



HOTEL ENVIRONMENTAL SUSTAINABILITY PRACTICES WITHIN INSTITUTIONAL THEORY FRAMEWORK

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ABSTRACT

The purpose of this paper is to explain factors influencing the environment sustainability practice (ESP) in a Sarawak based hotel using the isomorphism tenet. An explanatory case study was applied. A semi-structured interview with the hotel personnel was conducted and the hotel website was analysed. The coercive isomorphism arises from the invitation by the National Resource Environmental Board (NREB) to participate in the Sarawak Chief Minister Award and compliance with the ASEAN Tourism Standard, an indication of legitimacy, to be socially acceptable. In terms of the mimetic isomorphism, Hotel A imitated the best practices of its peers in the same organizational field. Finally, normative isomorphism evidence was proven by professional networking via attendance in the environmental award presentation. The content analysis reveals that there is a low disclosure of sustainability information on the hotel's website. This research contributes to the CSR literature in the hotel industry particularly in an emerging economy in terms of promoting the participation in the Environmental Award competition and disclosure on the website.

Keywords: Sustainability, environment, hotel, websites, isomorphism

INTRODUCTION

Over the decades, tourism has become one of the fastest growing economic sectors in the world. Malaysia, in her quest for a developed-nation status by 2020, has included tourism as one of the 12 National Key Economic Areas (NKEAs) of the National Economic Transformation Programme (ETP) that was launched in September 2010. The Malaysian Government, however, also recognizes the environmental sustainability concerns that come with the tourism industry. Thus, under the Tenth Malaysia Plan (2011 – 2015), Malaysia's environmental agenda focus on protecting the environment while harnessing economic value from the process.

In a UNWTO-ASEAN International Conference on Tourism and Climate Change held in Legazpi, Philippine from 18-20 May 2014, the World Tourism Organization (UNWTO)¹, of which Malaysia is a member, called for tourism to take greater responsibility for its environmental impact, with climate change at the heart of the tourism agenda in Southeast Asia. As pointed out on UNWTO's website, particularly developing countries stand to benefit from sustainable tourism and UNWTO acts to help make this a reality (UNWTO, n.d.).

With the Visit Malaysia Year campaign, which was first launched in 1990 by Tourism Malaysia, an agency under Ministry of Tourism, there has been a stark yearly increase in tourist arrivals to Malaysia. For example, 1998 saw 5.56 million, 2003 saw 10.58 million and 2013 saw 25.72 million tourist arrivals, and the expected arrivals in 2014 to be 26.8 million. Increased tourist arrivals translates to increase in demand for hotel accommodation, consumption of resources and large-scale generation of waste, and exposure of the natural habitats to risks of being damaged by unrestrained activities.

Despite the potential of environmental damage due to overexploitation, however, it is heartening to note that over the years, there has been an increasing trend by players of the industry to promote the green hotel concept and their efforts have been duly recognized. For example, in January 2014, all 10 Malaysian hotels nominated for the Asean Green Hotel Awards 2014, together with another 76 hotels from the region, clinched the award. The 10 Malaysian hotels are Shangri-La's Tanjung Aru Resort and Spa Kota Kinabalu, Shangri-La's Rasa Ria Resort Tuaran and Nexus Resort Karambunai Kota-Kinabalu from Sabah; Riverside Majestic Hotel Kuching and Miri Marriot Resort and Spa (Sarawak); Mandarin Oriental Hotel, The Shangri-La Hotel and Renaissance Kuala Lumpur (Kuala Lumpur); The Andaman Langkawi (Kedah) and The Shangri-La's Rasa Sayang Resort and Spa (Penang) (Bernama, 2014).

In his speech, Datuk Seri Mohamed Nazri Abdul Aziz, the Tourism and Culture Minister mentioned the Asean Green Hotel Award is also seen as an integral initiative to support the current work of ASEAN Green Hotel programme to develop the ASEAN Ecotourism Strategic Plan which promotes responsible tourism and green practice in the tourism industry (World Luxury Tourism, 2014). Also, on 27 May 2014, the Malaysian Association of Hotels (MAH), during its 40th Anniversary, in collaboration with Green Building Index (GBI), launched the *GBI Hotel & Resort* tools: going one step further towards sustainable tourism management in Malaysia. GBI was set up in 2009 as Greenbuildingindex Sdn Bhd to provide for a localised green building rating tool and is a wholly-owned subsidiary of Malaysian Institute of Architects (PAM) and the Association of Consulting Engineers Malaysia (ACEM). A green building is one that efficiently utilises resources such as energy, water and materials while reducing the impact on human health

¹ The World Tourism Organization (UNWTO) is the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism.

and the environment during the building's lifecycle, through elements such as design, construction, operation, maintenance and removal. Therefore, GBI could be possibly assist hotels to achieve environmental sustainability.

Due to various efforts undertaken to promote the green hotel concept at both national and international level, this paper aims to explain factors influencing the environment sustainability practice (ESP) in a Sarawak based hotel (Hotel A)², one of the winners of the ASEAN Green Award 2014. Correspondingly, the research question posited in this paper is “what are the factors influencing the ESP in Hotel A”. In this paper, the ESP specifically refers to the participation in the Environmental Award competition and the disclosure of sustainably information on the hotel's website.

LITERATURE REVIEW AND MOTIVATION OF STUDY

While becoming a key driver for socio-economic progress, tourism has also been one of the culprits for environmental destruction. As the hotel industry is a vital part of tourism, its role in safeguarding the environment is crucial, considering the huge consumption of energy and water, in the process generating substantial amount of waste (USAID, 2002) as cited in Siti Nabiha et. al. 2009a). Therefore, the protection of the environment and the provision of suitable facilities to meet customers' expectations are vital in ensuring the sustainability of the industry. The implementation of sustainable tourism practices by hoteliers and investors would help reduce the cost of operating hotel business, improving its image and safeguard the environment (Kirk, 1998; Chan, 2008).

Although it has been observed that sustainable tourism practices are being adopted by hotels (Kasim, 2009), environmental management practices undertaken by the hotel industry in Malaysia were said to be still in infancy and lagging behind environmentally conscious counterparts (Siti Nabiha et al., 2009a). The Tourism and Culture Minister of Malaysia, Datuk Seri Mohamed Nazri Abdul Aziz, during the ASEAN Green Hotel Award 2014 ceremony indicated only few hotels adopt green practices despite an increasing demand by tourists for hotels to implement such practices (Bernama, 2014). Many reasons were identified for the lack of progress in this area such as the lack of information and awareness concerning environmental issues and lack of government incentives. Hence, some small and medium-size hotels in Kuala Lumpur were reluctant to adopt sustainable tourism practices (STP) (Kasim, 2009).

The focus was more on upgrading facilities and services and less efforts in sustaining the environment (Abdul Samad et al., 2008, Siti Nabiha et al., 2009a). However, in recent years, hotel organizations are now beginning to adopt and implement sustainable tourism practices (STP) in their hotels (Ustad, 2010; Kasim, 2009). In their research, they have identified the advantages of STP to reduce costs of operations and their desire to contribute toward environmental conservation factors as the motivating factors. Areas being targeted by hotels are energy management, waste management and water conservation (Bohdanowic, 2006; Mensah, 2007; Park, 2009). These are some examples of the environmental sustainability practices implemented by hotels.

The Green Hotels Association define green hotels as “environmentally-friendly properties whose managers are eager to institute programs that save water, save energy and reduce solid waste – while saving money – to help Protect Our One and Only Earth!”(Green Hotels Association, 2014, p. 1). The Association also spells out the benefits of hotels going green; increase in profit by reducing costs through energy-saving, water-saving and waste-recycling measures, cleaner air and healthier environment for guests and staff. Previous studies (Kasim, 2009, Siti Nabiha et. al., 2009a) support the benefits of implementing environmental sustainability practices (ESP), that include reduced operational costs, environmental

² Due to the concern on the hotel's privacy, the case is identified as Hotel A in this paper.

protection, safer and healthier environment for the hotel guests, image building and ensuring the sustainability of their businesses.

The benefits should provide the motivation for hotels themselves to implement the various ESP which involve energy management, waste management and water conservation. However, keeping the environment conducive for the future generations is an important goal to be left only to the industry. It is everybody's responsibility – individuals and organizations alike. Previous literature have identified pressures of external and internal stakeholders, as well as from organizational culture or moral values related to doing the right or acceptable things, as drivers for the adoption of ESP (Carter & Jennings, 2002, Donaldson & Preston, 1995, as cited in Siti Nabiha et. al., 2010).

In their studies of environmental management, Chong et al. (2009), Kasim (2009) and Edwards (2004) as cited in Zaiton et al. (2012) identified seven factors which influenced sustainable tourism practices; incentives, knowledge, training, regulation, reduced cost, top management and formalization. On the other hand, forces that exert pressure on hotels in US to be more environment conscious are government regulation, changing consumer demand, advocacy/initiatives by NGOs and international (Mensah, 2004). Zaiton et al. (2012) analysis of the 60 one-star to five-star respondent hotels in Selangor and the Federal Territory of Kuala Lumpur, found that knowledge and incentives as the most significant influence of sustainable tourism practices. Hence, there is a need for the government and other green bodies to continue spear-heading the roles in providing information and incentives to Malaysian hotels.

Hotels practices in advancing sustainability are greatly influenced by the formal and informal pressure of guests, suppliers, the local folks and the government. These include purchasing environmentally friendly products, recycling and reusing resources, which, for example, encourage guests staying more than a night to reuse their towels and bed linens, and the employment of the local people. In Malaysia, for example, “at least 50% to 100%” of operational and management levels staff are local “due to the employment policy in the country” (Siti-Nabiha et al., 2011, p.59).

Being a key sector in tourism, regardless of sizes and types, hotels needs to play a role in several key environmental and social impacts namely: (1) energy management; (2) water use management (3) waste management; (4) wastewater management; (5) chemical use and atmospheric contamination; (6) purchasing/procurement and (7) contribution to community development; (8) contribution to biodiversity and nature conservation; (9) social issues in the workplace; (10) environmental management systems (Sweeting & Sweeting, n.d.). However, it is put forward in the paper that, for the sustainability agenda to be realistically planned and achieved, these sustainability principles should be regularly disseminated and communicated to both internal and external stakeholders in hotels. In this technological rapidly changing era, website may be used as a strategic tool to communicate sustainability information to both groups of stakeholders. Of all the various communication media by companies, the Internet “is fast becoming the most popular because it offers an exciting, interactive, and proactive means of making company environmental information available to a diverse audience quickly at little cost” (Jose & Lee, 2007; Jones et al., 1998; Marken, 1998, Rikhardsson et al., 2002).

Sustainability reporting³ is one of the sustainability research areas that is still gaining prominence throughout the world (Joseph, 2010). Researches in CSR in Malaysia have been on companies' annual reports (Janggu et al., 2007; Amran & Devi, 2008; Amran & Haniffa, 2010) although CSR information could also be found in other mediums, such as, websites, internal bulletins, newspapers, advertisement and

³ This paper adopts the definition of sustainability reporting given by the GRI (2004, p. 20), that is, "a vehicle to assess the economic, environmental and social impacts of the organization's operations, products, and services, and its overall contribution to sustainable development". The argument put forward in this paper is that, from the perspective of hotels, while ensuring the internal and external stakeholders are provided with proper services (*social*) by using the funds generated from various sources of revenue (*economy*), the aspect of *environmental* impact also requires careful consideration.

others (Zeghal & Ahmad, 1990). There has been a research on sustainability reporting on Malaysian local authorities websites by Joseph (2010) and suggested that websites could be used as a strategic tool to communicate sustainability information. Based on this premise, the aim of this study is to determine the extent of sustainability information disclosed on Hotel A's website as indication of its commitment to the ESP.

Previous studies in the green hotel area in Malaysia focussed on the management motivation to adopt the environment management practices (Kamarul-Arifin et. al, 2013; Kasim, 2009; Siti Nabiha et. al. 2009a, 2009b;2010), environmental initiatives (Siti Nabiha et. al, 2011) and sustainable tourism practice (Zaiton et. al., 2012). This study contributes to the CSR literature by explaining the ESP, specifically the participation in the Environmental Award competition and disclosure on sustainability information on the hotel's website.

THEREOTICAL FRAMEWORK

One of the most popular organizational theories, which have been used to understand various organizational and individual practices and activities, is the institutional theory (see, for example, Joseph et al., 2016). DiMaggio and Powell (1983, p.149) marked the process by which organizations tend to implement similar structures and practices as 'isomorphism', which they described as a 'homogenization of organizations'. Isomorphism is a process that coerces one element to correspond to other elements in the population that is covenant with the same state of affairs (DiMaggio & Powell, 1983).

There are a number of causes for isomorphism in organizations. Institutional isomorphism promotes the success and survival of the organization (Meyer & Rowan, 1977). Meyer and Rowan (1977, p.349) argued that "by incorporating externally legitimated formal structure, this will increase the commitment of internal participants and external constituents of the organizations". Society will continue to perceive success in the organization by taking into account the social criteria assessment.

Coercive isomorphism is the most cited type of institutional force. According to DiMaggio and Powell (1983, p.149), the pressures can be "exerted by other organizations on which an organization may be dependent, as well as, cultural expectations in which the organizations operate". The external formal structure is one of the institutional forces that promote isomorphism. In this paper, the coercive pressures come from the regulatory authority that organize the Environmental Award competition and also the ASEAN Green Hotel Standard which need to be complied by Hotel A in order to be seen as a green hotel.

The second type of institutional pressure is mimetic isomorphism. Mimetic isomorphism suggests the 'copying' of best practice of "those organizations perceived to be legitimate and successful" (DiMaggio & Powell, 1983, p.150). The mimicking behaviour is more likely to take place in large organizations that have more employees and customers (DiMaggio & Powell, 1983). Thus, this paper will explore whether there is a tendency for Hotel A to imitate the best practice successfully implemented by other hotels.

The final isomorphism category is normative isomorphism. This element of pressure is normally exerted among professionals and occupational groups (Rahaman et al., 2004). It was pointed that isomorphism is achieved when there is more involvement of workforce in professional and trade associations, and a higher level of education among staff (DiMaggio & Powell, 1983). This can be achieved via formal and informal communication, for example, seminars, meetings and websites.

RESEARCH METHODOLOGY

This case study can be categorized as an explanatory case study where the subject to be studied is a hotel that has won 2014 ASEAN Green Hotel Award. A letter was sent to the Manager in July 2014 to obtain permission for the research to be carried out in Hotel A. In this case study, data was collected through a semi-structured interview on 19 August 2014. The respondents' profile is provided in Table 1 below:

Table 1: Interviewees' profile

No	Working position	Working experience (year)
1	General Manager	24
2	Head of Department, Marketing and Communication	3

The semi-structured interview was tape recorded for analysis purpose. The interview lasted for more than one hour. The interview questions asked were based on the research question, which is the factors influencing the implementation of ESP. Contents of the interview were transcribed verbatim by the researchers so as to ensure transcription accuracy and to minimize possible interviewer error or bias. "Word-for-word" transcription of discussion was done together with editing for grammatical errors. The transcript was stored in both hard and soft copy. The interview is intended to explain reasons why Hotel A involved in ESP, particularly the Environmental Award competition.

Another ESP explored in the paper is the sustainability reporting on the hotel website accessed on January 2015, measured using the content analysis technique. In this paper, the extent of sustainability reporting is the presence / absence (1 or 0) of sustainability information reported on the website. A checklist (refer Appendix) developed by Joseph et al (2014) was used to analyse the information disclosed on the website.

Empirical Case

Hotel A is strategically located at the heart of Kuching city, Sarawak. The hotel was awarded the 2013 Tripadvisor of Excellence with a 4 out of 5 rating. It has been recognized as one of the few hotels in Malaysia that has received environmental awards at both national and international level. The hotel's involvement in such environmental awards started in 2010 and at present the hotel is still actively involved. The national level award won was the Sarawak Chief Minister Environmental Award⁴ and at the international level, the award won was The ASEAN Green Hotel Award. The Ministry of Tourism and Sports of Thailand has launched the ASEAN Green Standard in 2007. The objective of this Hotel Standard is to develop an Association of South East Asian Nations (ASEAN) Green Hotel Standard with a certification process to increase the environmental-friendly and energy conservation in the ASEAN accommodation industry. The standard also establishes a professional green hotel operation, such as environmental plan, green products, human resource and environmental management, which enables environmental and communities to benefit from a collective approach to operational professionalism (Ministry of Tourism and Sports of Thailand, 2007).

RESULTS AND DISCUSSIONS

Interview Findings

⁴ The Chief Minister's Environmental Award, is the premier private sector environmental award for business and industry in Sarawak. Business and Industrial Sectors are principal drivers of economic development and therefore should play a key role in environmental protection. This Award presents an opportunity for public recognition of businesses and Industries' environmental accomplishment and leadership and serves to create awareness amongst enterprises that have yet to demonstrate environmental stewardship. The Award will also assist enterprises in identifying areas for improvement in their industrial processes and services they provide. Indirectly, this initiative facilitates capacity building and development of partnerships to meet increasingly stringent environmental requirements and global environmental challenges.

The three forms of institutional isomorphism as described by DiMaggio and Powell (1991) exist to explain factors influencing the ESP implementation in Hotel A.

Coercive Isomorphism

The hotel participation in the Sarawak Chief Minister Environmental Award started in 2010 upon invitation from the Natural Resource Environment Board (NREB). An invitation to join the competition is an example of coercive pressure (DiMaggio & Powell, 1983). The main reason why Hotel A had participated and aimed to win is because the hotel wants to be seen as an environmentally friendly hotel. This is in line with the legitimacy i.e. to be socially accepted by society and stakeholders under the coercive isomorphism tenet. According to the Manager,

... to get the award is one of the things that we are looking for...to earn more awards for the hotel...

The award criterion is used as a ceremonial assessment to define the value of the structured elements (Meyer & Rowan, 1977). Ryan and Purcell (2004, p. 21) found that "there was also evidence of informal coercive isomorphic pressures, mainly from criteria applied in annual report competitions". The institutional theory proponents such as Meyer and Rowan (1977) and Amran and Devi (2007) suggested that conformance to the ceremonial assessment criteria is as a result of the isomorphic pressure. Further, the award criteria include "legitimate organizations with internal participants" and the ability to "demonstrate socially the fitness of an organization" (Meyer & Rowan, 1977, p. 351). This is important to ensure the continued support from society. It is argued that an award-winning organization tends to adopt best practices in all aspects of the organization including achieving sustainable development. In addition, by agreeing to comply with the ASEAN Green Hotel Standard and participating in the competition, Hotel A is aiming to be an environmentally friendly organization.

Normative isomorphism

Normative isomorphism is seen as the resulting effect when the norms and values of society, professional bodies, and formal education influence the practices of organizations. Usually, normative isomorphism is not acquired by coercion or imposition, but is reached through the power of norms and values (Larrinaga-González, 2007). Hence, organizations adopt certain structures because they think they will accept according to the societal and professional code of conducts. This signifies that participating in the Environmental Award competition becomes a shared norm of organization's members and gain acceptance within the Hotel A (Joseph & Taplin, 2012a).

Similarly, knowledge sharing via award presentation among participants to homogenize a practice is an evidence of normative isomorphism. In this context, according to Hotel A's Manager, a lot of sharing process took place in gatherings involving the hotel award winners. The Manager explained that,

... from there [ASEAN Tourism forum], I established contact so we share information, so whatever his best hotel practices that he had in his hotel, he shares with me. So that is how we learn from one another....

It appears that the networking among the hotels' Environmental Manager is good. Apparently, the international initiative, such as, the ASEAN Green Hotel Award competition participated by Hotel A encourage the sharing of environment sustainability practice among participants, which in turn, shared to all other members in the organization in line with Joseph and Taplin (2012a). In other word, Hotel A actively supports the current work of ASEAN Green Hotel Programme to develop the ASEAN Ecotourism Strategic Plan which promotes responsible tourism and green practice in the tourism industry.

Mimetic isomorphism

Mimetic isomorphism stressed that in cases of uncertainty, organizations usually look to peer organizations, that seem to be more successful and legitimate, and imitate what they do (Larrinaga-González (2007). Therefore, uncertainty is the main reason behind mimetic isomorphism. Through imitation, organizations may copy themselves on other similar organizations in their field which they perceive to be legitimate or successful (DiMaggio & Powell, 1983). During the interview, the manager stated that Hotel A imitated the ESP best practice by Hotel Andaman in Langkawi, which is known as a centre for the environment conservation in Langkawi. Hotel Andaman is also one of the winners for the ASEAN Green Hotel Award 2014. Further, this indicates the sensitivity of the peers' action or activity among hotels in the same organizational field (Bebbington et al., 2009). Hence, mimicking other organizations' practices may assist in reducing decision ambiguity among hotels in the same organizational field. With reference as to why The Environment Manager of Hotel Andaman became his point of reference, Hotel A Manager reiterated,

...we are from the same industry, we learn from one another...

Apparently, Hotel A is influenced by accepted norms define what the hotel is doing and seek acceptance by following these new new social culture by mimicking accepted practices. Hotel A emulate the environmental sustainability practices from Hotel Andaman, possibly indicated that Hotel Andaman has "advanced" ESP (Joseph & Taplin, 2012b, p. 567). This suggests that Hotel Andaman continues to gain support from the society and become a role model to other members in the same organizational field. The 'success story' of Hotel Andaman has created 'trust' for Hotel A to mimic organization's action consistent with Joseph and Taplin (2012b). Mimicking behaviour assists directly in improving the organization learning environment.

Website analysis

The highest disclosure was from the economy category (7 items), followed by the social (3 items) and environment (1 item) categories respectively (refer Appendix). Consistent with past studies, Hotel A reported more on social information compared to environmental information (Rikhardsson et al., 2002). Hotel A disclosed the logo of ASEAN Green Hotel Award on its website. This supports the interview findings that Hotel A wants to be recognized as an environmental friendly hotel, closely tied with the legitimacy concept. Nevertheless, there is no disclosure related to environmental policy, strategy and activities on the website. This suggests that ESP via disclosure on hotel website is not effective.

Most economic information reported are related to economy services - room, facilities, leisure and room rate, wedding package. hotels merely communicate their role as business service providers on their websites. As well, hotels' websites have their special link to social media such as Facebook and Twitter. This extensively promotes the stakeholders engagement related to social activities. This is in line with the suggestion by Joseph and Taplin (2012b) that the social media could be used to disseminate the sustainable development agenda. The low level of environmental information disclosure is consistent with Holcomb et al. (2007) and not in agreement with Rikhardsson et al. (2002). Moreover, this is consistent with Hsieh's (2012) conclusion that environmental reporting on web sites of the hotel industry did not compare favourably with the web site reporting of global corporations in other industries. Results show that hotel A generally communicated information regarding marketing and promotional activities on the website. The hotel did not fully utilize the websites to provide awareness about sustainably development. Hotel A could use websites as a learning tool by referring to their peers' websites on sustainability or social responsibility best practices.

Conclusion

The aim of this paper is to understand whether isomorphism explains the ESP implementation in Hotel A. The case findings reveal that there are some elements of coercive, normative and mimetic isomorphism that explain the ESP implementation in Hotel A. The coercive isomorphism arises from the invitation of NREB to participate in the Sarawak Chief Minister Award and compliance with the ASEAN Green Hotel Standard,

an indication of legitimacy to be socially acceptable. This finding is supported by the ASEAN Green Hotel Award logo disclosed on the hotel's website. In terms of the mimetic isomorphism, Hotel A imitated the best practices of its peers in the same organizational field. To increase the disclosure of ESP information, Hotel A should refer to other hotels' website in line with the mimetic isomorphism. Finally, normative isomorphism evidence was proven by professional networking via attendance in the environmental award presentation.

This study has a major limitation as it was focusing on only one Malaysian hotel. Therefore, the result and findings could not be generalized to all Malaysian hotels. Moreover, different hotels have different ways in doing business.

The study contributes to future research in a number of ways. Future researchers can use other research methods for the data collection of the same topic and interests, such as the use of questionnaire. Case study of more hotels could better explain the isomorphic influence on the implementation of ESP. This study is expected to provide some contribution to the theory and practices, as institutional theory has been used successfully in this study to explain the implementation of ESP in Hotel A.

Increase in the number of tourists will undoubtedly benefit the nation's economy. In order to sustain these benefits, conserving the environment for the future will require the existence of well regulated practices because any association with unscrupulous, unchecked human activities will result in the exposure to greater risk of environmental damage on the ecological environment. This would deprive the future generations from enjoying the unmatched or unspoilt natural gifts bestowed to mankind. Hoteliers and operators in Malaysia should continue to adopt sustainable tourism practices not only to safeguard the environment but also to save cost, promotes customer loyalty and enhance the reputation of hotels.

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Appendix

Individual categories of sustainability information

	Items	Total	%
A	Environment		
1	General statement or policy – energy efficiency, water, waste, green product, biodiversity		
2	Any mention about environment in the mission statement, vision, objectives and other forms e.g. logo, motto or theme		
3	Any strategy related to environment issue e.g. recycling, environment control, landscape, beautification, energy saving etc		
4	Environmental activities or programs for examples, Recycling and other Green Initiatives		
5	Promotion of environmental issues e.g. news etc		
6	Stakeholders engagement on environmental issue by forum twitter, Facebook		
7	Award	/	
8	Individual department		
9	Contact information		
B	Social		
1	General statement or policy e.g. occupational, safety and health policy		
2	Any mention about social in the mission statement, vision, objectives and in other forms e.g. logo, motto or theme		
3	Any strategy related to social issue e.g. health, staff training, safety etc		
4	Community engagement		
5	Committee		
6	Promotion of social issues via news	/	
7	Stakeholders engagement on social issue by forum, twitter, Facebook	/	
8	Local employment / job opportunities	/	
9	Award		
10	Individual department		
11	Contact information		
C	Economy		
1	General statement or policy – e.g. commitment towards investors, stakeholders, partners, owners	/	
2	Any strategy related to economy issue		
3	Economy activities or programs		
4	Economy services- room, facilities, leisure	/	
5	Promotion of economy issues – e.g. Sales and marketing distribution, Reward loyalty scheme, Hotel membership club	/	
6	Stakeholders engagement on economy issue by forum, twitter, Facebook	/	
7	Financial information – room rate, wedding package		
8	Award – Hospitality Award, Excellence Award	/	
9	Individual department	/	
10	Contact information	/	

