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SUSTAINABILITY MANAGEMENT AND PRACTICAL IMPLICATIONS FOR EMPLOYEES: ANA (VINCI AIRPORTS) CASE STUDY

Lúcia Piedade[A], Mariana Inácio Marques[B], Alexandra O'Neill[C]

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ABSTRACT

Purpose: The objective of this study was to understand the practical implications of the adopted sustainable, namely environmental practices in the workplace. This article's research purpose is to understand if the sustainability and environmental measures implemented in the proposed airport management sector case study, have impact on employees, not only in their workplace, but also in their daily routines.

Theoretical Framework: Authors used secondary and primary research methods, conducting a literature review, by analyzing published articles and company reports regarding the relevant concerned concepts. The qualitative research enabled the development the primary quantitative design of the conducted questionnaire survey.

Design/Methodology/Approach: The authors performed questionnaire surveys to Lisbon airport employees, conducted a quantitative analysis and tested the efficiency of the proposed measures to construct a proposal that aims to improve sustainability practices in business management and daily routines.

Findings: The presented results propose motivation and willingness of the respondents for sustainable practices and emphasize the relevance of change management and consolidation of specific sustainable measures in a widespread of day-to-day practices. The neutral position of respondents regarding the specific action of the organization, propose the need for a plan of action for future interactions, with further involvement, participation and information, thus, enhancing the individual and collective impact in the sector, society and in the world, as sustainable corporate practices are shown to be replicated in personal and family environment.

Research, Practical & Social Implications: This paper enables the exploration of the main literature on sustainability and the understanding of practical implications for employees on their routines.

Originality/Value: The study proposes an understanding, in practice, of the impact of adopted measures on employees', namely in their actions and pleasure or satisfaction derived of working in a company with s sustainable practices.

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GESTÃO DA SUSTENTABILIDADE E IMPLICAÇÕES PRÁTICAS NOS COLABORADORES: CASO DE ESTUDO DA ANA (VINCI AEROPORTOS)

RESUMO

Objetivo: O objetivo deste estudo foi compreender as implicações práticas das práticas sustentáveis, nomeadamente ambientais, adoptadas no local de trabalho. O objetivo de investigação deste artigo é perceber se as medidas de

[A] *Post-doctorate in Aerospace Sciences. Universidade Lusófona de Humanidades e Tecnologias, Lisbon and CEG-IST. Lisbon, Portugal. E-mail: luciasilvapiedade@gmail.com Orcid: https://orcid.org/0000-0003-1258-2530*
[B] *Doctor in Communication Sciences. ISG – Business & Economics School, Lisbon, GOVCOPP – Aveiro and CIGEST. Lisbon, Portugal. E-mail: mariana.marques@isg.pt Orcid: https://orcid.org/0000-0003-1898-0740*
[C] *Phd in Management. ISG – Business & Economics School, Lisbon and CIGEST. Lisbon, Portugal. E-mail: alexandra.oneill@isg.pt Orcid: https://orcid.org/0000-0002-4458-7902*

sustentabilidade e ambientais implementadas no estudo de caso proposto para o sector da gestão aeroportuária, têm impacto nos colaboradores, não só no seu local de trabalho, mas também nas suas rotinas diárias.
Referencial Teórico: Os autores utilizaram métodos de investigação secundários e primários, efectuando uma revisão da literatura, através da análise de artigos publicados e relatórios de empresas relativos aos conceitos relevantes em causa. A investigação qualitativa permitiu desenvolver o desenho quantitativo primário do inquérito por questionário realizado.
Desenho/Metodologia/Abordagem: Os autores realizaram inquéritos por questionário aos funcionários do aeroporto de Lisboa, efectuaram uma análise quantitativa e testaram a eficácia das medidas propostas para construir uma proposta que visa melhorar as práticas de sustentabilidade na gestão empresarial e nas rotinas diárias.
Resultados: Os resultados apresentados propõem motivação e vontade dos inquiridos para as práticas sustentáveis e enfatizam a relevância da gestão da mudança e consolidação de medidas sustentáveis específicas numa generalização das práticas quotidianas. A posição neutra dos inquiridos face à ação específica da organização, propõe a necessidade de um plano de ação para futuras interacções, com maior envolvimento, participação e informação, potenciando assim o impacto individual e coletivo no sector, na sociedade e no mundo, uma vez que as práticas empresariais sustentáveis se revelam replicáveis no ambiente pessoal e familiar.
Pesquisa, Implicações Práticas e Sociais: Este documento permite explorar a principal literatura sobre sustentabilidade e compreender as implicações práticas para os trabalhadores nas suas rotinas.
Originalidade/Valor: O estudo propõe uma compreensão, na prática, do impacto das medidas adoptadas sobre os trabalhadores, nomeadamente nas suas acções e no prazer ou satisfação decorrentes do trabalho numa empresa com práticas sustentáveis.

Palavras-chave: Sustentabilidade na Aviação, Ambiente, Envolvimento dos Recursos Humanos, Gestão, Compromisso.

GESTIÓN DE LA SOSTENIBILIDAD E IMPLICACIONES PRÁCTICAS PARA LOS EMPLEADOS: ESTUDIO DE CASO DE ANA (AEROPUERTOS VINCI)

RESUMEN
Propósito: El objetivo de este estudio era comprender las implicaciones prácticas de las prácticas sostenibles, en particular las medioambientales, adoptadas en el lugar de trabajo. El objetivo de investigación de este artículo es comprender si las medidas de sostenibilidad y medio ambiente aplicadas en el estudio de caso propuesto para el sector de la gestión aeroportuaria repercuten en los empleados, no sólo en su lugar de trabajo, sino también en sus rutinas diarias.
Referencia Teórica: Los autores utilizaron métodos de investigación secundaria y primaria, realizando una revisión bibliográfica mediante el análisis de artículos publicados e informes de empresas sobre los conceptos pertinentes en cuestión. La investigación cualitativa permitió elaborar el diseño cuantitativo primario de la encuesta por cuestionario.
Metodología: Los autores realizaron encuestas por cuestionario a los empleados del aeropuerto de Lisboa, llevaron a cabo un análisis cuantitativo y comprobaron la eficacia de las medidas propuestas para elaborar una propuesta destinada a mejorar las prácticas de sostenibilidad en la gestión empresarial y las rutinas diarias.
Conclusiones: Los resultados muestran que los encuestados están motivados y dispuestos a adoptar prácticas sostenibles y destacan la importancia de gestionar el cambio y consolidar medidas sostenibles específicas para generalizar las prácticas cotidianas. La postura neutra de los encuestados hacia acciones concretas por parte de la organización sugiere la necesidad de un plan de acción para futuras interacciones, con mayor implicación, participación e información, potenciando así el impacto individual y colectivo en el sector, la sociedad y el mundo, ya que las prácticas empresariales sostenibles pueden replicarse en el entorno personal y familiar.
Implicaciones de la Investigación: Este documento permite explorar la literatura principal sobre sostenibilidad y comprender las implicaciones prácticas para los trabajadores en sus rutinas.
Originalidad/Valor: El estudio propone una comprensión práctica del impacto de las medidas adoptadas sobre los trabajadores, en particular sus acciones y el placer o satisfacción que les produce trabajar en una empresa con prácticas sostenibles.

Palabras clave: Sostenibilidad en la Aviación, Medio Ambiente, Implicación de los Recursos Humanos, Gestión, Compromiso.

INTRODUCTION

Sustainability is an important theme in the corporate environment in present times. In fact, analyzing corporate sustainability reporting, we find most companies show an increasing effort to improve, and communicate, their sustainability practices.

Considering this preponderant tendency of increasing concern with sustainability in business, this article aims to understand the practical implications of the adopted environmental practices in the workplace. In fact, the main objective of the article is to understand whether the measures the studied company has adopted in terms of sustainability are having impact on employees' daily routines. To achieve this goal, authors applied primary research methods, namely conducting a questionnaire survey, previously approved by the company and applied through it.

ANA VINCI Airport's was the company used as a case study to conduct the research, as it is integrated in VINCI Group, a global player, employing more than 272.000 in more than 120 countries, and operates as a VINCI Airport, a reference corporation in the international airport sector, a sector with a studied and shown significant multivariable environmental impact.

ANA Portugal Airports holds the concession to provide the civil aviation public service in Portugal, managing 10 airports in mainland Portugal (Lisbon, Porto, Faro and Beja Civil Terminal), in the Autonomous Region of the Azores (Ponta Delgada, Horta, Santa Maria and Flores) and in the Autonomous Region of Madeira (Madeira and Porto Santo). Focused on innovation and efficiency, ANA Portugal Airports aims to ensure that visitors - 55.7 million by 2022 - enjoy a unique experience and the best services. In September 2013, ANA joined VINCI Airports. VINCI Airports manages a network of airports internationally, developing and operating 72 airports: 12 in France, 10 in Portugal, 3 in Cambodia, 1 in Chile, 3 in Japan, 6 in the Dominican Republic, 8 in Brazil, 1 in Costa Rica, 1 in Serbia, 2 in the United Kingdom, 5 in the United States, 13 in Mexico and 7 in Cape Verde.

As a global integrator, VINCI Airports develops, finances, builds and operates airports. It also offers its investment capacity, its international network, and its know-how in optimizing the management of existing platforms, expansion projects or the construction of airport infrastructures from scratch. ANA - Aeroportos de Portugal's corporate purpose is to operate, under concession, the public airport service to support civil aviation in Portugal. It also operates commercial and advertising spaces at airports, offers real estate (linked to airport operations,

commercial buildings and hotels), parking lots and rent-a-car services (known as non-aviation businesses). The share capital is 200,000,000.00 euros, 100% owned by VINCI Airports, SAS.

ANA Aeroportos de Portugal holds 100% of the share capital of Portway, whose corporate purpose is to provide aircraft handling services at airports and aerodromes, including the provision of internal or external training services, as well as the provision of services to third parties. The company was incorporated in July 2000 and its share capital is 4 500,000 euros.

ANA - Aeroportos de Portugal, SA's vision is to position the company as an international airport player of recognized competence, ensuring performance based on the trust of partners and customers and geared towards profitability and sustainability. ANA - Aeroportos de Portugal, SA's mission is to efficiently manage the airport infrastructures under its responsibility, connecting Portugal to the world, and contributing to the economic, social and cultural development of the regions in which it operates. Its mission is also to offer its customers a high-quality service, creating value for the shareholders and ensuring high levels of professional qualification and motivation for its employees. ANA's values are focused on the dedication to the client. All the company's activity is guided by the aim of serving its clients by meeting their needs and concerns. In terms of responsibility, rigor, professionalism, and integrity in relationships with clients, national and local communities, are the core of ANA - Aeroportos de Portugal essence, and shareholders, internal and external partners concerns, are viewed as a plus.

About competitive and innovative spirit ANA - Aeroportos de Portugal, shows striving for continuous improvement based on open-mindedness and creativity in management practices. One of the goals reported is to improve team spirit through communicating, sharing, informing, taking on partnerships, understanding individual work as part of the whole. Another goal indicated by ANA - Aeroportos de Portugal, is employee development, committing openly to professional and personal growth of each employee. Nevertheless, ANA - Aeroportos de Portugal, also communicates publicly its results-oriented, commitment and diligence in achieving ambitious goals, aiming a balanced view between a people and a performance-oriented strategy.

Considering this scenario and aiming to understand the practical implications of the adopted environmental practices in the workplace. This article aims to understand if the environmental measures implemented in ANA - Aeroportos de Portugal have impact on employees, not only in their workplace, but also in their daily routines. The conducted research

presented in this article develops the object of the conducted study, the used methodology, main results and conclusion, along with a literature review.

THEORETICAL FRAMEWORK

To better understand the relevance of the topic, and frame the company's activity, we start by covering the most relevant concepts regarding the implications of the adopted environmental practices in the workplace, covering pilar concepts as sustainability, the impact of sustainability on employees, sustainability in aviation and ANA VINCI Airport's sustainability, human resources, environmental strategy and respective global environmental performance.

Sustainability

Startung with the pilar concept of sustainability, this is a broad concept that refers to the ability of natural and social systems to persist and evolve over time. It is often associated with the principles of environmental harmony, economic prosperity, and social justice, and has become a growing concern for both public policies and business actions (Portney, 2015; Scoones, 2007; Thiele, 2016).

Sustainability is based on three pillars: economic, environmental, and social - sometimes known colloquially as profits, planet and people. The economic pillar of sustainability looks for efficient ways to create goods and services that create jobs and contribute to the local economy without harming the environment. This includes innovations such as renewable energy, recycling technology and sustainable industrial practices (Boussemart et. al., 2020; Clune & Zehnder, 2018; Purvis et. al., 2019).

The environmental pillar, on the other hand, seeks to reduce the impact of human activity on the environment. This includes initiatives such as preserving natural areas, reducing pollution, reducing waste, and preserving biodiversity (Goodland, 1995; McKinnon, 2010). The aim of the social pillar is to improve the quality of life of all people. This can include ensuring equitable access to resources, development, equity, and even social and sustainable education, as well as widening opportunities for all (Eizenberg & Jabareen, 2017; Murphy, 2012).

Sustainability also requires a careful assessment of the natural resources we use. This includes product life cycle assessment, which examines the impact of a product from the extraction of raw materials to its final disposal. This broad perspective allows us to understand

how our actions affect the environment on a larger scale and to design solutions to mitigate these effects (Klöpffer, 2008; Saidani et. al., 2022).

Adopting sustainable practices can have significant benefits. In addition to preserving the environment, it can result in greater operational efficiency, cost savings, employee satisfaction and an improved reputation (Hazaea et. al., 2022; Sianes et. al., 2022). However, achieving sustainability is a difficult task. Fundamental changes are needed in the way we operate our economies and live in society. It calls on everyone - from individuals to governments and companies - to get involved and commit to finding a solution. Moreover, some of these obstacles stem from entrenched assumptions and resistance to change. It used to be believed that sustainability was in conflict with economic growth - that being "green" was seen as a luxury or something that would necessarily harm financial performance (Greiner, & Fincke, 2016; Sandberga et. al., 2019; Saxena et. al., 2021).

However, the current concept of sustainability challenges this notion. The green economy or the circular economy have become popular terms to describe this new dynamic. Both refer to a system in which economic growth is balanced with social well-being and environmental stewardship. In a circular economy, for example, the aim is to create a closed life cycle for products in which there is no waste - only resources (Kumar et. al., 2023; Nikolaou et. al., 2021).

The transition to more sustainable practices requires the integration of several factors. This change includes scientific and technological innovation, changes in individual and collective behavior and the formulation of coherent public policies. Importantly, the transition to sustainability must be fair and inclusive, ensuring that no one is left behind in the process (European Environment Agency, 2018; 2019).

Technological innovation plays a significant role in this area. New technologies have the potential to significantly improve resource efficiency and reduce negative environmental impacts. This namely includes, renewable energy production technologies, additive manufacturing (such as 3D printing), precision agriculture and advances in materials science (Goi, 2017; Huang, 2021).

Finally, public policies can help facilitate and accelerate the transition to sustainability. This includes a wide range of measures, such as financial incentives for sustainable technologies, appropriate regulation, the application of international sustainability agreements and the integration of sustainability into national education (Macura et. al., 2022; Vogelpohl & Aggestam, 2012).

Impact of Sustainability on Employees

Sustainability has a significant impact on companies' human resources, namely through its influence on organizational culture. When a company values and promotes sustainability, it creates a culture that encourages social and environmental responsibility among employees. This results in greater engagement and satisfaction among employees, because they feel part of a greater cause (Amjad et. al., 2021; Fietz & Günther, 2021). In addition, promoting sustainability plays a significant role in attracting and retaining talent. Nowadays, many professionals are looking for job opportunities that are in line with their personal values and that allow them to have a positive effect on the world (Burbach et. al., 2023; Rawshdeh et. al., 2023).

Sustainability has an impact on employee development and training. As companies strive to incorporate sustainable practices, it is necessary to provide training and development so that employees can contribute effectively. In addition, promoting education and awareness of sustainability creates a workforce that is more aware and well-informed about environmental and social issues (Bhattacharya et. al., 2023; Keramitsoglou et. al., 2023; Iqbal et. al., 2020). When it comes to remuneration and benefits policies, sustainability also plays an important role. Some companies use practices such as "green pay", where employees are encouraged to adopt sustainable behaviors and receive financial rewards in return. This can include incentives for using public transport, reducing energy consumption in the office or participating in environmental volunteering programs (Kuo et. al., 2022; Odhiambo et. al., 2023).

Another significant impact of sustainable human resources is the strengthening of relations with external stakeholders. When organizations adopt sustainable practices, they build a positive reputation and gain the trust of customers, suppliers and local communities. This opens up new business opportunities and strengthens existing partnerships, ensuring the company's survival and growth (Herremans et. al., 2016, Kujala et. al., 2022; Siems et. al., 2023).

Sustainability in Aviation

Citizen participation in policies and decision-making is an important element of sustainability. The results highlight the thorny issue of citizens' roles and expectations, including whether the groups' recommendations will be binding. Given that citizens' trust and future ability to resolve collective issues depend, in part, on the congruence between expectations and reality, managers must clearly articulate the degree to which authority will be shared with citizens. If we are to make informed choices about collaborative solutions to

environmental and social problems, we need analytical tools to empirically examine this growing approach (Koontz ,2006).

According to Suman & Geenhuizen (2020), in the context of comprehensive problem solving, the main contribution that we identified from citizen perception is the creation of institutional recognition of the problem and the urgency to resolve it through practical interventions aimed at mitigating the risk.

Affirming that citizen sensing can contribute to problem-solving and thus improve risk problem-solving under certain conditions has serious implications in that it challenges opinions supporting a more closed management of risks. The collection of alternative and competing data may undermine the authority of the institutions responsible for the problem. Furthermore, the reliance on alternative data sources could cause more chaos than clarity and substantially delay the problem- solving process (De Jong and Boelens 2014).

According to Hung-Che Wu, Ching-Chan Cheng & Chi-Han Ai (2018), their study reveal that green corporate image is the strongest influential factor on green experiential loyalty, followed by green experiential satisfaction and green corporate reputation.

The social and economic components of sustainability depend, in part, on the allocation or distribution of these limits and the means to achieve them. These are aviation sustainability guidelines for the development of protocols to limit consumption and environmental waste, regarding all environmental media, for airlines and airports (Claussen & McNeilly, 1998).

Environmental limits are inherent to the meaning of environmental capacity, as they are to environmental sustainability. The aviation industry needs to be involved to facilitate the development and acceptance of protocols that will inevitably be politically and commercially challenging Upham (2001).

ANA Vinci Sustainability

According to the corporate accounts report of 2021, the ANA Group, that includes ANA - Aeroportos de Portugal, S.A. (here in after also referred to as "ANA, S.A." "Company"), parent company, and Portway, S.A. (here in after also referred to as "Subsidiary"). ANA, S.A., through the Concession Agreement signed with the Portuguese State in 2012, is responsible for providing airport activities and services to support civil aviation for a period of 50 years, ending in 2062, at Lisbon airports, Porto, Faro and the Civil Terminal of Beja, in mainland Portugal, at the airports of Ponta Delgada, Santa Maria, Horta and Flores, in the Autonomous Region of the Azores. Additionally, in 2014, following the merger by incorporation of ANAM, S.A.,

ANA, S.A. succeeded this entity as concessionaire in the Airport Public Service Contract at the two airports in the Autonomous Region of Madeira: Madeira and Porto Santo. The share capital of ANA, S.A. as of December 31, 2021, in the amount of 200,000,000 euros, fully subscribed and paid up, was represented by 40,000,000 shares with a nominal value of 5 euros each. As of December 31, 2021, ANA, S.A. was 100% owned by VINCI Airports, SAS. ANA, S.A. holds the entire share capital of Portway, S.A., in the amount of 4,500,000 euros. The ANA Group, through ANA, S.A., develops the activity of managing airport infrastructures dedicated to serving aircraft, passengers, and cargo, as well as operating commercial and advertising spaces at airports, offering properties, car parks and support to rent-a-car services (called non-aviation businesses). In 2021, businesses under the authority of ANA, S.A. represented 90.3% of the Group's turnover.

Through the Subsidiary, ANA Group also provides various ground handling services, essential to the operation of air transport, which represented 9.7% of the turnover generated by the Group in 2021. Still according to the same accounts report, 2021, during the year 2021, the COVID-19 pandemic continued to influence, decisively and negatively, the demand for air transport around the world, as happened during the year 2020, although with global results slightly better. The restrictions adopted to combat the pandemic, although with a prominently negative impact, have had different impacts, depending on different regions of the world and different traffic segments. The impact and respective speed of recovery in the domestic and international traffic segments also reveal significant differences, with the latter segment being more affected by the existence and duration of limitations on the movement of non-residents between countries and areas of the globe (lasting for long periods, in some cases).

The main factors that negatively influenced the evolution of volumes associated with air transport were: (i) measures to restrict or prohibit travel between countries with different levels of contagion and/or vaccination; (ii) diversity and instability of existing contagion mitigation measures in different countries, by region and type of activity, with a strong impact on the tourism sector; (iii) strong focus on teleworking and minimizing business events and other travel related to professional activities, with an impact on business trips.

To the previously mentioned factors, we also add a portfolio of other factors and risks that already existed pre-COVID: (i) effects of Brexit on air connectivity in Europe; (ii) volatility in fossil fuel prices; (iii) evolution of economic activity, environmental taxation and consumption stimulus policy; (iv) terrorist threat, regional tensions, wars, etc.

ANA Vinci Human Resources

As of December 31, 2021, the ANA Group had 2,510 employees, 1,186 from ANA, S.A. and 1,324 from Portway, S.A. With a view to reducing accidents and promoting safety, well-being and health at work, initiatives were developed to control other risk factors, namely: checking the safety of work equipment; the assessment of indoor air quality; the assessment of exposure to biological agents; control of exposure to ionizing radiation and adequacy of the radiological protection program; microbiological control of building water networks to prevent exposure to Legionella.

ANA Vinci Environmental Strategy

ANA, S.A. considers the environment as a strategic area and undertakes new approaches with the aim of continually improving its environmental performance, developing, and promoting initiatives that aim to reduce its impacts and the sustainability of its insertion in the community surrounding its airports. The commitment to the environment was reinforced in 2020 and 2021 through the alignment of ANA's strategic objectives with VINCI Airports' new environmental strategy for 2030, and, at the same time, with participation in initiatives launched by the VINCI Group, namely on the Day of the VINCI Environment and the VINCI Environment Awards. VINCI's environmental strategy defines ambitious objectives until 2030, focusing on three main areas: i) energy and climate change, ii) circular economy and waste management and iii) protection of natural resources (water and biodiversity). To address these issues, a change occurred in 2021 in the organization and functioning of ANA's sustainability and environment area, aiming to provide it with better tools to respond to the growing challenges in this area. Progress was also made with the definition of a guiding environmental strategy, aligned with the company's priorities and with the subsequent establishment of bases for the definition of specific action plans, by area and by airport. Environmental issues are part of the daily management of ANA, S.A., and its environmental management system (duly integrated into a single management system with the areas of quality, safety and health at work and innovation) is certified in accordance with the ISO Standard 14001:2015, since 2008. The Company also maintained its adherence to the Business Mobility Pact for the city of Lisbon, an initiative promoted by the Lisbon City Council and the WBCSD - World Business Council for Sustainable Development, and by BCSD Portugal - Business Council for Sustainable Development, which brings together leading companies committed to making mobility in Lisbon more sustainable. The implementation of the action plan defined by ANA, S.A. within

the scope of BCSD Portugal's Act4Nature initiative also played a relevant role in 2021. This international initiative aims to mobilize and encourage companies to protect, promote and restore biodiversity and ecosystem services, one of the most important challenges the world currently faces alongside climate change. At the end of 2021, the Company adhered to the Charter of Principles of Companies for Sustainability, an initiative also developed by BCSD Portugal, thus committing itself to the realization of Jornada 2030. Jornada 2030 constitutes the instrument that aligns and demonstrates the contribution of companies for the United Nations Sustainable Development Goals (SDGs), with the strategy of the EU and Portugal. It is also worth highlighting the maintenance of the collaboration protocols that ANA, S.A. presents with various environmental associations (CERVAS, RIAS and QUERCUS) to support different areas of technical, operational or environmental specialization (some of a local nature). The objective of these partnerships is to reinforce the Company's capacity and know-how in these matters, using entities with specialized skills in various areas linked to environmental preservation. In 2021, ANA took the first steps towards creating a new cycle for Company Sustainability, focusing on aligning the company with the VINCI group policy and making ANA a more responsible company at an environmental, social and economic level. In summary, regarding ANA S.A., the concern for the sustainability of operations stands out, increasingly evident in the initiatives it develops at an environmental level, in relation to which it is also worth highlighting the continuation of initiatives to reduce water and energy consumption, reducing waste production and increasing recycling rates, in addition to raising environmental awareness. As in previous years, ANA, S.A. continued to promote effective management of the culture of innovation, favoring the development of creativity, entrepreneurship and the obtaining of innovative solutions, leading and promoting the generation of innovative ideas and supporting their implementation and removing barriers. It is also worth mentioning the pursuit of objectives related to obtaining financial incentives for the development of research, development and innovation activities. In this context, the Company has promoted the participation of its workers in various actions to disseminate good innovation practices.

ANA Global Environmental Performance

According to the Company's Environmental Report, in 2021, ensuring business growth in line with environmental preservation is a central objective of ANA – Aeroportos de Portugal, SA. To this end, the company adopts a broad set of measures aimed at continually improving its environmental performance, which is based on an Integrated Management System (SGI) and

which includes the Environment component. This system has allowed the company to be certified according to the ISO 14001:2015 standard since 2018. The environmental performance report (2021) presents the main results of the company's environmental performance in 2021, being a vehicle for disseminating them to ANA's main stakeholders and the community in general. In this sense, it is worth highlighting in 2021 the approval of new strategic environmental objectives, which met the Environmental Strategy defined for VINCI Airports, and which focus on three main areas: Energy and climate change; Circular economy and waste management; Water and natural environment. ANA invests in environmental awareness as a primary tool for promoting behavioral change, developing various actions throughout the year, whether informative or requesting the active participation of its employees, holders of occupation and/or exploration licenses, customers and /or neighboring community. In May 2021, the company also developed an external campaign about VINCI Airports' environmental strategy, launched at all airports, external social networks and on ANA's intranet. This campaign raised awareness of VINCI Airports' Environmental objectives (Energy and Climate Change, Circular Economy and Protection of Natural Resources) and some of the related environmental projects underway at ANA airports. This included mini-videos on social media and posters at airports, tailored to each airport's environmental goals and performance, to publicly share what the company is achieving in this regard and our goals for 2030. In summary, the presentation of a positive overall performance in 2021, the awareness of different economic agents to acting more responsibly, as well as valuing the company's role with its stakeholders, are significant and require continuous and dedicated effort.

METHODOLOGY

The conducted research contemplated secondary and primary research methods, applying a questionnaire to enable a quantitative analysis and test the efficiency of the proposed measures to construct a model that aims to improve sustainability practices in business management and daily routines. The conducted questionnaire survey was based on the conceptual framework enabled by the literature research. The questionnaire survey was applied to the company's employees between May and June 2023, and 361 answers were obtained. The survey integrates as total of 15 questions and was validated by company before application.

The conducted research aims to better understand if employees replicate the envisioned ANA Aeroportos de Portugal practices. The following quantitative analysis, aim to explore this question.

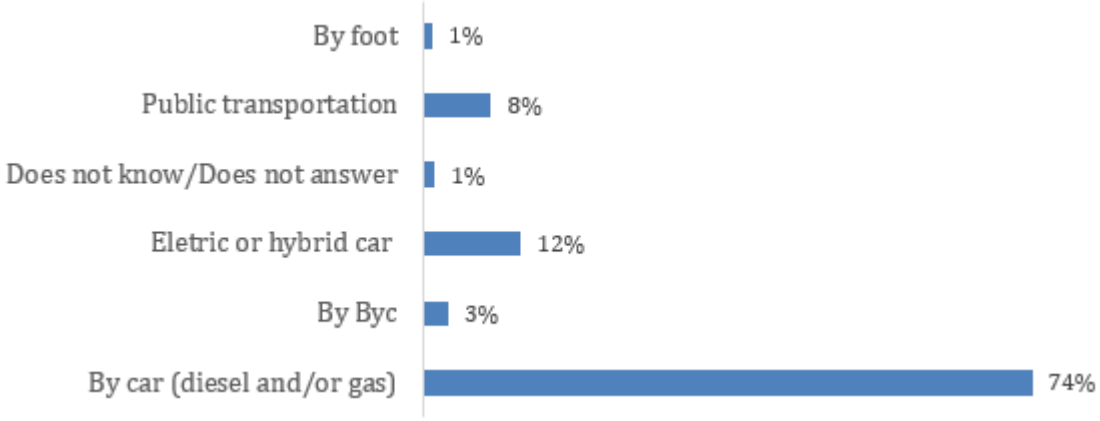
RESULTS, FINDINGS AND DISCUSSION

To better understand if the company's sustainable practices have an impact on the daily lives of most employees, a questionaire survey was conducted.

The sample of ANA Aeroportos de Portugal's employees survey contemplates 361 answers, categorized in 63% male, 34% female, 44% between 40 and 50 years old. Regarding the length of service time in the company, 33% have worked in the company between 21 and 30 years and 27% for more than 30 years.

Regarding sustainable practices in day-to-day routines, when asked about the way they go to work, results showed that 74% of the respondents answered they use their car (Figure 1):

Figure 1 - How employees go to work

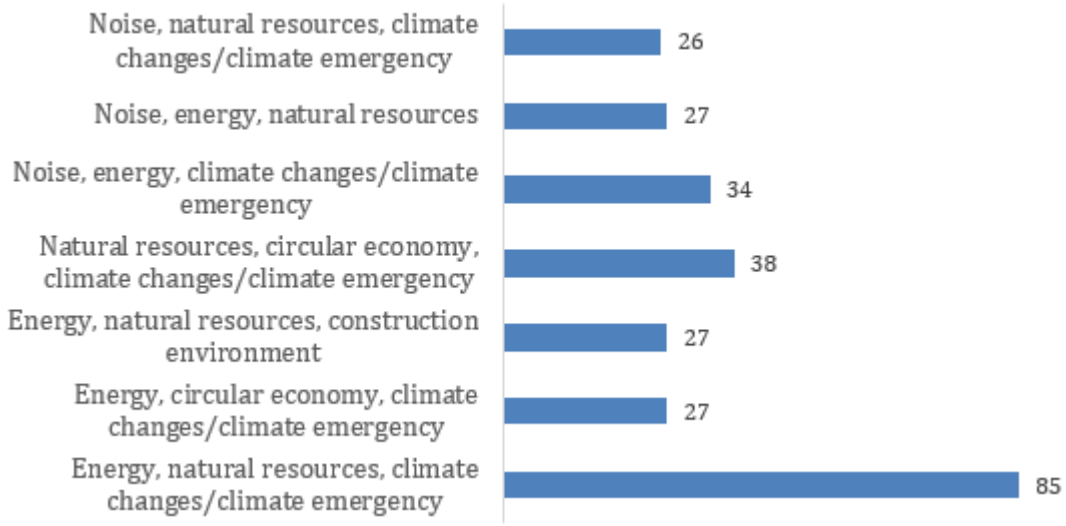


Source: The authors.

However, 84% of the respondents answered that they are familiar with the company's environmental campaigns, and 52% of the respondents indicated that they participated in environmental awareness actions promoted by the company.

When asked about the three areas the employees value the most in terms of sustainability concerns, namely regarding the impact of the sector's activity. Results were disperse (Fig. 2). However, areas like "energy", "climate changes/climate emergency" and "natural resources", stand out in terms of sector impact concern by respondents. By analyzing figure 2, the frequency of response and its combinations are evident, as energy, natural resources, and climate changes/emergency, contemplates 85 of the 361 answers.

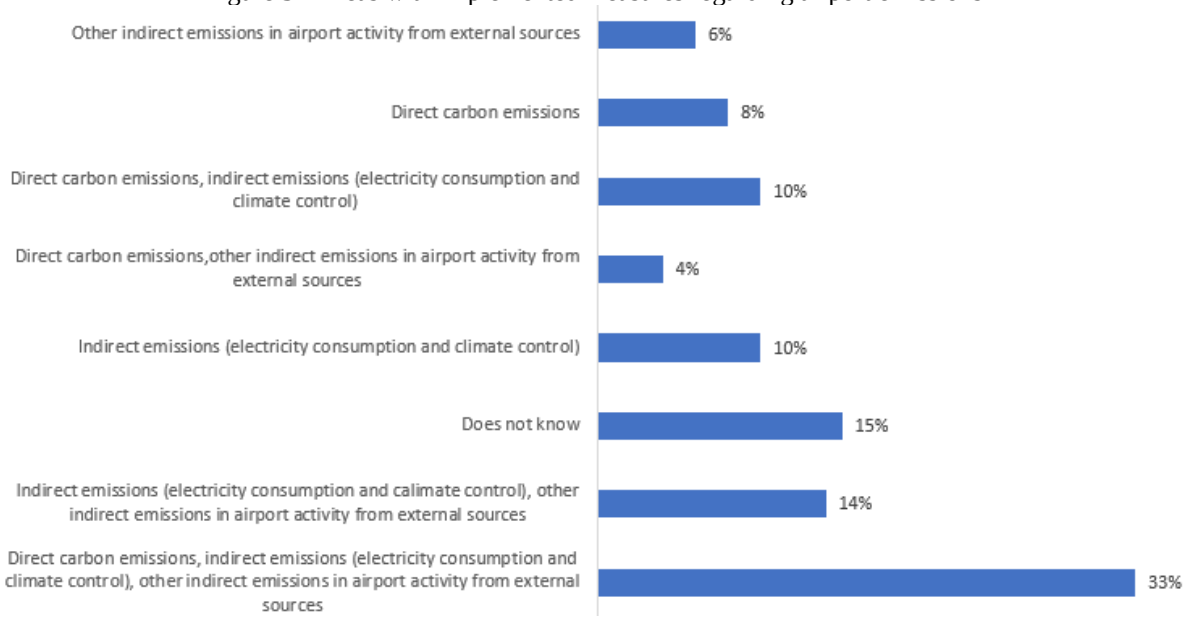
Figure 2 - Three most valued areas combination



Source: The authors.

Aiming to understand the awareness of the respondents about the measures that have been implemented regarding airport emissions, the survey included a specific question in this framework. 55 (15%) out of the 361 respondents indicated that they don't have any knowledge about these measures . The remaining respondents indicated a disperse variety of combinations, from which we may propose that respondents do not have a consolidated knowledge about which areas have implemented measures regarding emissions at airports. Nevertheless, 33% of the respondents indicate that measures regarding direct carbon emissions, indirect emissions, and other indirect emissions in the airport have been addressed by the company. (Fig. 3).

Figure 3 - Areas with implemented measures regarding airport emissions

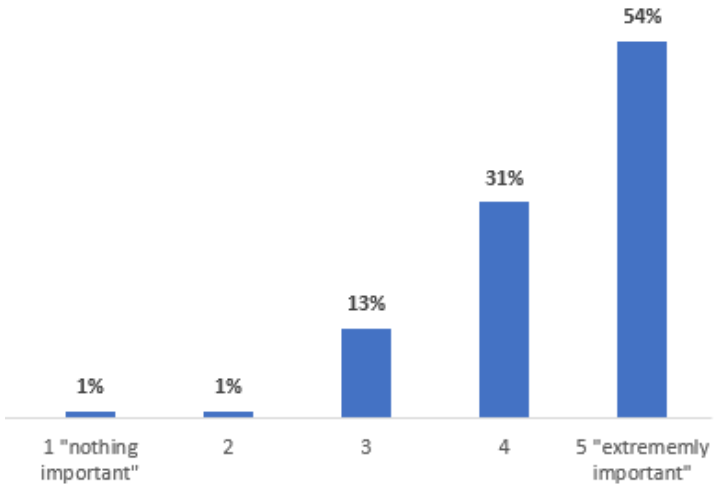


Source: The authors

Regarding the respondents cooperation with the waste management measures implemented, the results show that the majority (84%) consider to be involved, this may propose a positive concern with sustainability practices, a conscience and will to be part of this paradigm change, in terms of environmental impact.

Concerning the importance of the premise, "Avoid, Reduce, Compensate and Remote" and contemplating a scale from 1 to 5 ("1" correspond to "nothing important" and "5" is "extremely important"), respondents positioned themselves, showing that the majority (54%) assigns the highest score on the scale and 31% assigns "4" on the scale (Fig. 4), again proposing a positive concern in the analysis framework.

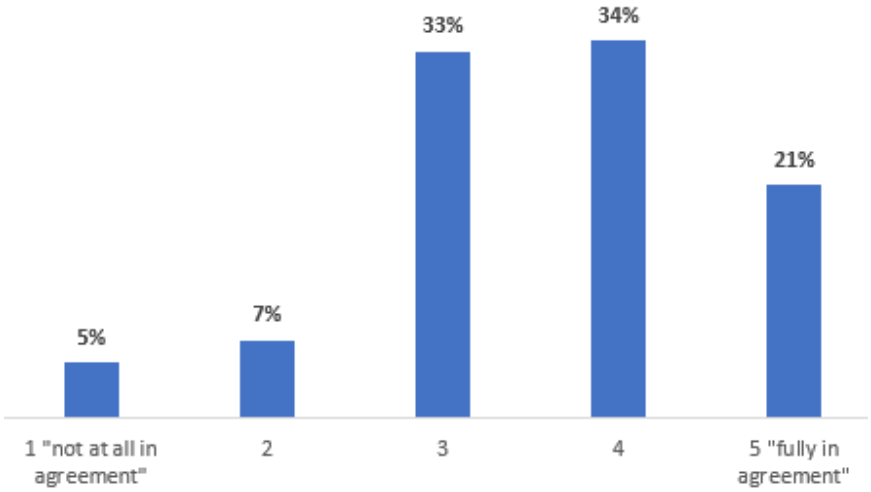
Figure 4 - Importance of "Avoid, Reduce, Compensate and Remote" premise



Source: The authors.

Aiming to understand the perception of the respondents regarding the impact of the measures implemented in the workplace in their professional lives, using a scale from 1 to 5, where 1 means "not at all in agreement" and 5 means "fully in agreement", results indicate a distribution between "3" and "5", but the "4" gets more votes (34%). However, it's important to notice that "3" and "4" together has 67% as figure 5 presents. This may propose room for improvement, as a neutral position may indicate a need of change and deeper involvement.

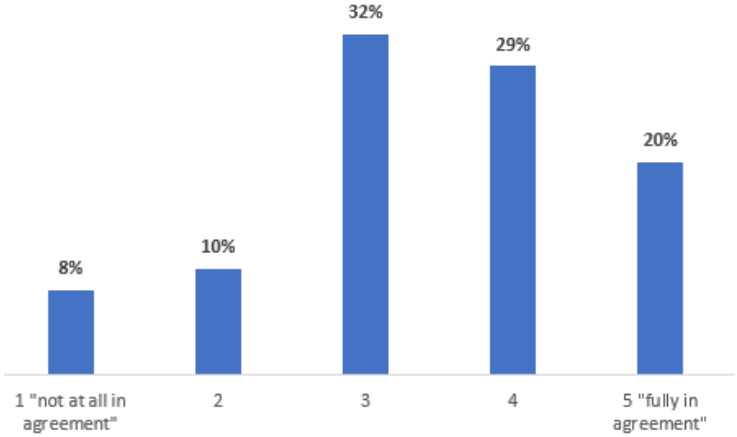
Figure 5 - Measures implemented in the workplace have impact on employees' professional lives



Source: The authors.

To understand the perception of respondents regarding the impact of the implemented measures in the workplace, on employees' personal lives, using the same scale from 1 to 5, where 1 means "not at all in agreement" and 5 means "fully in agreement", results indicate a distribution between "3" and "5", but the middle of the scale ("3") gets more votes (32%) as figure 6 presents, again suggesting a neutral position, thus a need for a deeper and more participated change process that enables involvement, and participation.

Figure 6 - Measures implemented in the workplace have impact on employees' personal lives

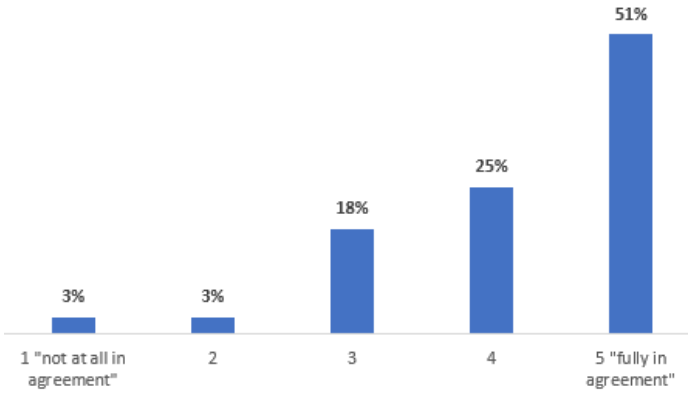


Source: The authors.

When asked whether, in their personal lives, respondents put into practice the environmental measures implemented in their workplace, 64% confirm, highlighting three main areas of application, namely recycling, energy consumption concerns and water consumption and reuse practices.

Nevertheless, when asked about the pleasure or satisfaction derived of working in a company with s sustainable practices, using a scale from 1 to 5 (1 means "not at all in agreement" and 5 means "fully in agreement"), 51% choose the highest on the scale (figure 7), proposing a motivation in the construction of a better, more sustainable future, and in the relevance of the adoption of sustainable practices by organizations.

Figure 7 - Work at a company with some sustainable practices is a source of proud.



Source: The authors.

The presented results propose motivation and willingness of the respondents for sustainable practices and emphasize the relevance of change management and consolidation of specific sustainable measures in a widespread of day-to-day practices. The neutral position of respondents regarding the specific action of the organization, propose the need for a plan of action for future interactions, with further involvement, participation and information, thus, enhancing the individual and collective impact in the sector, society and in the world, as sustainable corporate practices are shown to be replicated in personal and family environment.

As indicated by Klein and Dawar, (2004), sustainability is proposed to reduce public scrutiny, enhance public tolerance, impacting positively corporate reputation. According to Luce et al. 2001, talent retention, reduction of absenteeism, organizational attractiveness, and even, investment appeal, market share, business performance is enhanced by socially responsible organization, creating, as reinforced by Miles and Covin, (2000), reputational advantage. These advantages, strengthen the argument of the relevant impact of the envisioned and implemented sustainable and environmentally friendly practices in the corporate environment, sustaining that corporate intensions, policies, and strategic measures have impact true on organization, and individuals, not only in their workplace, but also in their daily personal routines, and in the reputation of organizations, and their perceived role in society.

CONCLUSION

Understanding the impact of envisioned values of organizations and the replication of sustainable practices from the workplace into daily routines, reinforces that individual behavior, implicates in collective actions, and the other way around too.

In fact, the presented results propose that individuals recognize the impact of sustainable practices in the workforce in their personal lives, and feel satisfaction and pride in being part of organizations that contemplate sustainable practices.

The results suggest that more than half of the employees replicate the environmental measures implemented by the company in their daily routines, particularly with regard to recycling, energy consumption and issues relating to water consumption and reuse, this reinforces the responsibility of organizations, in their pursuit for a more sustainable, and environmentally friendly footprint.

Employees recognize they are proud to work for a company that contemplates sustainable practices, with concrete actions, reinforcing the proposal that organizations serve as a stimulus to replicate sustainable actions in society.

The proposed findings of the conducted research propose that, a path of consolidation, and participation need to be done, developing actions to improve sustainability-related practices, involving teams and individuals, impacting corporate reputation, individual behaviors and social development.

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