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An Analysis Of The Implementation Of Hotel Sustainability Principles In The Execution Of MICE Events At A Five-Star Hotel XYZ Jakarta

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Abstract

This research is motivated by the increasing activity of Meetings, Incentives, Conferences, and Exhibitions (MICE) which has an impact on the environment through high energy consumption, event waste, and carbon emissions. This study aims to analyze the standardization and application of sustainability principles based on Environmental, Social, and Governance (ESG) in organizing MICE events at Hotel XYZ Jakarta. The study uses a qualitative approach with descriptive methods. The research population consists of internal hotel parties and external parties involved in MICE activities, while the sample is determined using purposive sampling. The research instruments include semi-structured interviews, participant observation, and documentation. Data analysis techniques use the Miles and Huberman model through data reduction, data presentation, and drawing conclusions with triangulation of sources and techniques. The results show that the hotel has implemented various sustainability practices such as the elimination of single-use plastic, food waste management, energy and water efficiency, the use of local vendors, and responsible procurement based on environmental certification. However, implementation in the field still faces obstacles such as lack of waste segregation, limited socialization of the Sustainable Meeting program to external parties, and suboptimal facilities for people with disabilities. The research conclusion shows that the implementation of ESG principles in MICE activities at Hotel XYZ Jakarta has been running quite well, but still requires improvement in aspects of operational supervision, sustainability communication, and inclusive facilities.

Keywords: Environmental, ESG, Hospitality, MICE, Sustainability

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INTRODUCTION

The Meetings, Incentives, Conferences, and Exhibitions (MICE) industry in Jakarta has shown significant growth, along with the increasing demand for national and international business events, conferences, and exhibitions. MICE activities not only have an economic impact on the tourism and hospitality sectors but also have significant environmental consequences, particularly due to high energy consumption, participant transportation, and increased event waste such as single-use plastics, food waste, paper, and event support equipment. A green hotel is defined as a hotel that assesses all ecological conditions in its surroundings before undertaking any construction so that, when a hotel development is carried out, it does not negatively impact the environment (Ardiansyah & Iskandar, 2021). Recent research indicates that the average global conference participant produces approximately 1.89 kilograms of waste per day during the event (WiFiTalents, 2025). This situation indicates that MICE activities contribute to increased carbon emissions and waste production, which are a concern in the development of sustainable tourism. Previous research also explains that the tourism sector and conference activities contribute to increased waste and carbon footprints if not managed with sound sustainability principles (Stevenson, 2021; Vlachokostas et al., 2021). Furthermore, conferences and exhibitions are known to generate large amounts of waste from the use of disposable materials and consumption activities during the event (Walker & Bromwich, 2021; Borrelle et al., 2020).

The increase in MICE activity in Jakarta is also supported by the availability of increasingly developed hotel infrastructure and supporting facilities. The Jakarta Tourism and Creative Economy Agency recorded that there are approximately 500 star-rated hotels in operation, playing a vital role in supporting MICE activities as conference, meeting, and participant accommodation locations (Antara Indonesian News Agency, 2025). This condition makes hotels a crucial element in the implementation of sustainable tourism, especially because hotel operations are directly related to energy consumption, waste management, water use, and large-scale service activities. The Indonesian government, through the Ministry of Tourism, has also encouraged the implementation of the Cleanliness, Health, Safety, and Environmental Sustainability (CHSE) concept as a standard for implementing MICE activities during and after the pandemic. The implementation of the sustainability concept in the hotel industry is further strengthened through international certifications such as the Global Sustainable Tourism Council (GSTC), which assesses companies' commitment to sustainable practices based on environmental, social, and governance (ESG) (GSTC, 2025; Suryantari et al., 2024). The

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application of ESG principles is also seen as an important strategy in supporting the achievement of Sustainable Development Goals (SDGs) in the tourism and hospitality sector (Matos, 2020; Bappenas, 2025).

Despite the growing concept of sustainability in the hospitality industry, the implementation of sustainable practices in MICE events still faces various challenges. MICE events, involving thousands of attendees at a time, often generate large amounts of waste, while event waste management is not yet optimal. Several studies have shown that the hospitality and conference sectors still face challenges related to food waste reduction, single-use plastic management, energy efficiency, and carbon emission control in event operations (Subramanian et al., 2021; Awasthi et al., 2021). Furthermore, the increasing demand for sustainable tourism practices is pushing hotels not only to comply with government regulations but also to demonstrate a concrete commitment to implementing ESG in all operational activities, including MICE events. This situation highlights the need to evaluate the alignment between established hotel sustainability standards and the implementation of practices on the ground.

Research issues are also evident in the gap between companies' published sustainability commitments and the operational practices of their MICE activities. One five-star hotel in Jakarta, located in the Bundaran HI area, is known to have received GSTC Certification and the Gold Winner Sustainable 5-Star Hotel award at the Wonderful Indonesia Awards 2025, in recognition of its sustainability program. The hotel also implements internal ESG-based sustainability principles through a strategy integrated with the Sustainable Development Goals (SDGs). However, the high contribution of MICE activities, reaching approximately 40% of the hotel's activities, indicates that conferences and meetings still have the potential to generate waste and significant environmental impacts if not managed consistently according to established sustainability standards. Research related to ESG implementation in MICE events at star-rated hotels in Indonesia is also relatively limited, particularly research comparing internal hotel sustainability standards with actual practices in organizing MICE events. Therefore, a more in-depth analysis is needed regarding the forms of standardization, commitment, and practices of implementing sustainability principles in MICE activities at the hotel (Haryono et al., 2025; Walker & Bromwich, 2021).

This study aims to analyze the standardization and commitment of Hotel XYZ Jakarta to ESG-based sustainability principles and identify the implementation practices of these principles in organizing MICE events as a venue and provider of event support products and services. This research is important because the MICE industry has a

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significant environmental impact on increasing waste and carbon emissions, so it is necessary to evaluate the implementation of sustainability concepts in real hotel operations. In addition, this study is expected to provide practical contributions to the development of sustainability strategies in the hotel and MICE sectors in Indonesia and support the achievement of SDGs targets in the tourism sector. The novelty of this research lies in the focus of the study on the implementation of ESG principles and internal hotel sustainability strategies in organizing MICE events by comparing hotel sustainability standards with actual practices applied in MICE activity operations at five-star hotels in Jakarta.

RESEARCH METHODS

This study uses a qualitative approach with descriptive methods to deeply understand the application of sustainability principles based on Environmental, Social, and Governance (ESG) in organizing Meetings, Incentives, Conferences, and Exhibitions (MICE) at Hotel XYZ Jakarta. This approach was chosen because the study focuses on exploring natural social phenomena through interviews, observations, and documentation to determine the suitability between hotel sustainability standards and practices applied in MICE activities. Creswell and Poth (2024) explain that qualitative research is used to understand the meaning of a social phenomenon in depth, while Sugiyono (2023) states that descriptive methods aim to describe the conditions of the research object systematically and factually. Thus, this method is considered appropriate for analyzing ESG implementation in MICE operations at Hotel XYZ Jakarta (Waruwu, 2023; Rachmad et al., 2024).

The population in this study was all parties involved in the implementation of the sustainability program and MICE operations at Hotel XYZ Jakarta, both internal and external parties. The sampling technique used purposive sampling because informants were selected based on specific considerations according to the research needs. The research informants consisted of the Sustainability department, the MICE department, the banquet department, as well as vendors and event organizers who had collaborated with the hotel in implementing MICE activities. The informants were selected because they were considered to have an understanding and direct involvement in the implementation of hotel sustainability (Sugiyono, 2023; Emzir, 2023; Rahman, 2021).

The primary instrument in this study was the researcher herself, supported by semi-structured interview guidelines, observation sheets, and documentation. Data collection techniques were carried out through in-depth interviews, participant

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observation, and documentation to obtain comprehensive information regarding sustainability practices in MICE activities at Hotel XYZ Jakarta. Interviews were used to explore the views and experiences of informants, observations were conducted through direct involvement in event operational activities, while documentation was used as supporting evidence for the research in the form of photographs, archives, and related documents. In addition to primary data, the study also utilized secondary data from journals, books, scientific articles, and reports related to hotel sustainability and the MICE industry (Akbarudin et al., 2022; Widodo et al., 2023; Romdona et al., 2025).

The data analysis technique in this study uses the Miles and Huberman model, which includes data collection, data reduction, data presentation, and conclusion drawing. Data obtained from interviews, observations, and documentation were selected and focused on information relevant to ESG implementation in MICE activities at Hotel XYZ Jakarta. Then, they were presented in descriptive narrative form to facilitate data interpretation. To ensure data validity, this study used source triangulation and technical triangulation by comparing the results of interviews, observations, and documentation from various informants to enhance the validity and credibility of the research results (Miles et al., 2022; Sugiyono, 2023; Liang & Irawan, 2023).

The research procedure was carried out in stages, starting with problem identification through literature studies related to the sustainability of the MICE and hospitality industry, developing research instruments, collecting primary and secondary data, and then analyzing and drawing conclusions. Data collection was conducted through semi-structured interviews, participant observation, and direct documentation at Hotel XYZ Jakarta to obtain an overview of ESG implementation in MICE activities. After data collection, the researcher conducted in-depth data reduction, presentation, and interpretation, as well as triangulation to ensure the validity of the research results before compiling a systematic and comprehensive research report (Creswell & Poth, 2024; Sudaryono, 2022).

RESULTS AND DISCUSSION

Qualitative Data Analysis

Table 1. Data Reduction Table

No.	Data Reduction	Explanation
		During the observations and interviews, the researchers were invited to tour the hotel as if they were guests on a

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1.	Eco-friendly room amenities	site visit. They went into the guest rooms and received lengthy and detailed explanations of the amenities and sustainability programs in place, such as green linen. *glass bottle*, toiletry packaging, and so on.
2.	History of the process story *Single-Use Plastic*	While being interviewed about how hotels are eliminating single-use packaging in the MICE sector, the interviewee provided a fairly broad answer. He shared a story about how, when hotels were asked to eliminate single-use packaging in 2019, they encountered obstacles due to the lack of sources or vendors capable of meeting the demand. He explained that the hotel, at that time, went so far as to call vendors to provide counseling. If anyone dared to become a pioneer in making environmentally friendly packaging without plastic materials, the vendor in question would likely receive income from other hotels who also began replacing all their packaging with non-plastic. He explained the hotel's efforts to convince vendors. Which is able to make the products needed by Hotel XYZ Jakarta.
3.	Gender Demographics at Hotel XYZ Jakarta	This broadening of information also occurred when addressing the social aspect of ESG, regarding inclusivity. As previously explained, this aspect focuses more on accessibility for all parties. However, the resource person also addressed the existing gender equality issue, stating that 40% of the employees at Hotel XYZ Jakarta are women, including high-ranking hotel executives. Where this is also encouraged by corporations

Source: Data processed by researchers (2026)

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Data Triangulation/Technique

1. Observation Results of Hotel XYZ Jakarta

Table 2. Observation Table of Hotel XYZ Jakarta

Observation Aspect	Indicator	Observation Results
Environment	Consumption water & energy	The hotel uses automatic faucets with sensitive sensors to minimize water waste. Lighting in the meeting rooms is inefficient because they're turned on during the day, even though there are windows that could maximize natural light.
	Carbon Emissions	Hotels use information facilities with low radiation LEDs or paper-based (paper barcode)
	Waste management	There is only 1 piece of trash and there is no waste segregation in the meeting area
		Trash was still scattered in the back area. While appropriate trash bins were provided, some parties were not paying attention. A significant amount of trash was also found, including pastries served as refreshments when guests arrived and were seated in the ballroom.
	Elimination Single-Use Plastic	Disposable bottles are still visible in several areas, brought in by external parties (event organizers, event organizers, decor vendors, etc.). Some employees also continue to bring disposable bottles, which automatically contributes to the overall waste data, resulting in the single-use plastic elimination program not being fully implemented. Plastic waste remains scattered in several areas. However, the hotel also appears to have replaced all takeout containers and cutlery with cardboard or wood.
	Right Man	The restroom area near the meeting room is not very accessible for people with disabilities, being quite dark and small. Accessible to the meeting area is available, and the area is quite spacious and does

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Social	& Accessibility	not require stairs; it can be accessed by escalator and elevator. There is a dedicated parking area for people with disabilities very close to the lobby and meeting area.
	Employee welfare	There is a very decent employee canteen with a wide variety of side dishes, complete with a salad bar and different fruits every day. There is also a chill area, which is an area for resting where several sofas are provided, along with separate bedrooms.
		Both male and female employees were very well-dressed, friendly, and warm in welcoming guests. They did not appear flustered when guests came to ask questions.
	Local Community	Market snacks served in the buffet stall coffee break meetings are purchased from local MSMEs.
	Cultural Values	There are local cultural elements in the meeting area, such as the naming of the meeting rooms, namely; There's also a touch of Indonesian influence in the meeting foyer, featuring wayang puppet displays. However, there's no description of the art form on display, so it's simply an aesthetic display.
Governance	Procurement responsible	Using certified procurement vendors such as takeaway box vendors from Virtus Pack, a halal, biodegradable & compostable food grade environmentally friendly food packaging production company. Coffee and tea must be sourced from companies certified by the rainforest or fair trade standards. Sugar must be sourced from companies certified by Bonsucro. Eggs must be sourced from companies certified by the cage-free egg industry. Meeting area paper must be sourced from companies certified by the Forest Stewardship Council. Tissues must be from the Livi brand, which is Eco-Label certified.

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	Monitoring	A team called the sustainability committee group consists of individuals from each department, such as engineering, purchasing, F&B, and HK, to ensure all programs and guidelines are implemented properly. However, this appears to be ineffective, as evidenced by the poorly controlled waste management.
	Interaction between staff and guests	The interaction between staff and guests was dynamic, with friendly staff, and feedback from guests was also responded to in a friendly manner. However, there was no significant call for the elimination of single-use plastics. Only paper information was available in several parts of the hotel, such as in the rooms and at the concierge. Due to the lack of direct staff, some people still brought single-use bottles or other packaging.

2. Interview Results

Table 3. Management Research Informants

SUSTANABILITY DEPARTMENT	
Informant Code	AH
Age	36 years old
Position	Assistant Director of Sustainability
Interview Date	March 12, 2026
Reasons for Choosing Informants	Have the responsibility to oversee the sustainability program at Hotel XYZ Jakarta as well as being a sustainability champion
SALES & MARKETING DEPARTMENT	
Informant Code	MK
Age	47 years old
Position	Director of Events
Interview Date	May 11, 2026
Reasons for Choosing Informants	Have responsibility in organizing the entire series of events that take place at Hotel XYZ Jakarta including MICE events
BANQUET DEPARTMENT	

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Informant Code	BI
Age	38 years old
Position	Assistant of Banquet & Catering Manager
Interview Date	May 11, 2026
Reasons for Choosing Informants	Have responsibility in managing the continuity of events taking place at the hotel in terms of banquet service and production.

Source: Data processed by researchers (2026)

Table 4. External Research Informants

Event Organizer X	
Informant Code	NA1
Age	31 Years
Position	Owner & Creative Team
Interview Date	May 8, 2026
Reasons for Choosing Informants	Was once an Event Organizer who went directly to the field at Hotel XYZ Jakarta and also participated in the preparation and implementation of the event on April 22-24, 2026.
Event Organizer X	
Informant Code	NA2
Age	28 Years
Position	Team & Freelance Registration
Interview Date	May 8, 2026
Reasons for Choosing Informants	Was once an Event Organizer who went directly to the field at Hotel XYZ Jakarta and also participated in the preparation and implementation of the event on April 22-24, 2026.

Source: Data processed by researchers (2026)

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The hotel's sustainable principles

1. **Understanding**

Table 5. Triangulation of Sources of Understanding of the Hotel's Sustainable Principles

Aspect	Results
	Informant 1: Mr. AH (Management)
	This principle was created by Hotel XYZ corporate center following with
	a complete guide to ensuring every property
	carry out sustainable activities. Such as using materials
	environmentally friendly, positive social action,
	ensure that what the hotel produces is not harmful
	environment.
	Informant 2: Mrs. MK (Management)
	How do hotels know the importance of the company?
	Act with responsible answer Which understand
	the consequences of all actions and also discipline in
	act in accordance with common goals and in harmony
Understanding the principle	with the long-term goals that the hotel has.
sustainable property hotel	**Informant 3: Mr. BI (Management)** According to the language, that's what we all do.
	It is our responsibility to all parties, both to guests,
	environment, to the planet. Becoming a hotel business to become
	healthy in any use, both in meetings and
	the food or drink we serve and serve.
	Informant 4: Mr. NA1 (EO)
	Never heard of this principle at all
	But I am aware that Hotel XYZ Jakarta has a sustainable mission but does not
	Has anyone ever mentioned specifically the principle of sustainability
	owned by the hotel

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	Informant 5: Mrs. NA2 (EO)
	Never heard of

Source: Data processed by researchers (2026)

2. ESG-based Principles Aspects

Table 6. Triangulation of Sources of Hotel Sustainable Principles

Environmental Aspects

Aspect	Results
Elimination *Single-Use Plastic*	**Informant 1: Mr. AH (Management)** From the effort to eliminate single-use plastic, so that amenities packaging no longer uses single-use plastic such as takeaway boxes, room amenities, straws, cups, but we can't eliminate it 100% like garbage bags, cling wrap, vacuum bags, piping bags, and coffee capsules are strictly required to be TUV certified or use home compostable materials.
	Informant 2: Mrs. MK (Management) It's been five years since all single-use plastic was required to be eliminated from corporate operations. Meetings itself, mineral water is no longer packaged in plastic, but in glass, so it can be refilled by vendors. Pens are now made of paper, glass covers are also made of paper, and takeaway boxes are also made of bagasse and cassava bags.
	Informant 3: Mr. BI (Management) One long-standing program involves replacing beverage packaging from plastic with bottles made from reusable materials. For food, if guests want to take away leftovers from an event, we no longer use plastic, but instead use plant-based bagasse. We also replace plastic bags with cornstarch, a material made from corn.
	Informant 4: Mr. NA1 (EO) The most obvious thing is that the drinks are completely plastic-free. The drinks area also uses glass cups, the takeout boxes aren't plastic, and the bags are made from cassava. For items brought from outside, there's no directive to use a

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	tumbler or to bring back plastic waste.
	Informant 5: Mrs. NA2 (EO) Mineral water uses glass, glass bottles, and takeout boxes. The pens are also made of paper, but upon a client's request to replace the pens, the stationary kit was replaced with plastic covers, and the replacement was immediately made without any confirmation. This results in plastic waste.
***Food Waste* - Waste management**	**Informant 1: Mr. AH (Management)** The most waste generated in the hotel industry, almost 80-85% of the waste is food waste. At Hotel XYZ Jakarta the chef himself determines the menu for events and occupancy, so that the raw materials purchased are not excessive or excessive. Because it goes into their food costs if they cook too much. Hotels also have them
	Campaigns like those in the employee canteen encourage people to take as much as they need. Additional portions are permitted, but there's a reminder to take one protein portion first. Food waste that's no longer edible will be collected and sent to a third-party black soldier fly larvae company to be used as food. Leftover food that's still edible if not taken away can also be sent to a third party (the Soleman Foundation).
	Informant 2: Mrs. MK (Management) If there are any leftovers and guests wish to take them away, they can. Leftover food from guests that is no longer suitable for takeaway will usually be checked by the hygiene team to ensure it is still fit for reuse. According to the chef, the best time to keep the food in good condition is a maximum of two hours from the date it was served. If it is still in good condition, it will be sent to a third party, the hotel cooperation foundation, or taken to the employee canteen.
	Informant 3: Mr. BI (Management) Before there are leftovers, the chef carefully considers making food according to needs to avoid too much leftover. Even if there are leftovers, we usually donate them to a foundation that

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	has partnered with Hotel XYZ Jakarta. However, at almost every large event, leftover food is usually at the buffet station and can be taken home by guests or the organizers. Some guests don't take any food back, and it is not thrown away but sent to the foundation. There are also some that are inevitably thrown away because they are no longer suitable or are leftovers from guests, but after segregation, all waste is collected according to type and is definitely sorted. food, which is packaging waste or paper.
	Informant 4: Mr. NA1 (EO) There was only one trash bin in the meeting area, and no separation between wet and dry waste. Therefore, the EO assumed that all waste was lumped together and not properly sorted.
	Informant 5: Mrs. NA2 (EO) There was lunch box trash brought from outside for the EO team at that time because the packaging was too big and could not fit in the trash, so at that time the EO team put the trash next to the trash can, but the next day the trash was not picked up and was still in the same place..
Energy & Water Consumption	**Informant 1: Mr. AH (Management)** Energy efficiency is maintained to avoid overuse based on guest numbers or occupancy. If there are multiple events on the same day, air conditioning and lighting usage must be maximized, but when there are no events, lighting and AC usage must be minimized. For water management, the hotel implements greywater recycling to maximize water use and minimize waste.
	Informant 2: Mrs. MK (Management) Energy and water consumption are monitored, and the use of more energy-efficient appliances, lighting, air conditioning, and electricity is closely monitored. When conditions are quiet, usage is reduced. Water conservation is practiced through greywater recycling and regular maintenance to prevent leaks.

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	Informant 3: Mr. BI (Management) Water and energy usage is quite intense, especially during large events. For energy, the team typically ensures lighting, air conditioning, and event support equipment are used as needed to avoid overuse. Water consumption is paramount in the kitchen, as washing and prep work consumes a significant amount of water, but the engineering team continues to monitor leaks.
	Informant 4: Mr. NA1 (EO) Pay more attention to the energy usage aspect, which is quite noticeable when it is busy and when it is quiet, especially in the use of air conditioning and room lighting.
	Informant 5: Mr. NA2 (EO) Pay more attention to the aspect of water usage in the toilet, especially when using the sink faucet excessively. When the sensor no longer detects hands, the water immediately stops so that very little water is wasted.
Reducing Carbon Gas Emissions	**Informant 1: Mr. AH (Management)** Efforts to reduce carbon gas emissions have been carried out through energy efficiency, and charging station facilities for electric vehicles are available as a form of support for environmentally friendly transportation.
	Informant 2: Mrs. MK (Management) Hotels are increasingly using QR codes and digital signage to reduce paper usage because, as we know, using too much paper can have a negative impact on the environment, from the paper's production to its eventual waste.
	Informant 3: Mr. BI (Management) Operational settings such as lights and air conditioning are reduced according to the day's capacity, so that energy use is not excessive.
	Informant 4: Mr. NA1 (EO)

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	There is a lot of paper usage, especially in the area, but there are also some that use barcodes and there are still single-use banners..
	Informant 5: Mr. NA2 (EO) It feels like the AC is turned on more strongly when it's crowded, but when there aren't too many participants, the AC temperature feels less cold.

Source: Data processed by researchers (202

The environmental aspect is evident in the hotel management's efforts to reduce the use of single-use packaging by replacing it with environmentally friendly materials such as bagasse, cassava, paper, and glass. Waste management in the back area of the hotel is quite good, but in the meeting area there is no waste separation system, resulting in mixed waste. Leftover food is generally taken home by clients or event organizers (EO), while uneaten food is sent to a third party for maggot processing. The hotel has also implemented carbon emission reduction efforts and offers a Sustainable Meetings program, although its communication to EOs remains ineffective.

External parties appreciated the reduction in single-use packaging, but assessed that waste management oversight was still inadequate, as waste in public areas was not promptly collected and there was no waste segregation in meeting areas. Energy efficiency efforts, such as reducing air conditioning use, were also appreciated, but this led to complaints about the room temperature becoming too hot. Furthermore, external parties continued to use plastic, and the resulting waste was often left for the hotel to dispose of.

Table 7. Triangulation of Sources of Hotel's Sustainable Principles Social Aspects

Aspect	Results
	Informant 1: Mr. AH (Management) There are mandatory annual training sessions that all hotel employees must attend, covering topics such as fire safety, bomb hazard training, and fire drills. These sessions are mandatory, attendance is recorded, and they contribute to performance goals. For daily workers, there is also a safety briefing held periodically

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	one week before the event. Then, on the day of the event, it is strictly monitored by a team on standby, as well as via CCTV, to prevent any potential risks.
	Informant 2: Ms. MK (Management) All staff are required to complete occupational health and safety training, which is mandatory for everyone. The training is updated annually to ensure staff safety and to enable staff to inform guests. The hotel has an in-house clinic that is accessible 24 hours a day, and it has a partnership with a nearby hospital in the Menteng area.
	Informant 3: Mr. BI (Management) There is an in-house clinic ready to treat any type of illness, such as work-related injuries, and other medications are available. There is also a response team—the "911" of Hotel XYZ Jakarta—that can coordinate directly with security and the clinic. As for the banquet department, there is a training program where all staff understand that if they feel unwell, it is better not to force themselves to work. Staff must be aware of the importance of maintaining optimal physical health before working; this is outlined in the SOP. There are no pre-event briefings for the banquet team, so it relies more on individual awareness.
	Informant 4: Mrs. NA1 (EO) Perhaps the local water brand used is from Bandung, namely Ron88, apart from this, it is also less well known because it is more internal.
	Informant 5: Mrs. NA2 (EO) Maybe the casual workers that exist are more local people, of course.
	Informant 1: Mr. AH (Management) There are annual refreshment trainings that must be attended by all hotel employees, starting from fire safety, bomb hazard training, fire drill, occupational health safety, which are

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Occupational Health and Safety	mandatory and are recorded and entered into achievement goals. Daily workers also receive a safety briefing a week before the actual day. On the actual day, the team is closely monitored, with CCTV monitoring and a standby team to prevent potential risks.
	Informant 2: Mrs. MK (Management) Occupational health and safety (OH&S) is mandatory for all staff, and is updated annually to ensure staff safety and inform guests. The hotel has a 24-hour in-house clinic in collaboration with a nearby hospital in the Menteng area.
	Informant 3: Mr. BI (Management) An in-house clinic is available to handle any illness, including work-related accidents, and other medications are available. A 911 response team from Hotel XYZ Jakarta can also coordinate directly with security and the clinic. For banquets, there's training to ensure all staff understand that if they feel unwell, it's best not to work. Staff must be aware of optimal health before working, as outlined in the SOP. There's no briefing for the banquet team before each event, so it's more about individual awareness.
	Informant 4: Mr. NA1 (EO) There is no information regarding the location of the hotel clinic, there is also no information regarding education for us regarding work safety or if there is a fire incident or anything else.
	Informant 5: Mrs. NA2 (EO) Don't know about the location of the hotel clinic, is there a doctor on standby, there is no direction regarding this matter.
Cultural Values	**Informant 1: Mr. AH (Management)** The names are visible from the names of the hotel meeting rooms, then also from the Indonesian decorations around the area.
	Informant 1: Mr. AH (Management) Hotel XYZ Jakarta provides access to the hotel, has a

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Inclusivity	dedicated room for people with disabilities (panic button), and employs disabled employees. In 2026, the hotel launched a social program that provides education to its disabled friends, starting this March.
	Informant 2: Mrs. MK (Management) There's a ramp in the lobby for wheelchair users, braille codes are provided in the elevators for each floor button, and grab bars are provided in the bathrooms for guest safety and comfort. Hotel XYZ Jakarta also employs staff with disabilities. Both in Jakarta and at other properties, Hotel XYZ Jakarta employs people with disabilities.
	Informant 3: Mr. BI (Management) While we haven't fully accommodated guests with disabilities, some facilities in the lobby do have wheelchair ramps. While others aren't yet available, our restrooms also lack wheelchair-accessible facilities.
	Informant 4: Mr. NA1 (EO) There's a special access point for disabled people from the lobby, but it's marked off with a red line at the end, presumably to ensure wheelchair access. The upstairs area is barely visible. Access to the prayer room on the second floor is inadequate for wheelchair users or those with other disabilities. The restrooms on the third floor are very small, with no dedicated toilets.
	Informant 5: Mrs. NA2 (EO) Seeing that disabled access in the lobby is closed, the women's toilet is small and there is no special one for wheelchair users, on the lobby floor access to the toilet has to go down several steps, while on the 3rd floor the toilet is small and dirty.
	hotel even in the toilet.
	Informant 2: Mrs. MK (Management) The hotel has meeting rooms named after iconic Indonesian names. The doorman/doorgirl who greets guests

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	at the beginning of entry also wears a uniform that reflects the identity of Hotel XYZ Jakarta.
	Informant 3: Mr. BI (Management) The coffee break meeting was very much Indonesian, with items like Surabaya layer cake, green cake, Indonesian fried foods, ku cake, and many other traditional snacks served as snacks. Furthermore, the meeting rooms were named after Indonesian specialties. During the Chinese set menu event, the banquet team wore cheongsams.
	Informant 4: Mr. NA1 (EO) The cultural value is palpable in the food, with a touch of Indonesian culture: pickles, karedok, and even lapis Surabaya for the coffee break. However, the decor is not overly foreign, but rather minimalist. The name of the meeting room also doesn't reflect anything local, as the venue used yesterday wasn't named "local nusantara."
	Informant 5: Mrs. NA2 (EO) In terms of decoration, the foreign cultural values are very noticeable, the banquet team also has a Chinese accent, in accordance with the branding, the local Indonesian touch is almost invisible.
Local Community	**Informant 1: Mr. AH (Management)** In terms of food ingredients and ready-to-eat food, Hotel XYZ Jakarta tries to use local vendors, sound systems and backdrops are also from local vendors.
	Informant 2: Mrs. MK (Management) All the food is locally sourced: the takeaway bowl vendor is from Bali, the fresh vegetables are from Bandung, the dried fruits are from Bali, and the traditional snacks served during the coffee break meeting are also from local vendors in Jakarta near Hotel XYZ Jakarta. All vendors are visited regularly by the chef and purchasing team.
	Informant 3: Mr. BI (Management) During coffee breaks, we often use it several times.

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	Informant 4: Mr. NA1 (Event Organizer) You can sense the cultural value in the food—there's a touch of Indonesian cuisine, like asinan and karedok, and for the coffee break, there's lapis surabaya. However, the decor follows a foreign concept that isn't overly pronounced but rather minimalist. The name of the meeting room also doesn't reflect anything local because the venue used yesterday wasn't named after a local Indonesian place.
	Informant 5: Mrs. NA2 (EO) The decor really highlights foreign cultural elements; the banquet team also has a Chinese flair to it. In line with the branding, there's almost no trace of local Indonesian touches.

Source: Data processed by researchers (2026)

In terms of social aspects, the hotel has implemented inclusivity through disability-friendly facilities such as access from the lobby to the hotel area, braille codes in the elevators, spacious hallways, and elevators with handrails. However, external parties only felt that disabled access was available in the drop-off area leading to the lobby, while other facilities, such as disability-friendly restrooms, were deemed inadequate. Local community involvement is evident in the use of local vendors for event needs and the large number of casual or daily workers from the surrounding community.

Regarding occupational health and safety, hotel management was deemed highly aware, with an in-house clinic and collaboration with a nearby hospital. However, information regarding these health facilities had not been communicated to external parties, such as vendors and event organizers (EOs). Meanwhile, local cultural values were embodied through the naming of meeting rooms and the provision of traditional Indonesian snacks. However, the EOs assessed that the local cultural nuances were not yet strongly felt, as the names of the event spaces did not reflect regional culture, and the Indonesian cultural elements were more evident in the food served.

Table 8. Triangulation of Sources of Hotel Sustainable Principles Governance Aspects

Aspect	Results
	Informant 1: Mr. AH (Management)
	There are weekly walkthroughs and monthly meetings.
	if there are findings that do not comply with existing guidelines

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	then this will be the evaluation material for that month and
	It is hoped that at the next meeting the findings will be
	fixed. There is also a WhatsApp group for urgent matters
	which can be directly communicated and corrected at that time
	Also.
	Informant 2: Mrs. MK (Management)
	Inter-departmental Whatsapp groupbanquet, sustain, and event.
	The person in charge that day will definitely be more alert.
	things that happen and report if there are things that
	deviate or require immediate repair.
	Informant 3: Mr. BI (Management)
Mechanism Internal Supervision	Every year there is an audit called the Safe and Sound audit to be checked per department. For the time being of a The event itself has a very active Whatsapp Group
	every event is in progress to maintain smooth running
	program.
	Informant 4: Mr. NA1 (EO)
	For supervisionthere is WhatsApp group For
	overall and smooth running of the event but there was no presentation
	or information provided regarding existing sustainability
	at the hotel. There are no SOPs or warnings regarding this matter.
	Informant 5: Mrs. NA2 (EO)
	There are no directions or rules regarding this, it's just that
	There are already external parties who are quite aware of this
	existing sustainability programs, not because of the information
	directly from the hotel but more because of seeing the efforts
	which exist such as glass bottles used for packaging
	take away environmentally friendly.
	Informant 1: Mr. AH (Management)
	Certification is the most important thing for responsible

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	procurement
	responsible for showing not only that the product is environmentally friendly
	environment but also the company's operations themselves as well
	prioritize environmental values. The certificate must
	confirmed official and still valid.
Responsible	**Informant 2: Mrs. MK (Management)**
Procurement &	Surveys and certification checks are carried out by the parties
Sourcing	sustainable, purchasing and kitchen parties. For ensure how the product is made,
	Are there any human rights violations in
	the company concerned, what are their cleanliness standards, etc.
	and so on.
	Informant 3: Mr. BI (Management)
	All companies for procurement of goods or materials
	All food must have certification determined by the sustainability team before collaborating with Hotel XYZ Jakarta. A site inspection of the relevant company is also conducted prior to the collaboration to ensure the overall integrity of the company's operations.
	Informant 4: Mr. NA1 (EO) Not knowing the procurement process or origin of the ingredients and food served
	Informant 5: Mrs. NA2 (EO) There is no obligation for the hotel to provide information regarding this matter.
	Informant 1: Mr. AH (Management)
	The waste generated by each event itself is non-existent.
	Calculation exactly How many kilogram but hotel
	calculate the total per day from all
	outlets, rooms, the day's events became one. There was collaboration with

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	third party where they will count the waste
	generated per day then the data is entered
	into an internal website or a portal owned by
	hotel.
	Vendor trash is brought back by them and usually
	flowers, plants that are still suitable will be reused
	for centerpieces in other places such as restrooms or meetings
	furthermore
	Informant 2: Mrs. MK (Management)
	There is a checker for each event so you can monitor the remaining time.
	whether there is a lot or a little food. Leftover food
	usually taken away by the client. This event checker also
	recap complaints or problems that occurred that day
Post-Event	so that it can be followed up for subsequent events.
Monitoring	**Informant 3: Mr. BI (Management)** After the event, what is usually done is to look at the number of
	wastethat exists, then we ask them to collect the waste from our vendors
	take it back so that no rubbish is left behind
	with a safety briefing delivered by security to
	vendors before entering the hotel through the employee door
	Informant 1: Mr. NA1
	There was no evaluation from the hotel either, it all came back to
	our awareness as vendors and EO to bring back
	items that can still be used again
	us. If we really leave plastic waste behind
	usually just collected and put there.
	Informant 2: Mrs. NA2
	The initiative from the vendor alone is not an evaluation directive from the hotel.

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	to bring back the things we brought from outside.
	For example, the event banner, brought back again for the name
	cards from guests which are usually placed on the table even though they are already there
	It can't be used anymore, we still take it back to look after it
	guest identity where the full name is listed there.

Source: Data processed by researchers (2026)

From a management perspective, the hotel has implemented an internal audit mechanism through weekly walkthroughs and updates via WhatsApp group. Product procurement also considers sustainability principles, both in terms of product quality and supplier selection, which aligns with the hotel's sustainability goals. During post-event monitoring, event checkers monitor the amount of waste generated at each event, although no specific weighing is conducted per event and only daily waste totals are available, uploaded to the hotel portal.

However, there has been no official policy or recommendation from hotels to vendors or event organizers (EOs) to bring back outside waste. Management of valuable items and waste is largely the responsibility of individual EOs or vendors.

3. Sustainable Meeting Program

Table 9. Citation of Sources of Understanding of the Sustainable Meeting Program Package

Aspect	Results
	Informant 1: Mr. AH (Management)
	The package offered by the sales party is required by
	corporate center where we encourage guests to
	provide a food menu that is good for the body, healthy,
	along with the set up provided such as paper
	meeting, notepad, bottle, pen that has been certified eco-
Sustainable Program	friendly. Also offers herbal drinks, *wellness*
Meeting	*movement*in between meetings.
	Informant 2: Mrs. MK (Management)
	A meeting that prioritizes sustainability and

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	work-life balance for guests. In addition to a healthy coffee menu
	Breaks and lunch are also enhanced with wellness treatments.
	participants such as 10 minutes of back massage, meditation with
	listen to the sound of the glass ringing (ting…). All foodThe drinks are made from organic ingredients, and vegetarian and vegan dishes prepared by the chef are also available. Market interest in this package is minimal, especially in the domestic market. Perhaps some overseas companies are still interested, as some countries highly value work-life balance.
	Informant 3: Mr. BI (Management) One package includes slightly different arrangements and equipment, such as bean bags in the meeting room, and the option to request a Rubik's cube or a stretching device for each table. The food and beverage options are also different, with healthier options like vegetarian options, infused water, herbal drinks, and more. This meeting is designed to ensure guests can have a comfortable and unhurried meeting, offering a unique experience unlike any other.
	Informant 4: Mr. NA1 (EO) Never heard of, don't understand what this package is.
	Informant 5: Mr. NA2 (EO) Just heard of it

Source: Data processed by researchers (2026)

Sustainable Meeting Program is important for both corporate and hotel properties because this package has been designed to address many potential issues that arise from every aspect of the hotel's sustainability principles. From a management perspective, this package is required by the company, where this program prioritizes sustainability and the well-being of meeting participants, so as not to stress, designed with ice-breaking exercises in the form of body stretching to reduce stress and improve participants' mood. However, external parties feel they have never heard of the related program and are unaware of its existence.

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DISCUSSION OF RESEARCH RESULTS

XYZ Hotel Jakarta's Standardization and Practices of Sustainable Principles for MICE Events

Hotel XYZ Jakarta, as a five-star hotel, applies sustainability principles based on ESG (Environment, Social, and Governance) in its operations and MICE activities. This principle aligns with the SDGs, which emphasize social welfare, environmental preservation, and corporate responsibility. Sustainability implementation is seen as a long-term effort to increase company value while reducing operational risk. The research was conducted through interviews, observation, and documentation to examine the hotel's implementation of sustainability principles in aspects of understanding, environment, social, governance, and the Sustainable Meeting program.

1. Understanding

Management has a good understanding of sustainability principles and considers them a hotel's responsibility to the environment, community, and long-term operations. These principles are implemented through the use of environmentally friendly materials, social initiatives, and responsible operational management. Meanwhile, external parties, such as event organizers (EOs), do not receive direct information about sustainability programs, although they can observe their implementation, particularly through the use of plastic-free packaging.

2. Environment

Environmental aspects are realized through the elimination of single-use plastic, the use of environmentally friendly materials such as glass, paper, bagasse, and cassava, and food waste management. Leftover food that is still fit for consumption is given to the foundation or taken home by guests, while other waste is processed by third parties such as maggot companies. The hotel also implements energy efficiency through air conditioning and lighting settings, the use of digital signage, and providing EV charging stations. Water use is managed through a greywater recycling system and regular monitoring. However, challenges remain, such as a lack of waste segregation in meeting areas, mixed waste, and guest complaints about inefficient air conditioning that makes the room feel hot.

3. Social

In terms of social aspects, the hotel has provided several disability-friendly facilities such as wheelchair ramps, large elevators, and braille codes. However, these facilities are considered less than optimal due to the lack of toilet access and some hotel areas being disabled-friendly. The hotel also involves the local community by using MSME

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vendors for food, decorations, and event needs. In terms of employee welfare, the hotel provides appropriate employment rights, training, dining facilities, an in-house clinic, and attention to daily workers and trainees. Local cultural values are implemented through meeting room names, Indonesian decor, and traditional food offerings, although external parties feel the local cultural nuances are not as strong as modern and western concepts.

4. Governance

Governance aspects were implemented through weekly walkthroughs, monthly meetings, annual audits, and coordination via WhatsApp groups during the event. The hotel also conducted waste monitoring and post-event evaluations, although there was no specific waste weighing system for each event. In procurement, the hotel ensured that vendors and products had sustainability certifications and conducted site inspections. Communication between hotel staff, vendors, and the event organizer (EO) was deemed good and responsive, although some technical information was sometimes not conveyed optimally. Furthermore, there was no strict rule requiring vendors to take their waste back, resulting in some trash being left behind on the hotel grounds.

5. Sustainable Meeting Program

The hotel offers a Sustainable Meeting package that focuses on balancing work and health for guests through a wellness meeting concept, including healthy meals, relaxation activities, meditation, massage, and meeting facilities. This program is mandated by central management and consistently offered by the sales team. However, external parties claimed to be unaware of the program's existence, indicating that communication and promotion of the Sustainable Meeting package are still suboptimal, necessitating a more effective delivery strategy for clients and event organizers.

CONCLUSION

This study shows that Hotel XYZ Jakarta has implemented sustainability principles based on Environmental, Social, and Governance (ESG) in organizing MICE events through various policies and operational practices. In the environmental aspect, the hotel has reduced the use of single-use plastic, energy and water efficiency, and food waste management through collaboration with third parties. In the social aspect, the hotel implements inclusivity, supports local communities, and pays attention to employee health and safety. Meanwhile, in the governance aspect, the hotel has implemented internal audit mechanisms, responsible procurement, and event activity monitoring. However, the results of the study indicate that the implementation of sustainability principles has not been optimal because there are still obstacles such as lack of waste

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segregation in meeting areas, minimal socialization to external parties, and inadequate facilities for people with disabilities. The Sustainable Meeting program is also not widely understood by event organizers and vendors due to limited communication.

This study has limitations because it was conducted at only one five-star hotel in Jakarta, so the results cannot be generalized to the entire hotel and MICE industry in Indonesia. Furthermore, the study used a qualitative approach, so the results obtained are descriptive based on the experiences and views of informants. Future research is recommended to compare ESG implementation at several star-rated hotels in various regions and use a mixed methods approach for more comprehensive research results. Practically, this study can serve as evaluation material for hotels to improve the effectiveness of sustainability program communication, strengthen waste management oversight, and develop more inclusive facilities to support sustainable MICE implementation.

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