

**Sustainable Hospitality Alliance**  
**(A company limited by guarantee)**

**World Sustainable Hospitality Alliance is the trading name of Sustainable Hospitality Alliance.**

**Report and Financial Statements**  
**Year ended 31 December 2024**

**Charity number 1188731**  
**Company number 12373950**

## **Report of the trustees for the year ended 31 December 2024**

The trustees are pleased to present their annual directors' report together with the consolidated financial statements of the charity for the period ended 31 December 2024 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the charities Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland; FRS 102, 2nd Edition) effective 1 January 2019.

## Reference and administrative details

### Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the period and since the period end were as follows:

#### Board of Trustees:

Wolfgang M. Neumann, Chair (Resigned 30th June 2024)  
 Daniella Foster, Vice-Chair (Appointed 8th March 2023 & Appointed as Chair 30th June 2024)  
 Catherine Hammond, Treasurer  
 Tim Davis  
 Yasmin Diamond  
 Stephen Farrant  
 Jonathan Worsley (Appointed 16<sup>th</sup> October 2023)  
 Denise Naguib (Appointed 01<sup>st</sup> October 2023)  
 Inge Huijbrechts (Appointed 16th October 2023 & Appointed Vice-Chair 30th June 2024)

Members of Board Sub-committees serving during the period and since the period end were as follows:

#### Finance Risk and Audit Committee:

Catherine Hammond, Chair  
 Wolfgang M. Neumann  
 Daniella Foster, Vice Chair (Appointed to FRAC 8<sup>th</sup> March 2023)  
 Mike Reilly  
 Inge Huijbrechts (Appointed to FRAC 30<sup>th</sup> June 2024)

### Key management personnel

#### Senior Management Team:

Glenn Mandziuk, CEO  
 Simon Le Gouais, Director of Finance and Resources & Company Secretary (until 30 May 2024) (resigned as company secretary 28 June 2023)  
 Chris Wilde, Interim Finance Director (from 1 May 2024 to 30<sup>th</sup> October 2024)  
 Nelson Garcia-Narvaez, Director of Finance & Operations (from 5<sup>th</sup> August 2024)  
 Lauryn Venters, Company Secretary (Resigned December 2024)

### Reference and administrative details

Registered charity name	Sustainable Hospitality Alliance
Charity registration number	1188731
Company registration number	12373950
VAT registration number	GB 450 0405 46
Registered address	2 Putney Hill, London, SW15 6AB
Auditor	HaysMac LLP, 10 Queen Street, London EC4R 1AG
Bankers	HSBC UK, 172 Upper Richmond Road, Putney, London, SW15 2SH
Solicitors	Russell-Cooke LLP, 8 Bedford Row, London WC1R 4BX

## Chair's report

It is with great pride that I present the 2024 Annual Report of the World Sustainable Hospitality Alliance.

This year has seen significant progress towards our vision of a Net Positive hospitality industry, one that gives back more than it takes across people, planet, place, and prosperity.

A key highlight was the expansion of our **Employability Programme**, supporting over 700 young people in India, Sri Lanka, and Egypt to overcome barriers and secure employment in hospitality. This initiative continues to demonstrate the sector's power to create inclusive opportunities and build skilled, diverse talent pipelines.

We also launched the **World Academy for Sustainable Hospitality**, a landmark in industry-led education. With the debut of the Net Positive Simulation Tool and foundational training courses, the Academy is set to equip over 1 million hospitality workers globally with the skills to drive environmental and social impact.

At **COP29**, we unveiled the **Universal Sustainability KPIs**, developed with UN Tourism. These standardised metrics, covering emissions, energy, water, and waste, lay the groundwork for consistent, transparent ESG reporting across the sector. We also co-authored the *Decarbonising Hotel Food Systems* white paper, outlining a strategy to cut emissions by 70 million tonnes of CO<sub>2</sub> by 2030.

In human rights, we led a research-driven initiative across eight African countries to strengthen local supply chains and promote ethical procurement. This work positions the Alliance as a global advocate for embedding social value into hospitality operations.


Strategic influence grew through high-level **industry summits**, the **inaugural World Sustainable Travel & Hospitality Awards**, and our participation in global forums such as COP29 and COP16. Our rebranding to the **World Sustainable Hospitality Alliance** reinforced our bold identity and global leadership.

Looking forward, we aim to double our membership, expand regional presence, and scale local solutions through our new **Global Accelerator Programme**. We will also launch the **Net Positive Impact Fund** to drive innovation and investment in sustainability-focused hospitality ventures.

I extend sincere thanks to our members, partners, and supporters. Together, we are proving that hospitality can be a catalyst for positive change, delivering meaningful outcomes for communities, ecosystems, and future generations.

Thank you for your continued commitment.

Daniella Foster, Chair, World Sustainable Hospitality Alliance



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## Objectives and activities

### Our vision and mission

Our vision is a prosperous and responsible hospitality sector that gives back to the destination more than it takes.

Our mission is to accelerate the path to net positive hospitality through strategic industry leadership, collaborative action, harmonisation of metrics and regenerative solutions.

We do this by bringing together engaged hospitality companies and strategic partners and using the collective power of the industry to deliver impact locally and on a global scale.

### Summary of the purposes of the charity

The Charity's objects are, for the public benefit, anywhere in the world, to:

- advance education to prevent and relieve poverty and to relieve unemployment, in particular, but not exclusively amongst disadvantaged young people.
- advance human rights (as set out in the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights and subsequent United Nations declarations and conventions).
- promote the protection and preservation of the natural environment and sustainable development amongst participants in the global hospitality industry.
- further such other exclusively charitable purposes according to the law of England and Wales as the trustees in their absolute discretion from time to time determine.

The trustees confirm that they have referred to the information contained in the Charity Commission's general guidance on public benefit when reviewing the World Sustainable Hospitality Alliance's aims and objectives, and in planning activities and setting strategy for the year ahead.

### Summary of main activities

To achieve our objectives, we work with our members, partners and other stakeholders, to assess the key global challenges affecting our planet and its people. We then prioritise our activities and programmes to identify where we can collectively deliver the most positive impact towards our mission.

Aligned with the United Nations Sustainable Development Goals (SDGs), we commit to drive continued action in the following areas:

**People** – Advancing fair and inclusive opportunities for people and communities now and for future generations.

- **Equity, diversity and inclusion:** Promoting access to fair opportunities and creating environments that support inclusive employment and encourage advancement.
- **Human rights:** Supporting respect for human rights across the hospitality industry, addressing risks and strengthening ethical recruitment and employment.
- **Employability:** Enabling young people and those from particularly vulnerable backgrounds to get started in their careers by leveraging the power of the hospitality industry.

**Planet** – Safeguarding our natural environment for a thriving and diverse world for all.

- **Climate action:** Driving decarbonisation of the hospitality industry, limiting key drivers

of climate change, and maximising our regenerative impact.

- **Water stewardship:** Addressing water risk within communities, embedding water stewardship programmes and furthering water-use efficiency.
- **Responsible resourcing:** Advancing sustainable procurement and consumption, enabling effective resource management, and minimising pollution and waste.

## **Place** – Working in harmony with our communities and habitats

- **Nature Protection:** Supporting destinations in biodiversity restoration and impact reduction. Integrating local stakeholders to regenerate and protect ecosystems.
- **Community Partnerships:** Enabling community-led action and innovation. Local sourcing and support for SMEs are key pillars, ensuring community benefit and engagement.
- **Customer Welfare:** Integrating customer engagement and welfare into hotel-level training, empowering frontline staff to make sustainable decisions that also enhance guest experiences.

## **Prosperity** – Ensuring economic successes and opportunities benefit all

- **Economic Inclusion:** Promoting prosperity through local economic development, equitable opportunities, and supporting innovation and sustainability pilots.
- **Standards and Certification:** Harmonising industry metrics, performance KPIs, and the upcoming Net Positive Certification System are being deployed to ensure transparency, drive performance, and recognise leadership.
- **Capacity Building:** Equipping the workforce with practical, role-specific training modules across departments, ensuring all employees—from GMs to housekeeping—contribute to long-term economic and environmental sustainability.

## **Policy on social investment and grant making**

The charity works in partnership with its members and with aligned organisations to implement integrated social investment programmes, particularly where members and partners can extend the reach and impact of the Alliance's objectives.

The trustees are mindful of their duties with respect to ensuring the charity is carrying out its purposes for the public benefit. They recognise that safeguarding responsibilities are a governance priority and a fundamental part of its operations. When working through partners, especially internationally, trustees have legal duties and responsibilities in carrying out due diligence checks and monitoring in relation to the charity's involvement with external bodies and individuals and verifying the end use of charitable funds.

Thus, when working with partners, the charity:

- conducts careful due diligence prior to entering formal partnerships, and signs clear agreements setting out the work to be carried out, monitoring requirements, financial accountability and operational standards to be upheld.
- requires grantees to comply with its policies on Safeguarding, Anti-Bribery and Anti-Corruption, Anti-Fraud and Anti-Money Laundering, and Data Privacy and Protection.
- develops working relationships through training programmes and workshops that

explain the Alliance's approach on safeguarding, tackling financial crime and data protection.

During the year the charity funded work with the following partners:

- The Kherwadi Social Welfare Association (Goa, Bengaluru and Mumbai, India),
- Spence Evoluzione Charitable Trust (Colombo, Sri Lanka)
- World Vision (Mexico City and Silau, Mexico)

All were programmes training young vulnerable people for entry into the hotel industry.



## Contribution made by members and volunteers

The members of the World Sustainable Hospitality Alliance are the corporate organisations supporting the Alliance through annual financial donations and involvement in our work. They do not have a formal governance role.

The members currently include 35 world-leading hotel companies with a combined reach of over 55,000 properties, 7.5 million rooms and more than 300 brands, including large and small hotel companies with both international and regional portfolios. Our growing network also includes 23 owners, investors, suppliers, academic institutions, and other collaborators, all working together to drive joined-up action for a better and more sustainable future.

The purpose of affiliate membership is to invite influential players across the value chain to participate in dialogue with each other and with our hospitality members, to share expertise and learning, to influence our pathway to net positive and to challenge, enable and inspire the movement through collaboration. Affiliate members have an advisory rather than a governance role. There are currently 26 affiliate members in place.

As our members differ in the size and scale of their operations, ownership structures, geographic footprint and the stage of organisational maturity on their sustainability journey, this gives us unique insights into the industry, and awareness of what is needed to drive progress on sustainability across the industry. With their technical know-how and expertise, we design and pilot solutions, create tools and resources, and showcase best practices to help any hotel, anywhere in the world, get started and progress on its sustainability agenda.

Our members also, from time to time, offer us additional support, in terms of secondments and resources, to help us get skills, resources and expertise in support of our work, either operationally or programmatically, and operate in a cost-effective way.

We were grateful to Marriott for its partnership in welcoming us to their London office, enabling our team to convene, work closely with colleagues and provide a welcoming space for our visiting members and partners.

## Partnerships programme update

### Strategic Growth and Diversification

Since its inception in 2023, the partnerships programme has expanded to include over 50 official partners, encompassing philanthropic organisations, non-profits, governments, and private sector entities. These partners are categorised into strategic, delivery, knowledge, supplier, funding, or implementing partners, each playing a pivotal role in addressing shared sustainability challenges.

### Notable Developments in 2024

- **Belize Tourism Board:** In a historic move, Belize became the first country to join the Alliance as a Destination Partner. This partnership underscores a national commitment to sustainable tourism and climate goals.
- **WISE Sustainability:** This strategic partnership focuses on integrating responsible technology solutions to drive energy, water, and waste savings in hotels. WISE Sustainability also contributed to the Alliance's Sustainability Foundational Courses, aiming to upskill hotel staff industry-wide.



## Collaborative Initiatives

- **Universal Sustainability KPIs:** Launched at COP29, this first wave of KPIs provide a structured framework for the hospitality sector to measure and report on essential environmental metrics, aligning with global ESG goals.
- **Sustainable Hospitality Challenge 2024:** The Alliance supported this global student competition, encouraging innovative solutions in sustainable hospitality. The 10th edition saw participation from over 70 universities worldwide.
- **World Sustainable Travel & Hospitality Awards:** In collaboration with the World Travel Awards, the Alliance launched this programme to recognise impactful contributions in sustainable travel and tourism.

## Leadership and Strategic Direction

Daniella Foster, formerly Vice-Chair, assumed the role of Chair in 2024, succeeding Wolfgang M. Neumann. Under her leadership, the Alliance continues to advance its ambitious five-year strategy (2023–2028), focusing on harmonising industry standards, training, and launching scalable initiatives.

## Key achievements and performance: People

### Empowering Youth Through Employability

In 2024, our **Employability Programme** continued to create meaningful pathways into the workforce for vulnerable and disadvantaged young people, helping to build both talent pipelines for the hospitality sector and brighter futures for those facing barriers such as poverty, those living without parental care, displacement, survivors of human trafficking, disability, and lack of formal education.

The programme combines 100 hours of classroom-based training, delivered through local non-profit partners, with 2–4 months of practical experience provided by private sector employers. Participants are then supported in securing long-term employment within hospitality and related industries.

#### Programme Highlights in 2024:

- **India:** 374 graduates, with 326 (87%) gaining employment or apprenticeships.
- **Sri Lanka:** 90 graduates, 76 (84%) employed or in apprenticeships.
- **Egypt:** 284 graduates, with 58 (20%) employed by end of 2024; as of May 2025, the employment rate rose to 85%.

The programme plays a critical role in preparing young people - particularly those without higher education - for formal employment in a sector that offers accessible, entry-level opportunities. It continues to demonstrate hospitality's potential to drive inclusive growth and social impact at scale.

### World Academy for Sustainable Hospitality: Building Skills for a Net Positive Future

The World Academy for Sustainable Hospitality is a key pillar of our mission to create a globally Net Positive hospitality industry. As the sector's leading sustainability training platform, the Academy equips hospitality professionals with the skills and knowledge needed to deliver meaningful environmental and social impact.

#### Key Developments in 2024:

- Launch of the Net Positive Simulation Tool, offering hands-on learning to support strategic sustainability thinking.
- Development of the Foundational Sustainable Hospitality Course (English), set to launch in early 2025.
- Pipeline products for 2025 include:
  - Multi-lingual versions of the Foundational Course
  - Human Trafficking Training for associates and managers

Developed with extensive input from five global hotel brands and guided by a cross-sector Academy Working Group, including representatives from industry, academia, certification bodies, and value chain partners, the Academy ensures both relevance and quality.

True to the Alliance's charitable mission, the courses are also tailored to support youth, disadvantaged

groups, and entry-level workers, helping to promote inclusive access to sustainability education and empower the workforce of the future.

## **Human Rights**

In 2024, the World Sustainable Hospitality Alliance advanced its human rights agenda within the hospitality sector through a new initiative.

### **World Sustainable Hospitality Alliance: Advancing Human Rights through Local Supply Chains**

Recognising the vital role local procurement plays in supporting communities and enhancing environmental sustainability, the Alliance undertook a research-led initiative across eight African countries: Ethiopia, Rwanda, Egypt, Tunisia, Morocco, Senegal, Côte d'Ivoire, and Ghana. The project aimed to understand current procurement practices, identify barriers, and explore opportunities to increase local sourcing within the hospitality industry.

## **Project Outcomes**

The initiative provided valuable insights into:

- The obstacles hospitality brands face when sourcing locally.
- Challenges experienced by local suppliers in accessing procurement opportunities.
- The potential social and economic impact of scaling local procurement.
- Strategic recommendations for enhancing CRSD reporting readiness.

## **Overall Impact**

There is strong potential for the industry to support suppliers to respond to the increasingly regulated and competitive environment they are operating in so that they can avoid future job losses. For example, the loss of seafood businesses that has been seen in Egypt. Further work needs to be done to continue to build on the relationships between suppliers and hotels and develop and test further tools and guidance to support local suppliers. This initiative helped position the Alliance as a strong advocate for embedding human rights and social value into global hospitality value chains. The work undertaken in 2024 lays the foundation for lasting partnerships and sustainable growth within the communities our industry serves.

## Key achievements and performance: Planet

### Launch of Universal Sustainability KPIs at COP29

In 2024, the Alliance marked a major milestone by launching the first wave of Universal Sustainability Key Performance Indicators (KPIs) at COP29. Developed in partnership with UN Tourism and other industry leaders, these KPIs establish a unified framework to measure and enhance sustainability performance across the hospitality sector.

The initial KPIs focus on four key environmental areas:

- Greenhouse gas emissions
- Energy consumption
- Water usage
- Waste management

This initiative reinforces the Alliance's commitment to accountability, transparency, and climate action, providing a consistent foundation for global sustainability reporting and improvement.

### Decarbonising Hotel Food Systems

In 2024, the Alliance co-authored the "Decarbonising Hotel Food Systems" white paper with Iberostar Hotels & Resorts, the Sustainable Markets Initiative, and Systemiq. The report presents a roadmap for the hospitality industry to reduce food-related emissions by up to 30% by 2030, which is equivalent to 70 million tonnes of CO<sub>2</sub> annually.

Key strategies include:

- Using procurement power to influence sustainable food sourcing
- Optimising kitchen energy use
- Implementing waste-tracking technology to cut food waste by 50%

This initiative reinforces the Alliance's commitment to climate action and sustainable operations across the hospitality sector.

### Pathway to Net Positive Hospitality – Strategic Overview

In 2024, the Alliance advanced its strategic vision for a unified **Pathway to Net Positive Hospitality**, building on its collaboration with EY to deliver a phased framework guiding the industry beyond compliance toward a Net Positive impact that gives back more to communities, ecosystems, and economies than it takes. The framework, while offering practical steps and measurable milestones, is set to be enhanced through integration with Intaconnected's modular user experience model.

Key 2025 objectives include consolidating all WSHA tools into a seamless, user-friendly pathway; broadening the scope to address 15 core ESG themes across environment, social impact, and governance; and launching a benchmark tool - **Compass to Net Positive** - to support progress tracking. A digitisation roadmap will begin with manual integration in 2025, laying the foundation for a full digital platform. Through science-based prioritisation, stakeholder co-creation, and a compelling narrative, the Alliance aims to establish a scalable, action-oriented framework for Net Positive transformation across the global hospitality sector.

### Strengthening Global Partnerships for Climate Action

In 2024, the Alliance strengthened key global partnerships, collaborating with organisations such as UN Tourism and the World Travel & Tourism Council to align ESG frameworks and promote responsible tourism. These collaborations enabled the creation and distribution of tools supporting hospitality sector's transition to Net Positive Hospitality.

Notably, the Alliance was among a select group of non-state actors endorsing the COP29 Declaration on Enhanced Climate Action in Tourism, alongside 70 countries, underscoring its leadership role in advancing climate action within the industry.

### **Exploring a Sector-Wide Power Purchase Agreement**

In 2024, the Alliance convened a series of discussions with members and key stakeholders to explore the potential for a sector-wide Power Purchase Agreement (PPA) aimed at accelerating the transition to renewable energy within hospitality. These consultations revealed strong interest across the membership. As a result, the Alliance committed to conducting an initial viability assessment to evaluate the strategic and operational feasibility of such an initiative. A suitable project partner was identified and engaged during the year to support this process. Following this groundwork, it was agreed that a detailed feasibility study would commence in 2025, contingent on securing a minimum threshold of member participation.

## **Raising awareness of the industry's work on global stage**

### **Convening the industry**

In 2024, we expanded our global influence and sharpened our strategic identity with the announcement of our rebranding to the World Sustainable Hospitality Alliance at the Future Hospitality Summit (FHS) in Riyadh. Our CEO, Glenn Mandziuk, emphasised how this strategic shift underscored our commitment to advancing sustainability throughout the global hospitality sector.

We hosted two high-level industry summits on Mainstreaming Net Positive Hospitality. These were exclusive events attended by C-suite leaders from across the Alliance's global network, comprising world-leading hotel brands, operators, owners, investors and other partners, alongside our strategic partners.

Our member-only Spring Summit, hosted at Amadeus' headquarters in Nice, convened over 100 C-suite leaders to shape the industry agenda for 2024 and beyond. The event focused on harmonising global sustainability standards, scaling Net Positive action, and securing funding for high-impact solutions.

Key achievements included:

- Significant progress by the Alliance's Impact Committees on carbon and waste reduction, data-driven sustainability solutions, and the development of universal standards.
- Launch of the Net Positive Impact Fund to support scalable sustainability initiatives.
- Empowerment of asset owners as drivers of change, supported by the launch of a Resilience Academy Course and a curated bank of best practices.
- Improved industry communication through the creation of a comprehensive Sustainability Glossary.
- The Summit also marked the launch of the World Sustainable Travel & Hospitality Awards, spotlighting global innovators in sustainable tourism and promoting leadership in Net Positive impact.

Our Autumn Summit brought together our network of members and partners, to share best practices, explore innovation and forge new collaborations. The Autumn Summit was held in partnership with the American Hotel and Lodging Association (AHLA) and Questex helping to bring together industry leaders to:

- Promote unified standards and sustainability reporting
- Drive behaviour changes via training and education
- Address major challenges like decarbonising food systems in the hotel sector

The Summit celebrated the launch of the World Academy for Sustainable Hospitality, our transformational learning platform providing certified training for sustainable operations. A live platform demonstration and interactive Q&A session highlighted the commitment to industry-wide capacity building.

The event also marked the release of our white paper, “Decarbonising Hotel Food Systems,” developed in partnership with Iberostar Hotels & Resorts, the Sustainable Markets Initiative, and Systemiq, which details how the sector can eliminate up to 70 million tonnes of CO<sub>2</sub> annually.

### **United Nations Climate Conference**

At COP29 in 2024, our CEO, Glenn Mandziuk, unveiled the Environmental Universal Sustainability KPIs for Hospitality as part of the COP29 Declaration on Enhanced Climate Action in Tourism. This landmark initiative establishes a standardised ESG framework for the sector, enabling transparent, measurable progress on sustainability.

In his address at COP29, Glenn highlighted the KPIs’ benefits for consumers, corporate clients, and OTAs, reinforcing their role in driving accountability and aligning the industry with global climate goals.

### **Advancing Nature Positive Tourism**

On Earth Day 2024, we launched the landmark ‘Nature Positive Travel & Tourism in Action’ report in collaboration with UN Tourism and the World Travel & Tourism Council (WTTC), forming the Nature Positive Partnership. The report presents a clear roadmap to halt and reverse biodiversity loss by 2030, offering practical guidance, case studies, and actionable pathways for tourism businesses to embed nature-positive practices.

Later in the year, the Partnership - including our CEO Glenn Mandziuk - addressed world leaders at COP16 in Colombia, advocating for the stronger inclusion of tourism in national biodiversity strategies. The delegation reinforced the sector’s vital role in delivering positive outcomes for nature, communities, and climate, underscoring our global commitment to ecosystem preservation.

### **Celebrating Global Leadership in Sustainable Tourism**

On World Tourism Day 2024, Belize hosted the inaugural World Sustainable Travel & Hospitality Awards, developed in partnership with the World Travel Awards and the Belize Tourism Board. This landmark event honored 21 exemplary organisations, leaders, and initiatives advancing Net Positive transformation in tourism.

With over 400 entries and 6,000 votes from nearly 150 countries, the Awards highlighted global momentum for sustainability, recognising achievements across categories such as community engagement, environmental impact, and innovative partnerships.

The ceremony also showcased Belize’s leadership in responsible tourism and its commitment to preserving natural and cultural heritage - marking a significant step forward in celebrating and scaling best practices across the sector.



## Guiding wider industry thinking

As the experts in sustainable hospitality, the Alliance continues to sit on various industry committees including:

- United Nation's Technical Experts for Transforming the Tourism Value Chain – a panel of experts providing guidance and support on projects which aim to improve sustainability of tourism in developing states.
- United Nation's One Planet advisory groups on food waste and plastics reduction.
- Cornell University's advisory group for the Cornell Hotel Sustainability Benchmark (CHSB), the industry's largest sustainability benchmarking index.
- Advisory Council of the International Council on Hotel, Restaurant, and Institutional Education

## Plans for future periods

The World Sustainable Hospitality Alliance continues to develop its long-term strategy with a focus on responsible growth, practical progress, and collaborative engagement across the global hospitality industry. While the Alliance has made strong strides in several areas, future plans are being paced to ensure realistic delivery, alignment with partner capacity, and responsiveness to ongoing sector challenges.

### Organisational Development

The Alliance remains committed to expanding its global reach and strengthening internal capabilities. Since December 2021, membership has grown by 400%, reaching 54 organisations. The goal remains to broaden this network, aiming to reach 100 members by 2026, though progress will be paced in line with sector needs and operational capacity.

This growth supports the Alliance's mission to build a truly global, inclusive sustainability movement in hospitality. Strategic expansion is focused on key markets such as Asia, North America, and the Middle East, with a new membership category for asset and property owners introduced to broaden industry engagement. To support this growth, the Alliance is implementing formal systems for relationship and risk management, and plans to establish local representatives in Saudi Arabia, the UAE, Hong Kong, and North America in 2025.

### WSHA Net Positive Solution Lab Series

In place of traditional summits, the Alliance will launch the **Net Positive Solution Lab Series**- a dynamic programme of regionally tailored, immersive workshops aligned with major industry events. Each lab brings together 30-50 senior leaders from across the hospitality value chain to engage in collaborative, gamified learning and practical solution-building around critical sustainability themes such as energy, water, food, and human rights. Designed to accelerate progress toward Net Positive Hospitality, the labs strengthen the business case for action, deepen member engagement, build leadership capacity, and extend the Alliance's global reach. The series is intended to generate strategic insights to inform future offerings and drive broader adoption of the Pathway to Net Positive Hospitality.



## People

Looking ahead, the Alliance is set to significantly scale its **Employability Programme**, aiming to support 3,000 vulnerable individuals worldwide through life skills and practical hospitality training. Building on over 15 years of impact and more than 7,000 beneficiaries to date, the expanded programme will address workforce shortages while advancing inclusion and economic opportunity.

With a target of raising £2 million, achieving an 85% post-programme employment rate, and increasing female participation to 50–75%, this initiative will deliver measurable social value and provide the industry with a pipeline of job-ready talent. Strategic sponsorship opportunities will offer partners visibility, impact reporting, and meaningful engagement in advancing workforce development and social equity.

**The World Academy for Sustainable Hospitality** is pioneering the first global training platform designed by the industry to equip hospitality workers with the skills needed to embed sustainability into every role—from front desk to finance. By making sustainability practical, personal, and actionable, the Academy drives real progress toward Net Positive Hospitality, where the sector gives back more than it takes.

Partnerships are key to this mission, enabling translation and localisation of training for underserved regions, supporting inclusion of youth, refugees, seasonal workers, and empowering small and independent hotels often excluded from formal programs. This initiative delivers measurable ESG impact while positioning partners as leaders in sustainable business, inviting hotel groups, service providers, investors, and others to join in scaling this critical movement.

## Planet:

The Alliance will continue to advance its environmental strategy, with a focus on completing the updates to the **Hotel Carbon Measurement Initiative (HCMI)** and **Hotel Water Measurement Initiative (HWMI)**. These revised methodologies are designed to include expanded Scope 3 emissions and water data, ensuring alignment with global regulatory requirements and climate science. While delivery has been slightly delayed, the work is progressing, and we remain committed to aligning with global climate science and regulatory developments. Once finalised, the work will equip the sector with credible, standardised tools to enhance sustainability reporting and accelerate progress towards Net Positive Hospitality.

To help streamline data collection and improve consistency in reporting, the Alliance is exploring the development of a digital ESG data management platform. This user-friendly, industry-driven platform is envisioned to integrate with our updated KPIs and methodologies. The platform aims to improve access to standardised environmental data and facilitate sector-wide collaboration.

The Alliance will also continue to work on the development of Universal Social KPIs for the global hospitality industry - continuing to build the standardised, science-aligned framework to measure and manage social impact and ecosystem protection. Co-designed with industry leaders, community voices, and environmental experts, these KPIs will align with global frameworks such as the TNFD, SBTN, and UN SDGs. The initiative aims to drive consistent ESG reporting, integrate sustainability into procurement and operations, and support more inclusive, nature-positive hospitality worldwide — enabling companies to demonstrate meaningful progress for people, planet, and place.

## **Place**

The Alliance will launch its Global Accelerator Programme to pilot scalable, locally grounded solutions that address systemic sustainability challenges in hospitality and tourism. Through public-private collaboration, the programme will focus on critical areas such as sustainable food systems, nature-positive practices, energy transition, and technology for sustainability. The initial pilots are expected to begin in a limited number of destinations, with gradual expansion as capacity and partnerships allow by 2026, supported by trends reports, measurable impact, and shared learnings.

Offering engagement opportunities through research, leadership, and sponsorship, the programme aims to catalyse innovation, strengthen destination resilience, and reinforce the industry's role in delivering Net Positive outcomes.

## **Prosperity**

### **Net Positive Impact fund**

In 2025, the Alliance will launch the Net Positive Impact Fund to accelerate sustainability innovation in hospitality by investing in growth-stage startups focused on energy transition, food system transformation, and nature-positive practices. The Fund aims to forge strategic partnerships with leading brands, technology providers, and sustainability stakeholders to drive industry-wide transformation toward net positive outcomes.

Expected impacts include empowering people, reducing carbon emissions, enhancing destination appeal, and generating strong financial and ESG returns. Partners can engage through co-investment, implementing innovations, or sponsorship—gaining early access to cutting-edge solutions, strengthening brand appeal, and demonstrating leadership in sustainable hospitality. The Fund will deliver tangible impacts across people, planet, place, and prosperity

## **Conclusion**

While the Alliance remains committed to its mission of fostering a Net Positive Hospitality sector, future activities will be shaped by realistic timelines, ongoing collaboration, and adaptive planning. Continued progress across all pillars—People, Planet, Place, and Prosperity—will rely on partnership engagement, funding support, and the collective will to build a more sustainable and inclusive global industry.

## Financial review

The Charity was registered on 24 March 2020 and launched independent operations on 1 October 2020, having separated as a programme from Business in the Community (BITC), a registered charity (297716).

During 2024, the World Sustainable Hospitality Alliance recorded a net surplus on operations during the period of £27,726, reached after Income of £1,629,904 and Expenditure of £1,602,178

Our income came from Charitable Grants of £517,023 where support is received under specific agreements supporting activities aligned to our objectives from a range of Institutional Donors, Foundations and Trusts and Corporate Bodies, as listed in the Notes to the Accounts.

Membership contributions of £775,894 related to the contributions from our corporate members, and Donations of £72,955, including in-kind donations of £72,735, by members for use of office space, and Carbon Offsetting Costs for Summit 2024.

Expenditure comprises Support Costs (including the value of In-Kind donations), Staff Costs, and Grants to Partners and is analysed in the accounts to Fundraising and publicity, and Expenditure on charitable activities, split between the major activities of the Alliance, as set out in the Notes to the Accounts, the highest expenditure being on Climate Action, Human Rights and Youth Employment work.

At 31 December 2024, Total Funds stood at £522,562. Net Assets included Cash held of £847,101, with Accruals and deferred income standing at £1,004,877 the majority of which is Deferred income and largely explains the excess of Cash over Net Assets.

Funds were made up of Restricted Funds of £72 and Unrestricted Funds of £522,488.

## Structure, Governance and Management

### Governing document

The Sustainable Hospitality Alliance is a company limited by guarantee governed by its Memorandum and Articles of Association dated 16 December 2019. It is registered as a charity with the Charity Commission.

### Appointment of trustees

As set out in the Articles of Association the business of the Charity is governed by the Board of Trustees, the first members of which were the four subscribers to the registration of the Alliance and a Company. The number of Trustees must be a minimum of three and no more than nine. Trustees may be appointed by a resolution of the Board and serve for a term of up to three years and can be eligible for re-appointment for a further period of three years.

### Trustee induction and training

New trustees undergo orientation to brief them on their legal obligations under charity and company law, the Charity Commission guidance on public benefit, and inform them of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. During orientation they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

## Organisation

The Board of Trustees, which can have up to twelve members, administers the charity. The Board normally meets quarterly and has one sub-committee, the Finance Risk and Audit Committee, which also meets quarterly in advance of Board meetings or as often as necessary. A Chief Executive Officer is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive Officer has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance and employment.

## Related parties and co-operation with other organisations

None of our trustees receive remuneration or other benefit from their work with the charity other than reimbursement of expenses.

Trustees must declare any direct or indirect interest that conflicts, or may conflict with the interests of the Charity, because the Trustee or a Connected Person may receive a benefit from the Charity or has some separate interest or duty in a matter to be decided, or in relation to information which is confidential to the Charity. Declarations and updates are requested at each team meeting.

Similarly, all payments are reviewed monthly for related party transactions.

## Pay policy for senior staff

The pay of the senior staff has been determined by Management together with the Finance Risk and Audit Committee on a review of pay levels in other similar organisations and in accordance with our Performance Related pay Policy.

## Principal risks and uncertainties

The trustees have a risk management strategy which comprises:

- The Finance Risk and Audit Committee (FRAC) which works to undertake monitoring and supervision of both the current and future financial position of the Sustainable Hospitality Alliance, and associated risks.
- Maintenance of an Organisational Risk Register that identifies risks at an organisational level. The Register is developed and proposed by Senior Management initially to FRAC, and then to the Board of Trustees quarterly. The Register scores the risk in terms of impact and probability, provides a narrative commentary for the quarter, and details controls and mitigations in place and planned.
- Active involvement in emerging risk management, with Senior Management members, particularly through the Chair of the Board of Trustees and Chair of FRAC.

The Trustees have assessed the risks that the Alliance is exposed to and have identified the principal risk categories and put in mitigations as follows:

<b>Risk</b>	<b>Mitigations in place</b>
<b>1. Relevance</b>	
We become irrelevant, fail to innovate and to communicate Net Positive Hospitality effectively.	We have defined and are using "Net Positive Hospitality" to galvanise members and the industry, we use Member surveys to check relevance of proposed funding streams, and our Standing committees, launched in 2023, ensure relevance.
Our strategy fails on those metrics or that we fail to deliver it well	We have consulted widely on our relevance and mission as we embark on the five-year strategy, keeping in touch through regular member summits and the Standing Committees
Our purpose, vision and mission are misunderstood or not communicated clearly and consistently.	Our strategy defined our purpose, vision and mission clearly, our programmes have been scoped as part of the strategy launch and endorsed by stakeholders
<b>2. Operating Model</b>	
We fail to grow or retain membership, affiliate membership and partnerships that add value.	Membership recruitment is the primary focus of two staff: the Director of Business Development and Relationships Manager, supported by the CEO, and partnership management is assigned to different members of the Senior Leadership Team
Our delivery programmes & training fail to attract partners, funding and do not reach goals.	The Senior Leadership team continue to focus on fundraising as a priority, developing funding applications for the employability programme. In addition, we are developing a Partnerships model, which has been successful in attracting funders for programmes such as the Net Positive Academy, the Resource Directory and Net positive simulator, thus broadening income streams.
The advisory committees become disengaged, fail to endorse our strategy or reject it.	We will continue to consult widely on our relevance and mission as we embark on the five-year strategy and have seen positive engagement in feedback sessions, using the summits and Standing Committees launched in 2023.
<b>3. Financial &amp; Human Resource</b>	
We do not attract the funding necessary to deliver our strategy over the next financial year.	We set internal fundraising targets for unrestricted income, including corporate sources, regular internal meetings ensuring joint responsibility towards funding targets.
Failure to retain staff, ensure staff well-being and professional development and recruit effectively.	We use performance related pay processes with appraisals, conduct a regular staff engagement survey, invest in specific training for individual members of staff relevant to their progression. All staff are now on permanent contracts and modern office space and facilities are secured.
<b>4. Governance &amp; Compliance</b>	
We fail an audit, suffer significant data breaches, put employees, partners and beneficiaries at risk.	We invest in legal and expert financial advice on potential risk areas such as membership, Charitable law requirements, VAT regulations, co-operation agreements



## **Reserves policy and going concern**

The Trustees, having considered the risks outlined above have determined a desired range of reserve levels to be held in light of these risks to lie between £431,000 and £718,000.

The reserves to be deployed should be unencumbered by prior obligation and held as liquid assets.

Currently the organisation holds £522,488 of Unrestricted Reserves, of which £500,732 are unencumbered and free to be deployed to use. This level is within the required reserves range.

The Trustees judged that the level of reserves was sufficient and within the required range. However, the budget for 2025 plans to increase reserves towards the higher value of the recommended reserves requirement.

The Trustees review the financial circumstances of the Alliance as part of the quarterly FRAC review and consider that adequate resources continue to be available to fund the activities of the company for the foreseeable future. The Trustees are of the view that the company is a going concern.

## **Our approach to fundraising activities**

The charity raises funds from member contributions, from institutional donors including Trusts and Foundations, International Development Organisations and Government Institutions in the UK and internationally. We have developed an Ethical Fundraising Policy to guide decisions on solicitation and acceptance of funds.

The charity does not currently actively fundraise from the public or run legacy campaigns or undertake similar fundraising activities. The trustees are though pleased to receive unsolicited gifts and legacies from patrons and supporters who generously support our work.

No complaints have been received from funders or beneficiaries in respect of fundraising activities undertaken by the alliance.

## **Trustees' responsibilities in relation to the financial statements**

The charity trustees (who are also the directors of the Sustainable Hospitality Alliance for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### **Statement as to disclosure to our auditors**

In accordance with company law, the Company's Directors confirm that:

- so far as they are aware, there is no relevant audit information of which the Company's auditor is unaware; and
- as the Directors of the Company they have taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

In preparing the Report of the Trustees the trustees have taken advantage of the exemptions available to small companies.

This report was approved by the board of trustees and signed on their behalf by Daniella Foster, Chair:

Signed by:  
  
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Date: 14/08/2025 .....



## **Independent Auditors report to the Trustees of World Sustainable Hospitality Alliance**

### **Opinion**

We have audited the financial statements of World Sustainable Hospitality Alliance for the period ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable Company's affairs as at 31 December 2024 and of the charitable company's net movement in funds, including the income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on pages 21 and 22, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the sector in which it operates, we identified that the principal risks of non-compliance related to Charity and Company law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006 and the Charities Act 2011, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the recognition of income and expenditure at the year-end. Audit procedures performed by the engagement team included:

- Inspecting correspondence with appropriate regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Adam Halsey

Senior Statutory Auditor

For and on behalf of HaysMac LLP, Statutory Auditors

Date: 3/09/2025

10 Queen Street Place

London

EC4R 1AG

## WORLD SUSTAINABLE HOSPITALITY ALLIANCE STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure account)

**FOR THE YEAR ENDED 31 DECEMBER 2024**

	Note	Unrestricted Funds	Restricted Funds	Total Funds Year ended 31-Dec-24	Total Funds Year ended 31-Dec-23
		£	£	£	£
<b>INCOME FROM:</b>					
Donations and legacies	2a	72,954	-	72,954	91,022
Alliance Membership contributions		775,894	-	775,894	597,813
Charitable activities					
Grants	3	-	749,677	749,677	739,408
Investment income	4	16,222	-	16,222	12,299
Other Trading Activity	4a	10,400	4,757	15,157	21,759
<b>TOTAL INCOME</b>		<u>875,470</u>	<u>754,434</u>	<u>1,629,904</u>	<u>1,462,301</u>
<b>EXPENDITURE ON:</b>					
Raising funds					
Fundraising and publicity	6	105,932	-	105,932	110,893
Charitable activities					
Human Rights		9,516	-	9,516	65,719
Youth Employment		111,691	403,642	515,333	527,284
Climate Action		39,672	242,047	281,719	272,809
Water Stewardship		39,068	72,766	111,834	69,777
Cross organisational activities		541,687	36,157	577,844	638,094
<b>TOTAL EXPENDITURE</b>	6	<u>847,566</u>	<u>754,612</u>	<u>1,602,178</u>	<u>1,684,576</u>
<b>NET INCOME</b>	5	27,904	(178)	27,726	(222,275)
Transfer between funds		-	-	-	-
<b>NET MOVEMENT IN FUNDS</b>		27,904	(178)	27,726	(222,275)
<b>Reconciliation of funds:</b>					
Total funds brought forward		494,586	250	494,836	717,111
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>522,490</u>	<u>72</u>	<u>522,562</u>	<u>494,836</u>

## WORLD SUSTAINABLE HOSPITALITY ALLIANCE STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure account)

FOR THE PERIOD ENDED 31 DECEMBER 2023

	Note	Unrestricted Funds	Restricted Funds	Total Funds Year ended 31-Dec-23
		£	£	£
<b>INCOME FROM:</b>				
Donations and legacies	2a	77,822	13,200	91,022
Alliance Membership contributions		597,813	-	597,813
Charitable activities				
Grants	3	40,616	698,792	739,408
Investment income	4	12,299	-	12,299
Other Trading Activity	4a	7,200	14,559	21,759
<b>TOTAL INCOME</b>		<u>735,750</u>	<u>726,551</u>	<u>1,462,301</u>
<b>EXPENDITURE ON:</b>				
Raising funds				
Fundraising and publicity		110,893	-	110,893
Charitable activities				
Human Rights		-	65,719	65,719
Youth Employment		29,228	498,056	527,284
Climate Action		233,042	39,767	272,809
Water Stewardship		69,777	-	69,777
Cross organisational activities		506,721	131,373	638,094
<b>TOTAL EXPENDITURE</b>	6	<u>949,661</u>	<u>734,915</u>	<u>1,684,576</u>
Net gains/(losses) on investments		-	-	-
<b>NET INCOME</b>	5	<u>(213,911)</u>	<u>(8,364)</u>	<u>(222,275)</u>
Transfer between funds		-	-	-
<b>NET MOVEMENT IN FUNDS</b>		<u>(213,911)</u>	<u>(8,364)</u>	<u>(222,275)</u>
<b>Reconciliation of funds:</b>				
Total funds brought forward		708,499	8,612	717,111
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>494,588</u>	<u>248</u>	<u>494,836</u>

**WORLD SUSTAINABLE HOSPITALITY ALLIANCE**
**Company Number 12373950**
**BALANCE SHEET AS AT 31 DECEMBER 2024**

		2024		2023	
	Note	£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	9		8,739		4,716
Intangible assets	9a		13,017		26,336
			<u>21,756</u>		<u>31,052</u>
<b>CURRENT ASSETS</b>					
Debtors	13	910,761		209,787	
Cash at bank and in hand		<u>847,101</u>		<u>983,630</u>	
		1,757,862		1,193,417	
<b>CREDITORS: amounts falling</b>	14	(1,257,058)		(729,633)	
<b>due within one year</b>					
<b>NET CURRENT ASSETS</b>			500,804		463,784
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			522,560		494,836
<b>NET ASSETS</b>			<u>522,560</u>		<u>494,836</u>
<b>FUNDS</b>	15				
Restricted funds			72		248
Unrestricted funds:					
Designated funds			-		-
General funds			<u>522,488</u>		<u>494,588</u>
			<u>522,488</u>		<u>494,588</u>
			<u>522,560</u>		<u>494,836</u>

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies' regime. The financial statements were approved and authorised for issue by the Trustees on 14/08/2025 and were signed below on its behalf by:

Signed by: **Daniella Foster. Chair.**  
  
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## World Sustainable Hospitality Alliance STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	2024 £	2023 £
<b>Cash Flow from operating activities</b>	21	(129,309)	(350,586)
<b>Cash flows from investing activities</b>			
Income from listed investments		-	-
Other interest receivable		-	-
Payments to acquire tangible fixed assets		(7,220)	(30,228)
Disposal of tangible fixed assets		-	-
Purchase of investments		-	-
Sale of investments		-	-
<b>Cash used in investing activities</b>		<u>(7,220)</u>	<u>(30,228)</u>
<b>Increase/(Decrease) in cash and cash equivalents in the year</b>		<u>(136,529)</u>	<u>(380,814)</u>
Cash and cash equivalents at the beginning of the year		<u>983,630</u>	<u>1,364,444</u>
		847,101	983,630
Change due to exchange rate movements		-	-
<b>Total cash and cash equivalents at the end of the year</b>		<u><u>847,101</u></u>	<u><u>983,630</u></u>
<b>Cash and cash equivalents</b>			
Cash at bank and in hand		847,101	983,630
Cash held by investment manager		-	-
<b>Cash at bank and in hand at the end of the reporting period</b>		<u><u>847,101</u></u>	<u><u>983,630</u></u>

## **1 Accounting Policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### **a) Basis of preparation**

The financial statements have been prepared in accordance with the Charities: Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)) (2nd Edition effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

World Sustainable Hospitality Alliance meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

### **b) Preparation of the accounts on a going concern basis**

The World Sustainable Hospitality Alliance reported net income of £27,726 for the period. The trustees are of the view that ongoing funding agreements and membership contributions have secured the immediate future of the World Sustainable Hospitality Alliance for the next 12 to 18 months, and that the current cash position and future projections indicate sufficient levels to continue operations without interruption, and that on this basis the charity is a going concern for the foreseeable future and that there are no material uncertainties in relation to the ability of the charity to continue as a going concern.

The trustees remain vigilant of the need to secure on-going financial support and to monitor financial commitments and cash flows to maintain the organisation's financial viability.

### **c) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

Grant income received in advance of performance or provision of other specified service it is deferred until the criteria for income recognition are met (see note 23).

### **d) Donated services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general time of volunteers not recognised; refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

### **e) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

### **f) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Sustainable Hospitality Alliance's work or for specific projects being undertaken by the Sustainable Hospitality Alliance.

#### **g) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise fundraising and publicity and their associated support costs.
- Expenditure on charitable activities includes the costs of undertaking specific activities and projects in Human Rights, Youth Employment, Climate Action, Water Stewardship and Cross organisational activities and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### **h) Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back-office costs, finance, personnel, other organisational running costs and are classified between Office expenses, Governance costs and Other support costs. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Support costs have been allocated to activities (whether raising funds or charitable activities) on the following bases:

- Where a support cost can be specifically attributed to an activity it is directly allocated
  - Where the support costs have a general effect on activities, they are apportioned to activities on the basis of staff time recorded undertaking the activities

Support costs related to publicity and promotion are not reapportioned to charitable activities.

#### **i) Tangible fixed assets**

Individual fixed assets costing £1,500 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight-line basis as follows:

##### Asset Category

Computer equipment	Over 3 years
--------------------	--------------

#### **j) Intangible fixed assets**

Intangible fixed assets represent software developments owned by the Alliance and which are capitalised where their cost can be measured reliably and exceeds £5,000 in respect of individually identifiable assets, and where they have a probable future benefit to the Alliance. Intangible fixed assets are amortised over their expected useful lives on a straight-line basis as follows:

##### Asset Category

Training software	Over 2 years
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Alliance Membership Directory software	Over 3 years
--	--------------

If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

#### **k) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**l) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**m) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**n) Pensions**

Existing employees of the charity were entitled to join the defined contribution Group Personal Pension Plan operated by Scottish Widows which is funded by contributions from employee and employer.

**o) Critical accounting judgements and key sources of estimation uncertainty**

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant.

Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees do not consider there are any critical judgements or sources of estimation uncertainty affecting assets or liabilities at the balance sheet date which is likely to result in a material adjustment to their carrying amount in the next financial year.

**p) Financial Instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the settlement value.

**NOTES TO THE ACCOUNTS YEAR ENDED 31 December 2024**

**2 DONATIONS AND LEGACIES**

	<i>Unrestricted</i>	<i>Restricted</i>	<b>Year Ended 31-Dec-24</b>
	£	£	£
Donations	218	-	218
Gifts in kind	72,736	-	72,736
	<u>72,954</u>	<u>-</u>	<u>72,954</u>

*DONATIONS AND LEGACIES 2023*

	<i>Unrestricted</i>	<i>Restricted</i>	<b>Year Ended 31-Dec-23</b>
	£	£	£
<i>Donations</i>	1,806	-	1,806
<i>Gifts in kind</i>	76,016	13,200	89,216
	<u>77,822</u>	<u>13,200</u>	<u>91,022</u>

The value of consultants and corporate entities time is estimated at £72,000 (£89,216 in 2023). We have included the value where it is quantifiable but recognise that the Charity received a significant level of support.

**3 CHARITABLE ACTIVITIES**

	<i>Unrestricted</i>	<i>Restricted</i>	<b>Year Ended 31-Dec-24</b>
	£	£	£
<b>Grants</b>			
Expedia Inc	-	41,245	41,245
GIZ GmbH	-	131,729	131,729
Academy	-	145,531	145,531
Hyatt Community Grants Fund	-	68,122	68,122
The IHG Foundation (UK) Trust	-	12,923	12,923
Summits 2023 -24	-	13,382	13,382
Marriott International	-	20,722	20,722
Recognition and awards	-	9,000	9,000
Net Positive Hospitality Simulator	-	79,233	79,233
Power Purchasing A	-	76,344	76,344
Net Positive Pathways - Standard & Reporting	-	89,411	89,411
TUI Care Foundation	-	66,791	66,791
	<u>-</u>	<u>754,433</u>	<u>754,433</u>

**CHARITABLE ACTIVITIES 2023**

	<i>Unrestricted</i>	<i>Restricted</i>	<b>Year Ended 31-Dec-23</b>
	£	£	£
<b>Grants</b>			
Expedia Inc	-	38,446	38,446
GIZ GmbH	-	252,785	252,785
Hyatt Community Grants Fund	-	149,300	149,300
The IHG Foundation (UK) Trust	-	17,077	17,077
International Organisation for Migration (Geneva)	-	65,719	65,719
Marriott International	40,616	63,848	104,464
Net Positive Hospitality Simulator	-	40,112	40,112
TUI Care Foundation	-	71,505	71,505
	<u>40,616</u>	<u>698,792</u>	<u>739,408</u>

**4. INVESTMENT INCOME**

	<i>Unrestricted</i>	<i>Restricted</i>	<b>Year Ended 31-Dec-24</b>
	£	£	£
Income from investments	-	-	-
Other interest receivable	<u>16,222</u>	<u>-</u>	<u>16,222</u>
	<u><u>16,222</u></u>	<u><u>-</u></u>	<u><u>16,222</u></u>

	<i>Unrestricted</i>	<i>Restricted</i>	<b>Year Ended 31-Dec-23</b>
	£	£	£
Income from investments	-	-	-
Other interest receivable	<u>12,299</u>	<u>-</u>	<u>12,299</u>
	<u><u>12,299</u></u>	<u><u>-</u></u>	<u><u>12,299</u></u>

**4a. OTHER TRADING ACTIVITY**

	<i>Unrestricted</i>	<i>Restricted</i>	<b>Year Ended 31-Dec-24</b>
	£	£	£
Fundraising & Sponsorship	-	-	-
Corporate Income (services)	<u>10,400</u>	<u>4,757</u>	<u>15,157</u>
	<u><u>10,400</u></u>	<u><u>4,757</u></u>	<u><u>15,157</u></u>

	<i>Unrestricted</i>	<i>Restricted</i>	<b>Year Ended 31-Dec-23</b>
	£	£	£
Fundraising & Sponsorship	-	14,380	14,380
Corporate Income (services)	<u>7,200</u>	<u>179</u>	<u>7,379</u>
	<u><u>7,200</u></u>	<u><u>14,559</u></u>	<u><u>21,759</u></u>

**5. NET INCOME FOR THE YEAR**

This is stated after charging the following:

- Depreciation	3,197	5,158
- Auditors remuneration for audit services		
for audit services	16,360	18,060
for other services	1,800	1,800
- Operating lease rentals		



The costs above include support costs which are allocated on the basis of expenditure undertaken.

## 6. EXPENDITURE

### a) ANALYSIS OF EXPENDITURE

	Support Costs £	Staff Costs £	Grants to Partners £	Other Direct £	Total 2024 £	Total 2023 £
<b>Raising Funds</b>						
Fundraising and publicity	73,392	32,540	-	-	105,932	110,893
<b>Expenditure on charitable activities:</b>						
Human Rights	9,516	-	-	-	9,516	65,719
Youth Employment	318,248	-	105,953	91,131	515,332	527,284
Climate Action	184,571	-	604	96,544	281,719	272,809
Water Stewardship	78,787	-	-	33,049	111,836	69,777
Cross organisational activities	<u>-173,326</u>	<u>689,647</u>	<u>-</u>	<u>61,525</u>	<u>577,846</u>	<u>638,094</u>
<b>TOTAL EXPENDITURE</b>	<u><u>491,188</u></u>	<u><u>722,187</u></u>	<u><u>106,557</u></u>	<u><u>282,249</u></u>	<u><u>1,602,181</u></u>	<u><u>1,684,576</u></u>

The costs above include support costs which are allocated on the basis of expenditure undertaken.

### b) ANALYSIS OF SUPPORT COSTS

	Office expenses £	Governa nce costs £	Other support costs £	Reallocation £	Total 2024 £	Total 2023 £
<b>Raising Funds</b>						
Fundraising and publicity	-	-	73,392	-	73,392	45,166
<b>Expenditure on charitable activities:</b>						
Human Rights	-	-	3,045	6,471	9,516	51,295
Youth Employment	143	-	213,299	104,806	318,248	326,853
Climate Action	-	-	124,887	59,684	184,571	232,295
Water Stewardship	-	-	52,735	26,052	78,787	68,349
Cross organisational activities	<u>90,316</u>	<u>24,357</u>	<u>-84,975</u>	<u>-203,024</u>	<u>-173,326</u>	<u>-296,442</u>
<b>TOTAL SUPPORT COSTS:</b>	<u><u>90,459</u></u>	<u><u>24,357</u></u>	<u><u>382,383</u></u>	<u><u>-6,011</u></u>	<u><u>491,188</u></u>	<u><u>427,516</u></u>

The basis for apportionment of Support costs is set out in Note 1 i).

Included in Other support costs is the value of £72,000 of in-kind contributions received.

**c) GOVERNANCE COSTS**

Legal and professional, including audit

<b>Year Ended 31-Dec-24 £</b>	<b>Year Ended 31-Dec-23</b>
<u><b>24,357</b></u>	<u><b>24,317</b></u>
<u><b>24,357</b></u>	<u><b>24,317</b></u>

**d) Grants paid to institutions**

	<i>Unrestricted</i>	<i>Restricted</i>	<b>Year Ended 31-Dec-24</b>	<b>Year Ended 31-Dec-23</b>
Kherwadi Social Welfare Association	-	46,482	46,482	65,926
Stanforte Edge	-	-	-	906
Spence Evoluzione Charitable Trust	-	43,799	43,799	26,185
World Vision Mexico	-	15,672	15,672	15,215
		<u>105,953</u>	<u>105,953</u>	<u>108,232</u>

**7. STAFF NUMBERS AND COSTS**

The average number of persons employed during the year were as follows

	<b>2024 No.</b>	<b>2023 No.</b>
Raising funds	1.4	1.5
Charitable activities	6.5	9.0
Support	<u>2.2</u>	<u>1.8</u>
	<u>10.1</u>	<u>12.3</u>

The aggregate payroll costs of these persons were as follows

	<b>£</b>	<b>£</b>
Salaries and wages	619,955	693,535
Social security costs	65,851	72,883
Pension scheme contributions	<u>36,381</u>	<u>42,462</u>
	<u>722,187</u>	<u>808,880</u>

The number of employees whose emoluments, excluding pension contributions and employer's national insurance who were in excess of £60,000 were:

	<b>2024</b>	<b>2023</b>
	<b>No.</b>	<b>No.</b>
£60,000 - £69,999	1	2
£70,000 - £79,999	1	2
£109,999 - £119,999	-	1
£129,999 - £139,999	1	-
	<u>3</u>	<u>5</u>

Contributions of £36,381 (£42,462 in 2023) were paid on behalf of these employees into a money purchase pension scheme.

The total employee benefits of the key management personnel of the Foundation were £329,040 (£317,874 in 2023).

#### **8. TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES**

Reimbursements of travelling expenses totaling £6,197.40 were paid to 7 Trustees for attendance at Trustee meetings (£3,997.23 in 2023).

## 9. TANGIBLE ASSETS

Group and Charity	Computer Equipment
Cost or Valuation	£
As at 1 January 2024	16,780
Additions	7,220
Disposals	-
At 31 December 2024	<u>24,000</u>
<b>Depreciation</b>	
As at 1 January 2024	(12,064)
Charged in Year	(3,197)
Disposals	-
At 31 December 2024	<u>(15,261)</u>
<b>Net Book Value</b>	
At 01 January 2024	4,716
At 31 December 2024	<u>8,739</u>

## 9A. INTANGIBLE ASSETS

Group and Charity	Simulator	Resource Directory	Total
Cost or Valuation	£	£	£
As at 1 January 2024	-	-	-
Additions	20,477	8,980	29,457
Disposals	-	-	-
At 31 December 2024	<u>20,477</u>	<u>8,980</u>	<u>29,457</u>
<b>Depreciation &amp; Amortisation</b>			
As at 1 January 2024	(2,614)	(507)	(3,121)
Charged in Year	(10,303)	(3,016)	(13,319)
Disposals	-	-	-
At 31 December 2024	<u>(12,917)</u>	<u>(3,523)</u>	<u>(16,440)</u>
<b>Net Book Value</b>			
At 01 January 2024	17,863	8,473	26,336
At 31 December 2024	<u>7,560</u>	<u>5,457</u>	<u>13,017</u>

## 10. INVESTMENTS

There were no investments on behalf of the charity at 31 December 2024 (2023 NIL)

## 11. TAXATION

Sustainable Hospitality Alliance is a registered charity and, therefore, is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

## 12 DEBTORS

	Charity 2024	Charity 2023
	£	£
Trade debtors	762,849	161,391
Other debtors including taxation	58,128	25,709
Prepayments and accrued income	89,784	22,687
	<u>910,761</u>	<u>209,787</u>

## 13 CREDITORS: Amounts falling due within one year

	Charity 2024	Charity 2023
	£	£
Trade creditors	52,236	9,168
Other creditors including taxation and social security	92,582	40,210
Grant commitments	-	-
Accruals and deferred income	1,112,240	680,255
	<u>1,257,058</u>	<u>729,633</u>

Included in Accruals and deferred income is deferred income as at 31 December 2024 £1,004,877 (2023 £647,900).

## 14. DEFERRED INCOME

	Brought forward deferred income 01 Jan 2024	Amount released in 2024	Amount deferred in 2024	Deferred income carried forward year ended 31 Dec 2024
	£	£	£	£
Amount deferred in the year	647,900	(725,269)	1,082,246	1,004,877
	<u>647,900</u>	<u>(725,269)</u>	<u>1,082,246</u>	<u>1,004,877</u>

Deferred income represents income or membership contributions invoiced or received for use in future periods where the criteria for recognition as income in the year have not been met.

15. FUNDS	At 31 December 2023	Income	Expenditure	Transfers/ gains/ (losses)	At 31 December 2024
	£	£	£	£	£
<b>Unrestricted Funds</b>					
General Funds	494,588	803,470	775,568	-	522,488
	494,588	803,470	775,568	-	522,488
<b>Restricted Funds</b>					
Expedia Inc	-	41,245	41,245	-	-
GIZ GmbH	-	131,729	131,729	-	-
Academy	-	145,531	145,531	-	-
Hyatt Community Grants Fund	-	68,122	68,122	-	-
The IHG Foundation (UK) Trust	-	12,923	12,923	-	-
Summits 2023 -24	(274)	13,382	13,110	-	-
Marriott International	-	20,722	20,547	-	175
Recognition and awards		9,000	9,000		-
TUI Care Foundation	-	66,791	66,780	-	11
Net Positive Hospitality Simulator	522	79,233	79,756	-	-
Power Purchasing	-	76,344	76,344	-	-
Net Positive Pathways - Standard & Reporting	-	89,411	89,525	-	(114)
Grants	248	754,433	754,612	-	72
	494,836	1,557,903	1,530,180	-	522,560

<b>FUNDS</b>	<b>At 31 December 2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers/ gains/ (losses)</b>	<b>At 31 December 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted Funds</b>					
General Funds	708,499	735,750	949,661	-	494,588
	708,499	735,750	949,661	-	494,588
<b>Restricted Funds</b>					
Expedia Inc	-	38,446	38,446	-	-
GIZ GmbH	-	252,785	252,785	-	-
Hilton Effect Foundation	8,612	-	8,612	-	-
Hyatt Community Grants Fund	-	149,300	149,300	-	-
The IHG Foundation (UK) Trust	-	17,077	17,077	-	-
International Organisation for Migration (Geneva)	-	65,719	65,719	-	-
Marriott International	-	63,848	63,848	-	-
Net Positive Hospitality Simulator	-	40,291	39,769	-	522
Summits 2023	-	27,580	27,854	-	(274)
TUI Care Foundation	-	71,505	71,505	-	-
Grants	8,612	726,551	734,915	-	248
	717,111	1,462,301	1,684,576	-	494,836

Designated funds represent funds received from Humanity United which the donor has allowed to be applied for general purposes



**16 ANALYSIS OF FUND BALANCES BETWEEN NET ASSETS - CURRENT YEAR**

**At 31 December 2024**

	<b>Restricted Funds</b>	<b>General Funds</b>	<b>Designated Funds</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Tangible fixed assets	-	8,739	-	8,739
Intangible Assets	-	13,017	-	13,017
Investments	-	-	-	-
Net current assets	<u>72</u>	<u>500,732</u>	<u>-</u>	<u>500,804</u>
	<u><u>72</u></u>	<u><u>522,488</u></u>	<u><u>-</u></u>	<u><u>522,560</u></u>

**ANALYSIS OF FUND BALANCES BETWEEN NET ASSETS - PRIOR YEAR**

**At 31 December 2023**

	<b>Restricted Funds</b>	<b>General Funds</b>	<b>Designated Funds</b>	<b>Total</b>
Tangible fixed assets	-	4,716	-	4,716
Intangible Assets	-	26,336	-	26,336
Investments	-	-	-	-
Net current assets	<u>248</u>	<u>463,536</u>	<u>-</u>	<u>463,784</u>
	<u><u>248</u></u>	<u><u>494,588</u></u>	<u><u>-</u></u>	<u><u>494,836</u></u>

**17. CAPITAL COMMITMENTS**

World Sustainable Hospitality Alliance had no capital commitments at 31 December 2024 or at 31 December 2023

**18. OPERATING LEASE REQUIREMENTS**

World Sustainable Hospitality Alliance had no operating lease commitments at 31 December 2024 or at 31 December 2023.

**19. MEMBERS LIABILITY**

In the event of the company being wound up, Trustees will each have a liability of £1.

**20. PENSION COMMITMENTS**

World Sustainable Hospitality Alliance operates a Group pension arrangement. The overall pension charge for the year was £36,381 (£42,462 in the period to 31 December 2023). At 31 December 2024, no contributions were outstanding (£6,005 as of 30 December 2023).

**21 RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH INFLOW**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Net movement in funds</b>	<b>27,724</b>	<b>(222,275)</b>
Investment income		
Depreciation and amortisation	16,516	7,819
Increase/ (Decrease) in creditors	527,425	(210,367)
(Increase)/ Decrease in debtors	<u>(700,974)</u>	<u>74,237</u>
<b>Net Cash generated by operating activities</b>	<b><u>(129,309)</u></b>	<b><u>( 350,586)</u></b>

**22. RELATED PARTY TRANSACTIONS**

There were no related party transactions other than the trustees' payment in note 8 in the current or previous accounting period.