

PRiME

*an initiative of the
United Nations Global Compact*



Sharing Information on Progress 2026

Hotelschool The Hague

September 2026

Table of Contents

1. About PRME	3
2. About SDGs	5
3. Getting Started	6
4. Values	8
5. Research	10
6. Partner	21
7. Practice	23
8. Share	25

About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

This section provides foundational information about Hotelschool The Hague, including key details and basic institutional data.

Graduates & Enrollment

2025 Statistics	Number
Graduates	513
Faculty & Staff at the Institution	287
Student Enrollment at the Institution	2,439
Undergraduate Attendance	2416
Masters-Level Postgraduate Attendance	23
Doctoral Student Attendance	2

Degrees Offered

Bachelor Programs

 Bachelor of Arts (B.A.)

Masters Programs

 Master of Arts (M.A.)  Master of Business Administration (M.B.A.)



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Who Champions Responsible Management Education at Our Institution

- ❖ Interdisciplinary efforts across business school



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

We explore sustainability and management challenges in hospitality to prepare responsible future leaders. Key topics include food waste reduction, ESG, circularity, and the interconnected relationships between hospitality businesses, cities, and local communities.

Research vs Research for RME/Sustainable Development

13	Peer-reviewed articles were published by Hotelschool The Hague from this past calendar year.	vs	3	Peer-reviewed articles were published by Hotelschool The Hague from this past calendar year in support of RME.
-----------	--	-----------	----------	--

Research Funding

In 2025, Hotelschool The Hague was awarded funding for research that is:



National



International

Socializing Research

In 2025, Hotelschool The Hague contributed research findings to:

- ❖ Government and policy makers
- ❖ Industry and business networks
- ❖ International media
- ❖ Local media
- ❖ National media
- ❖ Open-access platforms

Research Projects

In 2025, Hotelschool The Hague reported 2 research projects that implemented responsible or sustainable activities.

Residents Benefit: impact case city hospitality

Period Covering: January, 2024 - May, 2026

Department: Research Centre

Impact case City Hospitality



Impact case: EuroCHRIE 2025

Period Covering: November, 2025 - November, 2025

Department: Research Center

EuroCHRIE 2025 (10-13 November 2025) explored how international collaboration between academia and industry can enhance the relevance, resilience, and impact of hospitality and tourism education. Hosted by Hotelschool The Hague, at the The Hague Campus, under the theme 'Hospitality & Tourism Innovation: Exploring Inspiration Across Industry Lines' it was intentionally designed not just as an international event, much more as a living knowledge ecosystem where research, education, industry, innovation and community involvement intersected. Collectively, the conference contributions addressed sustainability across environmental, social, educational, technological, ethical, and economic dimensions and connected to a broad range of the UN Sustainable Development Goals (SDGs).

see more details on impact of this event in attached file

Topics discussed during the conference organized over 6 themes:

1. Quality Education, Future Leadership & Lifelong Learning

Relevant SDGs: SDG 4 – Quality Education; SDG 17 – Partnerships for the Goals

A strong theme across the conference was the role of hospitality education in preparing students and professionals to contribute to more sustainable and responsible futures.

- Transformative and values-driven leadership education: Contributions highlighted the role of hospitality higher education in moving beyond knowledge transfer towards lifelong learning, self-awareness, and values-driven leadership, enabling students to become agents of positive societal change.
- Inner Development Goals and curriculum innovation: Research discussed the integration of the Inner Development Goals (Being, Thinking, Relating, Collaborating and Acting) into final-year bachelor curricula through challenge-based learning and work-integrated leadership internships.
- Regenerative education: Curriculum renewal centred around "Regenerative Passions", including Regenerative Society, Gastronomy and Work, was presented as an approach to equipping students to contribute to societal and sectoral transformation.

- Cultural intelligence and intercultural competencies: Contributions focused on Cultural Intelligence (CQ) training and educational programmes to improve intercultural service encounters and strengthen long-term guest relationships.
- Experiential and collaborative learning: Tri-sector models connecting universities, private businesses and non-profit/philanthropic organisations were presented as a way of creating sustainable experiential learning environments. Other contributions similarly highlighted design-based learning and co-creative industry–education partnerships for professional development.

2. Decent Work, Employee Well-being, Diversity & Social Inclusion

Relevant SDGs: SDG 3 – Good Health and Well-being; SDG 5 – Gender Equality; SDG 8 – Decent Work and Economic Growth; SDG 10 – Reduced Inequalities

The social dimension of sustainability was strongly represented, particularly around workforce well-being, inclusion, changing labour markets and equitable employment practices.

- Employee well-being and mental health: Research examined the psychological consequences of customer mistreatment for frontline employees, including emotional exhaustion, rumination and work–family conflict under conditions of high role overload.
- Workforce resilience and changing labour markets: Contributions addressed the long-term sustainability of the hospitality labour pool, including ageing populations and the changing work–life balance expectations of Gen Z and Generation Alpha, using multi-stakeholder gap analyses to explore implications for policy and retention.
- Positive employee outcomes: Research demonstrated how employee participation in value co-creation during service recovery can contribute to creativity and pride.
- Diversity, equity and inclusion: Contributions examined recruitment strategies aimed at underrepresented and protected groups, including LGBTQ+ individuals and veterans. Other research addressed workplace ageism affecting workers aged 50+ and discussed age-inclusive HR practices and digital inclusion.
- Other contributions addressed female ethical leadership, the embedding of Inclusive Excellence and DEI within curricula, employment pathways for individuals with intellectual disabilities, refugee inclusion and targeted digital-literacy development for hospitality employees.
- Social ESG performance and reporting: Research also examined corporate commitments by major international hotel groups around employment, diversity, community support and social impact, as well as the relationship between voluntary sustainability initiatives and emerging reporting requirements such as ESRS S1 – Own Workforce.

3. Responsible Consumption, Circularity, Food Systems & Community Impact

Relevant SDGs: SDG 2 – Zero Hunger; SDG 11 – Sustainable Cities and Communities; SDG 12 – Responsible Consumption and Production

Responsible consumption and circular hospitality operations formed another substantial cluster of contributions.

- Food and plate-waste reduction: Contributions examined AI-supported food-waste tracking technologies such as Winnow and Leanpath, customised portion sizes, surplus-food redistribution and other approaches to reducing waste in hotels, canteens and educational hospitality environments.
- Circular operations: Research and industry cases covered the reduction of single-use plastics, reusable containers and bottles, composting, soap recycling, greywater systems and smart irrigation.
- Plant-forward and locally sourced food: Hotelschool The Hague's SENSE F&B philosophy was presented, including plant-forward 80|20 principles, transparent sourcing and the EDEN gardens based on Farm-to-Fork principles and reduced food miles.
- Hospitality and social impact: The STREATS mobile food-truck initiative demonstrated how hospitality operations can contribute to communities by providing meals to refugee reception centres, homeless shelters and elderly homes.
- Sustainable food entrepreneurship: Shared commercial kitchens were highlighted as innovation ecosystems that provide infrastructure and resources to emerging food entrepreneurs.
- Consumer behaviour and responsible dining: Contributions also considered behavioural and infrastructural barriers to reuse, Gen Z preferences for sustainable casual dining, and the role of non-alcoholic pairings in creating more inclusive and health-conscious hospitality experiences.
- Community-based sustainability: Freetown Christiania was examined as a community-driven model incorporating organic and vegan food cultures, low-carbon cycling and communal approaches to sustainability, while also considering tensions created by tourism and commercialisation.

4. Regenerative Tourism, Decarbonisation & Environmental Management

Relevant SDGs: SDG 7 – Affordable and Clean Energy; SDG 11 – Sustainable Cities and Communities; SDG 13 – Climate Action; SDG 14 – Life Below Water; SDG 15 – Life on Land

Environmental sustainability was addressed both at operational level and through broader discussions about regenerative tourism and destination development.

- Decarbonisation and net-zero pathways: Contributions considered hotel decarbonisation strategies and industry alignment with initiatives such as the Science Based Targets initiative (SBTi), including reductions in Scope 1 and Scope 2 carbon-emissions intensity.
- Energy and resource efficiency: Research addressed AI-supported energy and water management, geothermal energy, district heating, EV charging facilities and their relationship with hotel operations, guest satisfaction and green brand equity.
- Regenerative and net-positive tourism: Several contributions moved beyond conventional harm-reduction approaches towards regenerative models, including tourism symposiums and regenerative urban hospitality aimed at contributing positively to natural and social systems.

- Destination and ecosystem protection: Research included sustainable approaches to island and marine tourism, protection of marine ecosystems, and the relationship between tourism, communities and natural environments.
- Sustainable accommodation and investment: Contributions also covered sustainability e-toolkits for SME accommodation providers and the implications of climate policy and EU Green Deal requirements for hotel real estate, investment and resilience.

5. Responsible Technology, AI & Sustainable Innovation

Relevant SDGs: SDG 4 – Quality Education; SDG 9 – Industry, Innovation and Infrastructure; SDG 12 – Responsible Consumption and Production; SDG 16 – Peace, Justice and Strong Institutions

Digital transformation was frequently discussed together with questions of responsibility, ethics and human-centred implementation.

- AI ethics and literacy: Contributions explored how artificial intelligence can be integrated into hospitality and higher education while maintaining academic integrity, student agency and responsible use, including the development of AI literacy and prompt-engineering capabilities.
- Corporate Digital Responsibility: Research presented frameworks for Corporate Digital Responsibility, including data privacy, algorithmic fairness and the responsible governance of digital technologies.
- Service robotics and human–technology interaction: Research examined the role of Generative AI and service robots in addressing labour shortages while also considering responsibility and attribution when technology-supported services fail.
- Immersive and accessible technology: Spatial Augmented Reality approaches were presented as a means of supporting accessible, culturally sensitive and sustainable visitor engagement in heritage and cultural tourism. Other contributions examined XR as a means of reducing physical resources such as paper while supporting local heritage interpretation.
- Overall, these contributions emphasised that technological innovation in hospitality needs to be considered not only in terms of efficiency but also in relation to accessibility, human experience, ethics and responsible governance.

6. Governance, Partnerships & Sustainable Destination Development

Relevant SDGs: SDG 11 – Sustainable Cities and Communities; SDG 16 – Peace, Justice and Strong Institutions; SDG 17 – Partnerships for the Goals

Finally, a recurring message was that sustainability challenges in hospitality and tourism cannot be addressed by individual organisations alone.

- Multi-stakeholder destination development: Contributions explored participatory scenario planning, collaboration with municipalities, farms, cultural organisations and other local stakeholders, and ways of distributing the value generated by tourism more equitably across destinations.
- Materiality and sustainable business models: Research on double materiality considered both “inside-out” and “outside-in” impacts as a basis for sustainable business-model innovation and for questioning established or “sacred cow” hotel brand standards.

- Internationalisation and institutional governance: Contributions examined cross-border education, international branch campuses and alignment with international quality and accreditation frameworks such as UNWTO TedQual, THE-ICE and AACSB.
- Collaborative research networks: The launch of the EuroCHRIE Special Interest Group “The Business of Ageing in Hospitality” provided another example of cross-institutional and public-private collaboration around a major societal challenge.



Research Presentations Related to RME and/or Sustainability

In 2025, Hotelschool The Hague gave 1 research presentation related to RME and/or sustainability.

Hospitality Employee Circular Economy Participation: The Role of Primary Appraisals, Job Crafting, and Facilitating Behavior

Authors: Renata F. Guzzo | Arjan van Rheede | Lenna V. Shulga

Date of publication: November, 2025

Presented at: National or international discipline-specific conference

Department: Research Center

Responding to the recent advances in the circular economy (CE) initiatives in hospitality industry, this paper examines the factors influencing employee CE-participation. Hospitality employees' CE perceptions and participation are rarely examined, although employee behavior plays a critical role in the successful implementation of CE initiatives. Based on the transactional theory of stress, employees' cognitive appraisal and job crafting, organizational facilitating behavior, and employees' CE-participation were examined. Data were collected from hotel employees (N=181) who previously

had knowledge of CE initiatives. PROCESS macro was used to analyze the data. Challenge appraisal and job crafting towards strengths had a significant influence on employee CE-participation. Organizational facilitating behavior served as a partial moderator in combination with job crafting as a mediator. Hospitality organizations should facilitate and challenge employees to enable their job crafting and ensure CE-participation. Theoretical contributions are presented and discussed.



Publications Related to RME and/or Sustainability

The Social Hub: Hotels and Community, Exploring Strategies | [DOI](#)

Authors: Jan Huizing

Date of publication: June, 2025

Department: Research Centre

The Social Hub operates with a hybrid hospitality concept that fosters community and encourages interactions among guests. It engages with the local community and aims to improve society. Built on strong values and beliefs, The Social Hub strives to be more than just a hotel; it serves as a hub that provides community spaces and empowers changemakers. Currently, the primary focus is on building the internal (on-premises) community, but The Social Hub is actively exploring strategies to engage with residents and businesses effectively. Adding to their innovative approach, The Social Hub faces interesting challenges and opportunities to create value and growth by further engaging with the surrounding community.



Go with the flow: How changing the default can drive consumer choice for climate friendly menu options | [DOI](#)

Authors: Anna de Visser Amundson | Joost de Vos | Robert Gallicano

Date of publication: April, 2025

Department: Research Center

Highlights

- •
- Changing the default option to vegetarian can promote climate-friendly choices.
- •
- Default nudges can drive sustainable behavior without affecting satisfaction.
- •
- Vegetarian defaults may decrease overall sales of the focal product category.

Abstract

Restaurant customers typically select from pre-set menu options, as requesting alternatives requires additional cognitive and emotional effort. 'Going with the flow' is easier and often sufficient to meet perceived consumption goals (e.g., having a nice meal in a restaurant). This paper shows how restaurants can change the default option as a strategy to nudge customers toward more climate friendly choices. Specifically, we demonstrate, in a buffet restaurant field context, that setting a vegetarian option as the default (requiring customers to request the meat option) more than doubles the sales of the vegetarian option relative to the meat default condition. While these results build on previous research in a novel context, we also provide new insights into the default nudge, revealing a potential drawback of its effect. We find that changing the default can also divert customers from the focal product category and cause a significant decrease, 30.1 %, in overall sales at those buffet stations. However, customer satisfaction levels remain consistent across both conditions, suggesting that the drop in sales is not due to dissatisfaction with the vegetarian default but rather reflects the ease of choosing alternatives at other buffet stations. These findings offer a more nuanced perspective that, while changing the default can effectively encourage more climate friendly menu choices, it should be carefully designed to prevent potential business losses.



How carbon warning and value labels influence menu choices in real-world settings

| [DOI](#)

Authors: Anna de Visser Amundson | Viachaslau Filimonau

Date of publication: April, 2025

Department: Research Center

Carbon footprint labelling can help foodservice providers guide customers toward more environmentally sustainable menu choices. However, limited empirical research has investigated how different types of carbon labels affect food choices in real-world restaurant settings. This paper

presents real-world evidence from two experimental field studies examining the effects of carbon warning and carbon value labels on menu choices. Study 1 shows that, contrary to encouraging pro-social food choices, the combined use of carbon warning (red) and carbon value (green and yellow) labels can negatively affect product category sales across all red, yellow and green labelled products. While red(high) carbon choices decrease as intended, the choice for green(low)- and yellow(medium)-carbon menu options also drops dramatically. We theorise that these results are driven by contagion effects and the use of multiple environmental cues. Study 2 addresses this by using only a carbon value label with local food as a proxy for communicating climate-benign options without triggering aversive responses. The study's findings underscore how carbon value labelling can enhance the influence of carbon labels on environmentally sustainable food choices. These findings offer actionable insights for foodservice providers, helping them to design menu labels that drive positive consumer responses to more environmentally sustainable menu options.



EU Green Deal: A Growth Strategy for New Economic and Business Models | [DOI](#)

Authors: Melinda Ratkai

Date of publication: February, 2025

Presented at: online panel

Department: Research Center

The tourism and hospitality industry is particularly vulnerable to climate change, energy transitions, and environmental degradation—existential threats to Europe and the world. To tackle these challenges, the European Green Deal aims to transform the EU into a modern, resource-efficient, and competitive economy, ensuring:

- No net greenhouse gas emissions by 2050
- Economic growth decoupled from resource use
- No person and no place left behind

On 11 December 2019, the European Commission unveiled the European Green Deal as a growth strategy. But what does that mean? A growth strategy is more than just a vision or mission statement; it's a roadmap backed by strong political will to drive meaningful transitions. And let's be honest—these transitions are long overdue. Sometimes, it's astounding to reflect on how humanity allowed such environmental degradation, driven by egoism and convenience, with little regard for future generations.



Continue telling your story

Yearly Overview Research Centre 2025

Authors: Research Centre

Date of publication: December, 2025

Department: Research Centre

Our yearly overview showcases the work my colleagues and I have been involved in over the past year and the ideas helping to move our industry forward.

#hospitality #research, #innovation #appliedresearch #hotelschool #hotel #management
#hospitalitybusinessschool

[Hotelschool_The_Hague_yearly_overview_research_centre_2025](#)





Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

Institutional Partnerships

- ❖ Local institutions and associations
- ❖ Quacquarelli Symonds (QS)
- ❖ Ministries of Education, Higher Education, or similar national bodies
- ❖ University Councils

Student Organization Partnerships

- ❖ None



Practice

We adopt responsible and accountable management principles in our own governance and operations.

Institutional Policies and Practices

- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Environmental stewardship policies
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Ministry of education recommendation documents
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Water
- ❖ Zero-waste guides
- ❖ Buildings/real estate
- ❖ Green Key - Gold



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

How We Define Share

We share our successes and challenges with employees, students, alumni and industry via our intranet (internal), blog and social media channels to engage the community and share our successes. We want to be a thought leader on for the hospitality industry and to inspire and educate the future leaders.

Engagement Opportunities

Hotelschool The Hague offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Annual reports
- ❖ Community events and consultation forums
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Sustainability-focused research and collaboration Opportunities
- ❖ Publicly accessible sustainability data and dashboards
- ❖ Boards and advisory committees
- ❖ Student and staff volunteer programs

Communication Audiences

Hotelschool The Hague communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Faculty and staff
- ❖ Government and policy makers
- ❖ Media and public relations channels
- ❖ Prospective and current students
- ❖ Research and academic networks

Communication Barriers

Hotelschool The Hague faces the following barriers in transparent communications:



**Audience
reach**



SIGNATORY

Hotelschool The Hague



Address

Brusselselaan 2, 2587 AH Den Haag
Netherlands