

ANNUAL REPORT

2023



Initiatives of Change
Caux Foundation

**BUILDING TRUST
ACROSS THE WORLD'S DIVIDES**

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Message from the President



considered fundamental to our foreign policy. Is it possible for our country not to be drawn into foreign conflicts? Some believe so, but this has progressively put us at odds with our political and economic partners, as well as with the populations affected, thus shaking our principles of living together.

In view of these three dimensions, the **Caux Foundation's** mission of reconciling differences is more necessary than ever. In 2023, it has equipped itself with the resources and strategies to accomplish this mission with realism and humility. It welcomed the **Initiatives of Change** network in large numbers during the **Caux Forum**. It anchored its activities firmly in International Geneva by revitalizing its representative office there. It forged new partnerships. It brought the **Caux Palace** to life.

With the arrival of our Executive Director, **Ignacio Packer**, in May 2023, we have turned the page on the COVID years and opted for an agile structure in tune with the times. We are acutely aware of the limitations of our business, which will never solve mass conflicts. Our approach to personal change will always involve the individual, and our fondest hope is that every person we meet will become an ambassador for change. This is no easy task, but it's the only one that lasts.

A handwritten signature in black ink that reads "Jacqueline Coté".

Jacqueline Coté
President, Caux Initiatives of Change Foundation

The year 2023 was unquestionably marked by the war in Gaza and the increase in conflicts worldwide, particularly in Ukraine, leading to devastating consequences for affected populations, international trade and migratory flows. Raw resources were impacted, starting with energy. Development budgets were redirected towards defence. Global governance faltered, often paralyzing international institutions.

At European level, 2023 saw the gradual erosion of fundamental rights and the rule of law, affecting member state security. Traditionally a leader in terms of democracy, Europe faced extremism, electoral interference, fake news and media weakening, disrupting its position.

Our small country, Switzerland, was not immune to international and regional tensions either. These tensions have attacked our neutrality, a principle

Message from the Executive Director

Joining **Caux Initiatives of Change** in May 2023, during a period of managerial transition, was no simple task. It required a thorough immersion in the organization's values, mission and relationships, with one of my main priorities being to address cultural challenges and improve staff morale.

My onboarding was extensive and involved 150 interviews in 90 days—half within the IofC network and the other half externally. These discussions provided invaluable insights and assessed how my vision resonated with others.

Achievements and strategic goals

The first Caux Forum in July 2023 since COVID-19 was a major challenge for our new team. However, through great collaboration with IofC International, we successfully navigated it. This experience underscored what we can achieve through trust and a shared vision.

Another key achievement for 2023 has been establishing pace and direction for a high-performing team built on trust. We have flattened the organizational structure, allowing for greater responsibility and better information flow.

Two key engagement strategies were set in motion in 2023: one within Switzerland and another on the global level, through our increasingly recognized role in International Geneva. These engagement strategies are designed to enhance our impact and align closely with our mission.

Building a better future for us all

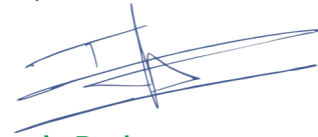
Reflecting on the past year, I am proud to be part of

a movement that is essential in today's world. The rich heritage of IofC and the majestic **Caux Palace**, fostering hospitality for change, are truly inspiring. However, we still need radical change in how we live sustainably, interact with others and express solidarity.

Embracing new perspectives, treating others with respect and acting with integrity sets a powerful example. This ripple effect inspires others to reflect and transform, demonstrating that meaningful change starts with oneself. By nurturing positive relationships and personal growth, we collectively build a better future for ourselves and for future generations.

The urgency of the global situation should propel us forward, stirring action rather than complacency, driving us to create the change we so desperately need.

Caux Initiatives of Change is uniquely positioned to contribute to driving changes. The **Caux Palace** is an exceptional venue for dialogue and trustbuilding. However, maintaining this historic building presents significant financial hurdles. Our aim is to raise 20 million CHF over the next five years to preserve the Palace and further our mission of inspiring and equipping individuals to play their part in building a better society, starting with personal transformation.



Ignacio Packer
Executive Director, Caux Initiatives of Change Foundation



About Us

Our Foundation

Caux Initiatives of Change is a Swiss private charitable foundation subject to supervision by the Swiss Federal Supervisory Authority for Foundations. We were founded in 1946 when the historic **Caux Palace** hotel was acquired as a centre for dialogue, reconciliation and peace. Our offices are in Caux and in the heart of International Geneva.



Find out more

Our Mission

Our mission is to encourage and develop networks of people from diverse cultures, backgrounds and beliefs to engage effectively and innovatively in the promotion of trust, ethical leadership, sustainable living and human security.

ETHICAL LEADERSHIP

SUSTAINABLE LIVING

TRUSTBUILDING

HUMAN SECURITY

Our Vision

Our vision is of a just, peaceful and sustainable world in which people act from a sense of global interdependence and responsibility.



Just world



Peaceful world



Sustainable world



Our Approach / Our Work / Our Promise

Our Approach

We operate in line with our key approach of global change through personal change, according to our core values of respect for human dignity, truth, solidarity and care. We create a safe space, free from judgement, where all individuals can speak freely, and we encourage a values-driven approach for true dialogue, personal and common decision-making, and self-development. We believe personal and global change go hand in hand, and each individual has the power and responsibility to 'be the change' they want to see in the world.



Creating a safe space



A values-driven approach



Change starts with me

Our Work



Through our '**Hospitality for Change**' concept, primarily at our centre for dialogue, the Caux Palace and Villa Maria, we organize, coordinate and host international and local conferences, seminars, programmes and cultural events that bring together a diverse range of individuals to address global political, societal and economic challenges. In International Geneva, our convening role enhances the collective influence of civil society, emphasizing in particular the critical role of inner development in achieving the Sustainable Development Goals (SDGs).

Our Promise

BE INSPIRED

to take action and to be the change you want to see in the world through stories, encounters and silent reflection.

BE EQUIPPED

with tools, knowledge and experience in peace, reconciliation, trustbuilding and ethical leadership through our programmes, seminars and conferences.

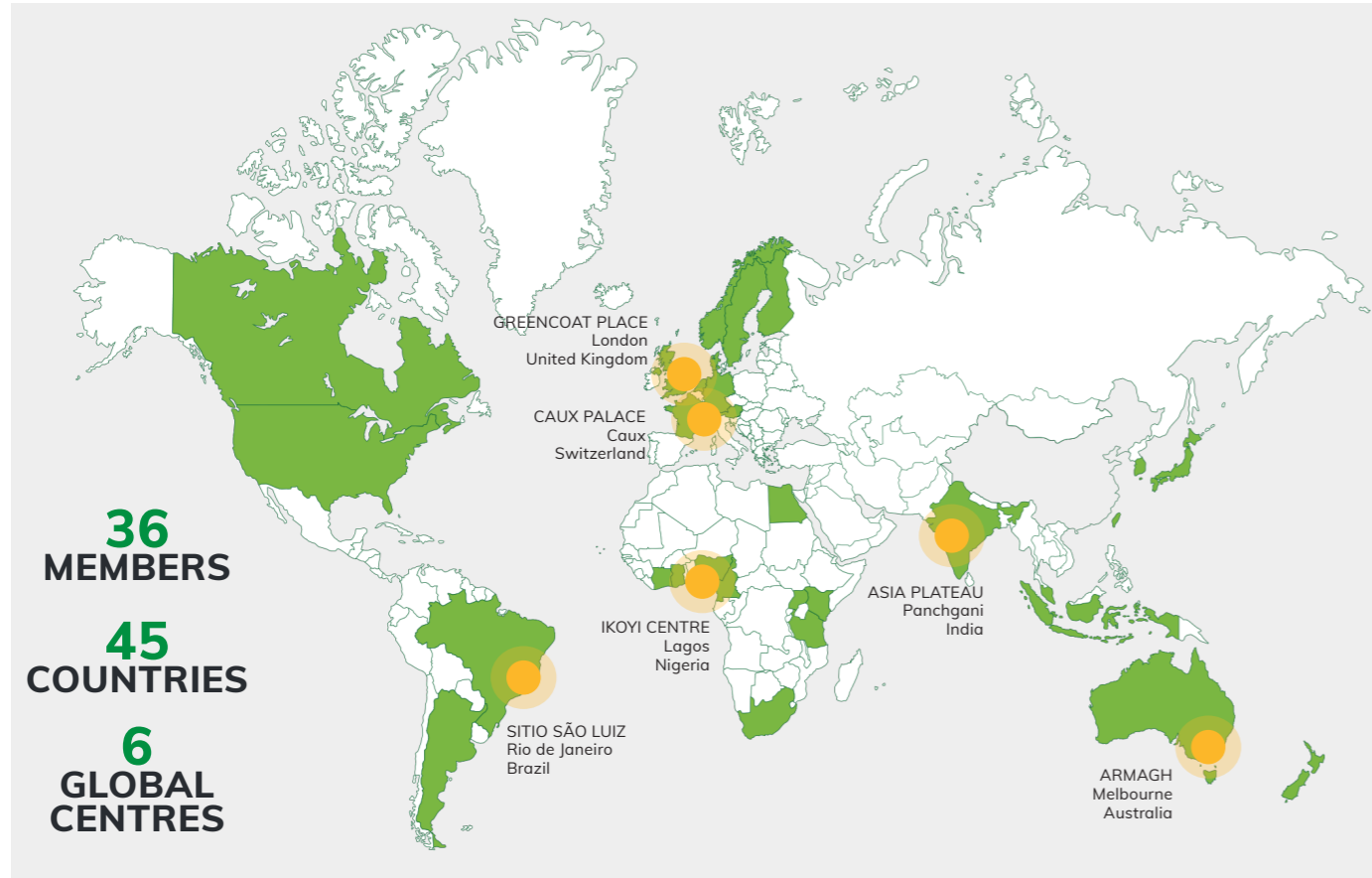
CONNECT

with yourself and your inner values and with others, widening your perspectives and building a diverse network of changemakers for greater collective impact.

Our Network

Initiatives of Change (IofC) is a worldwide movement of people from diverse cultures and backgrounds which focuses on building trust across the world's divides. The **Caux Initiatives of Change Foundation** is a member of Initiatives of Change International, a non-profit organization registered in Switzerland, serving the wider IofC movement.

Its formal membership is made up of 36 national bodies and programmes. Each member operates autonomously on projects addressing specific local needs. Informal teams and initiatives exist in other countries. Initiatives of Change International has ECOSOC accreditation and is an INGO member of the Council of Europe.



Friends of Caux



Friends of Caux, a Swiss association, works actively with **Caux Initiatives of Change**. It connects people living across Switzerland who are interested in implementing projects that further the aims of Initiatives of Change and increase the visibility of the Caux Forum. In 2023 Friends of Caux members were actively involved in welcoming participants and volunteering at the Caux Forum. Drawing on

IofC programmes, they also organized a Creators of Peace Circle, and met twice in Caux for the General Assembly and for a Friends of Caux weekend. Members of the group came together in Bern for regular 'Welle 7' meetings for collective reflection on a chosen theme and to offer mutual support.

Find out more:



Everyone, everywhere, has a part to play and a story to tell.

The Caux Transformative Experience

The Caux Transformative Experience concept is the overarching feature of the Caux Initiatives of Change Foundation's strategy. It incorporates the **Swiss Engagement Strategy** and the **Global Engagement Strategy**.

The Four Pillars of the Caux Transformative Experience

<p>HOSPITALITY FOR CHANGE</p>  <p>A safe space, free from judgement, at our centre for dialogue and trustbuilding</p>	<p>TRAINING</p>  <p>Training and facilitation based on lofC guiding principles</p>	<p>PARTNERSHIPS</p>  <p>A collaborative advantage both within our network and externally</p>	<p>SUSTAINABILITY</p>  <p>Best in class sustainable practices promoting an ecological conscience</p>
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Global Engagement in International Geneva

Caux Initiatives of Change has long been engaged in **International Geneva**, fostering essential partnerships to pursue innovative and sustainable solutions to global challenges. Our convening role provides a platform for international actors in International Geneva to exchange, collaborate and leverage mutual expertise. Our engagement has been facilitated in part by IofC International's **ECOSOC** accreditation and **INGO membership of the Council of Europe**.

Our contributions to the work of the United Nations from 2021 to 2024 reflect our commitment to promoting values of peace, justice, reconciliation and sustainable development on both local and global levels. By actively participating in UN sessions, conferences and consultations, IofC helps to shape international policies and agendas, advocating for ethical and sustainable solutions to global problems. Key engagements include the **Global Refugee Forum**, the **United Nations Climate Change Conference** and **IOM Dialogues**

on Migration, where our input has contributed to reinforcing UN-led processes. Additionally, Caux Initiatives of Change empowers young leaders through youth-led projects and programmes, ensuring their meaningful inclusion in global governance processes and decision-making.

The **Caux Palace** serves as a catalyst for innovation and transformation, hosting neutral and discreet dialogues and mediations for UN agencies and other international actors. This reinforces International Geneva's position as a hub for trustbuilding and collaborative solutions.

Central to our strategy is enhancing the collective influence of civil society to emphasize the critical role of inner development in achieving the **Sustainable Development Goals (SDGs)**. IofC aims to make International Geneva a major centre for the **Inner Development Goals**, which are essential for realizing the SDGs.

Local Engagement in Switzerland

The **Caux Initiatives of Change Foundation** is committed to developing networks of people in Switzerland from diverse cultures, backgrounds and beliefs, in order to build trust between communities, lead ethically and live sustainably.



CAUX AS PART OF INTERNATIONAL GENEVA

Through our **Hospitality for Change**, Caux offers International Geneva organizations a safe space for confidential dialogues and meetings, further strengthening Geneva's position in trust-building efforts.



PARTNERSHIPS

The Caux Foundation fosters connections with diverse stakeholders in International Geneva to enhance **partnerships**. Our emphasis is on catalyzing sector-wide transformation through individual-driven change.



ART & PEACE ENCOUNTERS

Art and Peace Encounters connect practitioners and experts to create awareness of the opportunities that art offers in conflict prevention and resolution, healing of suffering and reconciliation.



INNER DEVELOPMENT GOALS

Caux offers a place for International Geneva to practise the **Inner Development Goals**, developing the inner capacities necessary to accelerate the achievement of the SDGs.



LIVING TOGETHER

'**Living Better Together**' encompasses our environmental and community impact, achieved through investing in sustainable solutions, promoting ecological awareness among guests and staff, and fostering partnerships to encourage the active participation of individuals, especially refugees and migrants in the Canton of Vaud, in associative, civic and political endeavours.



TRAINING & FACILITATION

We combine our facilitation experience and expertise to support events online and in Caux. In collaboration with **Friends of Caux**, we are developing training courses to develop a community, deepen connections and strengthen teamwork.



ART & CULTURE

Through **art and culture**, we are committed to fostering dialogue, discovery and mutual enrichment, enabling us to reflect on our role as citizens in society, on each individual's capacity to evolve and transform, and on the values and objectives that bring us together.

Hospitality for Change

2023, A Year of Growth, Collaboration, and Trust

2023 was a dynamic and fruitful period for our hospitality service, as international organizations resumed meetings, conferences and events after the pandemic. This resurgence meant that NGOs were looking for safe spaces for their gatherings, which we could provide.

New teams came on board during the year who improved and standardized our operational model, ensuring client satisfaction and the smooth running of events. We adopted new ways of working and new hospitality management software to enhance efficiency and precision, and took a forward-looking approach to marketing and promotion.

We strengthened our collaboration with leading Swiss academic organizations who held meetings at Caux as part of major scientific congresses. Close teamwork with SHMS, the hospitality school which shares our building, proved fruitful for both parties.



48
GROUPS



3650
GUESTS



77%
OF GROUPS BENEFITED FROM IOFC OFFERS FOR
HOSPITALITY FOR CHANGE

During 2022 the **Villa Maria** provided accommodation for Ukrainian families. This year we returned the building to use as a venue, having upgraded the facilities, including installing a new, fully equipped kitchen. We were able to offer customers personalized experiences, innovative catering and diverse cultural activities integrated with IofC's principles and building on **over 75 years of experience** in group hospitality.

As well as the **Caux Forum**, 2023 saw an expansion of cultural and artistic events, aligning with our commitment to diversity and creative expression. Events in collaboration with local foundations strengthened our relationships with the community, highlighting our commitment to openness and inclusion.

“ Celebrating the 30th anniversary of the Étoile filante Foundation with Initiatives of Change was an experience of pure magic. They pushed back the walls and met every challenge. Families were able to share moments of quality, cocooning and leisure. Stakeholders on the social, family and entertainment level were able to create synergies to the delight of children and adults alike. Once again, we would like to thank all our partners and supporters for making this magical event possible. Thanks to all of you, dreams become reality!

Mélodie Schlaepfer

Étoile filante Foundation, a Swiss not-for-profit charity offering exceptional experiences to children living with an illness or disability



Caux Forum 2023



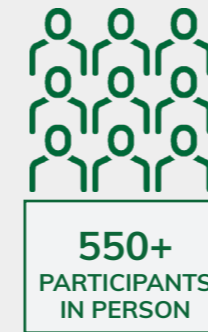
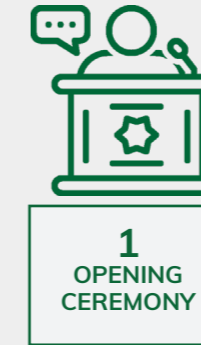
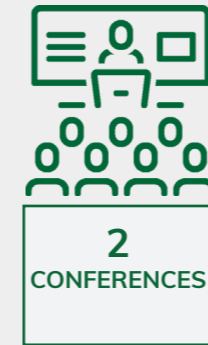
The **Caux Forum**, held annually at the **Caux Palace**, is Caux Initiatives of Change's flagship event. Featuring conferences, training sessions, and dialogues, its mission is to inspire, equip, and foster connections among individuals, groups and organizations, empowering them to contribute to a more just, peaceful and sustainable world.

This year, the **Caux Foundation** and **Initiatives of Change International** co-organized the Caux Forum, marking the first full-scale in-person event since the Covid-19 pandemic. The Foundation managed the Opening Ceremony and hospitality, welcoming over 550 participants from 72 countries over two weeks, fostering cross-cultural and cross-sector connections.

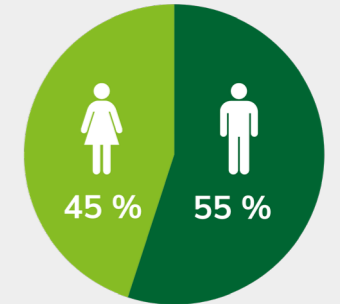
The 2023 forum featured dialogues and workshops on two key themes: **Healing the Wounds of the Past** and **Trust and Integrity in Democracy**. Expert speakers shared their insights, providing a rich foundation for dialogue and inspiration.

In 2024, Caux Initiatives of Change, in collaboration with IofC International, will organize the Caux Forum with three key conferences:

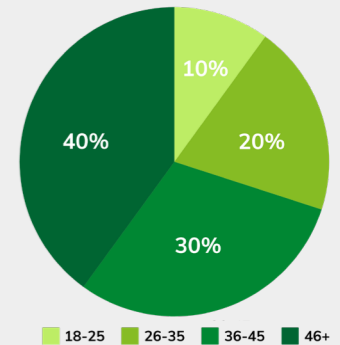
- The **Caux Inner Development Goals Forum**, in partnership with the Inner Development Goals Foundation
- The **Caux Democracy Forum**
- The **Caux Intergenerational Forum**, organized by IofC Nordics and hosted by Caux Initiatives of Change



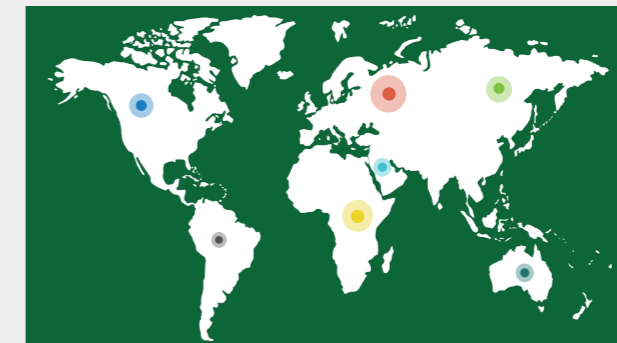
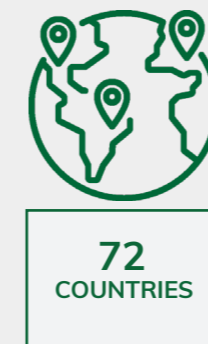
GENDER OF PARTICIPANTS



AGE OF PARTICIPANTS



REGION OF PARTICIPANTS



● 48% Europe ● 24% Africa ● 9% North America ● 8% Asia
● 6% Middle East ● 4% Australia ● 1% South America



Find out more

Opening Ceremony: Strengthening Democracy—the Journey from Trauma to Trust

18 July, 2023

This year's opening ceremony at the Caux Palace, organized by **Caux Initiatives of Change**, attracted over 400 in-person participants and 200 livestream viewers. **Gerald Pillay**, President of IofC International, and **Jacqueline Côté**, President of Caux Initiatives of Change, delivered welcome addresses, followed by **Rea Gehring** from the Swiss Department of Foreign Affairs (FDFA).

The keynote address was given by **Elena Zhemkova**, Co-founder of Memorial and Nobel Peace Prize laureate, who emphasized honesty as a tool for healing historical wounds and advocated for reclaiming truth and upholding the principle of non-violence. **Ignacio Packer** moderated a panel discussion with **Zhemkova**, **Mô Bleeker**, former Special Envoy for Peace and Prevention of Atrocities for the Swiss FDFA, and **Corinne Momal-Vanian**, Executive Director of the Kofi Annan Foundation.



400+
PARTICIPANTS
IN PERSON



200
PARTICIPANTS
ONLINE

“ Caux provides an exceptional setting. It allows us to see beyond political rivalries and polarization. It gives us the space to think, exchange views and develop new lines of action. Caux connects individual and collective action and thus fills a gap in the current landscape of global efforts for peace and democracy.



Rea Gehring
Minister / Deputy Head of the Peace and Human Rights Division, Swiss Department of Foreign Affairs



Find out more



Watch the
opening ceremony



From left to right: Ignacio Packer, Elena Zhemkova, Corinne Momal-Vanian, Mô Bleeker

Healing the Wounds of the Past

17 – 22 July



After decades in which conflict has gradually reduced around the world, the tide has turned. Conflict is increasing. This forum, with **over 300 participants**, focused on a fundamental cause of this trend: the broken relationships caused by unhealed wounds of the past. The theme of healing created a platform for participants to develop heightened skills in dialogue facilitation, conflict transformation, trauma awareness and story-sharing.



Find out more

Trust and Integrity in Democracy

23 – 26 July, 2023



Over 200 speakers and participants came together to answer the questions of how to work for a resurgence of trust and integrity in our political systems, and how citizens can strengthen democracy in their countries. Participants strongly indicated that this conference created a supportive, compassionate context in which they could engage in courageous, honest conversation—paving the way for reestablishing trustworthiness, tolerance and transparency.



Find out more

Caux College of Renewal

17 – 22 July, 2023



With a fresh approach and flexible curriculum, the brand-new **Caux College of Renewal**, under the directorship of **Heather Cetrangolo**, brought together 14 participants to explore how systemic change in existing systems is possible and where it can lead us.



Find out more

“ We learned a more holistic perspective, not a technical way of understanding. I came here to help and to serve, to get grounded. I ended being helped by others.

Gazmend Gjyshinca
Member of Parliament, Kosovo
Caux College of Renewal participant

Programmes and Initiatives from the IofC Network during the Caux Forum 2023



Trustbuilding Program



The **IofC International** award-winning programme addresses community polarization and promotes lasting peace by reconciling conflicts and building trust at the grassroots level. Over four days, team members from trustbuilding programmes in nine countries came together to learn and develop their trustbuilding skills.



Caux Scholars Program



With participants from 15 countries, the **2023 Caux Scholars Program** showcased diversity and international collaboration. Over 21 days, **Dr David Anderson Hooker** guided the Scholars through global dynamics, exploring narratives, identity, power, history, culture and leadership.



Caux Round Table for Moral Capitalism



Drawing from diverse backgrounds, participants focused on governance and leadership principles for a new global ethic, emphasizing urgency in engaging leaders from business, government, and civil society to restore trust in institutions.



The 2023 Summer Academy on Land, Security and Climate



Initiatives for Land, Lives and Peace (ILLP) bridges international organizations and local communities, fostering positive change for people, places and the planet. The Academy united climate scientists and others to address barriers to cooperation, emphasizing the importance of trust, good governance and empowerment in achieving sustainable development.

“The problem of climate change is everywhere, but understood and experienced differently, depending on the place and the person who is experiencing it. As I go back to work with rural communities in the Democratic Republic of Congo, I take back new understanding, new perspectives, hope, encouragement and a sense of being part of a network that I can draw on to work for solutions.

Pierre Lokeka
Democratic Republic of Congo



IofC Network Day, 23 July 2023



The **Network Day** served as a uniting space to promote self-care and community building within IofC's international network, celebrating together as a global fellowship, regardless of distance or time zone.

“I have just returned to Beirut bringing with me a great experience rich in initiatives for change and the healing of past wounds. What I experienced in Caux encourages me to work more with other people for reconciliation and the purification of memory in Lebanon, taking advantage of the successful initiatives in Caux.

Lebanese church leader



Training and Facilitation Programmes

Training

In 2023, **Caux Initiatives of Change** developed and delivered training programmes at the Caux Palace, Villa Maria, online, and during key events in International Geneva. Drawing on IofC's extensive expertise and building on the **Inner Development Goals framework**, the programmes were designed to facilitate transformation at both the individual and group levels. Their primary focus was to accelerate the achievement of the **Sustainable Development Goals**.

Facilitation

In 2023, we drew on IofC's experience to facilitate events online and in Caux and Geneva, including six short facilitations for groups hosted in Caux. Our focus was on enhancing participation, deepening exchanges, strengthening teamwork and developing a sense of belonging.

The training and facilitation market is overcrowded. In 2024 we will further develop our complementarity with other actors and our facilitation and training offers in French.



Highlights from our Initiatives

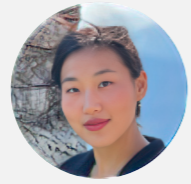


Inner Development Goals

Inner Development Goals (IDG) Workshops at the Caux Palace

On 13 September 2023, in partnership with the **IDG Lemanic Hub**, **Caux Initiatives of Change** delivered four parallel Inner Development Goal workshops to 60 participants from International Geneva and other like-minded organizations and institutions. Our guests received an introduction to the IDG Framework, especially crucial for leaders who address the SDGs but fundamentally for all of us!

“ Thank you for the safe and beautiful space to delve deeper into the topics of change. I believe more synergies and active cooperation can/ should arise in this domain. It becomes increasingly clear that both internal and external alignments are essential factors in catalyzing a collective effort aimed at purposefully driving positive change in the world. With hope and enthusiasm for the possibilities that lie ahead, I look forward to reconnecting and acting alongside.



Khulan Berger
Regional Director Romandie, at MyBluePlanet

Geneva Peace Week

As part of the 2023 Geneva Peace Week, Caux Initiatives of Change partnered with **Principles for Peace**, **CHS Alliance**, **Creative Leadership** and the **IDG Lemanic Hub** to host a workshop titled **'Increase Our Collective Abilities to Face Complex Challenges— promoting peace and inclusive societies.'** In an interactive Sprint Lab format, 45 participants explored methods for collective solutions, offering immediate answers and discussing next steps. An online session two weeks later finalized the process, emphasizing the importance of both 'what' and 'how' in implementing principles and standards.

“ Authentic change begins within, rooted in our deepest values and beliefs. When our actions align with our authentic selves, we inspire trust in others and lead effectively by example, fostering genuine transformation.



Daniel Clements
Creative Leadership
(During his intervention at Geneva Peace Week)

Climate Friendly Future

Sustainability at the heart of our operations

The **Caux Initiatives of Change Foundation** prioritizes sustainable energy and resource solutions as well as preserving the heritage of the **Caux Palace**. We are committed to reducing CO2 emissions and enhancing energy efficiency through the **Swiss Private Sector Energy Agency programme (AEnEC)**. In 2023, we partnered with **MyBluePlanet** on their **ClimateActions4Companies** programme, embedding climate protection into our culture. This strengthens the sustainability commitment of Hospitality for Change, raising awareness about ecology among employees and guests.



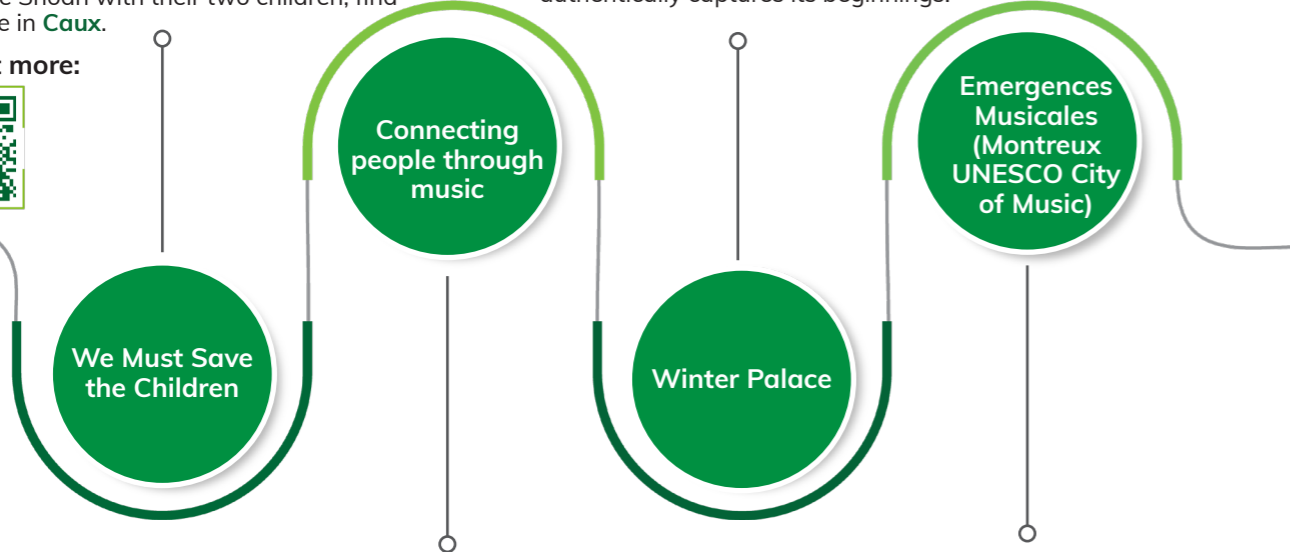
Arts

At **Caux Initiatives of Change**, the arts have always played an important role in connecting people and in creating bridges across our world's divides. Our concept of **Hospitality for Change** is not only about providing the best possible welcome and service at the **Caux Palace**, but also about recognizing the power of artistic expression to promote understanding, reconciliation and positive social change.

In April, **Marc Isserles** and the **LEBEDIK** group presented their moving show to a class of school children in the Caux Palace theatre. The one-man show, which is accompanied by two Klezmer musicians, tells the true story of Marc's grandparents who fled Budapest during the Shoah with their two children, finding refuge in **Caux**.

In November, the **Caux Palace** hosted the filming of scenes for **Winter Palace**, a historical drama co-produced by Netflix and RTS. Directed by Pierre Monnard, the series will air in late 2024 and allow the general public to discover this emblematic historical site through watching a story that authentically captures its beginnings.

Find out more:



In September, **Maria de la Paz** and her musicians captivated over 300 people in the Caux Palace theatre with a performance that conveyed messages of hope, passion, and humanity. The event, attended by refugees and representatives of humanitarian and cultural organisations, was organized by **Caux Initiatives of Change** with speeches from the **UNHCR** and the **Swiss PAIRES** association on migrant support and inclusion.



Find out more

In December, the **Emergences Musicales** programme by **Saison Culturelle de Montreux** brought nine young artists to the Caux Palace, under the guidance of **Francis Cabrel**. The programme culminated in a concert for 350 attendees, that also celebrated Montreux's **UNESCO City of Music** designation. Two concerts by Cabrel that week allowed the general public to discover the Caux Palace.

“It’s so strange that people are taught to believe in God but not to believe in themselves.”

Tsvetana Petrushina, a talented musician and refugee from Ukraine, discovered a supportive environment at the Caux Palace which served as a catalyst for her personal and creative transformation.

Find out more:

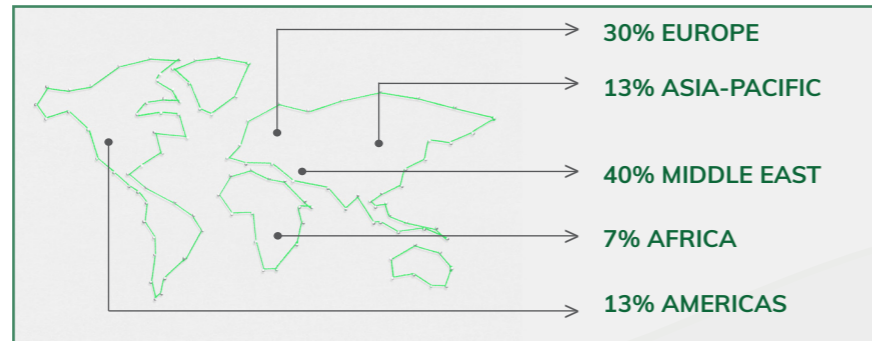
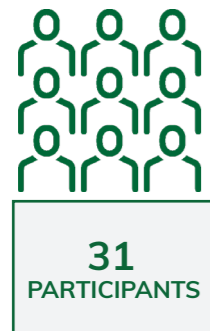


Creative Leadership

Creative Leadership is a youth-led initiative of **Caux Initiatives of Change** which offers an inclusive space for diverse participants from around the world. They undertake a journey of personal and collective growth, using arts, story-sharing, workshops and dialogue groups to reconceptualize leadership. Their participation has enabled the voices of young people to be heard at key events in International Geneva.

Weaving our Narratives

In September, the **Creative Leadership** youth team ran an eight-session course for 31 participants, who explored the power of their stories through art, self-discovery, connections and authentic sharing. The programme stressed the role of storytelling in leadership and change.



Geneva PeaceTalks

In November, **Daniel Clements**, programme manager for **Creative Leadership**, co-moderated the **Geneva Peace Week's PeaceTalks** with **Sarah Noble**. Panelists included a poet, a peacebuilder, an artist, a climate change activist, an educator, and a genocide survivor—all of whom shared their personal stories under the theme of **'Leadership for peace'**. The discussions showed that the journey toward peace is seldom linear and that the route to reconciliation and breaking the cycles of trauma involves acknowledgement, apology, forgiveness and, fundamentally, trust.

IOM International Dialogue on Migration

In October, **Viviane Straub** represented the **Creative Leadership** youth team at the **IOM International Dialogue on Migration** in Geneva, advocating for youth involvement in developing new policies and solutions for those impacted by climate change.

“Young people are mobilizing to imagine worlds otherwise, and need support. We need to be in dialogue in order to co-create solutions. This is as much a crisis of how we treat each other as of how we treat nature. We want to be part of a society of care which recognizes the responsibilities it holds.

Viviane Straub, speaking on the panel on youth perspectives on climate action and mobility

Partners

Building partnerships is one of our core strengths. These collaborations give us deeper insights into the roots of social and environmental issues and how to best address them. Developing partnerships is crucial for finding innovative and sustainable solutions to global challenges.

Organizations we partnered and collaborated with in 2023:



Memberships:



Donors

Our sincere gratitude goes out to both our regular donors and those who have generously donated to help us in our mission and programmes in 2023.

We would like to also thank all those who donated to the Foundation in memory of **Elisabeth Lasserre-Jäggli** who passed away in 2022.

“ When I think of my more than 89 years on this earth, I am grateful for the inspiration that I’ve received through **Initiatives of Change**, and for the richness in art – more than words can say. Above all I am grateful for the faith that has carried me. My uncle [**Robert Hahnloser**] invited me to **Caux** in 1948. I was still a schoolgirl. I was fascinated by his great vision that the world could change through people who adopt ethical values. I discovered a new perspective!

Elisabeth Lasserre-Jäggli

Institutional donors

- Federal Department of Foreign Affairs Switzerland
- Robert Hahnloser Foundation
- Spitalschwestern-Gemeinschaft, Luzern

Donations are the lifeblood of not-for-profit organizations and legacies play an increasingly important role in supporting our work.

Please consider supporting us:



Volunteers



We are especially grateful to the **Friends of Caux** in Switzerland and to the volunteers who have dedicated their time and skills throughout 2023 to the work of **Caux Initiatives of Change** and in particular to the **Caux Forum**.

In 2024 we will build on our community of volunteers, exploring opportunities for individuals who share our vision and values to actively contribute to our initiatives.

Human Resources

Diversity, Equity and Inclusion

In 2023 the **Caux Initiatives of Change Foundation** adopted a new HR strategy prioritizing diversity, equity and inclusion. The strategy leverages the talents of our team, with its diversity of age, gender, background and approach. It integrates our culture, human resources, and systems with such IofC initiatives as the **Culture of Care Conversations** forum. The strategy emphasizes transparency and mutual care and reflects our commitment to respecting the call to service of staff, volunteers, consultants and short-term contractors.

In 2024 we will reinforce our volunteer base, which we recognize is vital to implementing our strategy and maximizing our impact.

In 2023 we have focused on diversity in our many activities. Through the **Creative Leadership** group, we ensure that youth voices are represented in our staff meetings and at International Geneva events.



What distinguishes the work of the **Caux Initiatives of Change Foundation** is its emphasis on personal transformation and the capacity for individual action. By encouraging individuals to take responsibility and through its strong belief that change is possible, this initiative makes a valuable contribution to efforts for peace and democracy worldwide. **Caux Initiatives of Change** has made a strong commitment by supporting the concept of “refugee builders”, thus highlighting the potential for positive transformation that refugees bring to our societies.

Dominique Hyde

Director of External Relations, UNHCR, at an event at the Caux Palace in September organized by Caux Initiatives of Change. The event, which had a focus on the integration of refugees in Switzerland, included Paires, a Swiss association dedicated to this cause.

We have also pushed for gender equity on panels and in our meetings.

In 2024, **Ignacio Packer** will join the **International Gender Champions Network**, uniting over 333 top decision-makers from international organizations, embassies, civil society and the private sector who are committed to breaking gender barriers and promoting gender equality in their spheres of influence.

Partnering with EVAM

In September 2023, **EVAM**, the Vaud Reception Centre for Migrants, inaugurated a new centre in the former **Le Sorbier** hotel in Caux, offering refuge to up to 50 migrants. We have launched a professional integration initiative with three of our new neighbours at the EVAM centre and are offering other opportunities for social interaction, as we understand how important meaningful human connections are for people adjusting to a new country.

Safeguarding

Safeguarding the well-being of individuals



Safeguarding involves creating a safe environment where individuals are empowered to uphold both personal and organizational values. This may involve a cultural shift. While policies and guidelines offer crucial support, they alone are not sufficient to drive cultural transformation.

In 2023, **Caux Initiatives of Change** expanded staff training on safeguarding-related topics, increased management engagement, and enhanced tools for staff input and feedback.

We mandated an external trusted person to play a role in maintaining organizational integrity and transparency, especially in relation to such sensitive issues as abuse, misconduct and safeguarding.

In June a new communication agreement was adopted, with principles aimed at fostering a safe space for honest conversations.

We also adopted the **Aretha Charter** which establishes clear guidelines for creating a safe and judgement-free space and our team underwent training to ensure its implementation.

In 2023, we addressed two safeguarding incidents, prioritizing the well-being of those affected, providing support, conducting thorough investigations, implementing preventive measures and reinforcing complaint mechanisms. We also held listening conversations with former staff members to understand their experiences and inform our ongoing efforts to improve organizational culture and support. We are dedicated to preventing and addressing misconduct and to fostering a safe and respectful environment where discrimination, misconduct and abuse are not tolerated.

Safeguarding the environment

Safeguarding individuals goes hand in hand with protecting the environment, including reducing carbon emissions and mitigating climate change.

Over a decade ago Caux chose to transition to renewable energy, and to promote energy efficiency and protect and restore ecosystems. Shifts in societal norms and consumption patterns demand that still more is done.

Carbon reduction is a moral and social justice imperative, given its disproportionate impact on vulnerable communities worldwide. It exacerbates inequalities and threatens livelihoods. Our 2030 strategy advocates for policy changes, technological innovations, operational adaptations and shifts in behaviour.

As we continue toward a sustainable future, we must recommit to reducing carbon emissions. By working together and embracing bold and decisive actions, we can safeguard both individuals and the environment, ensuring a resilient future for all.

Council and Team

Our Council



Jacqueline Coté
Switzerland, President,
Former Director of Public Relations at
the Geneva Graduate Institute



Elisabeth Tooms
United Kingdom, Vice-President,
Former Head of the Library and
Information Service at Allan & Overy,
and stage manager



Vivek Asrani
India, Managing Director of Kaymo
Fastener Company



François Barras
Switzerland, Ambassador



Martin Frick
Germany, Director, World Food
Programme Global Office, Berlin



Omnia Marzouk
United Kingdom, medical doctor,
former President of IofC International



Morenike Onajobi
United Kingdom,
specialist HR consultant



Karin Oszuszy
Austria, Advisor in the Private
Sector and Trade Finance Depart-
ment at the Development Finance
Institution, OFID



Véronique Sikora
Switzerland, Lecturer / Facilitator at the
School of Engineering and Management
in Yverdon-les-Bains

Our Team

(End of 2023)

SENIOR MANAGEMENT

Ignacio Packer
Executive Director

ADMINISTRATION

Horia Jarrar
Director of Operations and Finance

Claude Dubey
Accountant and HR Administration
Officer

Florian Dind
Administrative and Finance
Assistant

Aurélie Yguel
Personal Assistant

Carla Caucotto
Cultural Mediator

HOSPITALITY

Valentin Brunet
Hospitality and Sales Operation
Manager

Etienne Jacques
Hospitality Operations Manager

Edna Da Costa
Housekeeper

We would like to extend our sincere thanks for their contribution and support to the members of our staff who left the foundation between January and June 2023: **Stéphanie Buri, Diana Damsa, Ekaterina Gross, Bernard Groves, Sebastien Hasse, Angelo La Greca, Diana Topan,** And to the full time and contract staff who left in the autumn: **Eric Besson, Nick Foster, Steve Roulet.** We would also like to thank our external trusted person: **Amail Bendedda,** as well as **Michael Lawson** for his pro-bono services.

FACILITIES AND MAINTENANCE

Adrien Giovannelli
Head of Facilities and
Maintenance

Jérôme Bertini
Maintenance Team Manager

Mathieu Vincent
Technician and carpenter

N’Kolongo Kalombo
Technician and painter

Juan-Carlos Martin
Technician

Olivier Homs
Landscape gardener

Abderrazak Rabouz
Technician and sanitary specialist

COMMUNICATIONS

Tina Clifton
Head of Communications

Ulrike Ott Chanu
Communications Coordinator

Abigayle Mapanao
Communication and Event
Coordinator (Syni)

CREATIVE LEADERSHIP

Sidra Raslan
Logistics and Outreach Lead

Daniel Clements
Programme Manager

Ines Mokdadi
Content Lead

SUPPORT STAFF

Eliane Stallybrass
Archives

Andrew Stallybrass
Historian and historical tours

SUPPORT STAFF IN COOPERATION WITH EVAM

Denys Smyshliaiev
Valentina Chelombitko

Svitlana Hniedash

Financial statement

Fidelys Solutions SA audited the financial statements of the Caux Initiatives of Change Foundation for the year ending 31st December 2023. The audit was performed in accordance with Swiss Auditing Standards and expressed an unqualified opinion.

Balance Sheet

ASSETS	31/12/2023 CHF	31/12/2023 CHF
Current assets		
Cash	1,172,200	2,814,041
Securities	3,267,870	2,176,019
Trade receivables	1,058,153	55,299
Accounts receivables from Caux Books		11,041
Other current receivables	31,228	196,237
Accrued income and prepaid expenses	455,380	440,282
	5,984,830	5,692,920
Fixed assets		
Deposit guarantee	6,970	6,970
Investment in Caux Books		1
Tangible fixed assets	114,239	126,044
Real-estate assets	3,058,637	3,194,057
Earmarked assets		
Silvia Zuber Fund	1,821,889	1,960,952
	5,001,735	5,288,024
ASSETS	10,986,565	10,980,944

LIABILITIES	31/12/2023 CHF	31/12/2023 CHF
Short-term liabilities		
Trade accounts payable	282,217	233,530
Other current liabilities	60,912	140,762
Accrued expenses and deferred income	412,806	428,696
	755,936	802,989
Long-term liabilities		
Mortgage	4,500,000	4,500,000
Other long-term liabilities	0	3,336
	4,500,000	4,503,336
Earmarked funds		
Funds for projects and programs	546,343	560,282
Funds for renovations	1,992,561	1,756,957
Own restricted funds	476,328	523,128
Silvia Zuber Fund	1,821,855	1,945,918
	4,837,087	4,786,285
Organisation capital		
Free funds		
Renovation fund	240,000	240,000
Acquired unrestricted capital		
Surplus carried forward	648,333	722,406
Result of the year	5,209	-74,071
	893,542	888,335
LIABILITIES	10,986,565	10,980,944

Income Statement

INCOME STATEMENT	31/12/2023 CHF	31/12/2023 CHF
Operating income	1,143,967	436,980
General donations	22,685	22,913
Earmarked donations	380,000	345,004
Legacies	140,605	0
Rental income	2,840,666	2,678,977
Other income	195,265	156,468
Total income	4,723,187	3,640,342
Operating expenses	-653,662	-385,085
Public relations, documentation	-40,693	-61,513
Staff	-1,720,616	-1,275,338
Repairs and maintenance	-586,794	-349,763
Running costs, rent, insurances	-843,889	-763,170
Administration, consulting costs	-281,642	-283,775
Depreciation	-298,195	-697,386
Taxes	-115,843	-22,164
Total expenses	-4,541,334	-3,838,193
OPERATING RESULT	181,853	-197,851

INCOME STATEMENT	31/12/2023 CHF	31/12/2023 CHF
Financial income	121,131	25,922
Financial expenses	-126,219	-457,051
Financial result	-5,088	-431,130
Extraordinary expenses	0	0
Extraordinary income	3,309	1,220
Project contributions Silvia Zuber Fund	-165,523	-152,515
Financial result Silvia Zuber Fund	41,460	-377,788
Non-operating result	-120,754	-529,083
Annual result before change in earmarked funds	56,011	-1,158,065
Allocation to earmarked funds	-657,065	-405,518
Allocation to funds for projects & programs	-380,000	-363,950
Allocation to funds for renovations	-235,605	0
Allocation to various earmarked funds		0
Allocation to Silvia Zuber Fund	-41,480	-41,568
Withdrawal from earmarked funds	606,262	1,489,512
Withdrawal from funds for projects & programs	380,000	420,157
Withdrawal from funds for renovations	0	286,241
Withdrawal from various earmarked funds	60,739	211,242
Withdrawal from Silvia Zuber Fund	165,523	571,872
Change in earmarked funds	-50,802	1,083,994
RESULT OF THE YEAR	5,209	-74,071

Caux Palace Heritage

Infrastructures Committee

In September 2023, the Caux Foundation established a permanent working group within its Council, called the “**Infrastructures Committee**” whose main task is to advise the Council and the Foundation’s management on the renovation of the Caux Palace, Villa Maria, and other Foundation properties.

The evolution of our activities, the Foundation’s future prospects, and the growing need to renovate our infrastructure have prompted the creation of this new body in line with with best practice in the management of historical buildings.

The committee members include the Foundation’s President (**Jacqueline Coté**), the Executive Director (**Ignacio Packer**), a representative from SHMS (**Victor Goncalves**), and **Nicolas Delachaux**, an architect and expert in historical buildings in the canton of Vaud. Additionally, the Head of the preservation sector of the Vaud Division of Monuments and Sites, a municipal official from Montreux, the Foundation’s reference architect, and the current and former managers of the Caux Palace maintenance also participate in the committee meetings.



The **Caux Palace** is a magnificent building whose size, architecture and history make it unique in our country. I am delighted to be involved in the renovation project with the Foundation’s dynamic and motivated team.

Nicolas Delachaux
Architect EPFL / SIA



Building collaborative links with SHMS

Our strategic partnership with the **Swiss Hotel Management School (SHMS)**, which includes the partial rental of the Caux Palace from September to June, also plays an essential role in the maintenance of the buildings and in our hospitality services. This hotel management school is ranked among the best in the world.

Looking forward to 2024

Looking forward, we are seeking to broaden our impact by making our dialogues in Geneva, at Caux and online more accessible. Our strategy involves fostering local engagement while maintaining a global reach, empowering individuals to drive systemic change. Our initiatives, such as the three-year programme to **revitalise democracy** in Europe and across the world, the promotion of the **Inner Development Goals Framework** and our **Art and Peace Encounters**, underscore our commitment to partnerships and synergies.

We must be radical and ambitious, rejecting the normalization of injustice and living with consciousness and hope. By pushing for significant structural shifts in society and embodying our mission and values, we can confront the challenges ahead and realize our vision for a more just, peaceful and sustainable world.



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www.caux.ch/donate

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SWIFT/BIC: CRESCHZZ80A

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Switzerland



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