

E · S · G

Mapping the Social Dimension of ESG in Hospitality: The Integration of Hotels into Local Economies and Communities

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THE RESEARCH GAP

S

- S: Comparatively less systematically measured than E and G.
- Research usually looks at individual issues separately — local sourcing, community engagement, employee initiatives .
- There is little hotel-level evidence on whether economic, social and cultural practices coexist within the same hotel.

This study treats the hotel as an actor embedded in a local economy and a local community.

Three questions, one unit of analysis.



RQ1

In what degree do hotels cooperate with local producers in their F&B daily operation and how they identify and evaluate relevant constrains and challenges?

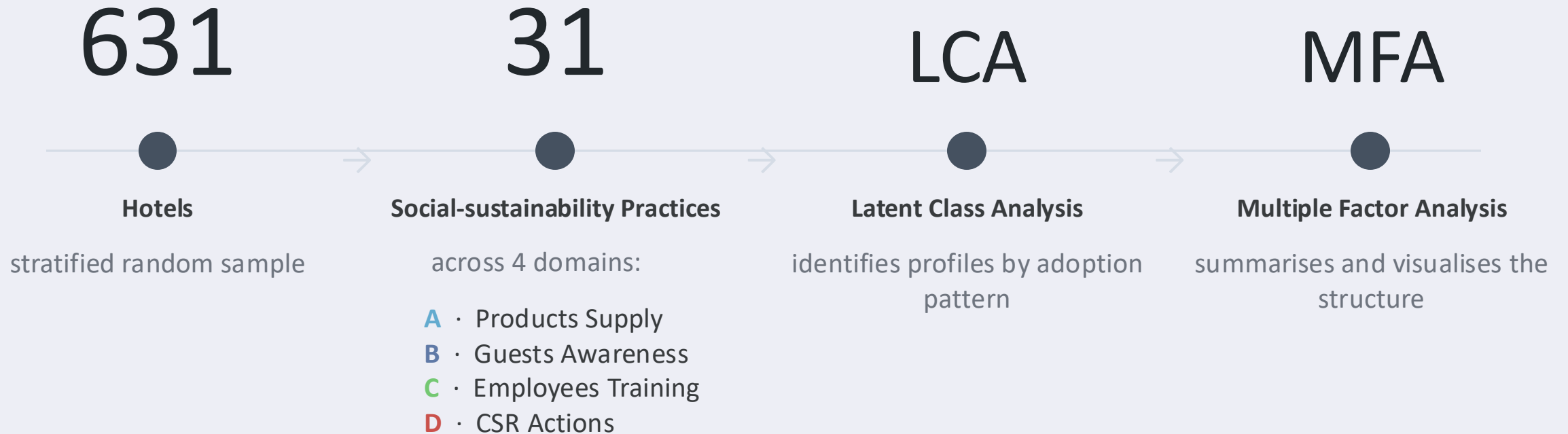
RQ2

How do hotels contribute to social and cultural connection with local communities through sustainability initiatives?

RQ3

To what extent do these practices combine to form distinct hotel profiles?

A national survey, read at the level of the hotel.



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- 2025 ESG Sustainability Survey of the Greek hotel sector
 - Sampling frame: the official Hellenic Chamber of Hotels registry

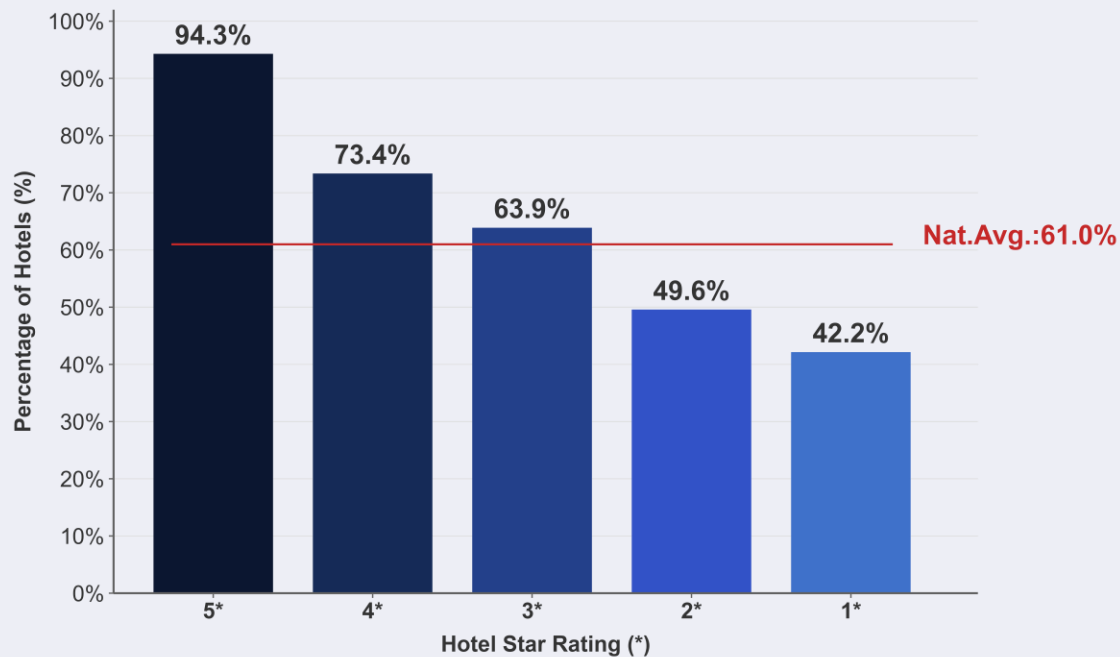
- Computer-assisted web interviewing (CAWI)
- Data validated and imputed

RQ1 · HOTELS AND LOCAL PRODUCERS

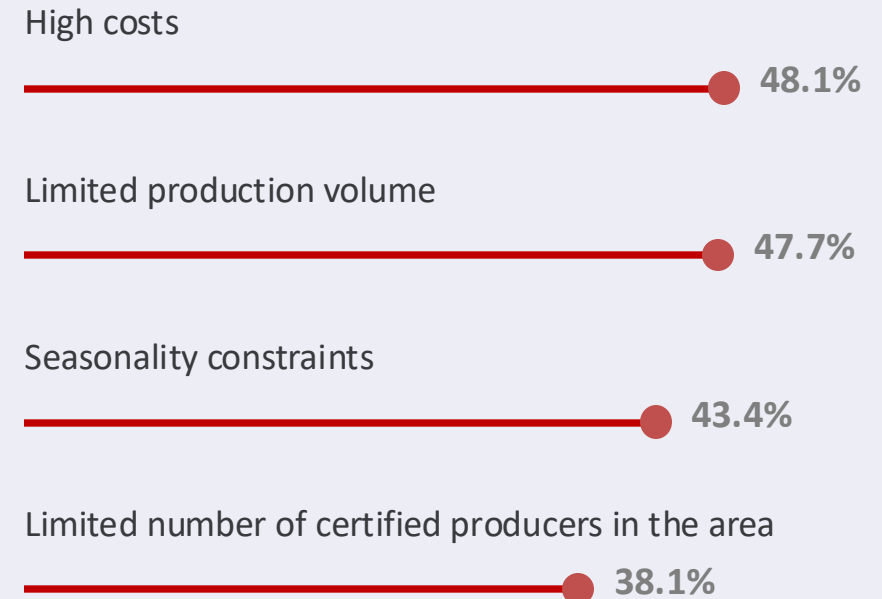
SUPPORT FOR CERTIFIED LOCAL PRODUCERS

61.0% of Greek hotels support certified local producers

but the reported share differs by star category

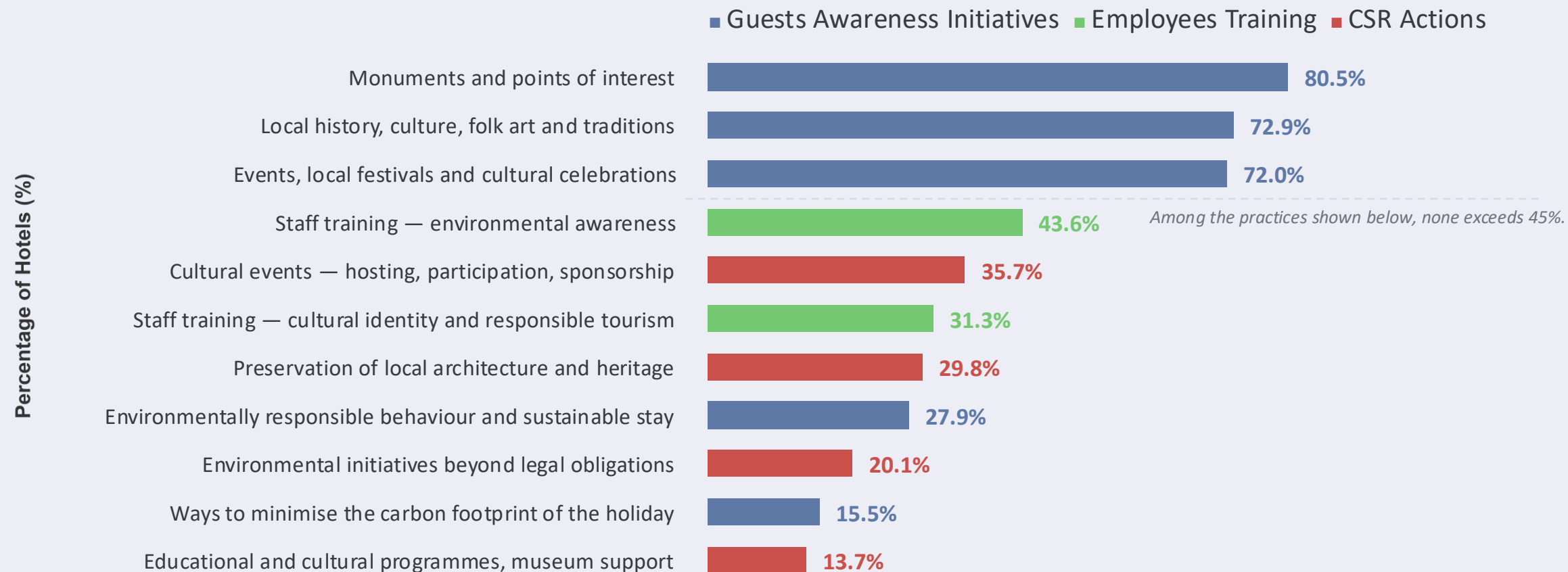


REPORTED CONSTRAINTS ON COOPERATION



Engagement is there but unevenly distributed.

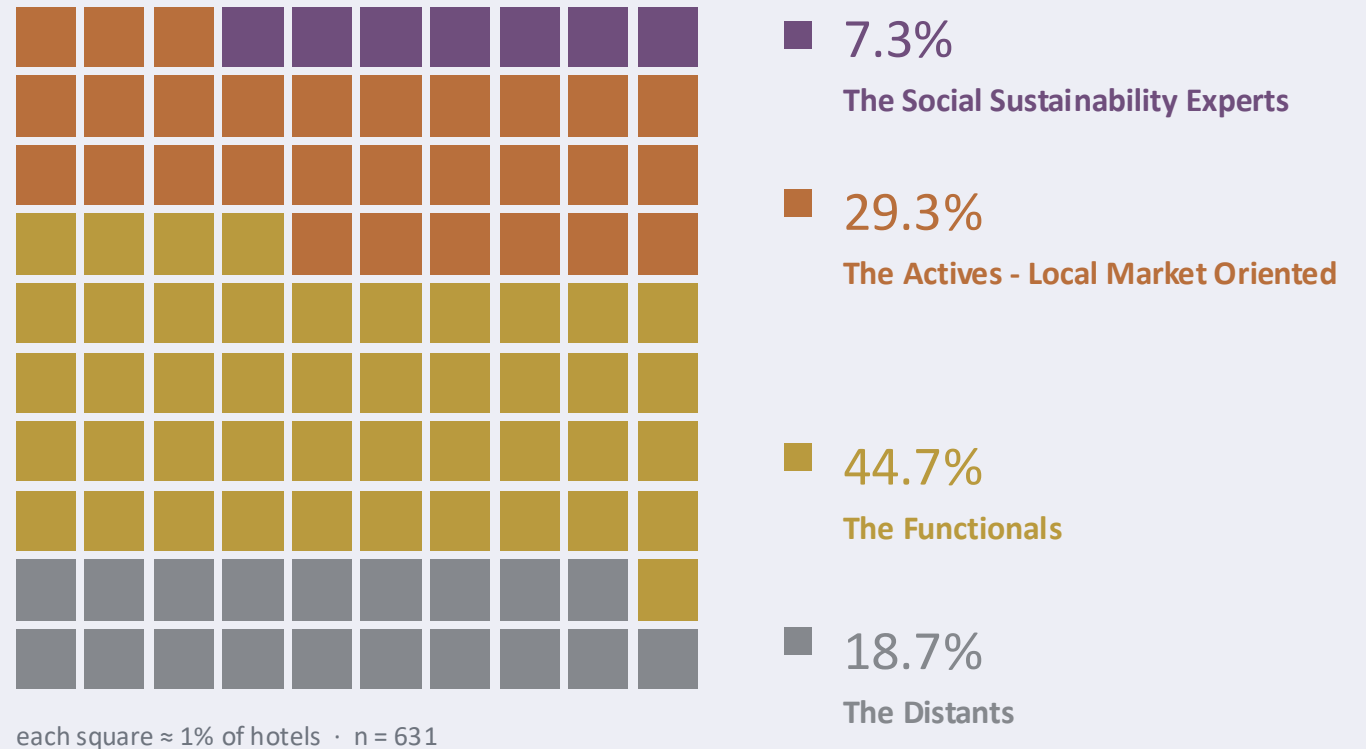
RQ2 · GUESTS, EMPLOYEES AND COMMUNITIES

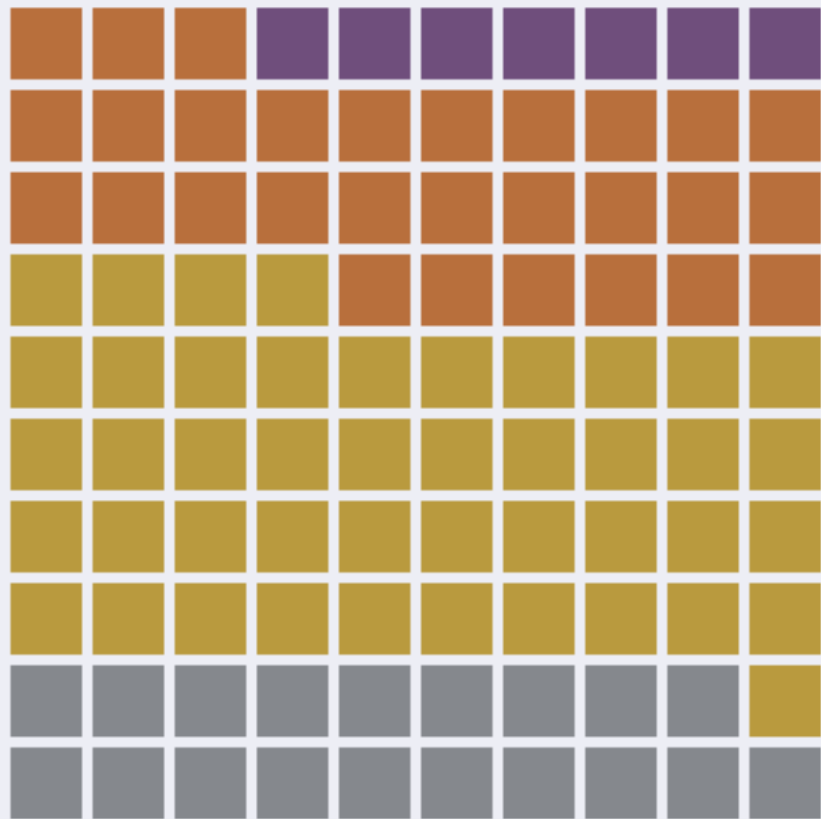


Do these practices combine into distinct hotel profiles?

Yes, four
configurations emerge.

Eight candidate models were examined against five criteria, each repeated ten times. The Bayesian Information Criterion is minimised at $K = 4$.





each square $\approx$ 1% of hotels · n = 631

■ 7.3%

The Social Sustainability Experts



Nearly 40% belong to the 5-star category, and 36% have over 100 rooms.

■ 29.3%

The Actives - Local Market Oriented



This segment is skewed slightly towards 4-star category (26%).

■ 44.7%

The Functionals



They represent the majority of Greek hotels (45%) following the population distribution in terms of size, area, category and operation type.

■ 18.7%

The Distant



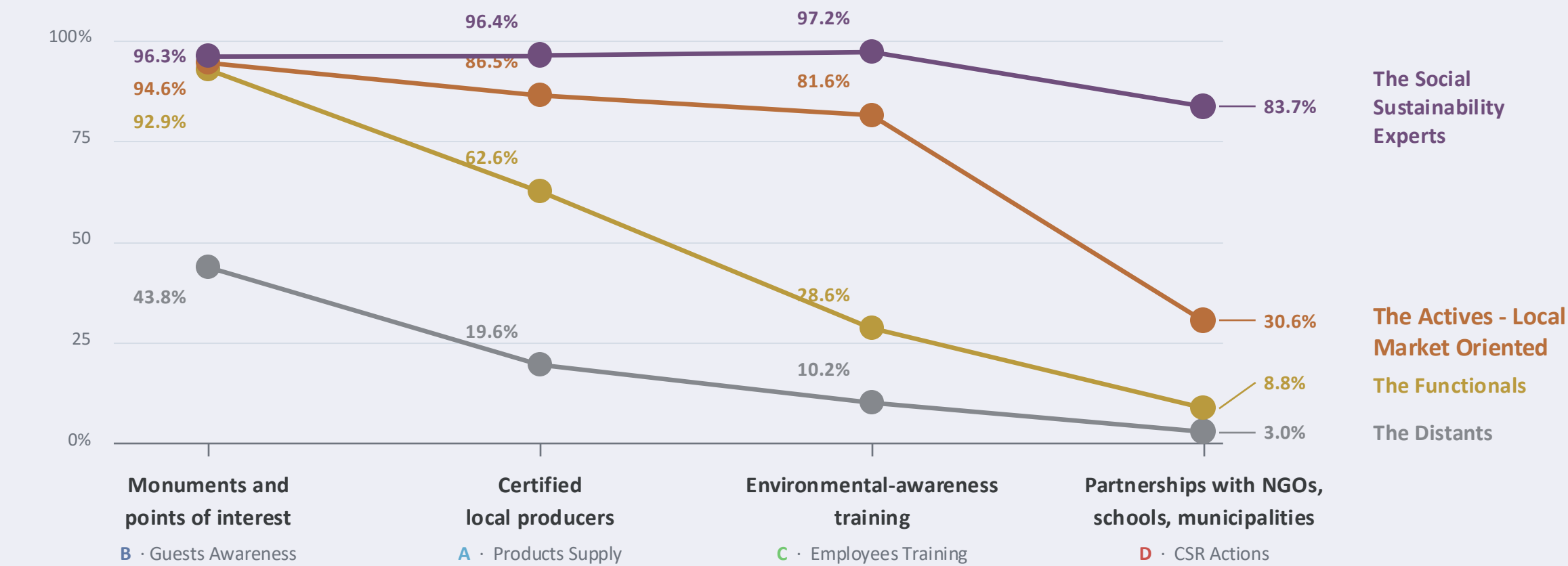
55% of them are small hotels (21-50 rooms) while $\frac{1}{4}$ are located in Macedonia and Thrace region.

THE PROFILES

Close on one practice, far apart on the others.

On Guest Awareness on monuments and points of interest, the Functionals (92.9%) are close to the Actives (94.6%) and the Experts (96.3%).

On CSR Actions, partnerships with NGOs, schools and municipalities, 83.7% of Experts report adoption, against 8.8% of Functionals.



MULTIPLE FACTOR ANALYSIS

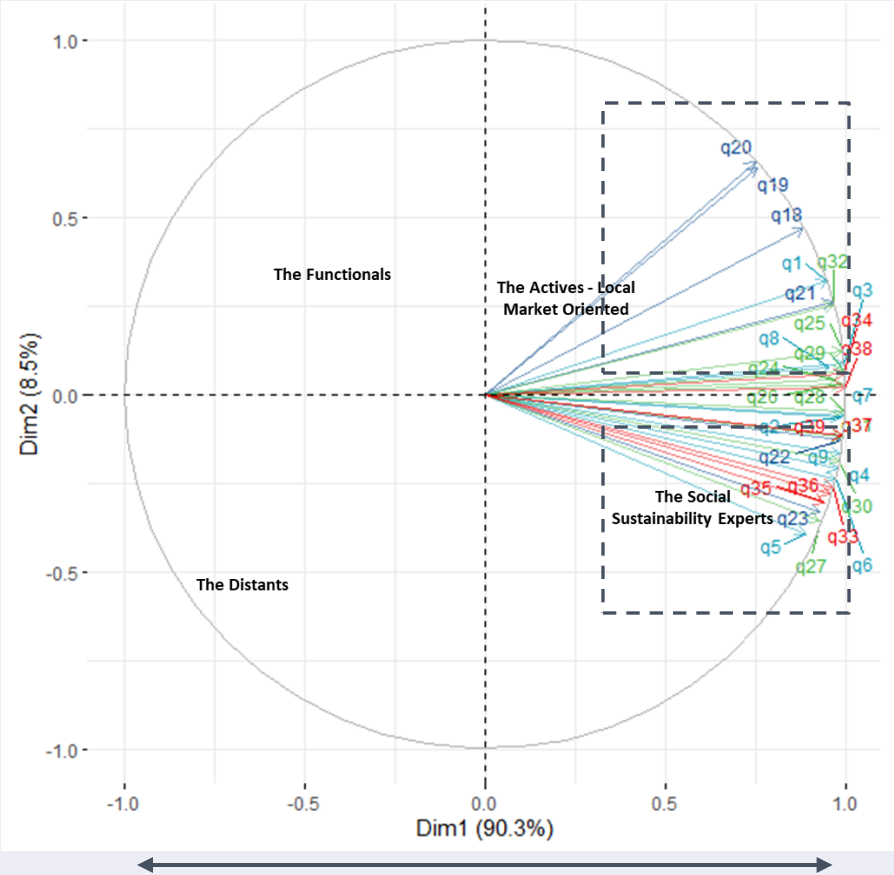


Figure 1 : Multiple Factor Analysis plot

90.3%

of total variability on Dimension 1 — the overall implementation level of social-sustainability practices

98.8%

captured by the two dimensions together

↗ upper right — **B** · Guests Awareness and **C** · Employees Training

↘ lower right — **A** · Products Supply and **D** · CSR Actions

PROJECTED HOTEL CHARACTERISTICS (FIGURE 2)

Hotel category spans the entire horizontal range of the map; hotel size shows significant diversification. No differentiation detected by seasonal versus year-round operation or by lowland versus mountainous location. South Aegean, Crete and Ionian hotels are positioned closer to the Experts and Actives.

Conclusions

01 The Social dimension extends beyond the firm.

It is expressed through hotels' interaction with local stakeholders, not only through corporate responsibility and human-resource management.

02 Cooperation with local producers benefits hotels and local communities, but remains constrained.

Key constraints include costs, limited production capacity, seasonality and the limited availability of certified suppliers.

03 Engagement is unevenly distributed across the sector.

Higher-category and larger hotels, and hotels in major tourism regions, tend to show stronger engagement across the aspects examined.

04 Social sustainability is not adopted uniformly.

Latent Class Analysis reveals four distinct hotel profiles: Experts · Actives – Local Market Oriented · Functionals · Distant

Thank you!

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