub-questions presented in the thesis, according to the conducted analysis in the previous chapter, the research outcomes, and their implications. Afterwards, aims to answer the main research question of this thesis.

8.2.1 Sub-questions of the Research

In this section, is addressed in numerical order each research sub-questions, as presented in the subchapter 2.2.

1. "How can Mainport Hotel transition towards sustainable hospitality?"
   Mainport Hotel can transition towards sustainable hospitality by implementing strategic initiatives across its daily operations and procedures. This could involve, adopting environmentally friendly practices such as energy efficiency measures, waste management measures and water conservation efforts. In addition to the social and governance factors in its practices, Mainport can promote diversity and incorporation, ensuring ethical considerations, and enhance its community engagement. An effective way to measure its success, as also presented from by this thesis, is conducting surveys which can provide valuable insights into employees' perception, motivations, and suggestions for enhancing sustainability practices.

2. "What challenges and barriers interfere with the integration of ESG principles?"
   As discussed in the previous chapters, Mainport Hotel encounters several challenges and barriers in integrating ESG principles into its organizational structure. These include financial constraints (also the investment cost), lack of awareness or commitment from key stakeholders, and lack of awareness among the employees. While, referring to more practical challenges, such as sourcing and logistics. In combination, with overall sustainability changes, enhanced leadership, engagement of stakeholders, and a clear strategy for ESG integration, Mainport can face these challenges with success.

3. "How do employees perceive sustainability at Mainport Hotel?"
   This research relies significantly on the stakeholders' perception. While was analysed thoroughly in chapter 6, understanding employees' perceptions of sustainability at Mainport Hotel is vital. As it assesses the effectiveness of operations, provides insights, and identifies areas for improvement. The results from the survey, served as significant factors to be considered for the transformation of Mainport into a sustainable business. The majority of the

employees acknowledge the significance of sustainability, the positive impact on guest satisfaction, while a neutrality on job satisfaction was pointed. Furthermore, the majority of the employees haven't any training on sustainability, which reflects the broader spectrum of hospitality. While regarding Mainport's situation, the majority of the employees stated that the sustainable efforts are insufficient, the lack of information about its sustainable future. Additionally, the survey highlighted the lack of feeling empowered regarding sustainable efforts and initiatives, and the insufficient support from the management.

4. "What recommendations can facilitate the hotel's sustainability transformation?"
   To facilitate Mainport's sustainability transformation, several recommendations can be considered. These recommendations are thoroughly examined in chapter 7, while it could be divided into two categories, the tangible, and the intangible. Primary, the practical ones, such, energy efficiency and conservation, water conservation measures, and waste management measures. Secondary, the recommendations incorporating the stakeholder' perspective, which was gathered through the survey to the employees and the semi-structured interview with the F&B Director. Which indicated that in order to achieve a transformation, Mainport should readjust its sustainable strategies to be aligned with ESG principles, introduce sustainable training programs, and enhance its communication channels from the management to the employees.

8.2.2 Main Question of the Research

The critical research question of this thesis, "How can Mainport Hotel shift towards sustainable hospitality and effectively integrate Environmental, Social, and Governance (ESG) principles within the modern hospitality landscape?" serves as the driver for the implementation of this study. This general question implies the basic goals and objectives developed throughout this research. From this question, it is intended to identify not only the practical measures and directions that Mainport has to embrace in order to achieve the transition towards sustainability, but also more overall issues and challenges associated with the implementation of the ESG principles.

As been highlighted thoroughly in this thesis, the steps for Mainport Hotel to transition towards sustainable hospitality include adopting environmental practices as well as integrating social and governance principles, are complex. All the tangible and intangible challenges harden the transition, although the tangible and intangible recommendations promote it. To address these issues, Mainport must focus on integrating sustainability into its strategic planning and involve leadership in sustainability efforts. Also, vital is to understand and consider employees' perceptions of

sustainability, to improve management communication and support. Addressing these challenges with employee involvement could be a key to promote significant change towards a more sustainable future in the hospitality industry.

Ultimately, this thesis aims to relate to the fundamental research question and contribute to the advancement of sustainable practices within the hospitality sector in order to create a positive environmental, social, and economic outcome. Hence, it seeks to provide recommendations for Mainport, and similar hotels in such a manner for adopting sustainability as a strategic imperative and to incorporate changes towards a sustainable future.

8.3   Recommendations for the Future

Mostly, the results of the study present valuable insights and recommendations for the management team in Mainport, to develop and execute strategic initiatives on sustainable practices in its operations. Additionally, this involve embedding the ESG principles, more efficient endeavor on environmental conservation, and social responsibilities within the company. With these recommendations, Mainport can leverage in many aspects and gain competitive advantage. Furthermore, the research outcomes of this study, can benefit hospitality professionals, including hotel managers and other individuals interested in sustainability. Hence, the findings can be used as benchmarks and examples for their own efforts.

Furthermore, the findings of this thesis, can benefit academics to support their projects on sustainability and ESG integration within the hospitality industry. Overall, has been clear, hospitality is a dynamic industry which hasn't revealed yet its potential concerning sustainability. Thus, there is the hope that this research will contribute to the broader landscape.

8.4   Ethical Considerations and Reliability in the Research

As an active participant and Food and Beverage Supervisor at Mainport Hotel in Rotterdam, securing the necessary authorization for the inclusion of the company as a case study in this research has been obtained. This involvement demonstrates greater dedication to following ethical standards throughout the data gathering and processing methods. A primary focus will be the preservation of all participants' privacy and interests, including employees involved in the study.

This thesis and the research implementation are compliant with the principles appropriate for the conduction of a study within companies and other areas. According to Creswell and Creswell

(2017), ethical considerations in qualitative research involve ensuring transparency, honesty, and respect for participants' autonomy and rights. By following these ethical standards, and the collaborations with the quantitative data, the research maintains integrity and credibility in order to enhance the validity of the findings. Any potential conflicts associated with the research will be elaborated, making the participants informed about their participation.

8.5 Learning Outcomes

This thesis has given several invaluable personal and professional learning outcomes while conducting the research. Primarily, this experience has strengthened my perception on sustainable practices within the hospitality industry, particularly with the examination of Mainport's state as the case study. Additionally, engaging directly with stakeholders and conducting surveys and interviews has provided valuable insights into the challenges and opportunities associated with the implementation of sustainability initiatives. Besides, this research process enriched my analytical and research skills and enabled me to conduct data collection, analysis, and interpretation towards meaningful conclusions. Moreover, the conduction of the research has increased my project management skills and improve time management practices and concerns.

Through the interaction with my colleagues, the management and overall, the stakeholders of Mainport. This experience improved my communication and interpersonal skills throughout the process. As effective communication is vital in order to gather information regarding the objectives of the thesis, and pursuit situations which will facilitate the process of the research. Apart from the personal learnings and improvements, I would like to express my gratitude to my thesis Supervisor Mia Tarhanen, the program coordinator Violeta Salonen, my family and friends, the fellow colleagues, and the Director of F&B Sander van Brandwijk for the support and guidance throughout this process. Additionally, to express my commitment in applying all the learning outcomes and contribute positively to the companies I would be employed, and overall, to hospitality industry.

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Appendices

Appendix 1. Survey. Set of Questions

Employee Perception of Sustainable Hotel
Case: Mainport Hotel, Rotterdam

This survey aims to shed light on the employees' perception regarding sustainable practices and the incorporation of Environmental, Social, and Governance (ESG) principles within Mainport Hotel, with the main purpose of contributing and providing recommendations for the hotel's journey towards sustainability. All the data collected from this survey will be used for academic purposes (Bachelor Thesis), and the Thesis and its results will be available in the Theseus database after May 2024. Confidentiality and anonymity will be maintained.

1. What significance do you think sustainability efforts have in the hospitality sector?
2. In your experience, have you received training or information on sustainability practices within the hospitality industry?
3. Do you believe there are opportunities in your role to support hotel sustainability initiatives?
4. What aspects of hotel operations do you think are universally challenging for sustainability efforts? (Select all that apply)
5. In your opinion, how well do hotel management teams typically encourage and support sustainability efforts?
6. Do you think that incorporating sustainable practices positively impacts a hotel's image and guest satisfaction?
7. How positively do you perceive the impact of the hotel's sustainability efforts on your job satisfaction?
8. Regarding Mainport Hotel, how would you assess the current efforts in promoting sustainability initiatives within the hotel?
9. How well-informed do you feel about the hotel's sustainability goals and progress?
10. Are there areas within Mainport Hotel where you believe sustainability efforts could be enhanced or improved? (Open-ended response)

Appendix 2. QR CODE of the Survey

https://link.webropolsurveys.com/Participation/Public/b88e431b-20a2-4776-8de5-ea34d724d501?displayId=Fin2958551

Appendix 3. Semi-structured Interview. Set of Questions

Semi-structured Interview with Sander van Brandwijk
Director of the F&B Department

1. Can you provide an overview of the current sustainability (sustainable practices) within the F&B department or different departments at Mainport Hotel?
2. From your perspective, how crucial are sustainability efforts for the overall success and image of Mainport Hotel in the hospitality industry?
3. (If applicable) Can you provide any strategies or plans for Mainport Hotel that demonstrate the willingness for the shift toward sustainability?
4. Have there been any specific training programs or initiatives focused on sustainable practices within your department or any other department? If yes, how effective have these been? And, how effective have these been in raising awareness among employees?
5. Within your department, what operational aspects do you find most challenging when it comes to implementing sustainable practices?
6. What opportunities do you see for employees across various roles and departments to contribute and support the hotel's sustainability journey?
7. Regarding guest satisfaction and the overall success, do you believe adapting and promoting sustainability within Mainport could be beneficial?
8. How do you perceive the level of awareness and understanding among employees regarding Mainport Hotel's sustainability goals and progress?
9. Incorporating employees' perspectives (collected data from the surveys), how positively do you think the hotel's sustainability efforts influence their job satisfaction?
10. Regarding the employees' perception and the results from the surveys, what's your opinion about the effectiveness of current sustainable practices, the level of support they feel from the management, and any specific suggestions or feedback they might have to enhance sustainability efforts?

Appendix 4. Open-ended responses to Question 10

Question 10. Are there areas within Mainport Hotel where you believe sustainability efforts could be enhanced or improved? (Open-ended response)

Responses

1. Waste Management and Sourcing and procurements.
2. I consider that the first step is to detect which are the points to improve and which are the real tools we have. Then we should receive enough information on how to improve our daily practices and instructions on how to do it correctly. and after a while receive reports on how the situation has improved or not.
3. the kitchen and the breakfast buffet
4. Usage and waste of water, as well as food waste.
3. Linnen Washing. More green energie. Further eduction use water and electricity
4. Yes, certainly, too much food is wasted during baking and breakfast, this can be prevented if we recycle it for staff lunch and dinner or give it away to people who desperately need it.
5. Could be enhanced
6. Energy consumption, waste management
7. The way we sort waste should be better. Also be smarter with all stuff/area that stays on for 24/7 but aren't used 24/7.
8. Green Energy
9. Energy Consumption
10. Always room for inprovement
11. Green Energy
12. Waste reduction & Recycling programs should be enhanced.
13. The Hotel operations should focus on the Green energy efficiency
14. energy
15. Green energy
16. Supply and procurements
17. New Energy , green
18. Housekeeping, Linen and cleaning products
19. Renewble Energy
20. In all areas. There is an initiative but it is very light, the employees are not obliged to follow it, and the simplest thing is always chosen, which is not to follow the rules.
21. Green energy entrynuable applications
22. The cost of this new investments in all the aspects
23. adapting into the renable energy usage, such as solar panels
24. save water in order to reduse the wastage
25. reduce the usage of electricty
26. food wastage and probably more eco options
27. using more eco friendly amenities an maybe cleaning products
28. green products
29. food wasteage
30. Isolations, energy, recycling

31. housekeeping. Mainport could encourage the guest to not let their room be cleaned on stay over.
32. Training about sustainability
33. Energy
34. Avoid plastic products
35. material to be more eco
36. Reduce of wastage and recycling
37. Energy
38. In all fields of hotel operations and management selected under 4., but i am not well informed about the level of sustainability efforts in these fields at the Mainport Hotel
39. Two additional food waste containers

Appendix 5 The 17 SDGs by UN

Goal 1. End poverty in all its forms everywhere

Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3. Ensure healthy lives and promote well-being for all at all ages

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 5. Achieve gender equality and empower all women and girls

Goal 6. Ensure availability and sustainable management of water and sanitation for all

Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10. Reduce inequality within and among countries

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12. Ensure sustainable consumption and production patterns

Goal 13. Take urgent action to combat climate change and its impacts*

Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development