

# Handbook on Green Leadership in Hotel Management

**Work package No.2 - Needs Analysis, Quali-quantitative Research  
and Micro-credentials "Green Leadership in Hotel Management"**

**Erasmus+ Project "Green Leadership for Hotel Managers"**

**Project №: 2022-2-IE01-KA220-VET-000094078**

## CONTENTS

Contents .....	2
SUMMARY OF THIS HANDBOOK .....	4
1. INTRODUCTION.....	5
2. BACKGROUND.....	7
2.1. Definition of the market .....	7
2.1.1. The Irish Hospitality Market.....	7
2.1.2. The Greek Hospitality Market.....	9
2.1.3. The Bulgarian Hospitality Market .....	12
2.1.4. The Italian Hospitality Market.....	14
2.1.5. The Maldivian Hospitality Market .....	18
2.2. Definition of Green Leadership .....	19
2.2.1. Green Leadership .....	20
2.2.2. A brief history of leadership.....	20
2.2.3. Green Leadership in Hotels .....	24
2.3. EU Model for research on green leadership, social psychology, emotional intelligence .....	25
3. QUALI-QUANTITATIVE NEEDS ANALYSIS .....	37
3.1. Quantitative analysis: Green survey .....	37
3.1.1. Survey Objectives and Descriptives .....	37
3.1.2. Section 1: Sustainability Progress Metrics for Green Hospitality .....	39
3.1.3. Section 2: Competencies and Skills for Progression of Green Hospitality 42	
3.1.4. Section 3: Adoption of “green policies” within hospitality establishments 45	
3.1.5. Survey conclusion .....	49
3.2. Qualitative analysis: Interviews on how to promote green leadership in tourism .....	49

3.2.1. Qualitative analysis conclusion .....	53
4. GREEN LEADERSHIP AT POLICY AND IMPLEMENTATION LEVEL .....	54
4.1. Green Leadership at the Policy Level.....	55
4.2. Promotion of Green Skills in Hospitality Management.....	56
4.3. Challenges and Opportunities in Green Skills development .....	57
4.4. Policy Implementation Level in Bulgaria.....	64
4.5. Policy implementation level in the Maldives .....	66
4.6. Policy implementation level in Italy .....	70
4.7. Policy Implementation Level in Greece .....	72
4.8. Policy implementation level in Ireland .....	74
4.8.1. The role of tech in green leadership and Irish initiatives .....	78
4.8.2. Closing thoughts.....	79
5. CERTIFICATION METHODOLOGY AND MICRO-CREDENTIALS APPROACH FOR THE GREEN LEADERSHIP .....	80
5.1. EQAVET principle and quality cycle .....	80
5.2. Micro-credentials approach.....	84
5.3. Validation process.....	86
5.4. Green Leadership Competence Profile .....	88
6. CONCLUSIONS .....	92
REFERENCES.....	94
ANNEXES .....	98
Annex 1: Good practices for Green Leadership – Bulgaria .....	98
Annex 2: Green Leadership Survey.....	107

## SUMMARY OF THIS HANDBOOK

This handbook explores sustainability and green leadership in the hospitality sector across Europe, focusing on Ireland, Greece, Bulgaria, Italy, and the Maldives. It is addressing the lack of consensus on green leadership and its role in promoting eco-friendly practices and sustainability. It discusses the significance of green leadership in combating climate change, highlighting its positive impact on performance and creativity. It also highlights challenges which include varied green skill definitions and fragmented policies across Europe, necessitating knowledge sharing.

In a nutshell Green leadership involves government officials driving sustainable practices, setting goals aligned with international agreements, enacting policies for renewable energy and waste management, collaborating with stakeholders, and communicating sustainability's importance.

Our handbook explores EU initiatives like the European Green Deal and introduces the European Sustainability Competence Framework. For example, in Bulgaria, the Ministry of Innovation and Growth oversees Green Deal implementation through strategies like the National Road Map for hydrogen technologies. Ireland's hospitality industry prioritizes green leadership, promoting ecotourism and adopting initiatives like the Hotel Sustainability Basics framework. Greece embraces eco-friendly practices, aligning with global sustainability trends, the same happens to Italy. Maldives, which are vulnerable to climate change, prioritize environmental protection through legislation and initiatives like the Maldives Tourism Climate Action Plan, aiming to set new sustainability standards.

Also, to contribute to the growing importance of green leadership and sustainability in fostering an environmentally conscious economy, in the context of this handbook, we conducted a survey with around 170 participants and analysed sustainability metrics, competencies, skills, and green policy adoption in the hospitality sector.

This was used to enhance quality in European vocational education and training systems, and as such to enhance the Micro-credentials modules we develop or else our Massive Open Online Course to promote specific competencies, aid professional development, and emphasize sustainable HR practices in alignment with European frameworks.

## 1. INTRODUCTION

In an era where the intersection of environmental consciousness and leadership is paramount, the motivation to delve into the exploration of sustainability and green leadership in the European hospitality sector is driven by a profound commitment to contributing to a healthier planet and advancing public health.

The European Commission's ground breaking initiative, the European Sustainability Competence Framework, known as GreenComp, serves as a guiding beacon. This framework, embedded in the European Green Deal, propels the integration of sustainability into educational systems. It provides learners and educators with a comprehensive reference, fostering a shared understanding of sustainability competences. The 12 competencies outlined in GreenComp span areas such as embodying sustainability values, embracing complexity, envisioning sustainable futures, and acting for sustainability. These competencies align with the imperative need for systemic thinking, critical analysis, and proactive engagement to address the intricate challenges our planet faces.

Against this backdrop, the motivation to study the handbook on sustainability and green leadership across Europe is grounded in the pursuit of addressing the gaps and nuances in green leadership practices. The handbook promises an in-depth exploration of Ireland, Greece, Bulgaria, Italy, and the Maldives, providing valuable insights into their unique approaches to sustainability in the hospitality sector.

The handbook confronts the lack of consensus on green leadership, emphasizing its role in fostering eco-friendly practices and sustainability. It sheds light on the positive impact of green leadership in combating climate change, unlocking the potential for enhanced performance and creativity within the industry. Moreover, the acknowledgment of challenges such as varied skill definitions and fragmented policies across Europe underscores the pressing need for knowledge sharing.

The study promises a comprehensive journey through EU initiatives like the European Green Deal and introduces the European Sustainability Competence Framework, aligning with the competencies defined in GreenComp. It delves into country-specific strategies, from Bulgaria's National Road Map for hydrogen technologies to Ireland's emphasis on ecotourism and Italy and Greece's alignment with global sustainability



Co-funded by  
the European Union

trends. The vulnerability of the Maldives to climate change and their commitment to environmental protection amplifies the global relevance of the study.

The motivation is further fueled by the survey conducted, involving 170 participants in the hospitality sector. This survey, a cornerstone of the handbook, explores sustainability metrics, competencies, skills, and green policy adoption. The data collected serves not only to enhance the quality of European vocational education and training systems but also to contribute to the development of Micro-credentials modules and a Massive Open Online Course (MOOC). The ultimate goal is to promote specific competencies, aid professional development, and underscore sustainable HR practices, all in alignment with the European frameworks set forth by GreenComp.

In essence, this study is an opportunity to be at the forefront of shaping the future of sustainable leadership in the hospitality sector, amalgamating theoretical knowledge with real-world practices and contributing to the broader mission of fostering an environmentally conscious economy.

## 2. BACKGROUND

The tourism industry occupies an important place in the world economy and in the situation of economic uncertainty is an important driver that continues to generate growth by creating new jobs, developing the infrastructure and the realization of revenues in the balance of payments.

### 2.1. Definition of the market

#### 2.1.1. The Irish Hospitality Market

Crotty (2023) states that the Hospitality Sector in Ireland is divided into two-tiers comprising 1) large hospitality groups and 2) standalone independent hotels. This has evolved over time and has been shaped by dramatic socio-economic events such as the financial crisis of 2008/09 and more recently the pandemic, which forced businesses to close for the better part of 2 years. The pandemic resulted in further consolidation of the market with large hospitality groups, private equity firms and institutional investors coming to the fore as purchasers of asset portfolios.

In terms of the value of the hotel sector in Ireland, IBISWorld<sup>1</sup>, values the hotel industry in Ireland at €3.7bn. At a European level, the Irish hotel sector ranks 10th among 27 EU countries in 2023, maintaining its position since 2018. Within Ireland, the Hotels industry ranks 35th position out of 107 total tracked industries in 2023 employing some 56,292 people, within around 1,576 active businesses operating within the Hotels sector.

The landscape of the Irish Hotel Sector also reflects a growing emphasis on sustainability and the green agenda. Larios Rizo (2021) notes the increasing adoption of green credentials and certificates within the sector, underscoring a commitment to environmentally responsible practices. The trajectory suggests a continued integration of sustainable initiatives in the future, further aligning the Irish Hotel Sector with evolving global environmental consciousness.

---

<sup>1</sup><https://www.failteireland.ie>  
<https://www.ibisworld.com/ireland/industry-statistics/hotels/3375/>

In addition to the structural and economic factors influencing the Irish Hospitality Sector, several notable trends and dynamics shape the market.

**Tourism Impact:** Ireland's hospitality market is intricately tied to the country's vibrant tourism industry. The influx of international tourists, as well as domestic travelers, significantly influences the demand for hospitality services. The unique cultural heritage, picturesque landscapes, and historical attractions contribute to the country's appeal as a tourist destination, thereby impacting the hospitality sector's performance.

**Technological Integration:** The Irish hospitality market has been increasingly incorporating technology to enhance customer experiences and operational efficiency. This includes the implementation of advanced booking systems, contactless check-ins, and digital amenities to cater to the preferences of modern travelers.

**Diversity in Offerings:** Beyond traditional hotel accommodations, the Irish hospitality market has witnessed a diversification in offerings. This includes a rise in boutique hotels, eco-friendly accommodations, and unique lodging experiences, providing travelers with a broader range of choices that cater to varying preferences.

**Culinary Tourism:** The culinary scene in Ireland has gained international recognition, and this has had a positive impact on the hospitality sector. The demand for diverse dining experiences, locally sourced ingredients, and authentic Irish cuisine has contributed to the growth of restaurants, cafes, and culinary tourism within the broader hospitality market.

**Event and Conference Tourism:** Ireland, particularly cities like Dublin, attracts a significant number of business travelers attending conferences, meetings, and events. This has led to a demand for conference facilities and accommodations equipped to meet the needs of the corporate segment, contributing to the overall vitality of the hospitality market.

**Regulatory Considerations:** Regulatory frameworks, including health and safety standards, licensing requirements, and sustainability initiatives, play a crucial role in shaping the operations of the Irish hospitality sector. Compliance with these regulations is essential for businesses to thrive and maintain a positive reputation.

Challenges and Resilience: Like many global hospitality markets, the Irish sector faces challenges, such as economic uncertainties, changing consumer preferences, and external shocks like the recent pandemic. However, the sector has demonstrated resilience by adapting to challenges, embracing innovation, and evolving its offerings to meet the dynamic needs of the market.

### 2.1.2. The Greek Hospitality Market

Greece is one of the most popular tourist destinations in the world, with more than 15.000 km of coastline, 190.000 beaches, and 6.000 islands. According to Statista, Greece was the 5th most visited country in the world by international tourists in 2021. Moreover, in 2022, Greece was the 5th most preferred destination by European travellers for their next trip to Europe. According to the online platform “European Best Destinations”, Greece ranks first among the most searched countries in the world in 2023.

The main tourism subsectors in Greece are the following: 1) sun and beach tourism, 2) nautical tourism, 3) city break tourism, 4) cultural and religious tourism, 5) meetings and incentives (MICE), 6) integrated resorts - holiday housing, and 7) sports tourism.

Greece is mostly known among international travellers as a summer destination due to its warm summers, numerous islands, and sandy beaches. Consequently, tourism in Greece displays high seasonality, with July and August identified as the peak of each summer season. The islands are the primary and most known morphological characteristic of the country. Out of the 6.000 islands, only 170 of them are inhabited. The islands are spread across the Ionian and Aegean seas, and divided into eight areas: Cyclades, Ionian Islands, Sporades, Eptanisa, Dodecanese, North Aegean Islands, Argosaronic, Evia, and Crete. The islands feature unique architecture, distinctive natural morphology, and numerous archaeological areas. Therefore, they are a significant part of Greek culture, traditions, and history.

Greece has many treasures to offer as a winter destination too. The country features numerous forests, mountain ranges, flowing rivers, lakes, charming villages, ancient stone castles, and historical monuments. Rural areas in Greece provide a variety of activities, including hiking, mountaineering, mountain biking, skiing, water sports in lakes and rivers, and endless opportunities for sightseeing and exploration.

Parnassos, Kalavryta, Kaimaktsalan, and Vasilitsa are some of the biggest ski resorts in Greece. Kastoria, Ioannina, Metsovo, Zagorochoria, Pelion, and Karpenisi are a few of the most popular winter destinations with rich cultural heritage, historical monuments, and culinary treasures.

The Greek tourism market includes the following six components: 1) accommodation, 2) food and beverage, 3) transportation, 4) travel agencies and tour operators, 5) attractions and activities, and 6) entertainment and events. Accommodation represents a substantial portion of the overall tourism spending, contributing significantly to the total economic impact of tourism in Greece.

Accommodation in Greece is divided into five different categories: 1) hotels (5 stars system), 2) rooms/apartments to let, 3) residences and villas, 4) campgrounds, and 5) youth hostels. It is estimated that 10.052 hotels with more than 456.000 rooms, 305 campgrounds with 30.000 spots, and 2.500 small houses are operating in Greek tourist areas.

In Greece, the tourism sector displays high employment rates with more than 1 million people representing the total human resources of the sector. Regarding the education level of employees in the tourism sector, 20-25% of employees in hotel accommodations have graduated from a tourism school or have received some relevant training. In Greece, two Higher Schools (in Rhodes and Agios Nikolaos), and eight Vocational Training Institutes (in Anavyssos, Thessaloniki, Heraklion, Rhodes, Argos, Corfu, Galaxidi, and Alexandroupoli) provide tourism studies to recent high school graduates. In addition, the Ministry of Tourism offers various educational opportunities to employees of the tourism sector and unemployed people, relevant to the tourism sector.

Tourism is one of the markets that play a significant role in the Greek economy, generating employment opportunities, attracting foreign investment, and contributing to the country's GDP. Across the country, numerous tourist destinations exist, and as a result, tourism is responsible for a high percentage of those destinations' income. During the economic crisis in Greece, tourism was a significant outlet against recession and unemployment and led to positive growth rates. According to Statista, in 2019, more than 30 million international visitors travelled to Greece, achieving 68%

of the total tourism spending in the country. In 2019, tourism contributed 38,2 billion euros to the country's GDP.

The global crisis of COVID-19 in 2020 had a significant impact on tourism worldwide and in Greece, affecting the economic life of the tourist areas and the country's economy. According to the Institute SETE-INSETE, in 2020, international arrivals in Greece decreased by 23 million, marking down to 7 million. In addition, according to Statista, tourism contributed 15,5 billion euros to the country's GDP, 22,7 billion euros less than in 2021.

The period from 2021 to 2022, was a transitional period and a period of recovery for Greek tourism. During this period, more than 60.000 staff shortages were identified in both key positions and administrative positions in hotels. According to Statista, in 2021, tourism contributed 27,2 billion euros to the country's GDP, 11,7 billion euros more than in 2020, marking an increase of 75% and reflecting the gradual recovery of the sector. In addition, 63% of the total tourism spending in the country was achieved by international visitors.

According to the Institute SETE-INSETE, in 2022, the number of international arrivals in Greece doubled in comparison with those in 2021, marking a total of almost 28 million travellers. As a result, the international arrivals and earnings of 2022 corresponded to 89% and 98% of the international arrivals and earnings that were achieved before the pandemic crisis. Moreover, in 2022, international air arrivals increased by 3% in comparison with those in the pre-pandemic years. The extension of the tourist season was also a significant indicator of recovery after the COVID-19 crisis, achieving 34,1% more earnings in accommodation. The recovery of Greek tourism during the period of 2021 to 2022, led to the corresponding quick recovery of tourist areas and highlighted the country as a tourist destination of global scope.

Finally, in Greece, tourism is one sector that attracts significant investment interest from local and international investors.

### 2.1.3. The Bulgarian Hospitality Market

Bulgaria is located in South-Eastern Europe and in the North-Eastern part of Balkan Peninsula. It is European, Balkan, Black Sea and Danube country. This is its geographical location and crossroad position in relation to Europe and Asia also defines its strategic place on the political map of Europe and The Balkan Peninsula from the point of view of the international tourist flow.

Bulgaria occupies only 110,994 square kilometres, but its natural and cultural riches become a preferred tourist destination with impressive diversity of types of tourism and with significant potential for the development of tourism.

There is 378 km. Black Sea coast, over 209 beaches, picturesque bays and dunes; 7 cultural and two natural sites included in the List of the world cultural and natural heritage of UNESCO, as well as two Convention on Intangible Cultural Heritage, more than 600 mineral water sources. About 30% of the territory of Bulgaria is occupied by mountains. They are extremely diverse in relief and offer visitors a wide range of opportunities for rest, sports and entertainment. There are over 400 high mountain lakes, 336 are the protected areas of Natura 2000/incl. 3 national and 11 natural parks. They cover nearly 35% (34.3%) of the country's territory, 40,000 cultural assets, 160 monasteries, over 188 museums and galleries, rich folklore traditions, national cuisine and quality wine.

The tourism sector of the Republic of Bulgaria is segmented in different directions - sea, ski, mountain, cultural, SPA and wellness, balneology, adventure, sport, wine, congress, etc. The responsible institution for the regulation of the sector is the Ministry of Tourism, and the main legislative documents are the Tourism Act and the Regulation on the Requirements for Categorized Accommodation.

Bulgaria is divided into 9 tourist regions, which promote the specific types of tourism in each of them: Rila-Pirin Tourist Region, Bourgas Black Sea Tourist Region, Varna Black Sea Tourist Region, Stara Planina Tourist Region, The Valley of Roses Tourist Region, Trakia Tourist Region, Danube Tourist Region, Rhodopes Tourist Region, Sofia Tourist Region.

The Ministry of Tourism conducts tourism policy in the conditions of publicity, openness, active dialogue and cooperation with institutions, municipal administrations, NGOs, business, and media.

The largest organisations at industry level are the Bulgarian Tourist Union and the National Tourism Board.

According to the Tourism Act, accommodation places are defined by classes as follows:

1. class "A" - hotels, motels, apartment tourist complexes, villa resorts, tourist villages and villas.
2. class "B" - family hotels, hostels, boarding houses, holiday homes, guest houses, bungalows and campsites.
3. guest rooms and guest apartments.

Class "A" accommodation is categorised as follows:

1. hotels - "one star", "two star", "three star", "four star" or "five star";
2. motels - 'one star', 'two star' or 'three star';
3. apartment tourist complexes - 'two star', 'three star', 'four star' or 'five star';
4. holiday villages - 'three star', 'four star' or 'five star';
5. tourist resorts - 'two star', 'three star' or 'four star';
6. villas - 'three star', 'four star' or 'five star'.

Class B accommodations are categorised as follows:

1. family hotels - "one star", "two stars" or "three stars";
2. hostels - 'one star', 'two star' or 'three star';
3. boarding houses - 'one star' or 'two stars';
4. holiday homes - 'one star', 'two stars' or 'three stars';
7. guest houses - 'one star', 'two stars' or 'three stars';
8. bungalows - 'one star', 'two star' or 'three star';
9. campsites - 'one star', 'two star' or 'three star'.

One of the requirements for accommodation establishments is to prominently display the symbolism of the category of the tourist site as well as the acquired symbolism - in case of voluntary certification.

For the purpose of this project, the Bulgarian organization proposes to focus efforts to cover managers in the following tourist organizations:

- Hotels, motels, apartment complexes
- Family hotels and hostels

#### 2.1.4. The Italian Hospitality Market

Similarly to other European countries, tourism in Italy is also characterized by a post-Covid recovery. The market contracted rapidly in 2020 and 2021 before starting to recover in 2022.

Employment in the tourism sector in Italy, in pre-covid levels, involved almost 2 million people, or 7% of employment in services. Although a recovery process is underway, in 2022 there were still around 88,000 workers missing compared to 2019 (-4.4%).

In accordance with the Istat research (2022c), the capacity of accommodation facilities by type of establishment can be summarized as follows:

	Number of enterprises	Number of beds
<b>Hotels</b>	32109	2232676
Hotels of 5 stars or 5 stars luxury	601	90118
Hotels of 4 stars	6217	827596
Hotels of 3 stars	5110	160231
Hotels of 2 stars	2398	57317
Hotels of 1 star	2946	205217
<b>Non-Hotel enterprises</b>	188348	2887499
Camping and touristic villages	2568	1306693
Accommodation in the form of rent managed in an entrepreneurial way	113924	839643

Agrirourism	19069	274541
Youth Hostels	699	38238
Holiday homes	2165	125853
Mountain huts	1197	37240
Other accommodation establishments not elsewhere classified	14361	79420
Bed and breakfast	34365	186871

The document "Work in Italian tourism through the Covid era" of the Italian General Confederation of Labor (2023) edited by SL&A tourism and territory reports in 2022 as many as 400 million presences for tourism in the Italian territory including 195 million foreigners confirms a solid tourism activity in the Italian market.

As of today, 21 June 2023, the first data from the National Institute of Statistics are available (Cruciani, 2023). The first two months (January and February) report an increase of 45.5% in overall presences compared to the same period of 2022 and which clearly concerns the presence of foreign tourism (70.5%) and domestic ones (28.8 %).

If compared with other European countries, Italy is in fourth position for tourist presences, representing 14.5% of the total European presences in 2022. With reference to tourism by foreigners, Italy is in second position in Europe in reference to the percentage of foreign tourists out of the total. Foreign tourists represent 48.6% of total presences in Italy.

Although the data show that the economic indicators of tourism are not yet equal to pre-Covid levels, in 2022, a revenge of the territories is also observed. In fact, some territories have had even better performances or in any case in line with pre-pandemic levels.

This was possible thanks to the identification of 21 territorial tourist brands developed in the States General of Tourism of Chianciano Terme (Istat, 2022b). These territorial tourist brands, represented by rather homogeneous areas at a territorial level, obtained a result in line with or higher than the pre-pandemic levels in 13 cases out of 21.

The tourism brands that have outperformed pre-pandemic levels with a percentage increase from 2 to 6% are:

- Lago di Garda
- Valle d'Itria
  - Langhe
  - Gargano
  - Isole Tremiti
  - Salento
  - Maremma Toscana e laziale
  - Cinque terre
  - Val gardena

The territories that have obtained levels of tourism substantially equivalent to the pre-pandemic levels are:

- Riviera dei fiori
- Val di Fassa
- Val di Fiemme
- Lago di Como
- Val Pusteria

Vieste - Il Promontorio del Gargano is among the territorial brands that have performed better than pre-pandemic levels and offers maritime, mountain, cultural and food and wine tourism. Credits. Pixabay license Jacques Savoye.

Following the pandemic crisis, there was time to rethink tourism, on the one hand shaping the choices of businesses but also shaping consumer demand. In 2022, compared to the previous year, there are some of the sectors that have been rewarded the most, demonstrating a greater increase in recovery. These sectors can be classified as follows:

- mountain tourism (+46.8%)
- thermal tourism (+43.2%)
- Cultural, historical, artistic tourism (+39.3%). This figure is in line with the averages of tourism increases in 2022.

In contrast, tourism size increases by sector are below the average of overall tourism increases in 2022 in the following sectors.

- Lake tourism (+29.7%)
- Maritime tourism (+21.1%)

Based on this information, Italy has developed a Strategic Tourism Development Plan for the period 2023-2027. For a complete understanding of this plan, we recommend reading the document at this link:

<http://documenti.camera.it/apps/nuovosito/attigoverno/Schedalavori/getTesto.ashx?file=0039.pdf&leg=XIX#pagemode=none>.

Summarizing, the tourism objectives determined in the Strategic Tourism Development Plan for 2023-2027 are summarized as follows:

implement and consolidate the State-Regions decision-making process.

Support digital change by facilitating the transition from traditional to innovative tourism.

Promote circular tourism models, promoting the protection of biodiversity, contributing to the objectives of the Green Deal and promoting soft mobility (walks, historic railways, cycle paths, sustainable transport and proximity tourism)

Enhance Italy's reputation as a safe and inclusive destination.

Promote alternative destinations based on territorial specificities to distribute traveller flows and limit overtourism.

Retraining businesses in marginal territories.

Promote Made in Italy in tourist products such as congresses, wellness, esotericism, and cultural tourism.

Promote green and digital training in the tourism sector.

In this context, it is a priority to work to promote the ecological transition also with content that encourages green leadership in the hospitality sector.

### 2.1.5. The Maldivian Hospitality Market

The Maldives tourism industry offers a unique and luxurious experience for travellers seeking a tropical paradise getaway. With its pristine white sandy beaches, crystal-clear turquoise waters, and abundant marine life, stunning natural beauty, world-class resorts, and diverse range of accommodation and activities, the Maldives continues to be a top choice for tourists looking for a memorable vacation. Known for its the Maldives is a popular destination for tourists seeking a tropical paradise experience.

One of the main attractions of the Maldives is its vibrant coral reefs, which make it a popular destination for snorkelling and diving enthusiasts. The country is home to an incredible array of marine life, including colourful coral formations, tropical fish, turtles, and even manta rays and whale sharks. Many resorts offer diving and snorkelling excursions, allowing visitors to explore these underwater wonders.

In addition to water-based activities, the Maldives also offers opportunities for cultural and nature exploration. Visitors can visit local islands and experience the Maldivian way of life, including traditional fishing villages and local markets. The country is also known for its stunning sunsets and starry nights, making it a popular destination for romantic getaways.

It is also a major contributor to the country's economy. Tourism plays a crucial role in the Maldivian economy, accounting for a significant portion of the country's GDP and providing employment opportunities for many people. The industry directly and indirectly supports various sectors such as hospitality, transportation, retail, and entertainment.

The Maldives offers a wide range of options to suit different preferences, budgets, and travel styles. They range from budget guesthouses, boutique hotels, city hotels, liveaboards, Eco resorts/glamping, all-inclusive resorts to high-end luxury resorts.

## 2.2. Definition of Green Leadership

The focus of this project lies at the nexus of exploring the importance and prevalence of sustainable competency practices, and the stakeholders responsible for ensuring that such practices are invoked and realised throughout the whole organisation. As per the definition provided by the European Sustainability Competence Framework document (2022), sustainability is identified as “prioritising the needs of all life forms and of the planet by ensuring that human activity does not exceed planetary boundaries”. Additionally, sustainability competencies focus on the empowerment of learners “to embody sustainability values, and embrace complex systems, in order to take or request action that restores and maintains ecosystem health and enhances justice, generating visions for sustainable futures” (GreenComp: The European Sustainability Competence Framework, p. 12).

While there is general agreement on the underlying tenets of sustainability and associated competencies and practices, the extant literature is more varied in terms of defining the nature of the leadership aspect of sustainability (Chen, Chang and Lin, 2014; Mittal and Dhar, 2016; Du and Yan, 2022). Similarly, McCann and Holt (2010) state that “the concepts of sustainable leadership remain complex and confusing for employees, leaders and organisations to grasp”. Various conceptualisations of green leadership have been suggested with no standardised definition to note. For instance, a popular definition of green leadership defines it “behaviours of leaders who motivate followers to achieve environmental goals and inspire followers to perform beyond expected levels of environmental performance” (Chen, Chang and Lin, 2014).

Given the wide scope that the area of sustainability and environmental management presents us within the literature (Ayandibu, 2019), and considering the aforementioned factors and synthesising existing literature (e.g., Chen, Chang and Lin, 2014; Khan & Khan, 2022; Li et al., 2020; Nawaz Khan, 2022; Xing & Starik, 2017) this research project defines Green Leadership as follows:

***“Behaviours of leaders to encourage followers to prioritize sustainability, eco-friendly practices, and long-term environmental impact. It involves advocating for and implementing strategies to reduce waste, conserve energy, and support initiatives that contribute positively to the environment”.***

### 2.2.1. Green Leadership

The history of leadership has deep roots in the history of psychology and humanity. In fact, several scholars and researchers have wondered about the nature of this construct and its functioning. Leadership is a psychological variable, a process that refers to the concept of social influence. The leadership process is not good or bad as it limits itself to explaining how a change in terms of behaviours and attitudes can occur within a psychological group.

In this text, we will take care of outlining the concept of leadership in strict reference to the objective of promoting pro-environmental behaviour and attitudes in the hospitality sector.

This clearly does not mean that leadership cannot be misused or even used to steer behaviour in an unethical direction.

The basic objective of the Erasmus+ project "Green Leadership for Hotel Managers" is precisely to teach hotel managers and other accommodation facilities to exercise their potential so that guests and collaborators pursue environmental sustainability objectives.

### 2.2.2. A brief history of leadership

As anticipated, the history of leadership runs through the history of companies and can only be directly influenced by it. In fact, leadership always has its formal and informal side. The fact that a person can be considered an absolute authority from a formal point of view can give him a great potential that can be exercised positively or negatively.

In my previous work on the role of leaders in the hospital setting (Vitale, 2012), I revisited the history of leadership over time and observed some processes that have crossed the history of leadership. We will briefly review this story to understand how we expect it.

Leadership in the future.

Psychology is a young science. The beginning of the application of psychology as a science takes place in 1869 thanks to the work of the researcher Wilhelm Wundt, in

Germany. This does not mean, however, that everything we observe following that date satisfies the minimum criteria of scientific and methodological rigor. The history of psychology has made enormous strides forward and has developed gradually, just think that in Italy only in 1989, the Psychologist is recognized as an effective profession and with its own National Order of reference.

It follows that the history of leadership has had a large pre-scientific period, in which the thinkers of the time tried to define leadership and the characteristics of the most effective leaders.

Here are some examples:

phrenology was a pseudoscience founded by a German doctor with Italian origins, Franz Joseph Gall, who assumed that the shape of the skull could provide us with reliable information about a person's personality.

Francis Galton's Hereditary Genius reported a study that correlated the degree of kinship with eminent people with the likelihood of becoming eminent personalities. Finding a correlation between these two concepts, Galton concluded that this correlation was due to genetic reasons. In fact, in this study which collects actual quantitative data, it ignored the fact that obviously social factors are equally important. Being a close relative of an eminent personality also implies encountering other eminent people and probably having a higher income which allowed for greater studies and many other benefits.

The text *The Psychology of the Crowd* by Gustav Le Bon (1895) admitted only the great political, military, religious leaders among the leaders and presented a series of techniques to favor the adhesion of the group or rather of the crowd to the ideals of the leader such as language redundant, repetitions and assumed that the crowd had lesser cognitive abilities than those of the individual.

Although these were different theories, these pre-scientific arguments all had one thing in common: leadership was seen as an internal process, a kind of attribute, in other words, you can "have" leadership not "have it".

However, this way of seeing leadership is still alive today. Several studies have in fact tried to determine what were the internal characteristics of leaders and which can favor the possibility of becoming good leaders.

This approach is sometimes also called "big man theory". His main assumption is that leadership is explained by the leader's internal characteristics.

While there are some basic correlations between internal variables and leadership, this approach cannot fully explain the leadership process. Recent research by Bono and Judge (2004) which grouped several determinants of leadership, found that there are 5 factors that are related in a rather stable way to leadership, and they are:

- Extroversion
- Dominance
- Masculinity/femininity
- Intelligence
- Emotional intelligence

Yet, none of these have a different correlation. Even a rather unassailable factor like intelligence has no linear correlation with the ability to become a leader. Some studies show that in fact this relationship is not direct. I suggest that it is good for the leader to have a good level of intelligence, but this must not be too different from that of the followers, otherwise the followers will perceive a certain diversity with the leader causing fragmentation.

Defining a set of unique characteristics of the leader and which can favour the possibility of becoming a leader is very difficult. It is very difficult because whether a person becomes a leader or not also depends on the reference groups and their objectives, and these can be very different.

It is no coincidence that if you think of the leaders of the past, you can identify very positive, very negative ones with very different personalities. Bono and Judge's statistic could also be explored further. Just think of the correlations with the traits of "dominance" and "masculine".

Are these actually great advantages for leadership or are they the result of a stereotype of leadership as an exercise in command-and-control action?

It follows that psychology has also questioned itself on these issues. If the "model of the great man" was predominant until the 1950s, even among scholars, today it finds space especially in commercial literature and for the non-specialist public.

In the scientific literature, since the 1960s, researchers in psychology have been pursuing leadership models that place more and more emphasis on social, contextual or in any case relational and relative factors.

It is no coincidence that in psychology we speak of situational leadership, where the accent of the leader is placed in the situation. In other words, it is the type of situation or context that best explains which leadership can emerge and therefore which characteristics can favour leadership.

Subsequently, Glick and Fiske's stereotype content theory and its subsequent additions demonstrated that perceptions of warmth, competence, and morality may be the predators of charismatic leadership. And here too, we can observe how leadership is determined by a perception of the followers rather than by an internal characteristic of the leaders.

Again, Turner's Group Categorization Theory and subsequent research by Hogg demonstrated that leadership is determined by relative traits and not by absolute traits of the leader. In other words, measures that are always related to the group. Hogg's theory of leadership shows that the two central determinants of charismatic leadership namely:

prototypicality: the degree to which the leader embodies the prototypical characteristics of the group.

distinctiveness: the degree to which the leader distinguishes himself from opposing groups.

The leader model as dominant has also been questioned by servant leadership theory. Still other models instead have placed the emphasis on the authenticity of the leader through the theory of authentic leadership.

Leadership is therefore a relative process that depends on both the person and the context. This should shift the focus from the question "what are the characteristics

that determine leadership” to “what are the characteristics we want the leader of the future to embody?”

With this question in mind, we move on to analyse the role of the leader in ensuring the ecological transition in the hotel sector.

### 2.2.3. Green Leadership in Hotels

Following the stronger interest of nations in the fight against climate change, the psychosocial scientific literature has begun to analyse constructs of work psychology related to the field of sustainability such as green creativity, green organizational behaviour, green human resource management and green leadership, green mindfulness, green perceived organizational support and green self-efficacy. The benefits of green leadership on green performance and creativity have been proven in numerous studies over the past decade, including that of hospitality and tourism (Mittal & Dhar, 2015; Bhutto et al., 2021).

In the same years, we have observed a commitment by researchers to provide definitions of the concept of green leadership and the operational tools to detect it.

Here we collect some of the definitions provided by the research to try to explain the phenomenon.

Green transformational leadership is defined as “leader behaviours that motivate employees to achieve environmental goals and perform beyond expected environmental levels” (Chen & Chang, 2013). Other definitions (Bass, 2000) instead focus more on the possibility of transformative leaders to provide inspiration that can guide collaborators to achieve sustainability goals and tasks.

Green Human Resources management (Renwick et al., 2013) includes three main activities:

- Develop employees' green skills.
- Motivate employees towards green goals.
- Provide opportunities to implement green behaviours.

Perceived green organizational support is an employee's belief in how much an organization cares about its contribution towards environmental sustainability and values its well-being (Eisenberger et al., 1986)

Research by Chen, Chang and Lin (2014) has shown that green leadership is a predictor of green performance and is mediated by green mindfulness and green self-efficacy. Similar results have been obtained in the context of small and medium-sized enterprises as noted by Sun et al. (2022).

Research by Kardoyo and collaborators (2020) found that green leadership is also related to workers' support for green policies. The researchers also suggest that a good leader must be able to influence his followers to adopt green behaviours and follow policies in favour of the environment and therefore cannot measure himself only with the green behaviour of the leader but also that of his followers.

Research by Islam and collaborators (2020) shows that the green values of employees can have a role of moderating behaviours in the role and outside the role. In other words, ethical leadership can encourage employees to implement green behaviours even if not strictly required by their job position. This also suggests the importance of using green value measurement scales in employee selection processes so that sustainability can be promoted in corporate contexts.

### **2.3. EU Model for research on green leadership, social psychology, emotional intelligence**

The European Union has recognized the importance of green skills and sustainability and has implemented various regulations and initiatives to promote them. The European Green Deal, launched in 2019, aims to make Europe the world's first climate-neutral continent by 2050 and emphasizes the need for green skills development to support this transition. The Skills Agenda for Europe, introduced in 2016, focuses on addressing skills gaps and mismatches, including promoting green skills and supporting the green transition through upskilling and reskilling initiatives.

In 2020, the European Commission launched the **European Skills Agenda for Sustainable Competitiveness, Social Fairness, and Resilience**, which highlights the importance of green skills in achieving sustainable competitiveness and

resilience. The agenda aims to provide upskilling and reskilling opportunities to enhance individuals' green skills and foster a green and digital transformation. The Circular Economy Action Plan, adopted in 2020, also emphasizes the need for skills development to support the circular economy, including in areas such as resource efficiency, waste management, and recycling.

The EU has been actively promoting vocational education and training (VET) policies that align with the green transition. This includes encouraging partnerships between educational institutions and businesses to develop and implement training programs focused on green skills. The **EU Key Competences Framework**, established in 2006 and revised in 2018, identifies eight key competences necessary for personal fulfilment, active citizenship, social inclusion, and employability. While the framework does not explicitly mention "green skills," several of these competences are relevant to sustainability and environmental awareness.

For example, civic competence emphasizes understanding environmental issues, sustainable development, and active participation in democratic processes related to environmental decision-making. Digital competence is essential in addressing environmental challenges and promoting sustainable practices, such as using digital tools to monitor energy consumption or manage waste. Learning to learn is important for staying up to date with evolving green technologies and practices. Sense of initiative and entrepreneurship foster the ability to identify and seize opportunities related to sustainability, while cultural awareness and expression promote understanding diverse cultural perspectives on sustainability and environmental issues. Social and civic responsibility encompasses a sense of responsibility towards the environment, sustainable development, and promoting social justice in relation to ecological challenges.

The EU Key Competences Framework provides a general framework applicable to various domains and encourages the integration of sustainability and environmental aspects into education and training systems. It sets the foundation for the development of green skills and supports the EU's vision of a European Education Area that harnesses the potential of education and culture for jobs, social fairness, active citizenship, and European identity.

The European Commission has introduced the **European Green Deal**, a comprehensive plan to transform the European Union's economy into a sustainable one. The goal is to address climate and environmental challenges while creating opportunities across all policy areas and ensuring a just and inclusive transition for all. The President of the European Commission, Ursula von der Leyen, describes the European Green Deal as a growth strategy that promotes sustainable living and working, innovative businesses, and global leadership in sustainability. The aim is to protect Europe's natural heritage, biodiversity, forests, and seas and inspire other countries to join the sustainability movement.

The European Green Deal provides a roadmap that includes actions to promote the efficient use of resources, transition to a clean and circular economy, combat climate change, restore biodiversity, and reduce pollution. It also addresses the necessary investments and financing tools required for a just and inclusive transition.

In terms of education and training, the European Commission recognizes the crucial role of schools, training institutions, and universities in engaging students, parents, and communities in the necessary changes for a successful transition. The Commission plans to develop a European competence framework to enhance knowledge, skills, and attitudes related to climate change and sustainable development. It provides support materials and facilitate the exchange of best practices among teacher-training programs within EU networks. Additionally, efforts are being made to allocate new financial resources to make school buildings and operations more sustainable. Collaboration with the European Investment Bank aims to leverage investments in school infrastructure, ensuring a sustainable learning environment.

To maximize the benefits of the ecological transition, re-skilling and upskilling initiatives are essential. The proposed European Social Fund+ played a significant role in helping the European workforce acquire the skills needed to transition from declining sectors to growing ones and adapt to new processes. The Skills Agenda and the Youth Guarantee were updated to enhance employability in the green economy.

The European Green Deal covers all sectors of the economy, including transport, energy, agriculture, buildings, and various industries such as steel, cement, ICT,

textiles, and chemicals. The Commission plans to introduce legislation, such as the **European Climate Law**, within 100 days to ensure that the objective of making Europe the world's first climate-neutral continent by 2050 is legally binding. Other planned initiatives include the Biodiversity Strategy for 2030, the new Industrial Strategy, Circular Economy Action Plan, Farm to Fork Strategy, and proposals for a pollution-free Europe. Efforts are also made to increase Europe's 2030 emissions targets in alignment with the long-term goal.

Recognizing that different regions and Member States are starting from different points, the European Green Deal emphasizes the importance of a just transition mechanism. This mechanism aims to support regions heavily reliant on carbon-intensive activities and vulnerable citizens during the transition by providing access to reskilling programs and employment opportunities in new economic sectors.

The European Union acknowledges that addressing climate change and environmental degradation requires a global response. It pledges to promote its environmental goals and standards in international forums and reinforce its green diplomacy. Through international partnerships and trade policies, the EU aims to ensure sustainability and support neighbouring regions, such as the Balkans and Africa, in their own transitions.

The European Green Deal is driven by the urgent need to overcome the existential threat of climate change and environmental degradation. The EU has already demonstrated its ability to reduce emissions while maintaining economic growth, and it aims to lead the way in creating a green and inclusive economy. The plan is guided by scientific evidence and public demand for action, and it emphasizes the importance of broad consultation and evidence-based proposals.

European citizens overwhelmingly support environmental protection and recognize the potential for environmental measures to drive economic growth. The Eurobarometer survey confirms the public's endorsement of EU-level environmental legislation and funding for environmentally friendly activities.

The European Economic and Social Committee (EESC) has released a report highlighting the importance of environmental responsibility and the need for sustainable development. The report emphasizes the role of education in achieving

these goals and urges Member States to implement national strategies to urgently implement the UN Sustainable Development Goals (SDGs), particularly in the areas of education and climate change. The EESC calls on the European Commission and Member States to prioritize quality and inclusive education, training, and lifelong learning, and to provide sustainable public funding for green environmental and professional skills and competences.

The EESC recommends integrating green skills, environmental responsibility, and sustainable development into all areas of learning, including formal, non-formal, and informal education. It emphasizes the need for better alignment between environmental, employment, and education policies to anticipate and develop the skills of both the unemployed and the employed. The report suggests combining the topic of climate change with a democratic school culture and creating "green schools" that are managed in a sustainable way and prepare students to fight against climate change.

The EESC calls on the European Commission to conduct an EU-level study on the development of green skills and competences and to base its policy strategy on the findings. It emphasizes the importance of incorporating climate change awareness, environmental responsibility, and green skills into education policies and curricula at all levels. The study should also focus on social and occupational green skills in vocational education and training, as well as the upskilling and retraining of unemployed and employed workers.

The report highlights that *green skills and competences are necessary for all citizens*, regardless of age, and should be implemented in line with the Key Competence Framework. It suggests including green skills and environmental responsibility in all school subjects, particularly geography, ethics, and philosophy. While the European Commission's new European Skills Agenda targets green skills, the EESC recommends setting targets for adult participation in basic green skills and competences and stresses the need for a comprehensive EU strategy to improve education and training in green skills and competences.

The EESC supports the European Green Deal and calls on Member States to create national policies that target education for environmental responsibility and green skills. It emphasizes the importance of social dialogue with trade unions, employers,

and civil society organizations in implementing these reforms. The EESC also welcomes the proposal to create a European Competence Framework and recommends involving relevant stakeholders in its development.

The report calls for a comprehensive strategy at the EU level to improve education and training in green skills and competences. It suggests developing green school strategies and providing reskilling and upskilling opportunities for adults in the workplace. The implementation of this strategy should be accompanied by sustainable technical, financial, and human resources and be financed from the state budget. The EESC highlights the need to support the initial and continuing professional development of teachers and educators in environmental protection and specific green skills and competences.

Acquiring green skills in the workplace is seen as essential for improving the resilience and adaptability of workers, managers, and stakeholders, and for contributing to green growth. The EESC calls for EU funding to support the development of green skills, particularly through programs like Erasmus+ and the Just Transition Fund. The report also emphasizes the importance of greening the European Semester and working with relevant stakeholders to improve the provision of green skills and competences at all levels of education and training.

The EESC emphasizes the importance of implementing the UN Sustainable Development Goals (SDGs) related to inclusive education and climate change. It calls for the implementation of quality and inclusive education as a right for all in Europe, supported by sustainable public funding. The European Green Deal is welcomed for its comprehensive strategy to combat climate change and protect the environment, with a focus on education and upskilling to facilitate a just transition to a green economy. The EESC supports the development of a European competence framework for climate change and sustainable development and recommends involving relevant stakeholders in its development.

The EESC highlights the need for green skills and climate change education in formal learning environments, emphasizing the importance of democratic school governance and green school environments. *Non-formal education programs are also seen as crucial in developing environmentally responsible citizens.* The EESC calls for

strengthened cooperation between education, employment, and environment councils to ensure the provision of green skills and competences for all age groups.

The EESC emphasizes the need for businesses to develop strategies for environmental protection and encourages the development of skills for employers. It underlines the importance of providing businesses, public authorities, and households with green solutions and hands-on training in their use. The Just Transition Strategy is mentioned as a means to support the development of competences and skills for sustainable occupations.

Increased investment in reducing carbon emissions and creating quality jobs is called for, with a focus on funding green environmental skills and competences through programs like Erasmus+. The EESC supports the allocation of other EU funds, such as the ESF+, the recovery package, and the Just Transition Fund, to support the development of green skills. Supporting adult learning and upskilling is seen as beneficial for individuals, employers, and the economy as a whole, and cooperation between enterprises is encouraged to meet training needs.

The EESC welcomes the consideration of the Green Deal and the greening of the European Semester by the Environment Council and calls for collaboration between the Commission, Ministries of Education, social partners, and civil society organizations to improve the provision of green skills and competences across all levels and types of education and training sectors.

In the field of sustainability, there is a distinction between sustainability education and green jobs. Sustainability education focuses on identifying key competences, while green jobs require specific skills for the current and future workforce. The term "green" is derived from the concept of the "green economy," which emphasizes the environmental aspects of employment. However, there is no consensus on the use of terms like "competence," "competency," and "skills." In academic and policy documents, the most commonly used concepts are key competences in sustainability education and green skills in employment.

Skills are defined as the ability to carry out processes and use existing knowledge to achieve results. They are one component of competences, which encompass a broader range of knowledge, values, and attitudes. In the context of employment,

skills can have an encompassing characteristic. Green skills, also known as skills for sustainability, refer to the technical skills, knowledge, values, and attitudes needed in the workforce to support sustainable outcomes in various sectors. Most databases and policy documents refer to green skills according to the definitions provided by the European Commission and O\*NET.

The concept of green skills is widely used in policy documents, employment literature, and among practitioners. Skills play a crucial role in jobs, as they represent the application of knowledge in specific contexts. However, focusing solely on skills may be reductive, especially considering the changing nature of jobs and industries. As the workforce shifts towards less routinized jobs and higher education requirements, attitudes and values also become important in guiding individuals towards sustainable behaviours in uncharted territories. A sole focus on skills does not capture the full breadth of competences required in the green and circular economy. The term competence is also used when appropriate, despite the potential confusion it may cause. This highlights the need for uniform definitions across different institutional contexts and within institutions.

Moving on to the concept of a circular economy, it can be understood as a sustainable avenue for economic development. While sustainability represents a long-term goal, sustainable development encompasses various pathways and avenues, such as sustainable agriculture, responsible production, and consumption. The literature and policy documents suggest several concepts for sustainable avenues, including the green economy, green growth, blue economy, circular economy, low carbon economy, sharing economy, and doughnut economy.

The concept of the green economy emerged in the late 1980s but gained significant attention in the late 2000s as an operational strategy for sustainable growth. It emphasizes the achievement of improved human well-being, social equity, and environmental conservation. The United Nations Environment Programme (UNEP) launched the Green Economy Initiative in 2008, and the concept was a major focus of the 2012 UN Conference on Sustainable Development (Rio+20). The UNEP defines the green economy as one that results in improved human well-being and social equity while significantly reducing environmental risks and scarcities.

Green growth, on the other hand, emerged as a concept in the early 1990s but gained traction in response to the 2008 global financial crisis and the recognition of the limitations of existing systems. The Organization for Economic Co-operation and Development (OECD) launched the Green Growth Declaration in 2009 and published the **Green Growth Strategy Package** in 2011. Green growth aims to foster economic growth and development while ensuring that natural assets continue to provide resources and environmental services. Although green economy and green growth are often used interchangeably, there is a conceptual difference between them. Green growth primarily focuses on economic growth, while the green economy conceives it as a means to achieve overall development. The green economy also takes a more balanced approach to social issues and environmental limits.

The concept of a circular economy traces back to the notion of industrial ecology, which emerged in the 1970s as concerns grew about the limits of planetary resources. The circular economy gained increased interest in the 1990s as an alternative to the linear model of take-make-dispose. Its objective is to minimize environmental impact by recovering resources through reuse, repair, and recycling. The Ellen MacArthur Foundation provides a widely used definition, describing the circular economy as an industrial economy that is restorative or regenerative by intention and design. It is based on three interlinked concepts: eliminating waste and pollution through superior design, substituting the concept of "end-of-life" with restoration and continuous use of resources and products, and avoiding toxic materials that hinder reuse and harm living systems.

Although the circular economy concept initially focused on waste management, it has evolved to encompass broader aspects of regeneration. It seeks not only to regenerate resources but also to improve society's harmony with the environment in which it operates.

Green jobs and circular economy jobs, despite their differences in assumptions, are often used synonymously due to their shared objective of achieving economic, environmental, and social goals. Both concepts contribute to sustainable development. Green jobs refer to employment opportunities that contribute to preserving or restoring environmental quality and sustainability. Circular economy

jobs are related to activities such as recycling, remanufacturing, repair, and resource management that align with the principles of the circular economy.

The concepts of green skills, the green economy, and the circular economy play vital roles in fostering sustainability in the workforce. Green skills address the specific needs of the current and future workforce in relation to sustainability-related jobs. The green economy and green growth aim to achieve sustainable progress by integrating economic, environmental, and social considerations. The circular economy offers a framework for minimizing environmental impact and promoting resource efficiency through the principles of reuse, repair, and recycling. While there may be variations in terminology and definitions, it is important to establish common understanding and uniform definitions across different contexts to ensure effective communication and implementation of sustainable practices in the workforce. By embracing these concepts and developing the necessary competences, individuals and organizations can contribute to a more sustainable and circular economy.

The European Green Deal includes the establishment of a European sustainability competence framework as a means to promote environmental sustainability learning in the European Union. Known as **GreenComp**, this framework identifies a set of sustainability competences to be incorporated into educational programs. Its purpose is to help learners acquire the knowledge, skills, and attitudes necessary to think, plan, and act with empathy, responsibility, and care for the planet and public health.

The development of GreenComp involved a literature review and consultations with experts and stakeholders in the field of sustainability education and lifelong learning. The findings presented in this report provide a comprehensive framework for environmental sustainability learning applicable to various educational contexts. The report shares definitions of sustainability and learning for environmental sustainability to establish a common understanding and bridge the gap between experts and stakeholders.

GreenComp consists of four interconnected competence areas: "embodying sustainability values," "embracing complexity in sustainability," "envisioning sustainable futures," and "acting for sustainability." Each area comprises three equally important competences. GreenComp is designed as a non-prescriptive reference for fostering sustainability as a competence in learning schemes.



Co-funded by  
the European Union

Integrating sustainability into education and training systems is crucial for protecting the health of the planet and public health. Education and training enable learners to develop competences and acquire the necessary knowledge, skills, and attitudes to value and protect the planet. This supports the transition to a fairer, greener economy and society. As a result, the European Commission has prioritized learning for environmental sustainability and developed the European Sustainability Competence Framework, GreenComp, as part of the European Green Deal. Member States of the European Union have already started incorporating sustainability concepts into academic and vocational curricula.

Building on this foundation, GreenComp aims to assist educators and learners in integrating environmental sustainability topics into educational systems and curricula across Member States. It strives to provide a shared competence framework at the European level, serving as a guide for educators and learners alike.

GreenComp serves as a catalyst for action by fostering a sustainability mindset and helping users develop the knowledge, skills, and attitudes required to think, plan, and act with empathy, responsibility, and care for the planet. It is the outcome of a rigorous research methodology involving a diverse group of experts and stakeholders to establish a consensus. It offers a general reference model for lifelong learning stakeholders to design learning opportunities focused on developing sustainability competences and assessing progress in supporting education and training for sustainability.

The European Green Deal and related policy papers emphasize the need to develop a European competence framework on sustainability. GreenComp aligns with these ambitions and can be utilized for various purposes, including curriculum review, design of teacher education programs, self-assessment and reflection, policy development, certification, assessment, monitoring, and evaluation.

Sustainability involves prioritizing the needs of all life forms and the planet by ensuring that human activity remains within planetary boundaries. Planetary boundaries refer to nine Earth system processes, such as climate change and land-use change, that should be monitored and not exceeded to prevent detrimental changes caused by human activities.



Co-funded by  
the European Union

In the early 2000s, European countries began shifting their education and training systems from a knowledge-based to a competence-based approach in national curricula. This shift led to the mapping of specific sustainability competences for students and professionals, enabling them to become agents of change. GreenComp expands on this concept and includes sustainability as a competence applicable to all age groups and all aspects of life, both personal and collective.

### 3. QUALI-QUANTITATIVE NEEDS ANALYSIS

This sections is divided in two, first we conduct a survey to comprehend the present state of the hotel industry in regards to green leadership in Europe and beyond. The goal was to identify existing gaps, providing valuable insights to guide the implementation and decision-making processes for the training modules we are developing. Additionally, the survey results will contribute to refining our Massive Open Online Course (MOOC).

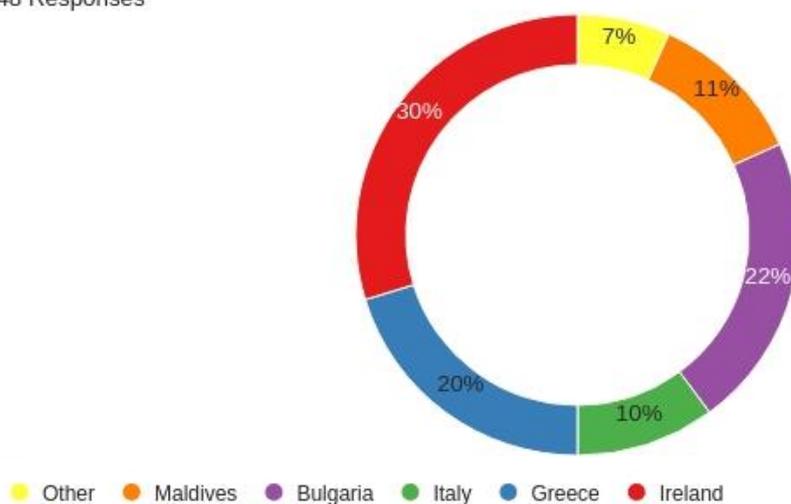
Second we run a qualitative analysis (interviews) to better understand how to promote green leadership in tourism.

#### 3.1. Quantitative analysis: Green survey

##### 3.1.1. Survey Objectives and Descriptives

This survey analysis provides insights into the sustainability practices and readiness of hospitality establishments across various countries. Each partner distributed the survey to their networks, expanding the reach of our research. Additionally, countries such as Germany, the United Kingdom, and Sri Lanka have received the survey, contributing to the broader analysis under the category "other."

Response count per country  
148 Responses



The figure illustrating responses per country offers a comprehensive view of participation and allows for cross-country comparisons. Furthermore, the inclusion of

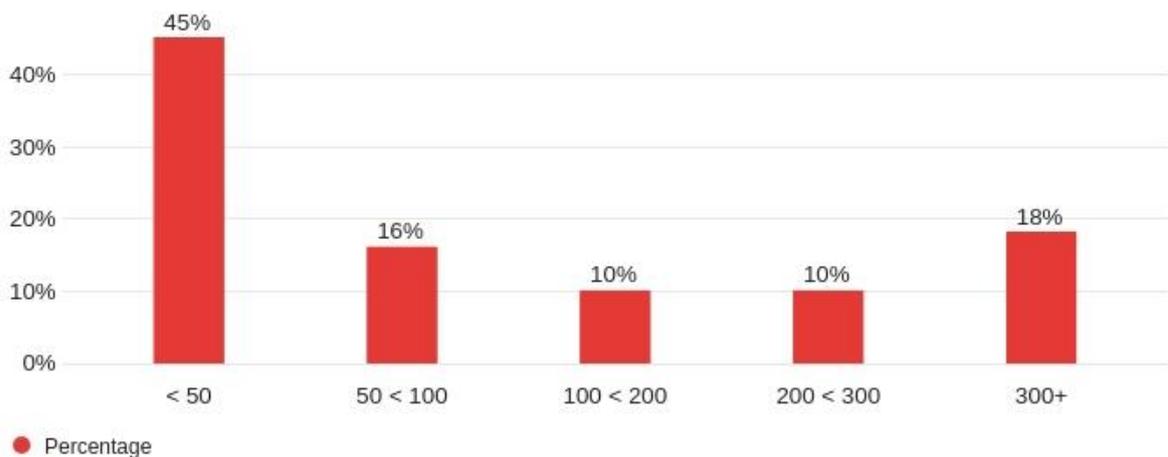
star ratings in the analysis provides context for understanding the hospitality industry's standards. In this context, star ratings indicate the quality and amenities offered by hotels, with higher ratings typically signifying more luxurious accommodations and superior services.

Star rating of the of establishments



From the initial 176 responses, outliers were extracted, and data quality was ensured by examining completion durations. Ultimately, 148 usable data entries were included in the analysis, providing a robust foundation for our findings. The following figure shows the sizes of the participating establishments. Most of these establishments has less than 50 staff, however, 18% of establishments can be seen as mega resorts employing more than 300 staff members.

Establishment staff size



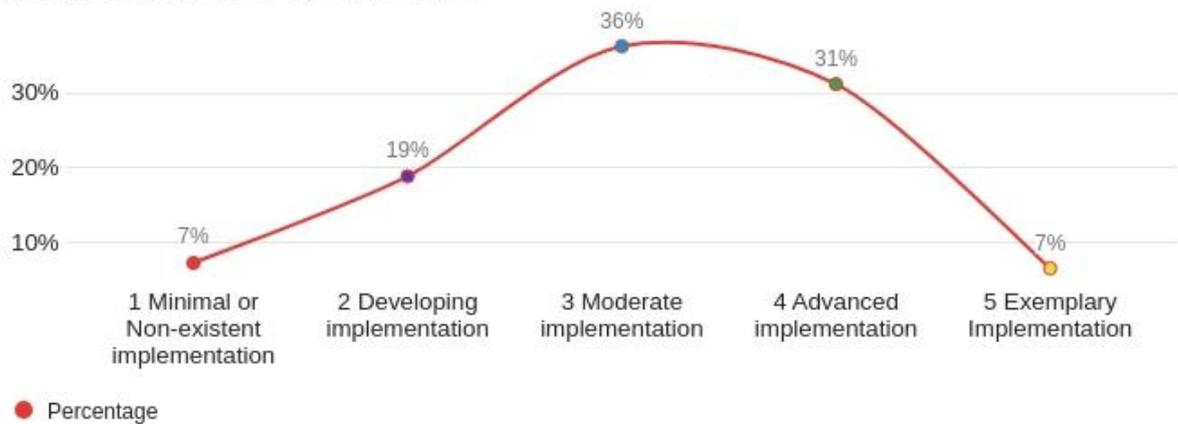
The subsequent sections delve into key aspects of sustainability practices, including green practice implementation, strategy development, procedural establishment, and readiness for adopting sustainable practices. Additionally, the analysis explores the

impact of establishment size on sustainability efforts, offering valuable insights for industry stakeholders and policymakers.

### 3.1.2. Section 1: Sustainability Progress Metrics for Green Hospitality

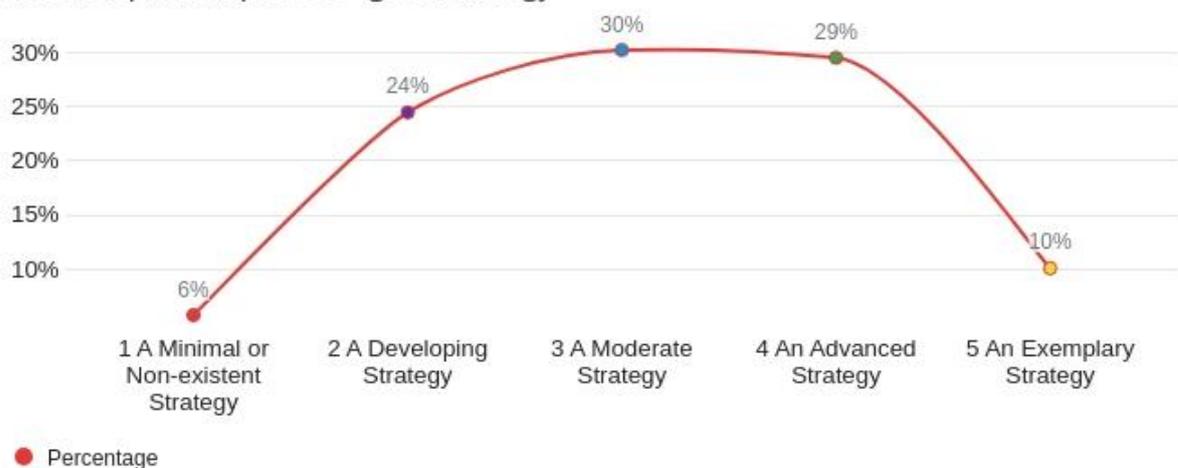
By examining the hospitality establishment's current standing in terms of green practice implementation, strategy development, procedural establishment, and readiness, we can gauge their overall progress towards sustainability.

Q1: Implementation of "green practices"



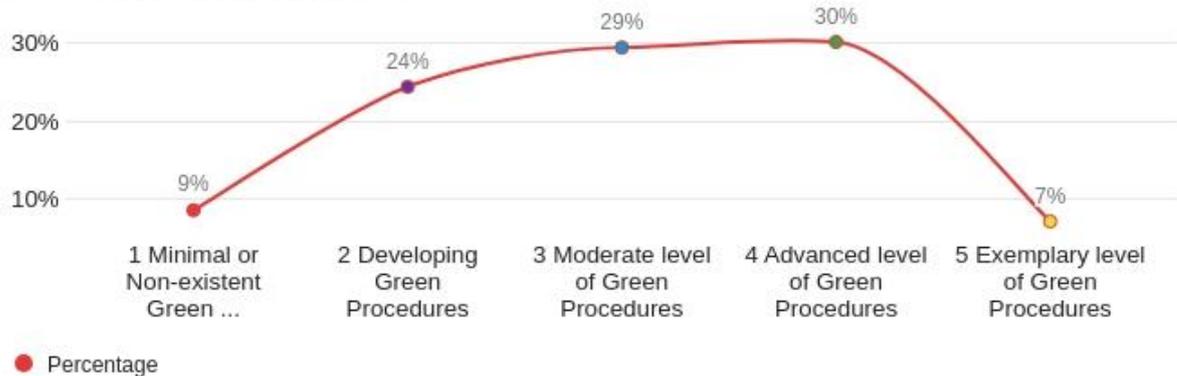
Q1: 7% of respondents reported minimal or no implementation, while 19% are in the developing stage. The majority (67%) fall into the "moderate" (36%) or "advanced" (31%) categories, indicating a range of progress but also suggesting space for improvement.

Q2: Developmental phase of "green strategy"



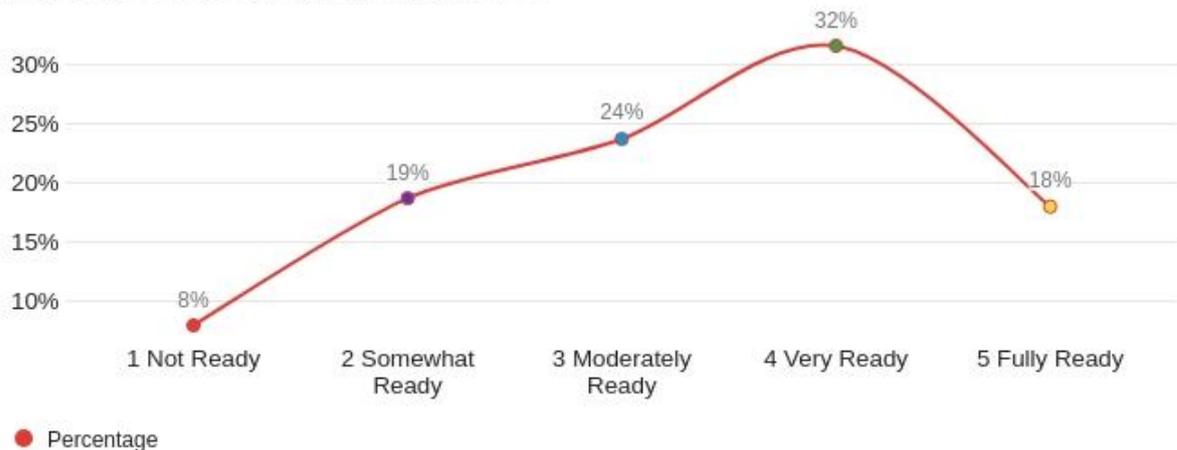
Q2: Similar to green practice implementation, 6% reported minimal or no development, with 24% in the developing stage. The majority (59%) have either moderate (30%) or advanced (29%) strategies in place, highlighting the need for further promotion and advancement.

Q3: Procedures for "green practices"



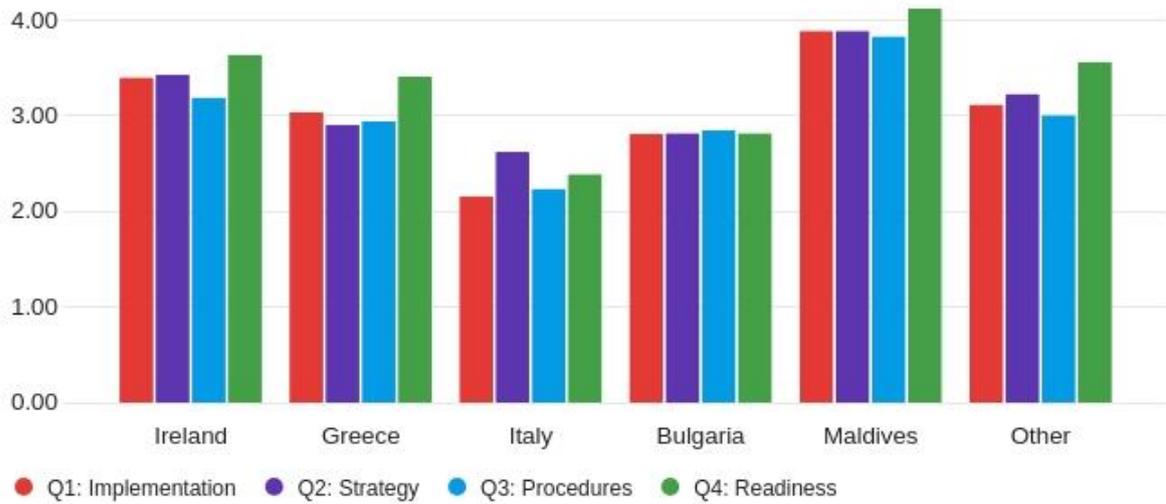
Q3: Similar patterns emerge here, with 6% having minimal or no procedures and 24% developing them. The majority (59%) have moderate (30%) or advanced (29%) procedures, underlining the importance of continued refinement and implementation.

Q4: Readiness for adopting "green practices"



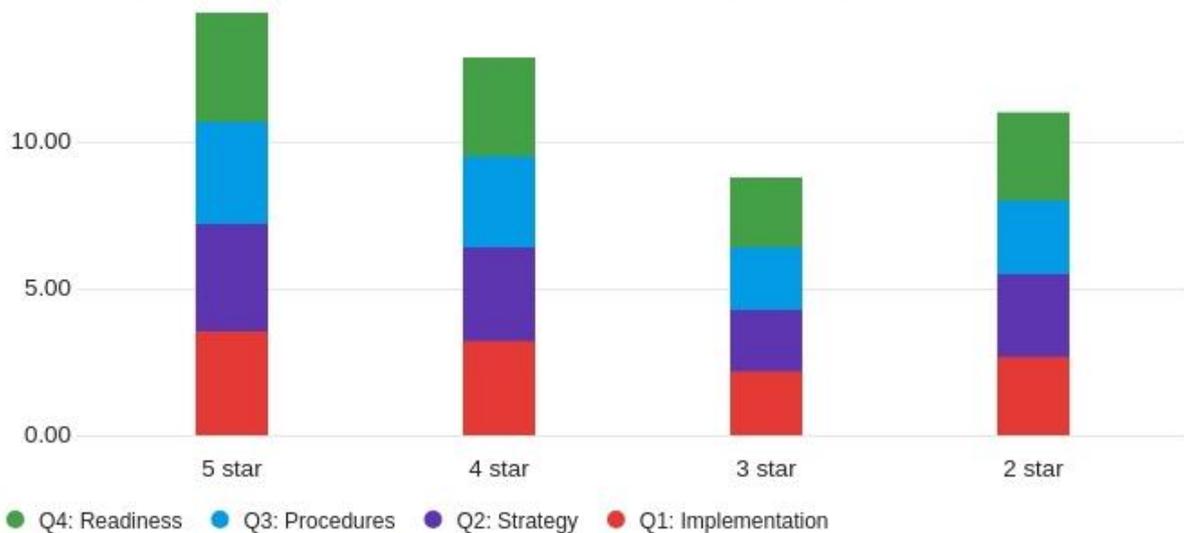
Q4: 8% reported minimal or no readiness, increasing to 32% with advanced readiness. The majority (56%) fall into the "moderate" (24%) or "advanced" (32%) categories, suggesting progress but also a need to enhance readiness and foster a supportive culture.

Implementation, Strategy, Procedures and Readiness for "green practices" per country



Analysing the mean values for each question (Q1-Q4) across surveyed countries reveals substantial variations in sustainability progress metrics. The Maldives lead the pack with the highest overall metrics, followed by Ireland, Greece, Bulgaria, and Italy in descending order. Further investigation is crucial to understand these disparities and uncover potential contributing factors.

Implementation, Strategy, Procedures and Readiness for "green practices" star rating

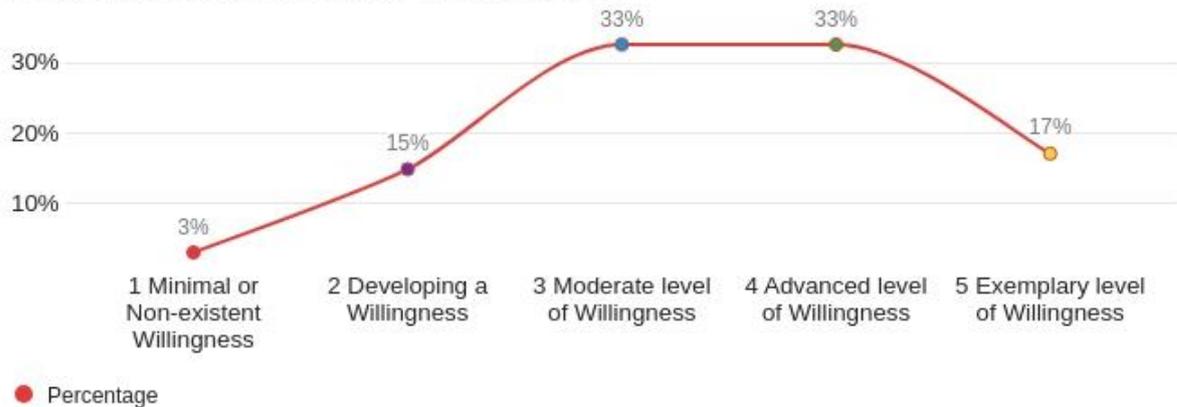


Hotels with higher star ratings tend to demonstrate better sustainability progress. 5-star establishments lead in sustainability metrics, followed by 4-star and 2-star establishments. 2-star establishments appear to outperform 3-star establishments in this regard. This warrants further exploration to understand the underlying reasons.

### 3.1.3. Section 2: Competencies and Skills for Progression of Green Hospitality

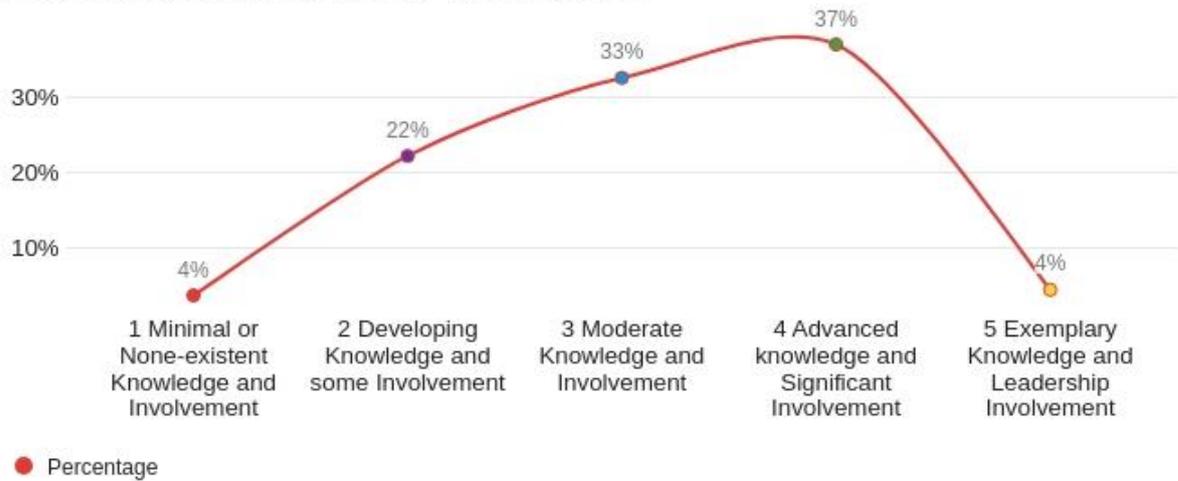
This section aims to gauge establishments' willingness and readiness to engage in green practices, thereby exploring their commitment to sustainability initiatives.

Q5: Willingness to involve staff in "green practices"



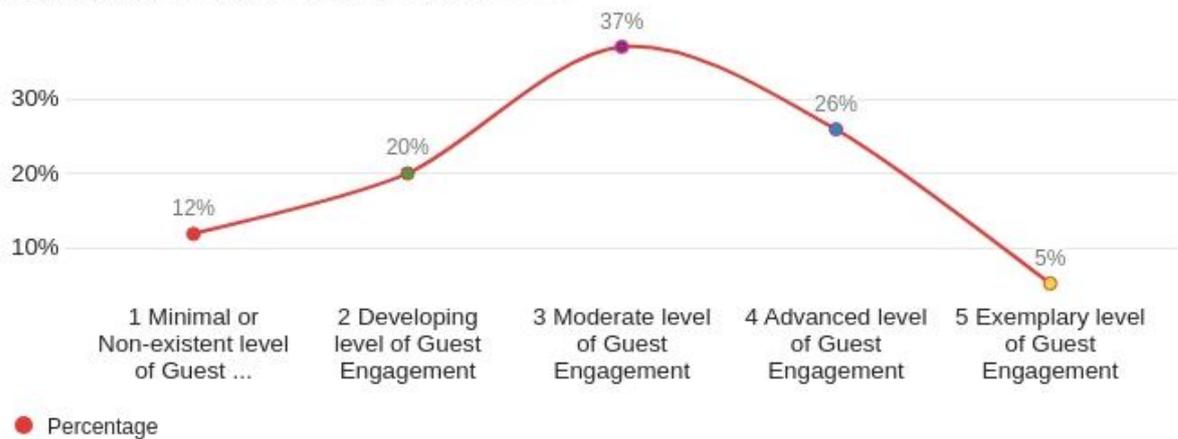
Q5: Varied levels of willingness to engage employees in sustainability initiatives were observed, with only 3% indicating minimal engagement. The majority (82%) displayed positive inclinations, distributed across developing (15%), moderate (33%), advanced (33%), and exemplary (17%) categories. This suggests a growing awareness and openness towards staff involvement in green practices, highlighting a proactive stance towards sustainability.

Q6: Knowledge and Involvement in "green practices"



Q6: A small minority (4%) reported minimal or non-existent knowledge and involvement in green practices, indicating limited awareness or engagement in sustainability initiatives. However, most establishments are progressing positively, with 55% demonstrating increasing understanding and involvement (22% developing, 33% moderate). Notably, 41% exhibit advanced (37%) or exemplary (4%) levels of knowledge and involvement.

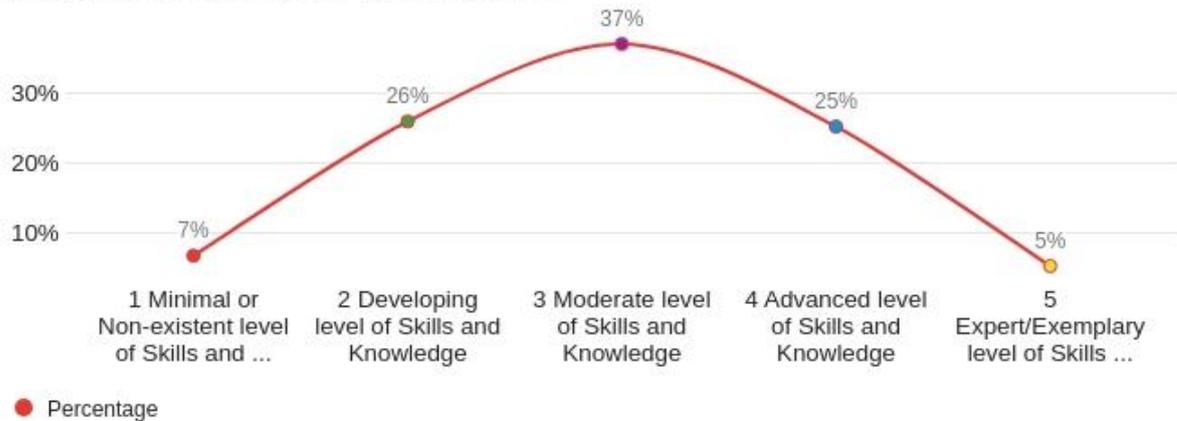
Q7: Engagement of guests in "green practices"



Q7: Surveyed establishments revealed a range of guest engagement levels in green practices. While 12% reported minimal or non-existing engagement, the majority demonstrated a positive trend (57%), distributed across developing (20%) and

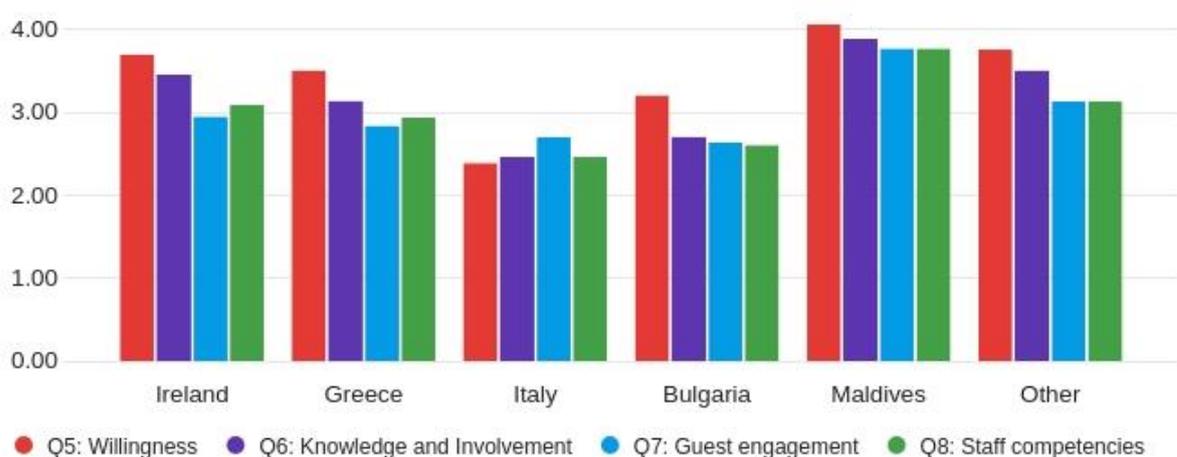
moderate (37%) categories. Significantly, 31% actively involve guests in sustainability initiatives (26% advanced, 5% exemplary).

Q8: Staff knowledge level of "green practices"



Q8: Varying degrees of staff knowledge regarding green practices were observed. While 7% reported minimal or non-existent knowledge, the majority exhibited positive trends (63%), distributed across developing (26%) and moderate (37%) levels. Notably, 30% demonstrated advanced (25%) or exemplary (5%) levels of staff knowledge in green practices.

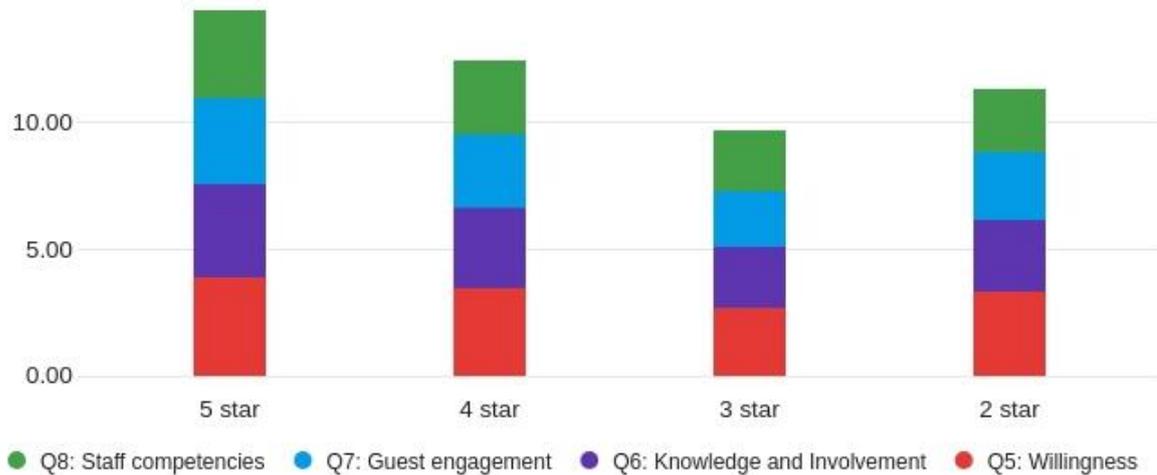
Competencies and Skills for encouraging "green practices" per country



Analysing competency and skill development across surveyed countries reveals diverse levels of progress. The Maldives leads with the highest proficiency in green hospitality competencies and skills reported, followed by Ireland and Greece.

Bulgaria and Italy exhibit moderate levels of development, while the "Other" category shows notable progress. Further investigation is needed to understand these variations.

Competencies and Skills for encouraging "green practices" per star rating

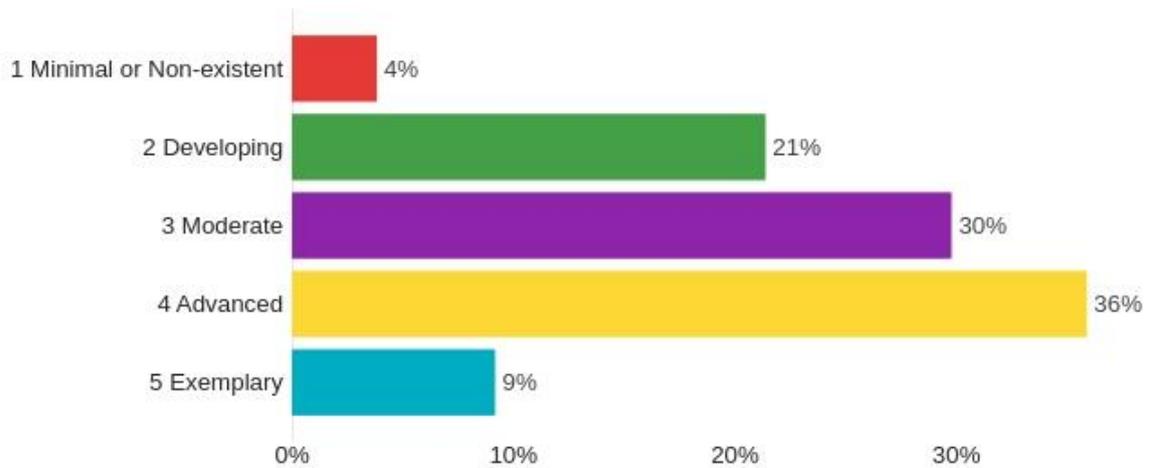


Similar trends to the previous section are observed regarding competencies and skills among star-rated establishments. 5-star establishments lead, followed by 4-star and 2-star establishments. 2-star outperform 3-star establishments in competency and skill progression.

### 3.1.4. Section 3: Adoption of "green policies" within hospitality establishments

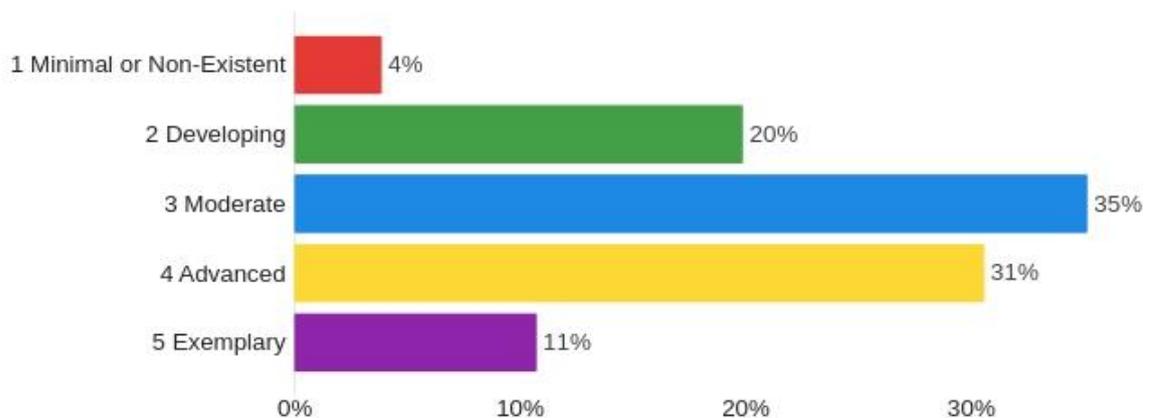
We delve into the integration of environmentally conscious policies within the hospitality sector. This section explores the extent to which establishments have implemented and embraced green policies, reflecting their commitment to environmental sustainability.

Q9: Intention to implement internal policies to encourage "green practices"



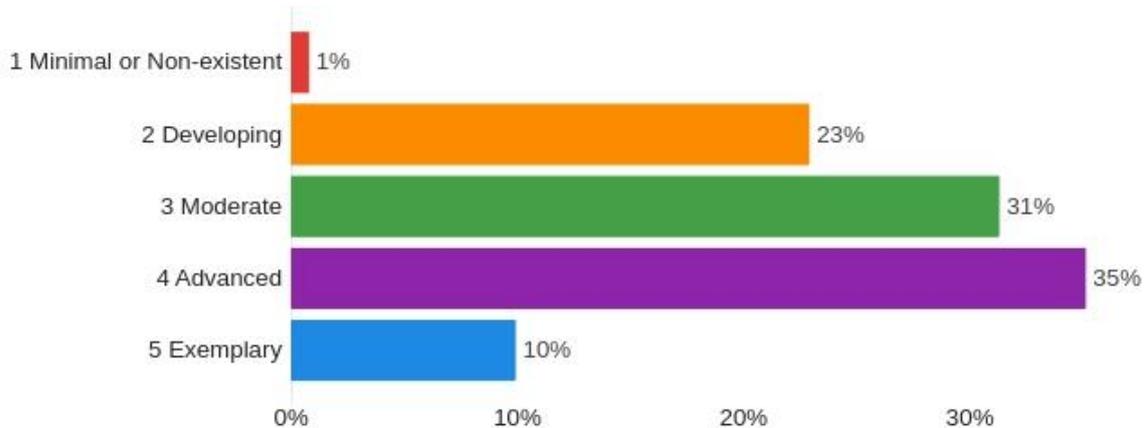
Varied levels of intention to incorporate internal policies for green skills were observed, with only 4% showing minimal intent. The majority (79%) displayed positive inclinations: 21% developing, 30% moderate, 36% advanced, and 9% exemplary.

Q10: Level of engagement in waste reduction



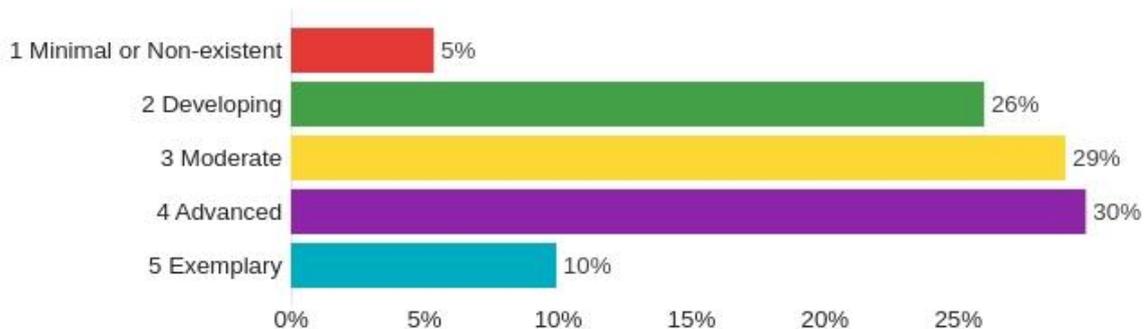
Diverse levels of engagement in waste reduction initiatives were observed among establishments. While 4% reported minimal or non-existent engagement, the majority demonstrated positive inclinations (55%): 20% developing and 35% moderate. This suggests a growing commitment to waste reduction.

Q11: Level of engagement in energy reduction



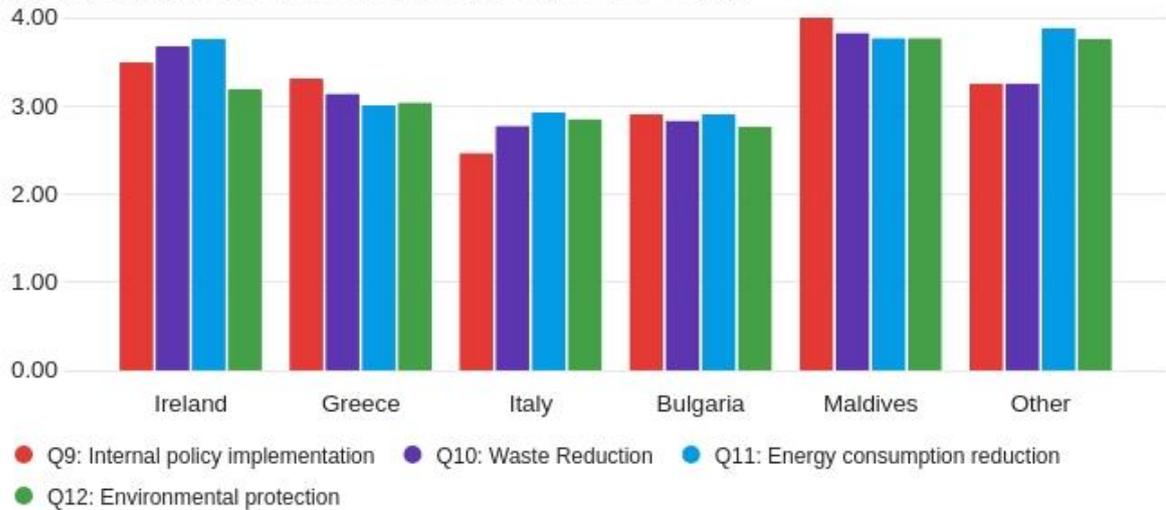
Varying degrees of involvement in energy reduction initiatives were observed. Only 1% reported minimal or non-existent engagement, while the majority exhibited positive trends (54%): 23% developing and 31% moderate. This indicates an increasing dedication to energy reduction efforts.

Q12: Level of engagement in environmental protection



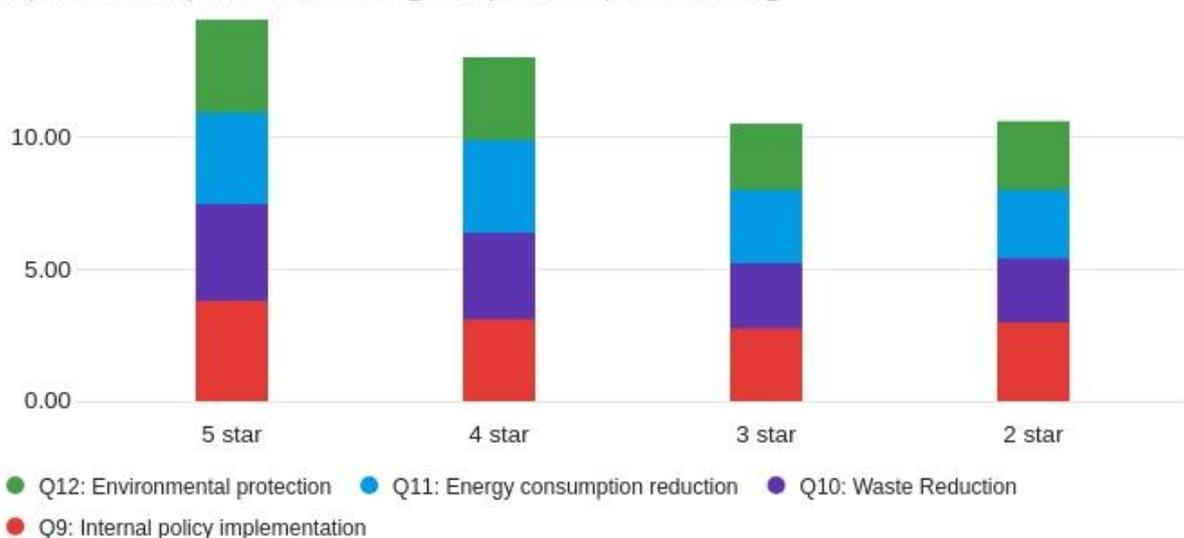
Diverse levels of involvement in environmental protection initiatives were observed among establishments. Notably, 5% reported minimal or no engagement, while the majority demonstrated positive tendencies (55%): 26% developing and 29% moderate. This suggests an increasing focus on environmental protection.

Adoption and Implementation of "green policies" per country



Analysing green policy adoption and implementation across surveyed countries reveals diverse levels of commitment. The Maldives and Ireland lead, followed by Greece. Bulgaria and Italy exhibit moderate levels, while the "Other" category shows progress. These findings highlight the importance of prioritizing and integrating green policies for sustainability and improved industry practices.

Adoption and Implementation of "green policies" per star rating



Our analysis reveals that higher star-rated establishments demonstrate greater engagement in adopting green policies, with 5-star establishments leading, followed by 4-star ones. Interestingly, 3-star and 2-star establishments show similar levels of

engagement, indicating a potential pattern in how star ratings influence environmental policy prioritization within the sector.

### **3.1.5. Survey conclusion**

The survey analysis highlights the Maldives as the frontrunner in reporting the most sustainable practices among surveyed countries. However, further investigation is warranted, considering reports suggesting that this outcome may be influenced by additional factors such as lacking education on green practices from managers, varying standards of green leadership (in comparison to the other partners) or underdeveloped governmental policies and regulations. Italy and Greece, being some of the most tourist driven economies in Europe, is showing results that are not up to standard, with Ireland and Bulgaria also indicating space for improvement.

Building upon the insights gained from the analysis, we have outlined the next steps in our sustainability initiative. We are poised to develop a Massive Open Online Course (MOOC) that addresses crucial aspects of corporate social responsibility and leadership roles. The course curriculum includes modules on "Green Leadership: A Model of Competences in Action," "Group Psychology and Applied Leadership," "Promoting Sustainable Attitudes and Behaviours Through Emotional Intelligence," and "Social Psychology Applied for Green Leadership." Through these educational materials, we aim to empower leaders and professionals with the knowledge and skills necessary to drive meaningful change towards sustainability within their organizations and communities.

### **3.2. Qualitative analysis: Interviews on how to promote green leadership in tourism**

This section refers to the identification of examples and practices concerning green leadership in hotel management. In addition, we discuss the question how to promote green leadership in tourism. The information is gathered through interviews conducted by Bulgarian team of experts. In the framework of this activity, NAVET's team conducted three interviews with managers from Bulgarian hotel management.

The list of questions you may see in the presented tables below:

I. **Questions for interviews with managers/owners in hotel business**

***Green leadership in hotel management - examples and practices***

Topics	Questions
1. Introduction /Role and responsibilities	Could you briefly introduce yourself, including your position and how long you have been in the hotel industry?
2. Understanding of green leadership	How do you personally interpret and understand the concept of green leadership in the context of hotel management?
3. Sustainable development practices	What specific management practices do you actively promote in your hotel to contribute to sustainability?
4. Waste management initiatives	Can you give an examples of initiatives or practices in your hotel related to waste management?
5. Energy consumption	Could you share some ideas about energy consumption practices in your hotel?
6. Staff engagement in green practices	What green practices or initiatives are targeted at your hotel staff to encourage their active participation in sustainability efforts?  Do you conduct staff trainings on this topic?
7. Customer focused green practices	Do you have specific green practices developed with a focus on improving the experience for your customers?  If yes, can you provide an examples?
8. Customer perception	How do you ensure your customers understand and appreciate your hotel's eco-friendly approach?

9. Commitment to environmental protection	Are there any specific policies or initiatives to minimise the environmental impact of your hotel?
10. Green partnership	Are you looking for the sharing of similar principles among your partners regarding green practices (e.g. sustainable supply chain)?

## II. Questions for interviews with managers/owners in hotel business

### *How to promote green leadership in tourism*

Topics	Questions
1. Introduction /Role and responsibilities	Could you briefly introduce yourself, including your position and how long you have been in the hotel industry?
2. Management approach	Can you share an example from your management experience where you have successfully encouraged green thinking among your staff?
3. Development of skills and attitudes towards green management	How do you actively encourage the development of green skills and attitudes among your team members?  Do you conduct staff trainings on this topic?
4. Green initiatives in the hotel	Can you provide examples of initiatives or practices that your hotel has implemented to offer more sustainable services to guests?
5. Customer perception	How do you communicate your hotel's commitment to sustainability to your customers?

	What measures have you taken to ensure they understand and appreciate your green approach?
6. Green engagement	Are there any specific policies or initiatives to minimise the environmental impact of your hotel?
7. Staff engagement in green practices	How do you engage your employees to participate actively in the hotel's sustainability efforts? Are there any specific programs or incentives?
8. Community participation	How does your hotel engage and contribute to the local community in terms of environmental sustainability?
9. Sustainability goals	What are the upcoming sustainability goals or projects of your hotel?
10. Green partnership	Are you looking for the sharing of similar principles among your partners regarding green practices (e.g. sustainable supply chain)?

**Participants:**

- Angelo Zuccala - General Manager of InterContinental Sofia
- Adriana Angelova - Business Development Director. She is responsible for Nikmi's hotels - Grand Hotel Sofia, Grand Hotel Millennium Sofia, both in the capital, and King's Valley in Kazanlak.
- Viktor Getov - General manager of Kings' Valley Medical & Spa Hotel, city of Kazanlak, Bulgaria

### 3.2.1. Qualitative analysis conclusion

Leadership in green business is characterized by a steadfast commitment to environmentally sustainable practices and responsible business operations. It involves creating a culture that actively engages in various levels of green practices to make a positive impact on the environment.

Establishing a robust green engagement program holds significant importance in achieving diverse levels of sustainable practices within an organization. This program serves as a catalyst for fostering a sense of environmental responsibility among employees and stakeholders.

Investing in key green activities is vital for environmental conservation. This includes efforts to reduce energy and water consumption, the application of eco-friendly materials, and efficient waste production and recycling practices. Implementation of energy-efficient measures and the adoption of building management systems contribute significantly to these goals.

Hotel management plays a pivotal role in driving green initiatives within the establishment. Efforts and resources should be directed towards programs that educate and encourage guests to adopt green behaviors during their stay. Loyalty programs can further motivate guests to engage in sustainable practices.

A crucial aspect of green leadership involves designing and conducting green training programs for employees. These programs equip staff with the knowledge and skills needed to integrate green practices into their professional duties, fostering a collective commitment to the company's green vision and philosophy.

Leaders have the power to transform the mindset of their employees and contribute to the creation of green jobs. Their influence is instrumental in instilling a culture of sustainability within the organization.

The ultimate goal of effective green leadership in hotel management is to enhance human resources management, improve the working environment, and boost overall performance. This approach aims to achieve more efficient and effective management with a keen focus on the green perspective of business operations, contributing to a sustainable and environmentally conscious business model.

## 4. GREEN LEADERSHIP AT POLICY AND IMPLEMENTATION LEVEL

To protect the health of our planet and our public health, it is crucial to integrate sustainability into European education and training systems. The European Commission has developed European Sustainability Competence Framework, GreenComp, as announced in the European Green Deal. GreenComp is a reference framework for sustainability competences. It provides a common ground to learners and guidance to educators, providing a consensual definition of what sustainability as a competence entails. It is designed to support education and training programmes for lifelong learning. It is written for all learners, irrespective of their age and their education level and in any learning setting – formal, non-formal and informal. Sustainability competences can help learners become systemic and critical thinkers, as well as develop agency, and form a knowledge basis for everyone who cares about our planet's present and future state.

GreenComp defines a set of sustainability competencies to be included in educational programs to help learners develop knowledge, skills and attitudes that promote ways of thinking, planning, and acting with empathy, responsibility, and care for our planet and for public health.

GreenComp consists of 12 competencies distributed in the four areas below:

*Embodying sustainability values, including the competences.*

- valuing sustainability
- supporting fairness
- promoting nature

*Embracing complexity in sustainability, including the competences*

- systems thinking
- critical thinking
- problem framing

*Envisioning sustainable futures, including the competences*

- futures literacy
- adaptability

- exploratory thinking

*-Acting for sustainability, including the competences*

- political agency
- collective action
- individual initiative

#### **4.1. Green Leadership at the Policy Level**

Green leadership at the policy level refers to the role of government officials and policymakers in driving and implementing environmentally sustainable policies and practices. Effective green leadership requires a proactive and holistic approach to address environmental challenges, promote sustainable development, and foster a transition to a low-carbon economy. There are some key aspects of green leadership at the policy level.

First, it is the vision and goal setting. Green leaders need to articulate a clear vision for sustainability and set ambitious goals that align with international agreements, such as the Paris Agreement on climate change. They should provide a long-term perspective and inspire others to work towards a greener and more sustainable future. Also, policy development and implementation have to be considered. Green leaders are responsible for developing and implementing policies that promote sustainability across various sectors. This includes enacting legislation, regulations, and incentives to support renewable energy, energy efficiency, waste management, biodiversity conservation, and other green practices. Effective green leadership requires collaboration with various stakeholders, including businesses, civil society organizations, research institutions, and citizens. Green leaders should engage stakeholders in policy discussions, seek their expertise, and build partnerships to foster a collective approach towards sustainability. Green leaders in hotel management play a crucial role in allocating resources and mobilizing investments to support sustainable initiatives. This includes directing funds towards green projects, creating financial incentives for sustainable practices, and encouraging corporate investments in renewable energy and green technologies.

In some cases, in hotel management, green leadership extends beyond national borders, as environmental challenges require global cooperation. Green leaders should engage in international negotiations, cooperate with other countries, and contribute to global initiatives aimed at addressing climate change, biodiversity loss, and other pressing environmental issues. Green leaders need to establish monitoring mechanisms and evaluate the effectiveness of their policies and initiatives in the hotels. Regular assessment of progress allows for adjustments and improvements, ensuring that policies are achieving their intended environmental outcomes. Last but not least, green leaders should effectively communicate the importance of sustainability, raise public awareness about environmental issues, and promote behaviour change towards more sustainable lifestyles. They should engage in transparent and inclusive communication to build support for green policies and initiatives.

#### **4.2. Promotion of Green Skills in Hospitality Management**

Green skills are essential for hotel managers to effectively manage and promote sustainable practices within the hotel industry. The EU has recognized the importance of green skills and has implemented various regulations and initiatives to support their development. The European Green Deal, Skills Agenda for Europe, European Skills Agenda for Sustainable Competitiveness, Social Fairness, and Resilience, Circular Economy Action Plan, and vocational education and training policies all contribute to promoting green skills and sustainability in Europe. Additionally, the EU Key Competences Framework provides a foundation for integrating sustainability and environmental aspects into education and training systems. By focusing on developing green skills, hotel managers can lead their properties towards a greener future and contribute to the EU's sustainability goals.

The European Green Deal represents a comprehensive and ambitious plan to transform the European Union into a sustainable and climate-neutral continent. It outlines actions across various sectors, emphasizes the importance of education and training, calls for significant investments, and aims to ensure a just transition for all. By leading the way in sustainability, the EU hopes to inspire global action and build

partnerships to address the global challenges of climate change and environmental degradation.

There is mutual recognition of the significant impact of climate change on social conditions, education, employment, and the labor market. It emphasizes the need for environmental responsibility and green skills across all sectors and activities, and the importance of involving all stakeholders in achieving these goals. The report highlights the role of education in driving the necessary changes and calls for strong cooperation between education, employment, and environment councils to ensure the development of green skills and competences for all.

The European Economic and Social Committee (EESC) recommendations focus on the integration of green skills and competences into education and training, the development of sustainable funding mechanisms, and the promotion of cooperation between various stakeholders to drive the transition to a greener economy and society.

Regulations, policies, and strategies with a specific focus on green skills and employment are rare and fragmented across some European countries (UK, Denmark, Germany, Spain, Estonia, France). Instead, green jobs and skills are often addressed within broader environmental strategies, plans, and legislative acts. Ad hoc plans and strategies related to green jobs and skills are more common, particularly in sectors heavily impacted by the greening of employment. However, there is generally a weak connection between organizations involved in national environmental policymaking and those involved in labour markets and skills policy. This lack of coordination extends to the overall connection between environmental and skills policies.

### **4.3. Challenges and Opportunities in Green Skills development**

One of the main challenges in understanding and developing green skills is the varying definitions and approaches to the concept across different countries. Since 2010, different countries have experienced different patterns in the development of green skills and jobs, making it difficult to establish a reliable and consistent picture of supply and demand for green skills in Europe. To overcome this challenge, there

is an opportunity for countries to share knowledge and understanding about defining and estimating green skills, as well as designing and implementing effective policies and training initiatives to foster green jobs and address skill needs.

Green skills and green jobs are typically addressed as part of different policies and strategies that cover both environmental and employment issues. Good coordination among these policy fields is necessary to ensure a comprehensive national approach to green skills and jobs. However, the coverage of green skills within existing skills anticipation mechanisms is often ad hoc, with limited systematic planning and anticipation of skill needs in the context of a greening economy.

Another gap in policies and regulations is the lack of consideration for gender issues and the limited monitoring and evaluation of policies and activities related to green skills. Gender balance in occupations affected by the greening of the economy is rarely addressed, even when relevant data is available. Similarly, there is a lack of systematic monitoring and evaluation frameworks to assess the effectiveness of policies and regulations in promoting the green economy, green jobs, and skills.

The understanding and conceptualization of "green" terms can also vary within countries. For example, in the UK, the focus on the green economy was initially centered on reducing carbon emissions, with less emphasis on the economic development opportunities associated with a low-carbon economy. However, policy has since broadened to include new environmental technologies, new ways of working, and green consumption. The location of green skills within wider thinking also differs between countries, with some highlighting the link to education for sustainable development more explicitly than others.

Different countries employ various methods for categorizing and measuring the size of the green economy and counting green jobs. These approaches include identifying green occupations and extracting data from existing employment databases, combining quantitative and qualitative information on green skills in specific sectors, and defining and examining the "environmental goods and services" sector. However, there is ongoing debate and evolving methodologies in this area.

Despite the variations in policies and approaches, it is evident that skills issues related to climate change and energy efficiency receive more attention in terms of

government policy. For example, the UK has conducted in-depth skills anticipation exercises specifically focused on green skills in the renewable energy sector. Similarly, Germany has prioritized skill requirements within its Energiewende policy, which promotes energy efficiency and the shift to renewables.

National policies and strategies provide a framework for action at sectoral and regional/local levels, but the extent to which they explicitly address green skills and stimulate action varies. Green skills are often considered within the context of broader environmental policies, with weak connections to labor and skills policies. There are gaps in addressing gender issues and a lack of monitoring and evaluation frameworks to assess the impact of policies and regulations on the green economy, green jobs, and skills. Sharing knowledge and understanding between countries could help in defining and estimating green skills and designing effective policies and training initiatives.

The institutional set-up surrounding green skills commonly exhibits a weak connection between organizations involved in national policymaking on environmental issues and those involved in labor markets and skills policy, including skills anticipation. This lack of coordination is evident in countries like Denmark, where experts highlight the absence of collaboration between the Ministry of Education, Ministry of Employment, and Ministry of Energy, Utilities, and Climate. Similarly, Germany lacks an inter-ministerial coordination body in this regard. In certain cases, such as France and Estonia, skills anticipation organizations are seen as potential entities to facilitate stronger coordination. However, overall, green skills tend to be addressed within existing decision-making structures and processes rather than through dedicated institutions. Consequently, they often "fall between the cracks" of these existing institutions.

There are also platforms and bodies that focus on broader topics relevant to green skills, such as sustainable development. In Estonia, the Commission for Sustainable Development (Säästva Arengu Komisjon) and the inter-ministerial working group for sustainable development play advisory roles. The Commission consists of 19 non-governmental organizations, including the Estonian Trade Union Confederation and the Estonian Chambers of Commerce and Industry. The inter-ministerial working group comprises representatives from ministries responsible for implementing

Sustainable Estonia, along with representatives from Statistics Estonia. The working group's responsibilities include coordinating and monitoring the implementation of Sustainable Estonia, as well as facilitating the exchange of information and best practices in sustainable development.

In Germany, the national platform "Education for Sustainable Development" (Nationale Plattform 'Bildung für nachhaltige Entwicklung') was established as part of the UNESCO World Action Programme for Education for Sustainable Development. This platform brings together decision-makers from politics, business, and civil society and has recently adopted a national action plan.

While there are some platforms and bodies addressing broader topics related to green skills, the weak coordination between environmental policy-making organizations and labor market and skills policy organizations remains a common feature. This lack of dedicated institutions and coordination mechanisms contributes to the challenge of effectively integrating green skills into existing decision-making processes.

Regulations and policies pertaining to skills development are commonly provided by national authorities to sectoral bodies, as well as regional and local authorities, in relation to the green economy. In France, for example, the mobilization plan for green jobs launched in 2010 resulted in the establishment of 11 sectoral committees in key economic sectors with significant potential for creating green jobs. These sectors include agriculture and forest industries, automobile industry, biodiversity and ecosystem services, construction, electromechanics, electric construction and networks, fuel and green chemistry, renewable energies, sea trades, transportation, tourism, and water, sanitation, waste, and air. One of the key tasks of these committees is to conduct research on green occupations and skill requirements within the French economy. Over time, the anticipation of new skills for the transition to a greener economy has become an integral part of the prospective work carried out by many sectors.

The involvement of social partners in skills development varies based on the overall approach to social partner engagement within each country. In general, social partners are widely involved in the process. In Denmark, for instance, there are several bipartite and tripartite councils and committees in vocational education and training (VET), and vocational colleges have boards where social partners hold the

majority. When green skills issues arise in this context, social partner involvement is automatic. On the other hand, the United Kingdom does not have a tradition of institutionalized social dialogue, and while employers, social partners, workers, and trade unions may contribute to skills strategies through national consultations, there is no official coordination of this process. The closure of the UK Commission for Employment and Skills (UKCES) in 2017, which was a publicly funded organization providing advice on skills and employment issues, further weakened the role of social partners in the country. Social partners also actively participate in skill anticipation mechanisms that exist in the countries, committed with the green skills concept.

Vocational education and training (VET) provision for green skills has undergone updates in some EU countries since 2010 to align with the growth of green employment. However, these updates were typically not driven by established government processes or organized through legislation or strategy. Instead, there are common processes used to identify the skills demanded by the labor market, which are then applied to VET qualifications and programs. These processes either focus on new green occupations or incorporate the new skill demands arising from green employment into existing occupations.

Across some EU countries, it is generally recognized that there are few distinct green occupations. Instead, the greening of the economy and employment primarily manifests as the emergence of new green skills within existing occupations. Consequently, training mainly involves adding green components to existing qualifications or programs. For instance, experts in Spain argue that workers in similar occupations can perform green tasks if they receive suitable complementary training. Table 3 provides examples of green activities within traditional sectors in Spain. In France, three categories of occupations have been identified: new green occupations, occupations that require skill adaptation through the addition of modules or redesigned training paths, and occupations that require raising awareness, such as helping drivers understand how to make their jobs more environmentally friendly through adjusted driving techniques.

Different countries exhibit varying patterns in the greening of VET qualifications and programs. In Spain, from 2007 to 2010, all VET diplomas incorporated some degree of green content as part of a trend toward including transversal content relevant to

environmental awareness and greening. Since 2010, significant efforts have been made to create new VET diplomas and update existing ones with a focus on the skills required for green jobs, affecting 17 out of the 21 relevant diplomas. Estonia has also been updating training since 2010. Sectors closely linked to the green economy and green skills experienced numerous active changes and updates in occupational qualification standards in architecture, geomatics, construction, real estate, and the transport sector in 2017. Changes were also made to log house builder qualification standards and various engineering-related occupations. In 2016, there were updates in automation engineering, energy, mining, chemical industry sectors, and several initial qualification standards were confirmed in engineering and manufacturing.

In contrast, several studies in Germany have concluded that a green transformation of the economy does not require new vocational training trades or university programs. Previous requests for the creation of specific regulations for vocational education and training in areas such as solar panel installation are no longer relevant. Instead, the focus is on adjusting existing qualifications and programs to incorporate green skills.

Similar to the variations in institutional arrangements for regulations and policies related to green skills, there is also diversity in the set-up of institutions responsible for the supply of green skills. This includes bodies involved in education and training, particularly in designing and providing qualifications and programs. At the local and regional levels, there can be significant components of the overall institutional framework in a country. When developing new programs for new green occupations or adjusting existing programs/occupations, it is done within the existing institutional arrangements, as there are no specific arrangements exclusively dedicated to green skills.

Activities such as producing skills anticipation intelligence through sector reports ultimately contribute to these existing arrangements. The involvement of social partners in these arrangements varies based on the general situation of social partner engagement in each country. Social partners tend to have less involvement in higher education compared to vocational education and training (VET). In Germany, consensus plays a crucial role and is highly influential in the development of training programs. Trade unions and industry associations participate in advisory boards for

many programs and projects, enabling compromises to be reached. In Denmark, there are 50 trade committees with representatives from employers and trade unions that determine outcomes, assessment methods, durations, and standards for each VET program. In France, 14 professional advisory committees, managed by the Ministry of Education, have a significant role in designing new programs and adapting existing ones to labor market needs. These committees, which include social partners, review programs, and propose the creation of new ones approximately every five years. In the UK, government policy has given businesses a prominent position in skills policy, although trade unions also play a role.

Trade unions can play a crucial role in social dialogue processes related to green skills, like their involvement in Denmark. The green economy provides a starting point for discussing the promotion of green jobs for both job creation and greening the economy. Trade unions can also be involved in practical measures. For example, the trade union 3f, which mainly represents unskilled workers, has a dedicated website focused on green jobs. Even in cases where social dialogue mechanisms are not as established or prominent, trade unions can still make significant contributions to skills development measures and programs for the green economy. In the UK, Unionlearn, run by the Trades Union Congress, has undertaken various activities related to the green economy. It has supported the development of trade union policy, operational responses to the green economy, and the establishment of green skills partnerships. Unionlearn has engaged with different stakeholders through dissemination activities, awareness-raising events, partnerships, and policy advocacy. Additionally, The University and College Union (UCU) has formed the Greener Jobs Alliance, which focuses on building trade union activities at local and regional levels and influencing the curriculum in schools, further education, and higher education. The alliance has published a Green Skills Manifesto, calling for a national green skills strategy and improved coordination of relevant activities within the central government and sector bodies.

#### 4.4. Policy Implementation Level in Bulgaria

In Bulgaria, the Ministry of Innovation and Growth is committed to the responsibilities related to the implementation of the Green Deal at the national level. At the national level, a National Road Map was adopted to improve the conditions for deploying the potential for the development of hydrogen technologies and the mechanisms for the production and supply of hydrogen in the Bulgarian economy, Strategy BULGARIA 2030, The Long-term Strategy for Mitigation of Climate Change until 2050 on Republic of Bulgaria, The Integrated Energy and Climate Plan of the Republic of Bulgaria/IPEC (forthcoming update in June 2023), The Circular Economy Transition Strategy of the Republic of Bulgaria for the period 2022-2027, The Strategic Vision for the Electricity Sector of the Republic of Bulgaria 2023- 2053, the Innovation Strategy for Smart Specialization 2021-2027 and assists in the implementation of strategic reforms and investments laid down in the implementation of the Territorial Just Transition Plans and other programs under the Partnership Agreement at EU level.

One of the operational objectives of the National Roadmap is to create conditions for education and training for new professions and jobs and for an informed consumer and administrative environment related to hydrogen technologies.

The creation of an adequate and stimulating regulatory base, as well as the promotion of investments at the national and regional level in the sector, are horizontal conditions for the realization of the goals.

The operational objectives and the activities for their implementation frame the process of entering hydrogen technologies in industry (mainly petrochemical, chemical and difficult to decarbonize sectors) and transport, which needs institutional support, accompanied by constant coordination and monitoring due to the dynamic and rapid development of this new and still little known matter. The roadmap requires the participation of all stakeholders: state, business, science and innovation ecosystem, non-governmental sector and consumers. The implementation of the measures in the relevant directions implies the application of a comprehensive approach and the connectivity of strategies, policies and specific operational and project activities in various sectors of the economy.

One of the main issues before the introduction of hydrogen technologies in the European economy and, accordingly, in the Bulgarian economy, is the creation of

new highly qualified personnel - well trained and motivated, to introduce and service these technologies.

Skilling and reskilling in Europe is characterized by fragmentation and a focus on the needs of specific manufacturing companies along the value chain. Several two-week schools are organized each year. At the same time, given the predictions that the introduction of hydrogen technologies will create 1 million jobs in Europe by 2030, well-trained staff as well as administrative capacity will be needed. In Bulgaria, the list of professions for vocational education and training does not include a profession and, accordingly, a specialty related to hydrogen technologies, as well as licensed vocational training centers that offer such training. Bulgaria is in a relatively favorable situation, as it participates in two large European projects for qualification and retraining - GreenSkill4H2 and KICstar4H2, co-financed respectively by the Erasmus+ program and the European Institute for Innovation and Technology. The ambition is to develop a single European retraining strategy in the field of hydrogen technologies.

In this regard, the relevance and need for new professions and specialties from the List of professions in vocational education and training and a proposal for the inclusion of a new profession/professions have been established; Development of state educational standards for the acquisition of professional qualifications, curricula and programs for professional training, national examination programs in connection with the Law on Vocational Education and Training (VET). An excellent basis are the two European projects Accelerating Sustainable Hydrogen Uptake Through Innovation and Education (KICstartH2) – Project of the European Institute for Innovation and Technology and GreenSkills4H2 – The European Hydrogen Skills Alliance – Erasmus+ Project, in which partners from Bulgaria also participate for the creation and training of suitable professions from the field of vocational education and training in several steps: interviews with the industry concerned about potential specialist needs; inclusion of new professions in the List of professions; preparation of curricula and programs for acquisition or retraining in accordance with the latest needs of the market and wide distribution and implementation of professional knowledge and skills, incl. at a licensed center for vocational training for adults.

#### 4.5. Policy implementation level in the Maldives

Maldives is a chain of over 1,200 coral islands, with a population of 550,000 people dispersed across 185 inhabited islands. It is among the most vulnerable countries on earth for climate change related challenges and to sea-level rise, with more than 80 percent of the islands situated at less than a meter above sea level. White sandy beaches, crystal-clear lagoons, and ocean with a rich aquatic ecosystem, surrounds the beautiful islands, making Maldives one of the best tourism hot spots in the world. Maldives heavily depends on its unique beauty, the oceans, and the biodiversity for its national income. A study done on the economic values of biodiversity indicates that 98% of national exports, 89% of the GDP, 62% of foreign exchange and 71% of national employment are derived from biodiversity. Tourism has therefore, become one of the two main sources of income for the country. The reliance on tourism as its economic mainstay, prompted Maldives to adopt laws and regulations to protect their environment.

Some of the Laws, Regulations and Treaties Aimed at Protecting Maldives

- Environment Protection and Preservation Act (law no. 4/93)
- Climate Emergency Act (law no. 9/2021)
- Plants Protection Act (law no. 12/2011)
- Waste Management Act (law no. 24/2022)
- Regulation for Protection and preservation of island vegetation and flora in the Maldives (no. 2022/R-92)
- Protected Areas Regulation (no. 2018/R-78).
- Regulation for the Protection of Endangered Species (no. 2021/R-25).
- United Nations Framework Convention on Climate Change (UNFCCC).

Maldives also became signatory to numerous international conventions to preserve the natural ecosystem of the country.

Today, we stand at a crossroads. The choices Maldives make will not only determine the future of the nation but will set an example for the world to follow. While Maldives has contributed little to the problem of climate change, Maldives has become one of the most adversely affected countries in relation to climate change and environmental

degradation. But the Maldives also hosts a wealth of potential solutions to mitigate, and to adopt to the demanding challenges.

In recent years, the government has made commendable strides toward becoming a beacon of climate leadership for the rest of the world, recognizing not only the country's dependency on tourism, but also the potential it has, as a unique opportunity to position itself as a visionary industry that is not only responsibly reducing its emissions but actively aiding communities in adapting to the inevitable consequences of climate change.

Many initiatives across our beautiful country have already taken root, from innovative waste management practices to seagrass restoration efforts, community-led mangrove conservation, and coral reef rehabilitation, all catalyzed by the tourism sector, for ecological sustainability, individual responsibility for biodiversity conservation, equitable sharing of benefits, accountability, and transparency of decision-makers to the public, and community participation.

Recently Maldives developed Maldives Tourism Climate Action Plan aligning with the goals set out in the 5th Tourism Master Plan. This strategic plan seamlessly integrates the unique climatic advantages of the Maldives with its flourishing tourism industry. The aim is to create a harmonious blend that establishes new standards for sustainable practices within the tourism sector.

This comprehensive framework provides with a clear roadmap for ensuring the resilience and vitality of our tourism industry while addressing the pressing challenges posed by climate change. Let us briefly delve into the five strategic objectives outlined in this document:

#### Objective 1

#### INCORPORATE COMMUNITY EXPERIENCES, PRODUCTS, & PRIORITIES

##### Empower Communities for Inclusive Tourism

Objective 1 focuses on empowering local communities by integrating their knowledge, experiences, and cultural heritage into the tourism sector. This ensures that the unique charm of the Maldives is preserved, and the benefits of tourism are distributed equitably.

These actions strengthen the bond between tourism, cultural heritage, and the well-being of the people, fostering a more inclusive and vibrant Maldives.

Objective 2:

## PROTECT DESTINATION ASSETS

### Safeguarding unique Treasures

Objective 2 highlights the critical need to protect invaluable natural and cultural assets be the guardians of the pristine environment. By taking tangible steps to preserve the natural and cultural assets the country has will help preserve the beauty of our nation for future generations. These actions signify the unwavering commitment to conserving unique heritage and ensuring its continued splendor for the benefit of all.

Objective 3:

## REGENERATE NATURE

Objective 3 focuses on the imperative to rejuvenate the ecosystems, which are the lifeblood of the tourism industry. Key initiatives to safeguard and restore coral reefs, seagrass meadows, and mangroves, the cornerstones of the Maldives marine wonderland, are of paramount importance.

These actions propel unwavering commitment to preserving and revitalizing the natural beauty that sustain the tourism industry and the Maldives' unique identity.

Objective 4:

## DIVERSIFY BUSINESS MODELS

### Enriching Our Business Landscape

Objective 4 underscores the need for diversification to ensure the long-term sustainability of the tourism industry. By exploring novel and sustainable business models, it enhances resilience and unlock fresh avenues for innovation and growth.

These measures are a testament to the commitment to nurturing a diverse and resilient tourism industry that aligns with the principles of sustainability.

Objective 5:

## ALIGN WITH NATIONAL AND GLOBAL INITIATIVES

### United for Climate Resilience



Co-funded by  
the European Union

Objective 5 emphasizes the need to collaborate with national and global initiatives for effective climate change mitigation. Aligning the strategies with broader climate efforts allow the country to tap into resources, knowledge, and support that bolster the climate resilience.

These actions affirm dedication of Maldives to find a unified and globally responsible approach to addressing climate change, ensuring a more resilient future for the Maldives.

These five strategic objectives are not merely words on paper; they represent a commitment to action, a pledge to secure the Maldives' future for the generations to come.

Maldives has the potential to lead by example, not just in the region but globally. Maldives can demonstrate that a nation's commitment to sustainability can be a source of inspiration and innovation, driving economic growth, and preserving the environment. The challenges confronting Maldives is daunting, but they are not insurmountable, and the industry has the ingenuity and determination to find solutions.

The range of laws and action plans encompasses a range of strategic actions, including bolstering destination resilience, reducing carbon emissions, engaging local communities, initiating educational programs, raising awareness, promoting research and innovation, and fostering collaborative partnerships. These calculated actions aim to strike a balance between economic growth, environmental conservation, and societal well-being. Each step Maldives takes embracing these strategic actions brings Maldives closer to a resilient, sustainable, and prosperous Maldives for it to remain a paradise, a sanctuary for all, now and in the future.

#### 4.6. Policy implementation level in Italy

Italy has implemented various policies aimed at safeguarding the environment in the hotel sector. These policies focus on promoting sustainability, reducing environmental impact, and enhancing energy efficiency. Some key aspects of these policies include:

1. **Green Certification:** Italy encourages hotels to obtain green certifications such as the EU Ecolabel or the Italian Eco-label (UNI EN ISO 14021). These certifications recognize hotels that meet specific environmental standards in areas such as energy and water conservation, waste management, and use of eco-friendly materials.
2. **Energy Efficiency:** The Italian government promotes energy efficiency measures in hotels through incentives and regulations. This includes encouraging the use of renewable energy sources, implementing energy-saving technologies such as LED lighting and efficient HVAC systems, and improving building insulation.
3. **Waste Management:** Hotels are required to implement proper waste management practices, including recycling and waste reduction measures. Italy has regulations in place to ensure the proper disposal of hazardous waste and the promotion of composting and organic waste recycling.
4. **Water Conservation:** Water conservation is a key focus area in Italian environmental policies for hotels. Hotels are encouraged to install water-saving fixtures, implement water reuse systems, and educate guests about the importance of water conservation.
5. **Sustainable Tourism Promotion:** Italy promotes sustainable tourism practices among hotels and tourists alike. This includes initiatives to raise awareness about sustainable travel options, promote eco-friendly activities, and support local communities and economies.
6. **Environmental Education and Training:** The Italian government supports educational programs and training initiatives aimed at raising awareness about environmental issues and promoting sustainable practices within the hotel sector. This includes providing resources and guidance to hotel owners and staff on implementing environmentally friendly measures.

Overall, Italy's policies for safeguarding the environment in the hotel sector reflect a commitment to sustainable development and responsible tourism practices, aiming to minimize environmental impact while maximizing economic and social benefits.

Italy has enacted several laws and regulations to promote environmental sustainability in the hotel sector. Some of these include:

1. Legislative Decree No. 102/2014: This decree implements the EU Directive 2012/27/EU on energy efficiency, requiring hotels to undergo energy audits and implement energy-saving measures. It also establishes incentives for energy efficiency improvements and promotes the use of renewable energy sources.
2. Legislative Decree No. 152/2006: This decree, known as the Environmental Code, sets out the legal framework for environmental protection in Italy. It includes provisions related to waste management, pollution prevention, and environmental impact assessments, which apply to hotels and other businesses.
3. Legislative Decree No. 231/2002: This decree establishes administrative liability for environmental offenses, including those committed by businesses such as hotels. It holds companies responsible for environmental violations committed by their directors, employees, or agents and imposes fines and other penalties for non-compliance.
4. Regional and Local Regulations: In addition to national laws, many Italian regions and municipalities have their own regulations concerning environmental protection and sustainable tourism. These may include requirements for waste sorting and recycling, restrictions on water usage, and incentives for eco-friendly practices.

These laws and regulations form the basis of Italy's environmental policies for the hotel sector, aiming to ensure sustainable practices and minimize the environmental impact of tourism activities.

#### 4.7. Policy Implementation Level in Greece

Various eco-friendly practices are implemented by accommodations in Greece to promote sustainability and reduce their environmental impact. These practices collectively contribute to a more sustainable and eco-friendly approach to hospitality, allowing guests to enjoy their stay while minimizing their impact on the environment.

One significant aspect is Energy Efficiency. Many accommodations adopt energy-saving technologies such as geothermal heating, solar energy, and low-consumption lighting to minimize their energy consumption and carbon footprint. Recycling is another vital practice, with accommodations providing recycling bins and facilities for guests to separate and recycle their waste, thereby reducing the amount of waste sent to landfills.

Accommodations also prioritize the Use of Sustainable Materials, incorporating eco-friendly construction materials such as wood and untreated marble in their buildings. Local Sourcing is emphasized, supporting the use of local products and materials to reduce the carbon footprint associated with transporting goods over long distances.

Water Conservation is addressed through the implementation of water-saving technologies like rainwater collection and water-efficient fixtures. The use of Biodegradable Products, such as biodegradable toiletries, contributes to reduced environmental impact. Community Engagement is encouraged, with some accommodations involving guests in eco-friendly activities, fostering a connection to the local environment and sustainable agriculture.

The use of Energy-Efficient Appliances and allowing guests to control their heating and cooling contribute to reduced energy consumption. Sustainable Food practices involve emphasizing locally sourced and organic food on menus to reduce the carbon footprint associated with food production and transportation. Accommodations also focus on Waste Reduction by minimizing waste generation and adopting recycling and waste management practices.

Environmental Awareness is actively promoted, encouraging guests to participate in eco-friendly activities. These practices collectively contribute to a more sustainable and eco-friendly approach to hospitality, aligning with the overarching goal of protecting the environment and public health.

## Summary of Best Practices:

The research was structured into three main categories: identifying environmental problems, examining green practices, and gathering demographic information about the participants. Key findings from the study indicate areas for improvement and strategic focus:

- Green Practices Adoption: The majority of respondents reported that their companies apply green practices to some extent, indicating room for improvement in adopting more extensive green practices.
- Training in Green Practices: A significant number of employees noted that their companies do not provide training in green practices, highlighting the need for enhanced employee awareness and engagement in sustainability initiatives.
- Advantages of Green Orientation: A high percentage of respondents recognized the advantages of having a green orientation in their companies, indicating strong awareness of the benefits of sustainability for both the organization and the environment.
- Sustainability and Ignoring Environmental Protection: A significant number of respondents disagreed that a business can be sustainable if it ignores environmental protection, emphasizing the need for better communication and education about the relationship between sustainability and business success.
- Awareness of Circular Economy: While a majority claimed to know about the circular economy, there is a notable lack of awareness, underscoring the importance of educating employees about circular economy principles and their impact.
- ISO Certification: There is room for improvement in implementing ISO standards, with a notable percentage of respondents indicating uncertainty or lack of ISO certification in their companies. A survey in Greece indicated that the majority (74.2%) of respondents were not aware of ISO 20400 as a certification for sustainable development, indicating an opportunity for the company to educate its employees about relevant certifications.
- Recycling Initiatives: Many employees reported that their companies provide recycling bins, promoting environmentally responsible behavior among the workforce.

- Sustainable Strategies for Motivating Sales Associates: There is an opportunity to explore sustainable strategies for motivating sales associates, as a significant percentage stated that no such strategies are being implemented.
- Ethical Factors as Motivators: A substantial number of employees identified the responsibility to respect and protect the environment as a powerful ethical factor motivating sales associates, emphasizing the importance of aligning company values with environmental consciousness.
- Risk Factors for Competitive Advantage: Only a small percentage of respondents identified sustainability as a risk factor for maintaining a competitive advantage, suggesting the need to address misconceptions about sustainability's impact on business performance.

In summary, the research highlights areas for improvement, including enhancing employee training and awareness, exploring circular economy principles, promoting relevant certifications, and using ethical motivations to drive sustainability efforts. Addressing these areas can help the company become more environmentally conscious, enhance its reputation, and potentially gain a competitive advantage in the market.

#### **4.8. Policy implementation level in Ireland**

Ireland's vibrant hospitality industry stands as a significant pillar of the country's economy. In an era where global concerns for sustainability and the environment are at the forefront, it is imperative for this industry to take the lead in embracing green practices and principles. This section of deliverable delves into Ireland's current landscape and initiatives that promote green leadership within the hospitality sector.

Recognizing the potential of ecotourism as a sustainable and ethical choice for travellers, Ireland has made strides in promoting this approach. Ecotourism, an integral aspect of Green Leadership, embodies a tourism strategy rooted in minimizing the adverse environmental and social impacts of tourism while maximizing its positive contributions (Failte Ireland & Greenbox, 2020). There are several efforts in Ireland to provide roadmaps and guidelines for green leadership e.g., (Failte Ireland & Greenbox, 2020). Fáilte Ireland which is a government agency responsible for

promoting and supporting tourism in Ireland is involved in such collaborative initiatives. This emphasizes that green leadership and sustainability is a strategic priority for the Irish hospitality sector.

In addition to green leadership and ecotourism, the Irish hospitality industry has adopted the Hotel Sustainability Basics, a global initiative led by the World Travel & Tourism Council (WTTTC) (World Travel & Tourism Council, 2022). Based on this we created a framework (see Figure 1) which provides a standardized approach to sustainability practices within hotels and serves as a practical guide for those aiming to lead with green principles. This consists of 12 criteria about (A) Management and Efficiency, (B) Planet and environment, and (C) People and communities. Its goal is to define a minimal standard for sustainability in the international hotel business standards promoting uniformity in activities throughout the sector.

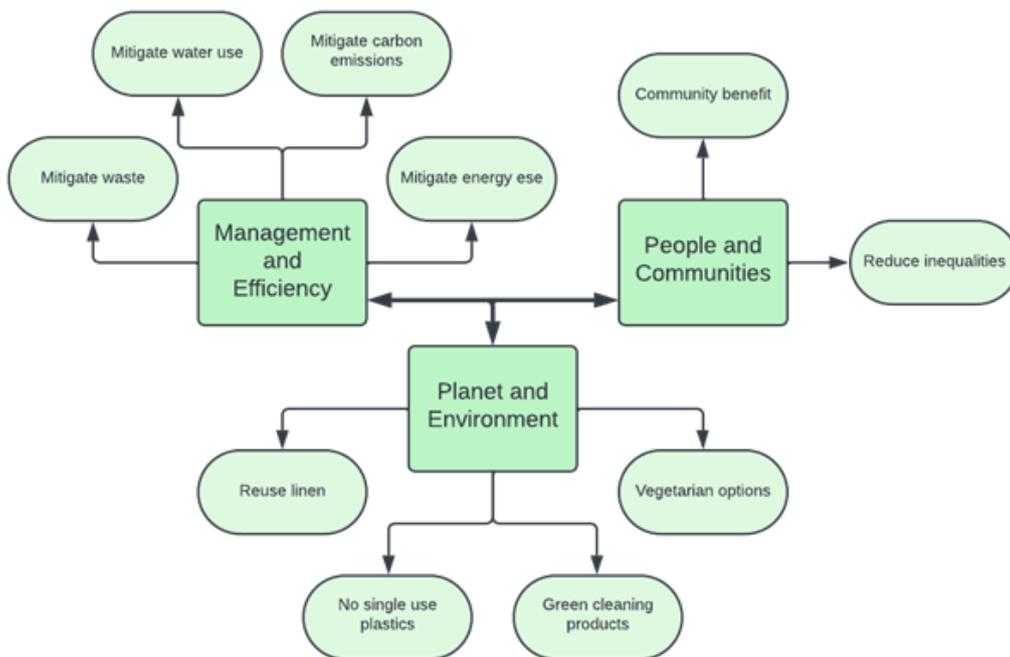


Figure 1: Hotel Sustainability framework as adapted by (World Travel & Tourism Council, 2022)

To actualize the principles encapsulated in the Hotel Sustainability framework above, hotel managers are encouraged to apply a series of practical steps to ensure their institution operates as sustainable as possible. Below we synthesise the findings of our research and based on (World Travel & Tourism Council, 2022) we suggest a framework with guidelines for sustainable management. There are 6 core phases and each phase contains some steps.



Figure 2: Sustainable Management Process (a synthesis of findings)

## 1. Formation and Preparation Phase

- Identify Your Sustainability Team:** A dedicated sustainability team with cross-departmental representation must be formed as the first step. The sustainability agenda is supported by a variety of perspectives and specialties and should have a collaborative structure.
- Designate Clear Roles and Responsibilities:** Accountability is necessary for sustainability. To accomplish this, it is important to clearly define the roles and duties for each of the Sustainable Management Processes, ensuring that every sustainability-related topic is covered in sufficient detail.
- Discuss the Basics Criteria:** It is crucial to do an internal assessment of the hotel's current sustainability procedures. The sustainability journey depends on this assessment, with the most important issues given precedence.

## 2. Data Collection and Assessment Phase

- Identify and Quantify Energy and Water Use:** At this point, data collection becomes significant. Data on water and energy use, collected using commonly used approaches in the industry, serve as a starting point for future sustainability initiatives.
- Identify and Quantify Waste and Carbon:** Another key aspect of sustainability involves reducing carbon emissions and waste. Precise

measurement of indicators, such as food waste, can be achieved using relevant methods and technology.

- c. Research on Criteria and Best Practices: Exploring industry standards and frameworks is a necessary step in understanding the best practices related to energy, water, waste, carbon, community engagement, and inequality reduction.

### **3. Action Planning and Implementation Phase**

- a. Establish an Action Plan: With the foundational knowledge in place, hotel managers can now prioritize sustainability actions in alignment with the hotel's overarching objectives. Developing a clear implementation plan, complete with defined roles and responsibilities, is crucial at this stage.
- b. Provide Tools and Training to Staff: Sustainability actions should be seamlessly integrated into Standard Operating Procedures (SOPs), with staff training conducted to ensure that every member of the team is well-versed in the importance of sustainability and their role in daily operations.

### **4. Engagement and Collaboration Phase**

- a. Engage Guests, Suppliers, and Local Community Partners: Sustainability extends beyond the hotel's walls. Encouraging guest and supplier participation in sustainability efforts while collaborating with the local community fosters a sense of shared responsibility and mutual sustainability goals.

### **5. Monitoring and Communication Phase**

- a. Monitor and Review Progress: Regular team meetings are vital to track and discuss progress on each addressed criterion. Monthly or quarterly meetings are encouraged to ensure that the sustainability agenda remains at the forefront of operations.
- b. Communicate Your Sustainability Program: Transparency is key in communicating sustainability initiatives and progress. It is imperative that any sustainability statements made are based on actual implementation and supported by data.

### **6. Continuous Improvement**

- a. Improve Your Sustainability Program: Continuous improvement is the hallmark of sustainability. Gathering feedback from stakeholders, including staff, guests, and suppliers, facilitates the refinement of the sustainability program over time.

It is important to adopt such frameworks either in their totality, or as parts. These framework can be used as roadmaps for hotels to embrace green leadership policies, ultimately benefiting not only the environment but also local communities and the tourism industry.

#### 4.8.1. The role of tech in green leadership and Irish initiatives

Cutting edge technologies such as artificial intelligence (AI), virtual reality (VR), Internet of Things (IoT) play a crucial role in supporting and enhancing green leadership in hotels by enabling more efficient and environmentally friendly operations. These innovations enable efficient energy management, waste reduction, water conservation, sustainable guest experiences, and data-driven sustainability initiatives (Tan & Wright, 2022). By embracing technology, hotels can reduce their environmental footprint, enhance guest satisfaction, and demonstrate their commitment to a more sustainable future. Given this, Figure 3 illustrates on common best practices for utilizing technology in promoting green leadership (Telkonet, 2023).

As part of the process to encourage a shift to sustainability and hybrid hotels, infrastructural and technological advancements are necessary. These advancements collectively shape Ireland's path toward greener hospitality practices, and are pioneered in various governmental and non-governmental initiatives. One of these initiatives at the forefront of the transformation to greener infrastructure in the hospitality industry stands the Excellence in Energy Efficient Design (EXEED) grant scheme, under the vigilant oversight of the Sustainable Energy Authority of Ireland (SEAI). This has become a cornerstone in Ireland's resolute commitment to sustainability (Sustainable Energy Authority of Ireland, 2023). It serves as one of many catalysts for the adoption of energy-efficient design practices across a spectrum of contexts within the hospitality sector. Similarly, there are several agencies in Ireland publishing reports on green hotel management, and leadership e.g., (Environmental Protection Agency, 2022).

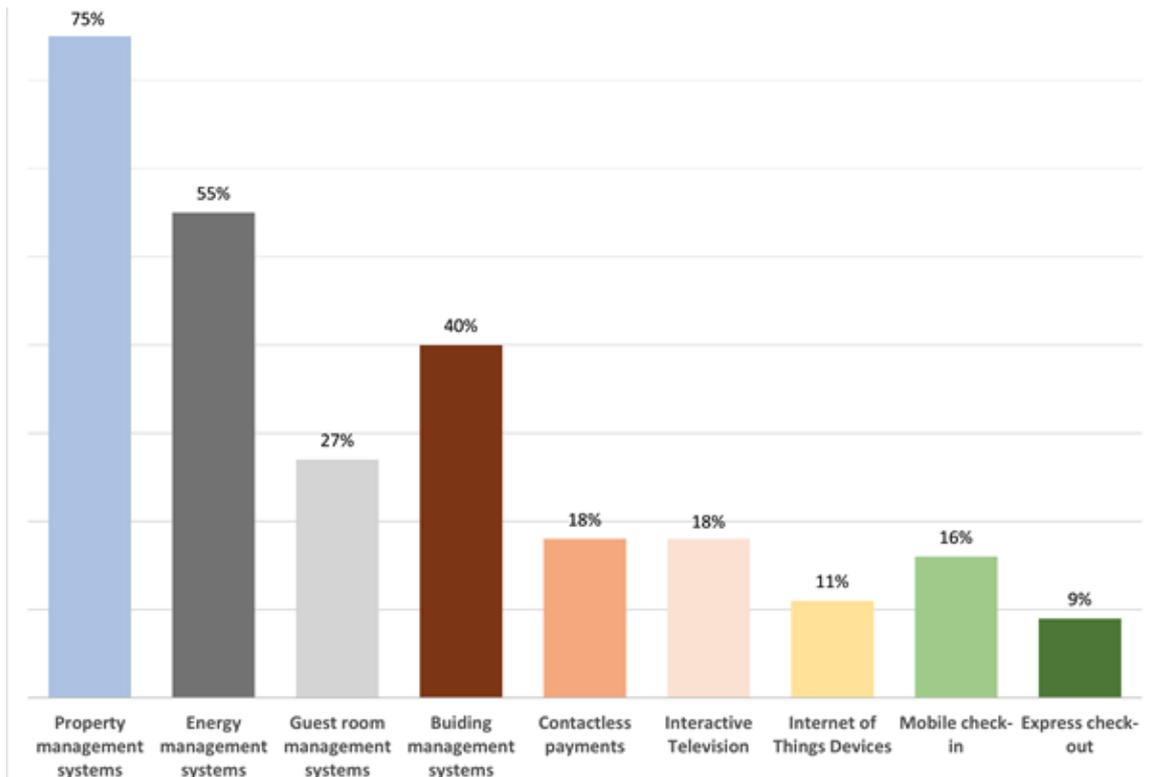


Figure 3. Technology systems in hospitality industry (based on Telkonet, 2023)

#### 4.8.2. Closing thoughts

The journey towards sustainability and green leadership in the Irish hospitality industry is marked by collaborative efforts and comprehensive frameworks that guide hotels toward responsible practices. To realise these principles, hotel managers are encouraged to follow a structured process that encompasses formation, data collection, action planning, engagement, monitoring, and continuous improvement. This approach aligns with global sustainability trends and emphasizes the importance of collaboration, not only within the hospitality industry, but through governmental schemes, within the academia and in local communities. Through these combined efforts can Ireland reach greater milestones within the pursuit of sustainability and green leadership.

## 5. CERTIFICATION METHODOLOGY AND MICRO-CREDENTIALS APPROACH FOR THE GREEN LEADERSHIP

### 5.1. EQAVET principle and quality cycle

EQAVET stands for the European Quality Assurance in Vocational Education and Training and has a twofold meaning: it refers to the common European reference framework for Quality Assurance in Vocational Education and Training, and it also refers to the European network of reference points for Quality in VET.

The EQAVET is a reference model to which the countries voluntarily commit themselves when they develop their national VET Quality Assurance concepts in accordance with the reference model.

The EQAVET emerged from the 2009 Recommendation of the European Parliament and Council, as a European-wide framework to support Quality Assurance in vocational education and training (VET) across Europe, and it was revised in the 2020 Council Recommendation on vocational education and training (VET) for sustainable competitiveness, social fairness and resilience.

EQAVET is based on a:

- I. Quality Assurance and Improvement cycle (planning, implementation, evaluation/ assessment, and review/revision)
  - a) The first phase – Planning – includes a set of clear, appropriate, and measurable goals and objectives in terms of policies, procedures, tasks and human resources.
  - b) During the Implementation, the procedures to ensure the achievement of goals and objectives are established (e.g., development of partnerships, involvement of stakeholders, allocation of resources, and organisational or operational procedures).
  - c) Assessment and Evaluation is in which the mechanisms for the evaluation of achievements are designed by collecting and processing data to make an informed assessment.
  - d) The final phase – Review – includes the steps before the cycle starts again: develop procedures to achieve the targeted outcomes and/or new

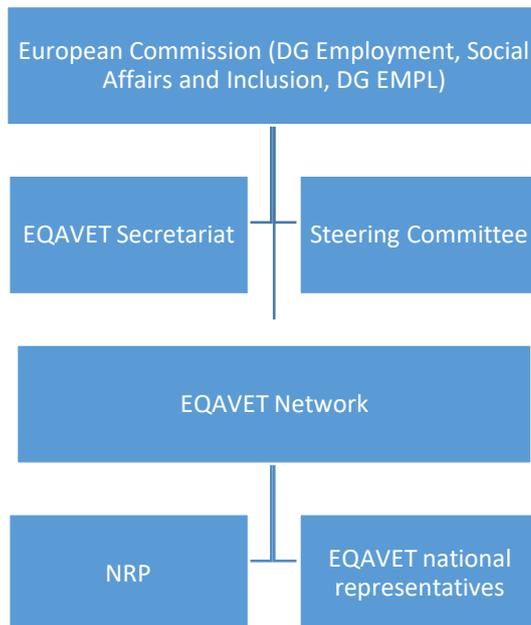
objectives: after processing feedback, key stakeholders conduct discussion and analysis to devise procedures for change.

II. A selection of descriptors and indicators applicable to quality management at both VET-system and VET-provider levels.

EQAVET does not prescribe a particular Quality Assurance system or approach but provides a framework of common principles, indicative descriptors and indicators that may help in assessing and improving the quality of existing VET systems and VET provision. EQAVET can therefore be regarded as a ‘toolbox,’ from which various users may choose those descriptors and indicators that they consider most relevant to the requirements of their Quality Assurance system.

The EQAVET Framework is prepared to be used at the VET provider and VET system level to support the Quality Assurance of various VET learning environments, including WBL. It applies to both public and private providers.

EQAVET governance structure – EU level



The European Commission (DG Employment, Social Affairs and Inclusion, DG EMPL) chairs the EQAVET Network, supported by the EQAVET Secretariat.

The EQAVET Network works with a 'bottom-up' approach, encouraging members to own the activities and decisions through active involvement of the EQAVET National Reference Points (EQAVET NRPs) and EQAVET national representatives from ministries and other responsible bodies. It is a cross-European network made of national representatives of the EU Member States, EU Candidate countries, National References Points, Social Partners, expert advisers and the European Commission.

NRPs bring together relevant stakeholders at the national and regional levels to:

- implement and further develop the EQAVET framework
- inform and mobilise a wide range of stakeholders to contribute to the implementation of the EQAVET framework
- support self-evaluation as one way to measure success and identify areas for improvement, including the digital readiness of VET systems and institutions
- participate actively in the EQAVET Network
- provide updated descriptions of the national Quality Assurance arrangements based on EQAVET
- engage in EU-level peer review to enhance the transparency and consistency of Quality Assurance arrangements, and to reinforce trust between the Member States.

Together with national representatives from ministries and other responsible bodies, the NRPs are at the core of the European EQAVET network. By working collaboratively, the EQAVET network produces case studies and guidance on diverse ways to develop and improve the Quality Assurance of VET. Each year, the EQAVET network organises a range of support activities, including an annual meeting for those with an interest in the Quality Assurance of VET at the European level.

A Steering Committee, consisting of elected members of the EQAVET Network and key European stakeholders, works closely with the European Commission and the European Secretariat for EQAVET to:

- Offer advice to ongoing activities
- Inform about policy needs and contextualise policy developments within the Member States

- Ensure appropriate coordination, strategic development, and coherence with work in other relevant policy areas and processes.

This governance structure promotes an environment of collaboration and mutual learning and creates a strong foundation for the work of the EQAVET Network.

#### EQAVET Framework – EU level

The EQAVET Framework consists of:

- indicative descriptors
  - set of reference indicators,
- both can be applied on a VET system and a VET provider level (see the full list in Annex I).

ESS Quality Glossary 2010 defined quality indicators as statistical measures that give an indication of output quality. However, some quality indicators can also give an indication of process quality.

Neither the descriptors nor the quality indicators will necessarily apply uniformly to every system or VET provider level. It is, therefore, the responsibility of the different users to determine which procedures and indicators are appropriate in their national or sub-national context.

The EQAVET indicative descriptors help countries / VET providers to analyse their Quality Assurance system(s). The indicative descriptors can be applied to both initial and continuing VET and apply to all learning environments: school-based provision and work-based learning including apprenticeship schemes. There are specific indicative descriptors associated with each of the four phases of the quality cycle: Planning – Implementation – Evaluation – Review.

10 EQAVET indicators to assess the quality of Vocational Education and Training:

*Indicator 1: Relevance of Quality Assurance systems for VET providers*

*Indicator 2: Investment in training of teachers and trainers*

*Indicator 3: Participation rate in VET programmes*

*Indicator 4: Completion rate in VET programmes*

*Indicator 5: Placement rate of graduates from VET programmes*

*Indicator 6: Utilisation of acquired skills at the workplace*

*Indicator 7: Unemployment rate in the country*

*Indicator 8: Prevalence of vulnerable groups*

*Indicator 9: Mechanisms to identify training needs in the labour market*

*Indicator 10: Schemes used to promote better access to VET and provide guidance to (potential) VET learners*

## **5.2. Micro-credentials approach**

“Micro-credential” means a record of learning outcomes acquired by learners after a small-scale learning experience. These learning outcomes will be assessed according to transparent and clearly defined criteria. Learning experiences leading to micro-credentials are designed to provide learners with specific knowledge, skills and competencies that respond to societal, personal or cultural needs or labour market needs. Micro-credentials belong to the learner, are shareable and portable. They can be used alone or combined into broader credentials. They are based on quality assurance in accordance with agreed standards in the relevant sector or field of activity.

COUNCIL RECOMMENDATION on a European approach to micro-credentials for lifelong learning and employability-16.06.2022 (2022/C 243/02) includes:

- Definition of micro-credentials
- Principles for designing and issuing micro- credentials
- Areas of action in education, training and labour market policies

Participants in the process of implementation of the Recommendation are:

- Public institutions developing skills and employment policies
- Employers/social partners
- Training institutions and organizations
- Research and innovation institutes
- Trainees
- Civil society organizations
- Local, regional and national authorities

Council recommendation defines 10 European principles for micro-credentials:

## **Quality**

Micro-credentials are subject to internal and external quality assurance by the system producing them (e.g. the education, training or labour market context in which the micro-credential is developed and delivered). Quality assurance processes must be fit-for-purpose, clearly documented and accessible and meet the needs and expectations of learners and stakeholders.

## **Transparency**

Micro-credentials are measurable, comparable and understandable, with clear information on learning outcomes, workload, content, level, and the learning offer, as relevant.

## **Relevance**

Micro-credentials should be designed and issued as distinct, targeted learning achievements and learning opportunities leading to them are to be updated as necessary, to meet identified learning needs. Collaboration between education and training organisations, employers, social partners, other providers and users of micro-credentials is encouraged to increase the relevance of the micro-credentials for the labour market.

## **Valid assessment**

Micro-credential learning outcomes are assessed against transparent criteria.

## **Learning pathways**

Micro-credentials are designed and issued to support flexible learning pathways, including the possibility to validate, recognise and 'stack' micro-credentials from across different systems.

## **Recognition**

Micro-credentials have a clear signalling value of learning outcomes for smaller modules of learning. Recognition paves the way for a wider offer of such learning experiences in a comparable way across the EU.

## **Portable**

Micro-credentials are owned by the credential-holder (the learner) and may be stored and shared easily by the credential-holder, including through secure digital wallets (e.g. Europass), in line with the General Data Protection Regulation. The infrastructure for storing data is based on open standards and data models. This ensures interoperability and seamless exchange of data, and allows for smooth checks of data authenticity.

## **Learner-centred**

Micro-credentials are designed to meet the needs of the target group of learners. Learners are involved in the internal and external quality assurance processes and their feedback is taken into account as part of the continuous improvement of the micro-credential.

## **Authentic**

Micro-credentials contain sufficient information to check the identity of the credential-holder (learner), the legal identity of the issuer, the date and place of issuance of the micro-credential.

## **Information and guidance**

Information and advice on micro-credentials should be incorporated in lifelong learning guidance services and should reach the broadest possible learner groups, in an inclusive way, supporting education, training and career choices.

### **5.3. Validation process**

The Council's Recommendation on on the validation of non-formal and informal learning (2012) defines that every person should be given the opportunity to validate what they have learned outside of formal education and training and use it in their professional development and further learning.

Validation includes:

- identification of an individual's learning outcomes acquired through non-formal and informal learning;
- documentation of an individual's learning outcomes acquired through non-formal and informal learning;

- assessment of an individual's learning outcomes acquired through non-formal and informal learning;
- certification of the results of the assessment of an individual's learning outcomes acquired through non-formal and informal learning in the form of a qualification, or credits leading to a qualification, or in another form, as appropriate.

In the report from 2020 the Organization for Economic Cooperation and Development (OECD) recommends promoting validation as one of the measures to adapt vocational training to the new changing conditions due to the COVID-19 crisis. Although still little known among HR managers and company owners, validation is a tool that is gaining serious popularity in the member states of the European Union. Faced with the challenge of realization in the labor market, job candidates are informed about various possibilities.

#### *What is validation?*

Establishing the compliance of professional knowledge, skills and competences acquired through non-formal education or self-study with the state educational standards for acquiring qualifications in professions and recognizing a degree of professional qualification in a profession or qualification in a part of a profession.

#### *What is the main purpose of validation?*

Each person should be given the opportunity to certify what they have learned outside of formal education and training and to use it in their further professional development and learning.

Key benefits of validation for applicants:

- Ability to validate learning outside of formal education and training and use it for further professional development or learning
- Faster and more flexible route to obtaining a qualification document compared to traditional training
- Creating a "second chance" for employment through recognition of qualifications

## 5.4. Green Leadership Competence Profile

Green Leadership Competence Profile is a competency framework which consists of a list of proper knowledge, skills and competencies dedicated to the implementation of the green practices in human resources management.

Competency framework is a tool through which competencies are expressed, assessed, and measured (Horton, 2009).

Competency frameworks provide the “road map for the behaviour” that will be assessed, recognized, and rewarded.

The competency management can be established based on different approaches: universal and multiple:

The first one, Universal approach is characterized as follows:

- the construction of a competency model includes a set of competencies that are applicable to all positions in the organization
- These are common skills, characteristics and values/benefits that are required to achieve effectiveness across a wide range of positions across all managerial positions and throughout the organization.

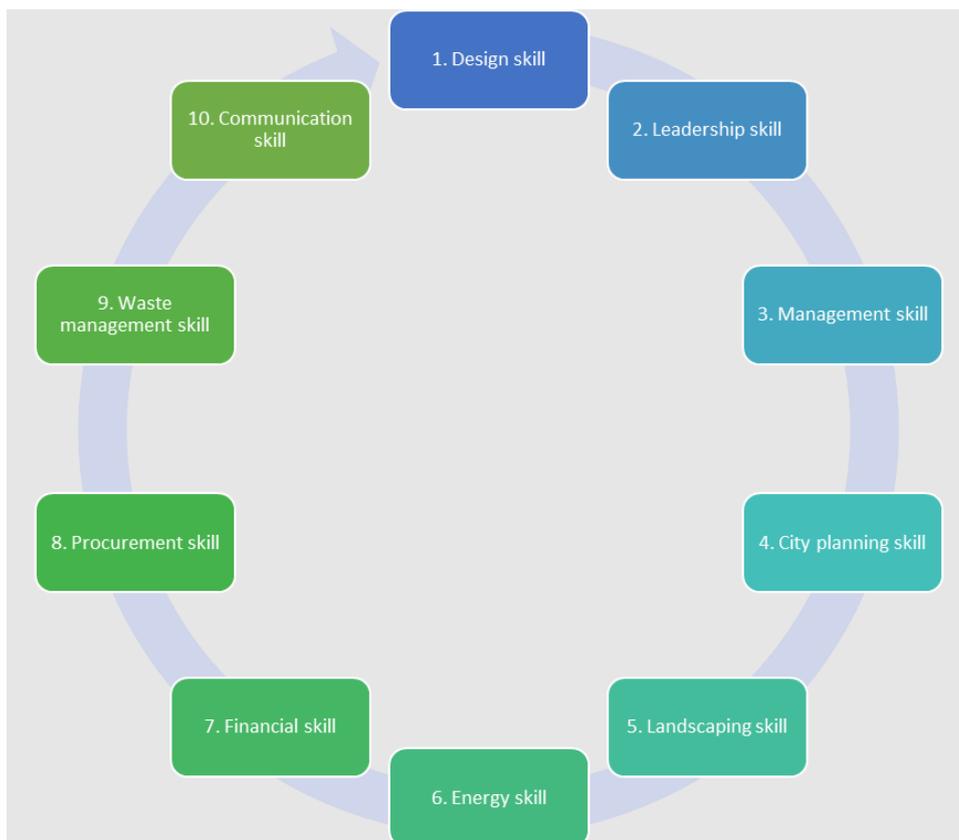
The Multiple approach defines a set of competencies that correspond to different positions and levels in the organization. It is used in recruitment, performance management and career planning when position specific information is needed.

The competence green leadership profile should be revised periodically and include vital skills, for example:

- **Technical (specific) skills:** These skills are particularly relevant for the green economy, for it requires multidisciplinary approaches, including professionals from different backgrounds such as engineers, architects, ecologists and archaeologists. The specific skills are not completely new but rather the result of mixing pre-existing competences. There are several career opportunities of this kind within the Green Economy.
- **Generic Skills:** these skills can be divided into two categories. The first concerns the Generic Soft Skills, such as the relational and communication talents, and being able to work in groups. The second revolves around the

Generic Managerial Skills, such as the strategic leadership, innovation skills, creativity and resource management. A good transversal comprehension of the technological and scientific topics is strongly suggested.

What is important to be highlighted in this regards is the synthetic overview of the study “Skills & Competencies for a Sustainable Leadership”, we are going to cited the authors review Sern, Zaima and Foong, who provide 10 general Green Skills areas linked to “green jobs” and “greening the jobs”<sup>2</sup>.



The better approach for developing competence green leadership profile is the decentralized one because in this way the set of competences will be adapted to the specific organizational needs. For this reason, the most comprehensible way of designing such profile is to follow the European sustainability competence framework which contains four areas (Embodying sustainability, embracing complexity, Envisioning sustainable futures and Acting for sustainability).

<sup>2</sup> [Sustainable-Leadership-in-Europe-Report.pdf \(sustainableleaders.eu\)](https://sustainableleaders.eu/Sustainable-Leadership-in-Europe-Report.pdf)



Since the Sustainability transformation affects all sectors and managerial position, it is of crucial importance to create a level playing field with regards to Generic Sustainable Skills, including managerial and soft skills.

A Sustainable Leader must have a set of personal characters and managerial traits that enable him/her to lead with empathy inside a multitask-holder environment.

Concerning the Individual leader – it is of great importance his or her Knowledge, Traits, Skills, and Styles. The leader should be aware about the global challenges, the change dynamics, the organizational impacts, etc., It is very important the leader to develop some behavioural traits, also several vital Skills like managing complexity, challenging people, and being innovated), regarding Styles – how to be inclusive, visionary or creative etc.)

As far as the Leadership actions are concerned we should take into account both the – Internal and External actions – For internal actions the authors of the The Cambridge Sustainability Leadership model gives the following examples such as informed decisions, strategic directions, managing incentives, learning and innovation, people empowerment, performance accountability, and External like cross-sectoral partnerships, sustainable products/services, sustainability awareness, context transformation, stakeholder transparency).

In brief, we think that leadership green skills should be integrated in different competence areas such as:



“A Sustainability leader is someone who inspires and supports action towards a better world”<sup>3</sup>.

---

<sup>3</sup> <https://sustainableleaders.eu/managers-need-skills-for-greening-jobs/>

## 6. CONCLUSIONS

In crafting this handbook, our primary goal was to explore sustainability and green leadership in the hospitality sector across Europe, focusing on specific countries: Ireland, Greece, Bulgaria, Italy, and the Maldives. The aim was to address the lack of consensus on green leadership and its role in promoting eco-friendly practices and sustainability. Throughout the exploration, we delved into the significance of green leadership in combating climate change, emphasizing its positive impact on performance and creativity. Alongside these insights, the handbook shed light on challenges faced, such as varied green skill definitions and fragmented policies across Europe, highlighting the need for knowledge sharing.

Within this context, we introduced readers to EU initiatives like the European Green Deal and the European Sustainability Competence Framework. By showcasing specific strategies and implementations in various countries, such as Bulgaria's National Road Map for hydrogen technologies or Ireland's focus on ecotourism, the handbook provided valuable insights and benchmarks for sustainable practices.

Our handbook, it not only encapsulated the current state of sustainability in the hospitality sector but also offers actionable insights and educational initiatives. To further contribute to the growing importance of green leadership and sustainability, a survey was conducted, analyzing metrics, competencies, skills, and green policy adoption in the hospitality sector. The findings from this survey played a crucial role in enhancing the quality of European vocational education and training systems. Utilizing these insights, we will develop Micro-credentials modules for a Massive Open Online Course, aimed at promoting specific competencies, aiding professional development, and emphasizing sustainable HR practices in alignment with European frameworks.

Based on the above findings, we are poised to develop a Massive Open Online Course (MOOC) that addresses crucial aspects of corporate social responsibility and leadership roles. The course curriculum includes modules on "Green Leadership: A Model of Competences in Action," "Group Psychology and Applied Leadership," "Promoting Sustainable Attitudes and Behaviours Through Emotional Intelligence," and "Social Psychology Applied for Green Leadership."



Co-funded by  
the European Union

This way our goal will be to enhance human resources management, improve the working environment, and boost overall performance. This approach aims to achieve more efficient and effective management with a keen focus on the green perspective of business operations, contributing to a sustainable and environmentally conscious business model.

In conclusion, this handbook represents a journey through the intricate landscape of sustainability and green leadership, from the initial goal of addressing challenges to the practical applications derived from survey insights. It stands as a valuable resource, not just for understanding the current state of affairs but for paving the way towards a more sustainable and environmentally conscious future in the hospitality sector.

## REFERENCES

- Ayandibu, A.O., (2019) Green Transformational Leadership and Organizational Behavior Effectiveness, Contemporary Multicultural Orientations and Practices for Global Leadership ed. Chp. 12.
- Bianchi, G., Pisiotis, U., Cabrera Giraldez, M. GreenComp – The European sustainability competence framework. Bacigalupo, M., Punie, Y. (editors), EUR 30955 EN, Publications Office of the European Union, Luxembourg, 2022; ISBN 978-92-76-46485-3, doi:10.2760/13286, JRC128040.
- Bass, B.M. (2000). The future of leadership in learning organizations. *Journal of Leadership Studies* 7(3), 18-40.
- Bhutto, T.A., Farooq, R., Talwar, S., Awan, U., Dhir, A. (2021). Green inclusive leadership and green creativity in the tourism and hospitality sector: serial mediation of green psychological climate and work engagement. *Journal of Sustainable Tourism* 29:10, 1716-1737.
- Camera dei Deputati (2023). Atto del Governo sottoposto a parere parlamentare
- Chen, Y.; Chang, C. The determinants of green product development performance: Green dynamic capabilities, green transformational leadership, and green creativity. *J. Bus. Ethics* 2014, 116, 107–119
- Chen, Y.S.; Chang, C.H. (2013) The determinants of green product development performance: Green dynamic capabilities, green transformational leadership, and green creativity. *J. Bus. Ethics*, 116, 107–119.
- Chen, W.S., Chang, C.H., Lin, Y.H. (2014). Green Transformational Leadership and Green Performance: The Mediation Effects of Green Mindfulness and Green Self-Efficacy. *Sustainability*, 2014, 6, 6604-6621.
- Crotty, D. (2023) How can Ireland’s hospitality sector remain resilient. Accessed online, July 6<sup>th</sup>. Available from: [https://www.ey.com/en\\_ie/strategy-transaction/how-can-ireland-s-hospitality-sector-remain-resilient](https://www.ey.com/en_ie/strategy-transaction/how-can-ireland-s-hospitality-sector-remain-resilient).
- Cruciani, S. (2023). Atto del Governo n. 39, recante schema del piano strategico di sviluppo del turismo per il periodo 2023-2027, Audizione dell’Istituto

nazionale di statistica. Retrieved online on 21 June 2023

(<https://www.istat.it/it/files//2023/05/Audizione-Turismo-10-maggio-2023.pdf>).

Decreto Legislativo 102/2014 - Attuazione della direttiva 2012/27/UE sull'efficienza energetica" [Legislative Decree 102/2014 - Implementation of Directive 2012/27/EU on Energy Efficiency]. Gazzetta Ufficiale della Repubblica Italiana, n. 170, 23-7-2014.

Decreto Legislativo 152/2006 - Norme in materia ambientale" [Legislative Decree 152/2006 - Environmental Regulations]. Gazzetta Ufficiale della Repubblica Italiana, n. 88, 14-4-2006.

Decreto Legislativo 231/2002 - Disciplina della responsabilità amministrativa delle persone giuridiche, delle società e delle associazioni anche prive di personalità giuridica, a norma dell'articolo 11 della legge 29 settembre 2000, n. 300| Legislative Decree 231/2002 - Discipline of administrative liability of legal entities, companies and associations, also without legal personality, pursuant to article 11 of law no. 300 of 29 September 2000]. Gazzetta Ufficiale della Repubblica Italiana, n. 300, 18-12-2002.

Du Y, Yan M. Green Transformational Leadership and Employees' Taking Charge Behavior: The Mediating Role of Personal Initiative and the Moderating Role of Green Organizational Identity. *Int J Environ Res Public Health*. 2022 Mar 31;19(7):4172. doi: 10.3390/ijerph19074172. PMID: 35409857; PMCID: PMC8998811.

Environmental Protection Agency, 2022. *Environmental Protection Agency 2022 in Review*, Dublin: EPA.

Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986), "Perceived organizational support", *Journal of Applied Psychology*, Vol. 71 No. 3, pp. 500-507.

Failte Ireland & Greenbox, 2020. *Ecotourism Handbook*. Dublin: Failte Ireland.

Hospitality 2023: green technology in Hotels, World-scale report on the technological development of Hotels and the perception of sustainability as a new market trend, 2023, Telkonet

- Istat (2022). Turismo: la forte ripresa nei primi nove mesi del 2022 non recupera i valori pre-Covid. Retrieved online on 21 June 2023  
<https://www.istat.it/it/files//2022/12/Turismo-9-mesi-2022.pdf>
- Istat (2022b). “Il turismo in Italia: il potenziale informativo delle statistiche territoriali”, Stati Generali del Turismo, Chianciano Terme, 28/29 ottobre 2022.
- Istat (2022c). “Capacità degli esercizi ricettivi per tipo di esercizio”
- Islam, T., Khan, M.M., Ahmed, I., Mahmood, K. (2020). Promoting in-role and extra-role green behavior through ethical leadership: mediating role of green HRM and moderating role of individual green values. *International Journal of Manpower*, Dec 2020
- Khan, N. A., & Khan, A. N. (2022). Exploring the impact of abusive supervision on employee’ voice behavior in Chinese construction industry: a moderated mediation analysis. *Engineering, Construction and Architectural Management*, 29(8), 3051–3071. <https://doi.org/10.1108/ECAM-10-2020-0829>
- Larios Rizo, G. (2021) Bank of Ireland, Think Business, The Ireland's Hospitality Sector. Accessed online July 6<sup>th</sup>. Available from  
<https://www.thinkbusiness.ie/articles/hospitality-sector-ireland-overview/>
- Li, W., Bhutto, T. A., Xuhui, W., Maitlo, Q., Zafar, A. U., & Ahmed Bhutto, N. (2020). Unlocking employees’ green creativity: The effects of green transformational leadership, green intrinsic, and extrinsic motivation. *Journal of Cleaner Production*, 255, 120229. <https://doi.org/10.1016/j.jclepro.2020.120229>
- McCann, J.T., & Holt (2010) Defining sustainable leadership. *International journal of Sustainable Strategic Management*. Vol. 2, No. 2 pp. 204-210
- Mittal, S., Dhar, R.L. (2016). Effect of green transformational leadership on green creativity: a study of tourist hotels. *Tourism Management* 57 (2016) 118-127.
- Nawaz Khan, A. (2022). Is green leadership associated with employees’ green behavior? Role of green human resource management. *Journal of Environmental Planning and Management*, 66(9), 1962–1982.  
<https://doi.org/10.1080/09640568.2022.2049595>

Renwick, D.W., Redman, T. and Maguire, S. (2013), “Green human resource management: a review and research agenda”, *International Journal of Management Reviews*, Vol. 15 No. 1, pp. 1-14.

Schema del piano strategico di sviluppo del turismo, per il periodo 2023- 2027 (39) (articolo 34-quinquies, comma 1, del decreto-legge 18 ottobre 2012, n. 179, convertito, con modificazioni, dalla legge 17 dicembre 2012, n. 221.  
Retrieved online 21 June 2023

SL&A turismo e territorio (2023). Il lavoro nel turismo italiano attraverso l'era Covid. Confederazione Generale Italiana del Lavoro, retrieved online 21 June 2023 ([https://www.filcams.cgil.it/media/ricerca\\_-\\_il\\_lavoro\\_nel\\_turismo\\_italiano\\_nell\\_era\\_covid](https://www.filcams.cgil.it/media/ricerca_-_il_lavoro_nel_turismo_italiano_nell_era_covid))

Sun, X., Askary, A.EE., Meo, M.S. Zafar, N.A., Hussain, B. (2022). Green Transformational leadership and environmental performance in small and medium enterprises. *Economic Research*, vol. 35, n. 1, 5273-5291.

Sustainable Energy Authority of Ireland, 2023. *Excellence in Energy Efficient Design Grant Scheme Guidelines 2023*, Dublin: Sustainable Energy Authority of Ireland.

Tan, Y. S. & Wright, A. S., 2022. *Exploring “Smart and Green” Concepts: A New Synergy for Irish Hospitality*. Cork: MDPI.

World Travel & Tourism Council, 2022. *Hotel Sustainability Basics*. s.l.:WTTC.

Xing, Y., & Starik, M. (2017). Taoist leadership and employee green behaviour: A cultural and philosophical microfoundation of sustainability. *Journal of Organizational Behavior*, 38(9), 1302–1319. <https://doi.org/10.1002/job.2221>  
<http://documenti.camera.it/apps/nuovosito/attigoverno/Schedalavori/getTesto.ashx?file=0039.pdf&leg=XIX#pagemode=none>

## ANNEXES

### Annex 1: Good practices for Green Leadership – Bulgaria

Country: BULGARIA	Type:	Additional information
1.Green academy	Organization	<a href="http://www.greenacademy.bg/">http://www.greenacademy.bg/</a>  Organizing courses for: <ul style="list-style-type: none"> <li>• Green management</li> <li>• Green future</li> <li>• Sustainability training</li> </ul>
2. The National Strategy and Action Plan for adaptation to climate change in the Republic of Bulgaria (draft version)	Strategic document	<a href="https://www.strategy.bg/StrategicDocuments/View.aspx?lang=bg-BG&amp;Id=1294">https://www.strategy.bg/StrategicDocuments/View.aspx?lang=bg-BG&amp;Id=1294</a>  The document includes the main measures on national level on adapting to climate change: <ul style="list-style-type: none"> <li>• Climate risks and vulnerabilities in sectors of the economy</li> <li>• Climate risk and vulnerability in relationships between economic sectors</li> <li>• Macroeconomic consequences of climate change: the cost of inaction and action</li> <li>• Policies and institutional context (including for Tourism branch)</li> <li>• National Program and Action Plan</li> </ul>

<p><b>3. Ordinance on the reduction of the impact of certain plastic products on the environment</b></p>	<p>Legislative document</p>	<p><a href="https://www.moew.government.bg/static/media/ups/tiny/filebase/Waste/Legislation/Naredbi/waste/NNVOPPVOS.pdf">https://www.moew.government.bg/static/media/ups/tiny/filebase/Waste/Legislation/Naredbi/waste/NNVOPPVOS.pdf</a> - Ministry of Environment and Water</p> <p>The regulation aims to prevent and reduce the impact of certain products containing plastic on the environment and to promote the transition to a circular economy with innovative and sustainable business models, products and materials, with the aim of efficient functioning of the EU internal market.</p>
<p><b>4. The Energy Management Institute (EMI)</b></p>	<p>NGO</p>	<p><a href="https://www.emi-bg.com/%d0%bd%d0%be%d0%b2%d0%b8%d0%bd%d0%b8/">https://www.emi-bg.com/%d0%bd%d0%be%d0%b2%d0%b8%d0%bd%d0%b8/</a></p> <p>Its mission is to contribute to the sustainable development of Bulgarian energy and its integration in terms of policies, strategic guidelines and mechanisms for promoting the energy transformation of the European Union. The improvement of international cooperation and the borrowing of international experience aims at the introduction of established good practices in Bulgaria.</p>
<p><b>5. Climateka</b></p>	<p>Online platform</p>	<p><a href="https://www.climateka.bg/">https://www.climateka.bg/</a></p>

		An open knowledge platform that aims to make climate science accessible to all
<b>6. MoveBG</b>	Platform	<p><a href="https://move.bg/about">https://move.bg/about</a></p> <p>Understanding the economic, cultural, and ecological challenges of the new digitally interconnected world, we tackle them with the collective intellectual power of a diverse community.</p>
<b>7. 21 Hoteliers</b>	Website	<p><a href="https://21hoteliers.bg/category/sustainability/">https://21hoteliers.bg/category/sustainability/</a></p> <p>A platform for the dissemination of information and good practices in the field of green skills and sustainable tourism in Bulgaria</p>
<b>8. InterContinental Sofia</b>	Organisation	<p><a href="https://sofia.intercontinental.com/en/page/green-key">https://sofia.intercontinental.com/en/page/green-key</a></p> <p>Green Key Certificate – global leading standard for excellence in the field of environmental responsibility and sustainable operation within the tourism industry. This prestigious certificate represents a commitment by businesses that their premises adhere to the strict criteria set by the Foundation for Environmental Education.</p>
<b>9. Bulgarian Blue Flag Movement</b>	NGO	<p><a href="https://www.blueflag.bg/">https://www.blueflag.bg/</a></p>

		<p>Non-profit, non-governmental organization, working in the field of environmental education.</p> <p>The Bulgarian Blue Flag Movement is a full member and the Bulgarian representative of the Foundation for Environmental Education – an international organization with members from over 70 countries, and successfully runs its programs in Bulgaria - “Blue Flag”, “Eco-Schools”, “Learning about Forests”, “Green Key”.</p>
<p><b>10. Annual Tourism Awards - Ministry of Tourism</b></p>	<p>Governmental organization</p>	<p><a href="https://www.tourismawards.bg/">https://www.tourismawards.bg/</a></p> <p>The competition’s objective is to promote development of Bulgarian tourism via promotion of tourism sites and destinations, enhancement of the tourism service’s competitiveness and quality. The competition will also encourage implementation of innovative practices in the industry for the purpose of achieving higher efficiency in the tourism services supplied. The idea is for the competition to provide an opportunity for players in the industry to take active part each year and thus receive a deserved appreciation of their efforts in presenting and improving the Bulgarian tourism product. The plans are to evaluate winners in the Annual Tourism Awards under several basic criteria. A special methodology is being elaborated, the main objective being to</p>

		<p>put forth clear evaluation criteria with an appropriate set of quantified and qualified criteria and indicators to select the best ones in each category.</p> <p>The topics of green innovations, policies and trends for sustainable tourism and circular economy are also covered.</p>
<p><b>11. „Green Oscars“ - The greenest companies in Bulgaria – b2b Media</b></p>	<p>Business media</p>	<p><a href="https://green.b2bmedia.bg/">https://green.b2bmedia.bg/</a></p> <p>The idea of this ranking is to recognize and stimulate the efforts of businesses, municipalities, non-governmental organizations and specific individuals to achieve sustainable goals and corporate-responsible strategies in the field of the "green" economy.</p> <p>The competition is for those organizations and individuals who have green ideas, campaigns, events, initiatives or investments and self-initiated actions and causes for a cleaner, healthier and more sustainable environment (13 editions until 2023).</p>
<p><b>12. “Green Lodge” certificate - Bulgarian Association for Alternative Tourism</b></p>	<p>NGO</p>	<p><a href="https://www.baatbg.org/en/%D0%BA%D0%B0%D0%BA%D0%B2%D0%BE-%D0%B5-%D0%B7%D0%B5%D0%BB%D0%B5%D0%BD%D0%B0-%D0%BA%D1%8A%D1%89%D0%B0-/30/">https://www.baatbg.org/en/%D0%BA%D0%B0%D0%BA%D0%B2%D0%BE-%D0%B5-%D0%B7%D0%B5%D0%BB%D0%B5%D0%BD%D0%B0-%D0%BA%D1%8A%D1%89%D0%B0-/30/</a></p>

		<p>Green Lodge is a certificate issued to guesthouses and small hotels that correspond to ECEAT sustainable tourism label and Eurogites quality standards.</p> <p>At a Green Lodge, guests can pay attention to hosts' effort for sustainable performance.</p> <p>These efforts are in several directions:</p> <ul style="list-style-type: none"> <li>✓ Support of environmental friendly agriculture</li> <li>✓ Efficient use of energy and water</li> <li>✓ Active waste reduction policy</li> <li>✓ Contribution to nature protection</li> <li>✓ Focus on cultural heritage</li> <li>✓ Contribution to the local economy</li> <li>✓ Environmental information services to guests</li> <li>✓ Continuous improvement of environmental performance</li> </ul>
<p><b>13. Certificate</b> <b>“Authentic Bulgaria” -</b> <b>Association Authentic</b> <b>Bulgaria</b></p>	<p>NGO</p>	<p><a href="https://www.authenticbulgaria.org/%D0%B7%D0%B0-%D0%BD%D0%B0%D1%81.html">https://www.authenticbulgaria.org/%D0%B7%D0%B0-%D0%BD%D0%B0%D1%81.html</a></p> <p>It is an official quality certification mark, which certifies that the facility to which it is awarded provides quality services. Among the evaluation criteria, the Environmental management indicator</p>

		has an important weight: it promotes the introduction of standards in energy saving, water use, waste management, pollution limitation and encouraging guests to adopt environmentally friendly behavior.
<b>14. Ecosystem Europe</b>	NGO	<p><a href="http://ecosystemeurope.org/en/">http://ecosystemeurope.org/en/</a></p> <p>With natural principles and ecosystems as their inspiration, Ecosystem Europe helps businesses and young entrepreneurs analyze and manage various environmental aspects. They provide interactive and online instruments and methodologies, lean and informal approaches to enable managers to re-design their business models and improve their environmental performance.</p> <p>Ecosystem Europe has a team of professional consultants in implementation of formal environmental management systems (EMAS) and measuring ecological and carbon footprint (ecotoolkit.eu). As a result, they are responsible for the first to EMAS registrations in Bulgaria.</p>
<b>15. CUPFFEE Company, Plovdiv city</b>	Private company	<p><a href="https://cupffee.me/about-us/">https://cupffee.me/about-us/</a></p> <p>The first factory in Europe for biodegradable edible cups, which has</p>

		as its customers a growing number of hotels and restaurants, not only in Bulgaria, but also internationally ones.
--	--	---

#### Good practices for Green Leadership – Greece

The hospitality sector is constantly finding ways to become more environmentally friendly, with eco-friendly accommodations making their appearance and giving our stays a more "green" touch.

Olive Green Hotel, Heraklion: The Olive Green is an environmentally friendly hotel in the center of Heraklion. Designed to blend with the environment, this hotel features the latest technology, allowing guests to control their air conditioning and heating. Recycling is a significant part of the hotel's philosophy, striving for sustainability through the use of solar energy and green technology. An ultimate urban, luxurious, and sustainable experience. Address: Merambellou & Idomeneos, Phone: +30 2810 302900, Website: <https://www.olivegreenhotel.com/>

Ekies All Senses Resort, Chalkidiki: Located in the lush, tranquil peninsula of Sithonia in Chalkidiki, Ekies All Senses Resort is an environmentally friendly family retreat where guests can relax with a clear conscience. Designed to harmonize perfectly with the environment, the hotel resembles a comfortable seaside home rather than a luxurious resort, making it an ideal choice for those seeking a simple yet luxurious environment. Built with sustainable and environmentally friendly materials like wood and untreated marble, it minimizes waste and promotes the use of local products. Address: Vourvourou, Phone: +30 2375 091000, Website: <https://ekies.gr/>

Coco-Mat Residences, Serifos: These apartments are located on Vagia Beach, a few kilometers from the port, in 19th-century former miners' residences. With great attention to detail, the houses were faithfully renovated to match the local architecture and use natural ventilation in all spaces. Natural materials are prevalent, from wooden touches to bed linens and amenities. Heating and cooling are powered by geothermal and solar energy. Almost everything on the menu is locally sourced, and guests can even participate in activities like olive picking and grape harvesting. Address: Vagia, Phone: +30 6947 151400, Website: <https://coco-matserifos.com/>



Co-funded by  
the European Union

Green Suites, Athens: A new addition to the capital city, Green Suites is a luxury five-star boutique hotel with environmental consciousness. It is designed with a keen eye for detail, ensuring that everything, from construction materials to the processes it follows, aligns with its ecological philosophy. It incorporates energy-saving technologies, external thermal insulation, rainwater collection, eco-friendly paints, biodegradable products, and more, making it an exemplary energy-efficient building. Address: Mak Milan 8, Ano Patissia, Phone: +30 210 2014738, Website: <https://www.greensuiteshotel.gr/>

Eumelia Organic Agrotourism Farm, Laconia: Eumelia is a wonderful organic farm nestled in olive groves near Gythio, Laconia. It's essentially a small complex of rentable homes in a picturesque setting surrounded by greenery. Recycling bins, organic shampoos and soaps, natural pillows and mattresses, and low-consumption lighting are all part of Eumelia's offerings. Furthermore, heating and cooling are powered by geothermal and solar energy. Almost everything on the menu is locally grown, and guests can even participate in olive picking, grape harvesting, and other activities. Address: Gythio, Phone: +30 6947 151400, Website: <https://www.eumelia.com/>

Hotel Mani, Areopolis: The Antares is located in a small historic and preserved traditional settlement in the southern suburbs of Areopolis, where the sky meets the sea in an untouched natural environment. The hotel, with its unique architecture that includes a neighborhood of four old stone buildings and three independent residences, has been renovated and preserved with great care, using local stone dating back to the 19th century. Antares applies environmentally sustainable practices through water and waste management, as well as energy-saving initiatives. It offers private parking, courtyards, and indoor spaces serving fresh individual breakfast. Address: Omales, Phone: +30 27330 51700, Website: <https://www.hotelmani.gr/>

## Annex 2: Green Leadership Survey



English (United Kingdom) ▾

Dear Participant,

Welcome to our survey designed to gather insights on the Erasmus+ project, "Green Leadership in Hotel Management". Your input is crucial in helping us comprehend the perspectives of green leaders in Bulgaria, Greece, Ireland, the Maldives, and Italy. By participating, you contribute to enhancing our understanding and subsequently improving our services to better serve this community.

This survey should take no more than 10 minutes of your time. Your valuable contribution will aid us in shaping strategies and initiatives that align with the needs and challenges faced by green leaders in the mentioned countries.

Please note that:

- Your participation in this survey is entirely voluntary. You have the right to withdraw from the survey at any point without providing a reason.
- All responses provided in this survey will be kept strictly confidential. Your individual responses will not be disclosed, and the data will be aggregated for analysis purposes only.
- Your personal information will not be linked to your survey responses. The survey is anonymous to ensure your privacy.
- The data collected from this survey will be used solely for research purposes related to the Erasmus+ project, "Green Leadership in Hotel Management". It will not be shared with any third parties for commercial purposes.

If you have any question please contact our team at [dewan.scholtz@universityofgalway.ie](mailto:dewan.scholtz@universityofgalway.ie)

Thank you for taking the time to participate. Your insights play a pivotal role in advancing sustainable practices and fostering green leadership in hotel management. We appreciate your cooperation.

Sincerely, GLHM- project partners  
<https://glhm-erasmus.eu>

I understand

English (United Kingdom) ▾

Please state in which country your hospitality establishment operates.

(All responses are welcomed. If you operate from outside the listed countries, please select "Other" and state your country)

Ireland

Greece

Italy

Bulgaria

Maldives

Other

Please indicate the type of hospitality establishment that best describes your business operation.

Hotel (Part of a Group/Chain)

Hotel (Non-Group or Family-run)

Island Resort Hotel

Bed & Breakfast

Other

Please indicate the 'grade' or 'star rating' for your establishment from the following options. If your establishment does not have such a rating, select 'Not Applicable' in this case:

5\*

4\*

3\*

2\*

Not Applicable

Please indicate the number of employees currently working in  
your establishment:

< 50

50 < 100

100 < 200

200 < 300

300+





English (United Kingdom) ▾

**Q1: On a scale of 1 to 5, please rate the level of implementation of 'green practices' in the services provided by your organisation.**

**Please use the following scale to determine the level of green practices implementation:**

**1 = Non-existent or Minimal Implementation** [At this stage, we do not identify a direct link between the implementation of green skills and our work practice]

**2 = Developing level of Implementation** [We monitor for available relevant training in this area and plan to involve our staff]

**3 = Moderate level of Implementation** [We are willing to invest resources into "green practices" to raise the quality of the provided services]

**4 = Advanced level of Implementation** [Our staff have already participated in such trainings and they bring real benefits into our services]

**5 = Exemplary level of Implementation** [We have participated many times in training for green skills and we are aware of their positive impact on our working environment]

1 Minimal or Non-existent Implementation

2 Developing Implementation

3 Moderate Implementation

4 Advanced implementation

5 Exemplary Implementation

**Q2: On a scale of 1 to 5, please rate your hotel's strategy towards green practices.**

**Please use the following scale to determine the level of green practices strategy at your organisation:**

**1 = Minimal or Non-existent Strategy** [Our hotel has little experience with green practices]

**2 = Developing Strategy** [We are in the early stages of developing a strategy for green practices]

**3 = Moderate Strategy** [Our hotel has a defined strategy towards green practices but it needs some further improvement]

**4 = Advanced Strategy** [We have a well-developed strategy for green practices. Our initiatives are comprehensive but need monitoring and improvements]

**5 = Exemplary Strategy** [Our hotel's strategy towards green practices is implemented effectively. We have achieved significant results.]

1 A Minimal or Non-existent Strategy

2 A Developing Strategy

3 A Moderate Strategy

4 An Advanced Strategy

5 An Exemplary Strategy

**Q3: On a scale of 1 to 5, please rate your organizational procedures in relation to green practices at your hotel:**

**Please use the following scale to determine the level of organisational procedures at your hotel:**

**1 = Minimal or Non-existent** [We have limited or no procedures in place to promote green practices]

**2 = Developing** [We are in the early stages of implementing procedures related to green skills]

**3 = Moderate** [Our organization has established some procedures to support green practice but they need some improvement]

**4 = Advanced** [We have well-defined procedures to promote green practices but they need some improvements]

**5 = Exemplary** [Our organization has implemented industry-leading procedures about green practices]

1 Minimal or Non-existent Green Procedures

2 Developing Green Procedures

3 Moderate level of Green Procedures

4 Advanced level of Green Procedures

5 Exemplary level of Green Procedures

**Q4: On a scale of 1 to 5, please rate your readiness to adopt and implement green and sustainability practices within your organization:**

**Please use the following scale to determine the level of organisational readiness to adopt and implement green and sustainability practices at your hotel:**

**1 = Not Ready** [We are not prepared or willing to adopt green and sustainability practices within our hotel]

**2 = Somewhat Ready** [We have a basic understanding of green and sustainability practices]

**3 = Moderately Ready** [We are willing to implement green and sustainability practices but we require some additional training]

**4 = Very Ready** [We are eager to adopt green and sustainability practices within our hotel]

**5 = Fully Ready** [We are highly committed and fully ready to implement green and sustainability practices within our organization]

1 Not Ready

2 Somewhat Ready

3 Moderately Ready

4 Very Ready

5 Fully Ready



English (United Kingdom) ▾

**Q5: On a scale of 1 to 5, please rate your 'willingness' to involve your hotel's staff in training focusing on "green skills"**

**Please use the following scale to determine the level of willingness of your hotel to involve staff in green skills training:**

**1 = Minimal or no willingness** [In our organization we are not willing to invest in such training because we think they do not have real added value]

**2 = Developing willingness** [We have some willingness but we need more information about the potential benefits]

**3 = Moderate willingness** [We are willing to involve our staff in such training because we suppose they will bring some benefits to the working process]

**4 = Advanced willingness** [We have already participated in such training and we see the real benefits]

**5 = Exemplary willingness** [We have a leading role in the organization of different initiatives considering green skills]

1 Minimal or Non-existent Willingness

2 Developing a Willingness

3 Moderate level of Willingness

4 Advanced level of Willingness

5 Exemplary level of Willingness

**Q6: On a scale of 1 to 5, please rate the level of knowledge and involvement in implementing sustainable practices within your hotel:**

**Please use the following scale to determine the level of 'involvement' in implementing green/sustainable practices at your hotel:**

**1 = Limited knowledge and involvement** [We have a minor understanding of sustainability practices]

**2 = Developing knowledge and some involvement** [We have basic understanding of sustainable practices but have not implemented any measures]

**3 = Moderate knowledge and involvement** [We have a good understanding of sustainability practices and have implemented some initiatives within our organization]

**4 = Advanced knowledge and significant involvement** [We have extensive knowledge of sustainable practices and have implemented several initiatives]

**5 = Expert knowledge and leadership involvement** [We have played a leadership role in implementing innovative initiatives in terms of sustainable practices]

1 Minimal or None-existent Knowledge and Involvement

2 Developing Knowledge and some Involvement

3 Moderate Knowledge and Involvement

4 Advanced knowledge and Significant Involvement

5 Exemplary Knowledge and Leadership Involvement

**Q7: On a scale of 1 to 5, please rate your level of engagement with your guests in terms of promoting green skills and sustainable practices:**

**Please use the following scale to determine the level of 'guest engagement' regarding green skills and sustainable practices at your hotel:**

**1 = Minimal or Non-existent Guest Engagement** [We have no engagement with guests regarding green skills and sustainable practices]

**2 = Developing Guest Engagement** [We are starting to engage guests regarding green skills and sustainable practices but we need improvement in this sense]

**3 = Moderate level of Guest Engagement** [We actively communicate with guests about green skills and sustainable practices and encourage guest participation in such initiatives]

**4 = Advanced level of Guest Engagement** [We engage guests in promoting green skills and sustainable practices via providing clear information, incentives, etc.]

**5 = Exemplary level of Guest Engagement** [We are excellent at engaging guests with green skills and sustainable practices encouraging them to participate in initiatives supporting the environment]

1 Minimal or Non-existent level of Guest Engagement

2 Developing level of Guest Engagement

Moderate level of Guest Engagement

Advanced level of Guest Engagement

Exemplary level of Guest Engagement

**Q8: On a scale of 1 to 5, please rate the level of knowledge and skills of your staff regarding green skills and sustainable practices:**

**Please use the following scale to determine the level of staff skills and knowledge regarding green skills and sustainable practices:**

**1 = Limited skills** [The majority of our staff have a minor level of understanding of green skills and sustainable practices]

**2 = Developing skills** [Some staff members have a basic understanding of green skills and sustainable practices but additional training is needed]

**3 = Moderate skills** [A significant number of our staff have a solid understanding of green skills and sustainability practices, allowing them to participate actively in different initiatives]

**4 = Advanced skills** [Many of our staff members have an extensive understanding of green skills and sustainability practices, and they successfully promoted them]

**5 = Expert skills** [Our staff members are experts in green skills and sustainability practices, they play a key role in training]

1 Minimal or Non-existent level of Skills and Knowledge

2 Developing level of Skills and Knowledge

3 Moderate level of Skills and Knowledge

4 Advanced level of Skills and Knowledge

Expert/Exemplary level of Skills and Knowledge



English (United Kingdom) ▾

**Q9: On a scale of 1 to 5, please rate your intention to implement internal policies for green skills as a driving factor for improving the hotel's services:**

**Please use the following scale to determine the level of 'intention' to implement internal green policies:**

**1 = Minimal or Non-existent Intentions** [At this stage, we do not think we need to introduce internal policies for green skills because we do not see in them potential for significant change]

**2 = Developing Intentions** [We see some possibilities in it, but we need more information about the potential benefits]

**3 = Moderate Intentions** [We have identified some potential benefits for our hotel in this regard and we plan to investigate this matter]

**4 = Advanced Intentions** [We have started implementing some internal "green skills" policies and we are aware of the real benefit]

**5 = Exemplary Intentions** [We have developed successfully our "green" policies and we are ready to promote them among stakeholders]

1 Minimal or Non-existent

2 Developing

3 Moderate

4 Advanced

5 Exemplary

**Q10: On a scale of 1 to 5, please rate your hotel's level of engagement with efforts regarding waste reduction and promoting sustainability practices:**

**Please use the following scale to determine the level of 'engagement' regarding waste-reduction efforts:**

**1 = Minimal or Non-existent level of Engagement** [Our hotel has little focus on proper waste management or sustainable practices]

**2 = Developing level of Engagement** [We have taken some initial steps towards waste reduction and sustainability but we have already need significant improvement]

**3 = Moderate level of Engagement** [Our hotel has implemented certain waste reduction measures and sustainability practices but we have already need some improvement]

**4 = Advanced level of Engagement** [We have a well-defined approach to waste reduction and sustainability]

**5 = Exemplary level of Engagement** [Our hotel leads in waste reduction and sustainability efforts]

1 Minimal or Non-Existent

2 Developing

3 Moderate

4 Advanced

5 Exemplary

**Q11: On a scale of 1 to 5, please rate your hotel's level of engagement in efforts to reduce energy consumption:**

**Please use the following scale to help determine the engagement efforts to reduce energy consumption at your hotel:**

**1 = Minimal or Non-existent level of Engagement** [Our hotel has little focus on energy-saving practices or efficiency improvements]

**2 = Developing level of Engagement** [We have taken some initial steps towards reducing energy consumption]

**3 = Moderate level of Engagement** [Our hotel has implemented certain energy-saving measures and practices]

**4 = Advanced level of Engagement** [We have a well-defined approach to reducing energy consumption]

**5 = Exemplary level of Engagement** [Our hotel leads in reducing energy consumption and implementing innovative energy-saving practices]

1 Minimal or Non-existent

2 Developing

3 Moderate

4 Advanced

5 Exemplary

**Q12: On a scale of 1 to 5, please rate your hotel's level of engagement in promoting environmental protection:**

**Please use the following scale to help determine the engagement efforts to reduce energy consumption at your hotel:**

**1 = Minimal or Non-existent level of Engagement** [Our hotel has little focus on conservation, biodiversity, or preserving natural resources ]

**2 = Developing level of Engagement** [We have taken some initial steps towards promoting environmental protection]

**3 = Moderate level of Engagement** [We have implemented certain initiatives to promote environmental protection]

**4 = Advanced level of Engagement** [We have a well-defined approach to promoting environmental protection]

**5 = Exemplary level of Engagement** [Our organization is a leader in environmental protection and we implement comprehensive programs and practices in place ]

1 Minimal or Non-existent

2 Developing

3 Moderate

4 Advanced

5 Exemplary

This shows how green you are based on your responses:



We thank you for your time spent taking this survey.  
Your response has been recorded.

**43/60**

**71.7%**