

# ANNUAL REPORT

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



# CONTENTS

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<b>02</b>	Message from the President	<b>35</b>	Council and Team
<b>03</b>	Message from the Executive Director	<b>37</b>	Financial Statement
<b>05</b>	About Us	<b>41</b>	Donors
<b>06</b>	Our Work	<b>41</b>	Volunteers
<b>07</b>	Our Network	<b>42</b>	Friends of Caux
<b>08</b>	Caux Forum 2024	<b>44</b>	Creating More Inclusive Workspaces
<b>19</b>	Our Strategic Priorities	<b>45</b>	Tribute
<b>27</b>	Our Engagement Strategies	<b>46</b>	Future Outlook
<b>29</b>	Highlights from our Initiatives		



# MESSAGE FROM THE PRESIDENT

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government funding. At a time when the notion of peace seems illusive, the need for a safe space is more important than ever. Since 1946, the **Caux Palace**, our iconic building and the seat of our foundation, has hosted many conversations that have helped heal the wounds of the past and sketch solutions for the future. In the Swiss tradition, we foster dialogue to make a better world.

To continue to fulfil its mission in Caux, the Foundation Council launched the **2040 Heritage Project** in 2024. This ambitious project aims to ensure the **Caux Palace's** long-term sustainability through a programme of renovations, starting with the retaining wall, the 400-metre structure built in 1902 which supports our building. This work sets challenging financial targets which we plan to meet through public-private partnerships and philanthropies. To assist us in this project the foundation now counts on a strengthened Council and dedicated staff. We are confident in our ability to reach our goal and to continue to offer the world a unique space dedicated to peace and democracy.

As I write this editorial, President Trump celebrates his first 100 days in office. None of the wars and conflicts raging in 2024 have ceased. Trade wars have resurfaced after a century of relative calm. Polarization has taken root even in the best-in-class democracies. Rearmament budgets have continued to increase to the detriment of development aid, causing distress to affected populations. The world global order, including multilateralism, seems in chaos.

With its neutrality and system of direct democracy, Switzerland has maintained a quiet stance on these developments, preferring to find solutions for the threats facing our country and the world through dialogue and diplomacy. Geneva hosts the second biggest seat of the UN and virtually all countries and international NGOs have representations here. This cosmos of organizations, including our partners, has been badly affected and is now fighting for survival.

The **Caux Foundation** does not rely heavily on

**Jacqueline Côté**

President, Caux Initiatives of Change Foundation

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





# MESSAGE FROM THE EXECUTIVE DIRECTOR

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*'A wind of change is blowing through Caux,'* according to Swiss local media. This powerful image captures the spirit of renewal that has guided our work throughout 2024.

This year, we adopted a flatter leadership structure that enhances collaboration and shared responsibility. We established a new leadership team of eight members, whose combined expertise sets us on course to achieve our ambitions both within Switzerland and on the international stage. Their skills encompass dialogue facilitation, policy analysis and development, peacebuilding, arts programming, historic building preservation, hospitality management, strategic communications, operational leadership... Together these skills form a strong foundation for our multifaceted mission and initiatives.

As part of this team, we were pleased to welcome **Sarah Noble** as Head of Global Engagement in Geneva, **Anne-Catherine Sutermeister** as Head of Community, Arts and Training Programmes for Switzerland, and **Géraldine Dardel** as Head of Operational Excellence.

In 2024 we expanded our volunteer base and strengthened collaboration. Among the organizations which seconded support to us were the **Vaud Reception Establishment for Migrants (EVAM)** and the employment service of the **City of Lausanne (Syni)**.

During 2024, the **Caux Palace** welcomed over 4500 visitors from 70 nationalities across 60 events. Of these events, 85% were in partnership with international and national institutions. We had more than 5000 overnight stays and 38 events offering **Caux Initiatives of Change** facilitation and support.

Three hundred and seventy people attended workshops and trainings. We collaborated with 40+ Geneva-based organizations and have expanded our local and regional collaboration.

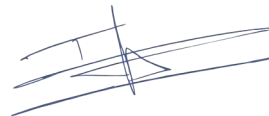
As you will discover through this report, these accomplishments go beyond mere figures. We cultivate physical and inner spaces that foster connection and transformation. Our historic venues in Caux and our offices at the **Maison de la Paix** in the heart of International Geneva provide settings for dialogue and collaboration, where we invite participants to create room for reflection, openness and empathy through listening, learning and personal growth. These spaces enable meaningful encounters that inspire individuals, equip them with tools and skills, and connect them across divides to foster trust.

To all our council members, staff, volunteers, partners, individual donors and supporters: thank you for your dedication, creativity and humanity.

Inspired by hope and choosing to turn away from cynicism, I look to the future with confidence. The courage to change, beginning within us, the sense of shared purpose that binds, and our concrete commitment to building trust will lead us forward.

**Ignacio Packer**

Executive Director, Caux Initiatives of Change Foundation



# ABOUT US

## OUR FOUNDATION

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



## OUR MISSION

We encourage and develop networks of people from diverse backgrounds, cultures, and beliefs who seek to better understand their unique contribution as citizens and help build trust across the world’s divides.

ETHICAL LEADERSHIP

SUSTAINABLE LIVING

TRUSTBUILDING

HUMAN SECURITY

## OUR VISION

We envision a just, peaceful, and sustainable world where people recognise their shared humanity and act from a deep sense of global interdependence and responsibility.



A just world, built on human dignity



A peaceful world, rooted in dialogue, reconciliation, and mutual trust



A sustainable world, supported by ethical choices and responsible living





# OUR WORK

## OUR APPROACH

We believe that personal and global change go hand in hand. Each individual has the power and responsibility to be the change they wish to see in the world.

Our approach is grounded in four core values: **absolute respect for human dignity, truth, solidarity, and care.**

At Caux, we create safe, inclusive spaces free from judgment—spaces where people can speak openly, reflect deeply, and explore their role as changemakers. Practices such as story-sharing, inner reflection, and honest conversations provide the foundations for authentic dialogue, personal and collective decision-making, and inner development.



Creating a safe space



A values-driven approach



Change starts with me

## OUR WORK



Under the umbrella of our **Hospitality for Change** concept, we host, organize, and coordinate international and local conferences, seminars, programmes, and cultural events, primarily at our centre for dialogue—the Caux Palace and Villa Maria.

This unique and inspiring environment empowers individuals and groups to align their actions with their values, deepen mutual understanding, and respond to today’s social, political, and environmental challenges, thereby contributing to building a just, sustainable, and democratic society.

In pursuit of our mission, we partner with organisations that align with our vision and values, including lofC International.

In International Geneva, our convening role enhances the collective influence of civil society, emphasizing the critical role of inner development in advancing the Sustainable Development Goals (SDGs).

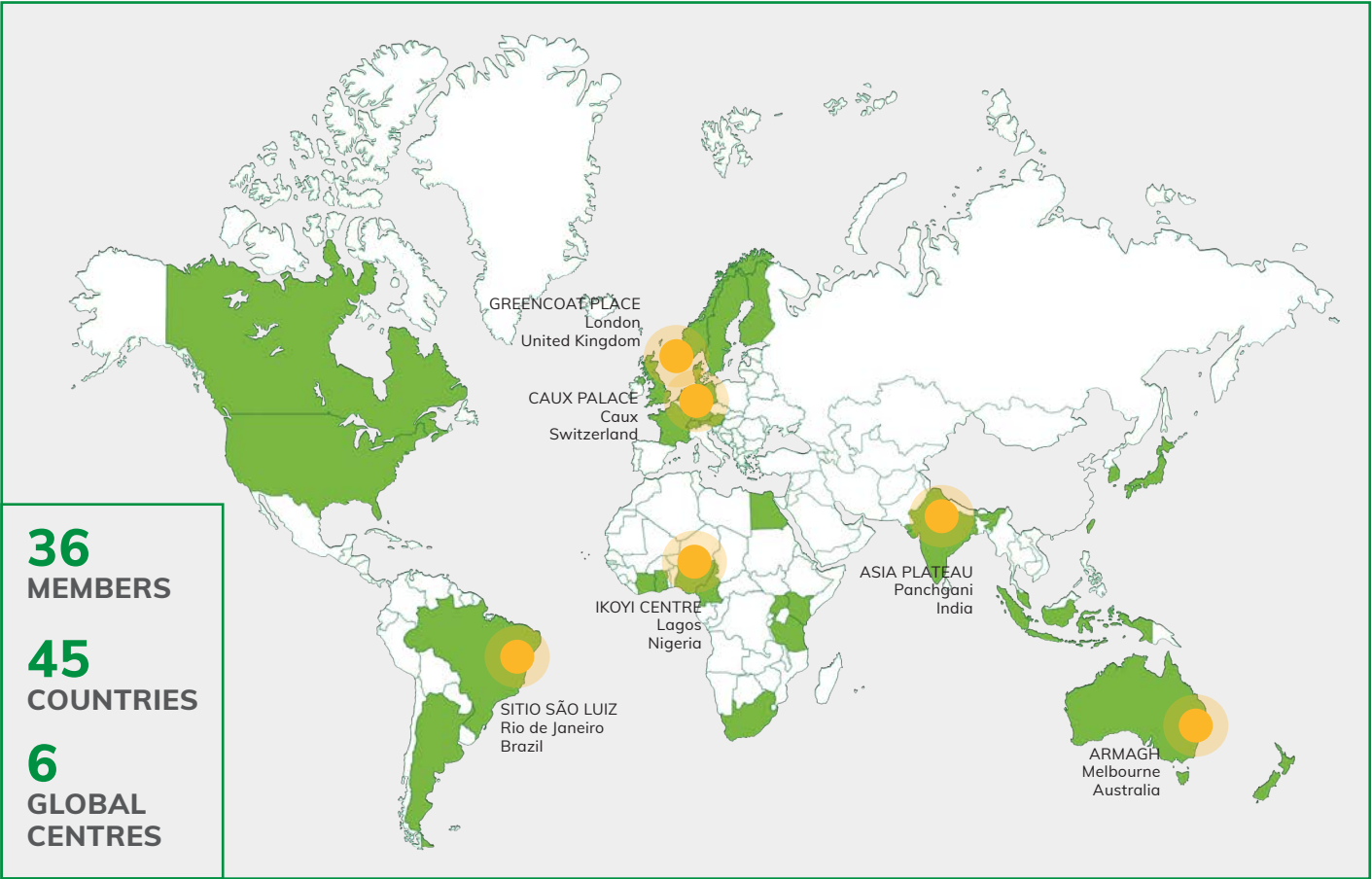
## Our Promise To You

- BE INSPIRED** to take action and become the change you wish to see through story-sharing, inner reflection, and honest conversations.
- BE EQUIPPED** with the tools, knowledge, and experience in trustbuilding, sustainability, inner development, and peacebuilding through our programmes, seminars, and conferences.
- CONNECT** with your inner values and build meaningful connections with others—broadening perspectives and building a global network of changemakers.

# 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.





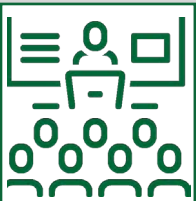
# CAUX FORUM 2024

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In 2024, the **Caux Forum**, our annual flagship event, featured three important gatherings: the **Caux Inner Development Goals (IDG) Forum**, the **Caux Democracy Forum** and the **Caux Intergenerational Forum**. Together they welcomed 750 participants from more than 70 nationalities and a wide range of age groups. Over a half were returning participants, reaffirming the **Caux Forum**'s ongoing impact and commitment to empowering individuals and communities.



# CAUX FORUM 2024 IN NUMBERS



3  
CONFERENCES



5'840+  
MEALS SERVED



3  
WEEKS



750  
PARTICIPANTS

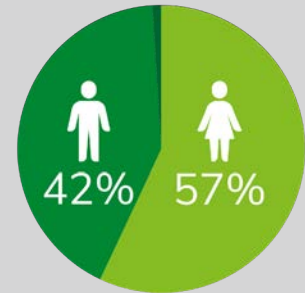


135  
VISA  
APPLICATIONS  
SUPPORTED



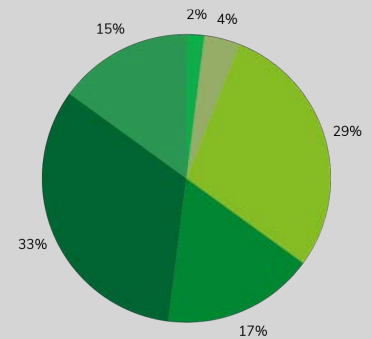
3'000+  
BED NIGHTS

## GENDER OF PARTICIPANTS



● Female 57% ● Male 42% ● Non-binary 1%

## AGE OF PARTICIPANTS



■ 0-17 ■ 18-24 ■ 25-40 ■ 41-50 ■ 51-64 ■ 65+

## REGION OF PARTICIPANTS



73  
COUNTRIES



● 60% Europe ● 17% Africa ● 6% North America ● 9% Asia  
● 5% Middle East ● 1% Australia ● 1% South America

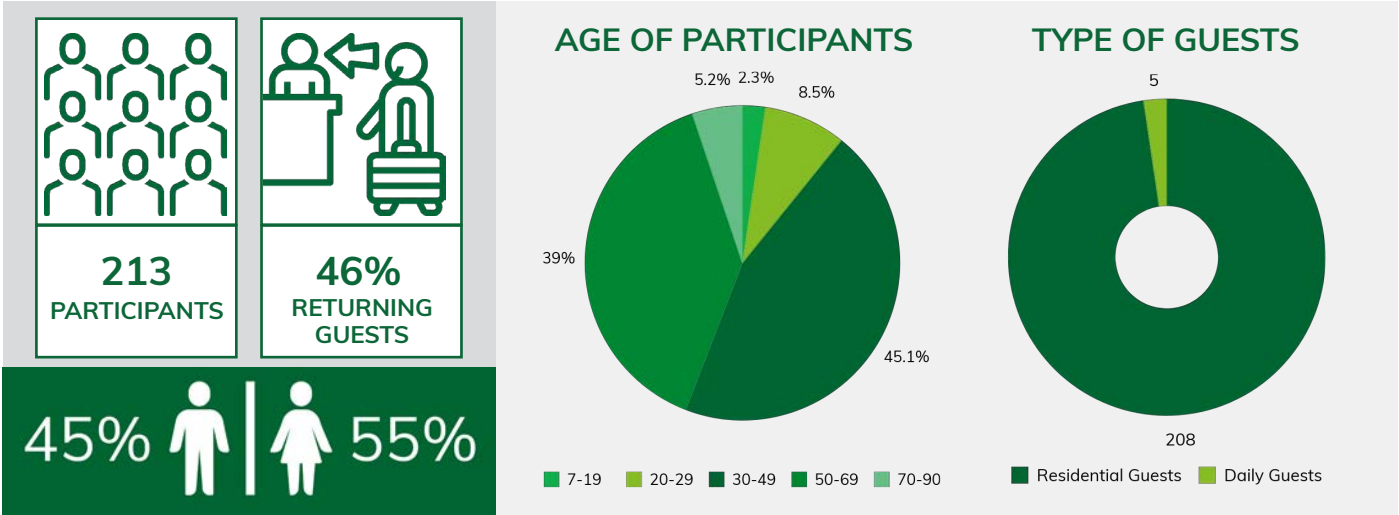


Find out more

# CAUX INNER DEVELOPMENT GOALS FORUM

9 - 13 July

**Caux Initiatives of Change** and the **Inner Development Goals Foundation** launched the inaugural **Caux IDG Forum**—a five-day event grounded in the belief that meaningful global change begins from within. Over 200 participants engaged in plenaries, community groups, interactive workshops and cultural events. Guided by the Initiatives of Change approaches—quiet reflection, storytelling, elevating indigenous wisdom and safe spaces for dialogue—and the IDG five-pillar framework, the Forum emphasized the role of individual responsibility and collective action. It offered a powerful, people-centred approach to advancing the SDGs, with workstreams focusing on four themes around climate-conscious living, food systems reform, peacebuilding and partnerships.





## Conscious Food Systems (SDG 2)

This workstream explored the brokenness of current food systems and how alternatives rooted in healing, connection and inner development can serve as a catalyst for achieving zero hunger.



## A More Climate-Friendly Lifestyle (SDG 13)

Participants explored how inner development can foster meaningful climate action. The workshops created space to experience radical interconnectedness, align values with action—especially in relation to money and politics—and develop the capacities needed to engage in difficult climate conversations. This workstream emphasized the need for coherence between our inner states, social structures, and ecological realities.



## Cultivating Peaceful Societies (SDG 16)

This workstream affirmed that cultivating peaceful societies begins with conscious change from within, and emphasized the power of creativity, emotional intelligence and collective play.



## Partnership Accelerator (SDG 17)

The fourth workstream explored how inner development can unlock regenerative collaborations for systemic change. Through workshops on conflict transformation, money and equity, ancestral wisdom, business education and design-thinking, participants discovered new ways of building trust and co-creating solutions.

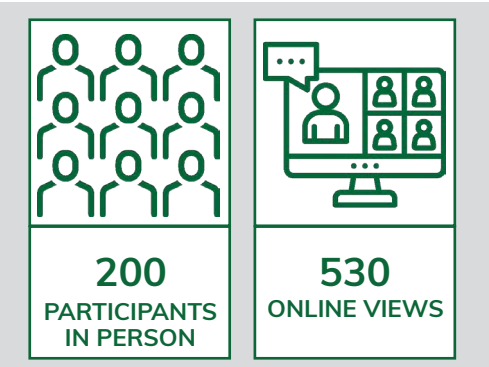


# Caux IDG Forum Opening Ceremony



To raise awareness of the IDGs in Geneva—a city actively advancing the SDGs—the **Caux Inner Development Goals Forum** opened at the Maison de la Paix. The event welcomed over 200 participants and distinguished speakers from the IDG and Initiatives of Change communities, as well as from civil society, government, youth movements, academia and business.

**Tatiana Valovaya**, Director-General of the UN Office at Geneva, opened the event with a call for inner change as the foundation for global transformation. The programme featured a keynote speech on public sector adoption of the IDG framework, inspiring speakers, expert insights on inner development, youth testimonies from three continents and reflections from **Rajmohan Gandhi**, historian, biographer and grandson of Mahatma Gandhi, on the importance of relating and caring for others and the world. The event concluded with a tribute to **Cornelio Sommaruga**, former President of the Initiatives of Change International Association, who had died in February.



**“** I am inspired and touched by the partnerships that are emerging here – academics, institutions, NGOs and talented consultants, practitioners and individuals who want to bring their craftsmanship and have a language so that we can speak in one voice – its not enough to have just the goals – we need that inner peace and inner practice and that’s what I see happening here.

**Jan Artem Henriksson**  
Executive Director, IDG Foundation

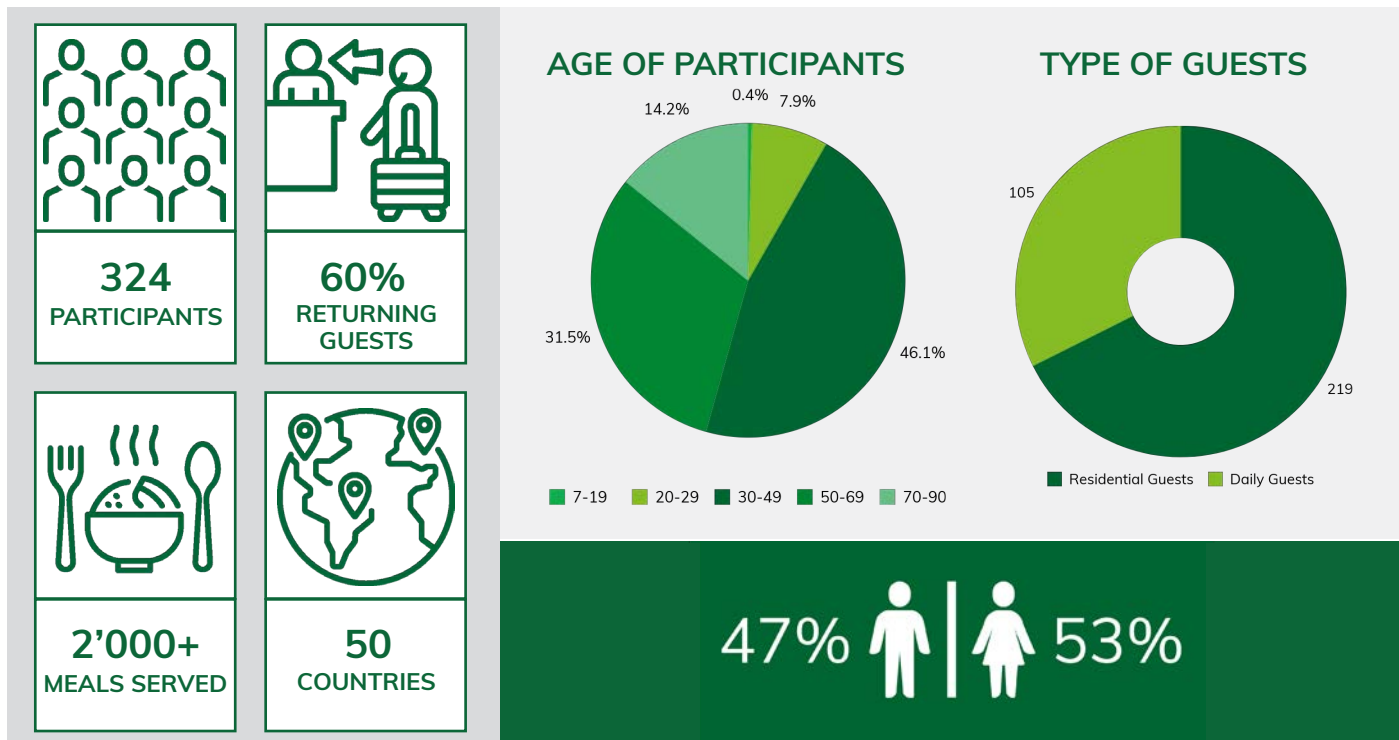
# CAUX DEMOCRACY FORUM

## 15 - 19 July

The five-day **Caux Democracy Forum** brought together 324 participants from over 50 countries to explore how we can revitalize democracy across Europe and the world. It focused on democratic governance, human rights and sustainable economic development, offering a platform for learning, innovation and the practical application of tools. A rich programme offered experiences and perspectives from a true diversity of voices.

The event was organized by Caux Initiatives of Change in partnership with IofC International, the FDFA, OHCHR and other partners.

Challenges were explored through three different workstreams, plenaries, community groups, workshops and artistic performances. An additional stream, led by Creators of Peace International, Association of Mothers and Wives of Ukraine's Defenders and Women on the Frontline brought together Ukrainian and South Sudanese women affected by war. They developed the **Reimagining Democracy Manifesto**, which calls for inclusive, accountable and participatory democratic renewal.





## Healing the Wounds of the Past

This workstream focused on reconciliation and trust-building as foundations for healthy democracies, drawing on the experience of grassroots peacemakers.



## People Centred Economics

In partnership with OHCHR, this workstream explored economic justice, covering such themes as wealth creation, corruption, migration and climate-resilient economies.



## Civil Society Fostering Dialogue: from Polarization to Participation

Using the Council of Europe's INGO Dialogue Methodology, this stream equipped changemakers to respond to blocked or polarized situations, strengthen social cohesion and uphold human rights.



“

From Caux we will descend to a world where, in many circles, the idea that we are one humanity is roundly opposed. I believe that we can leave Caux with the faith that from its current phase of anxiety, democracy will eventually emerge not only intact but stronger because of lessons learned, friendships made, and battles fought.

**Rajmohan Gandhi**

Historian and former member of India's upper house of parliament

## Caux Democracy Forum Opening Ceremony



The opening ceremony of the **Caux Democracy Forum** drew 320 attendees and featured high-level speakers and young grassroots activists from around the globe. During her keynote speech, the UN's Deputy High Commissioner of Human Rights, **Nada Al-Nashif**, emphasized the links between human rights, democratic participation and multilateralism. Lithuanian Ambassador **Andrius Krivas** highlighted the Council of Europe's efforts to uphold rights, combat corruption and promote good governance. Youth participants **Maruee Pahuja** (India) and **Jonas Truneh** (UK/Ethiopia) stressed the need for lived democracy and accountability, urging leaders to commit to justice. Swiss Deputy State Secretary **Thomas Guerber** reaffirmed Switzerland's partnership with the Forum and spoke of diversity as a catalyst for democratic progress.

The event featured strong engagement from International Geneva, including 70 members of the **Geneva Diplomatic Club**.



“

Given the high priority we will attach to democracy promotion in the coming years, it is self-evident that our partnership with the Caux Democracy Forum will remain critically important! We will all be able to draw inspiration from each other's experiences and perspectives, recognizing that our diversity is our greatest strength. May this Forum serve as a powerful catalyst for positive change.

**Thomas Guerber**  
Deputy State Secretary and Head of the UN Division Department of Foreign Affairs



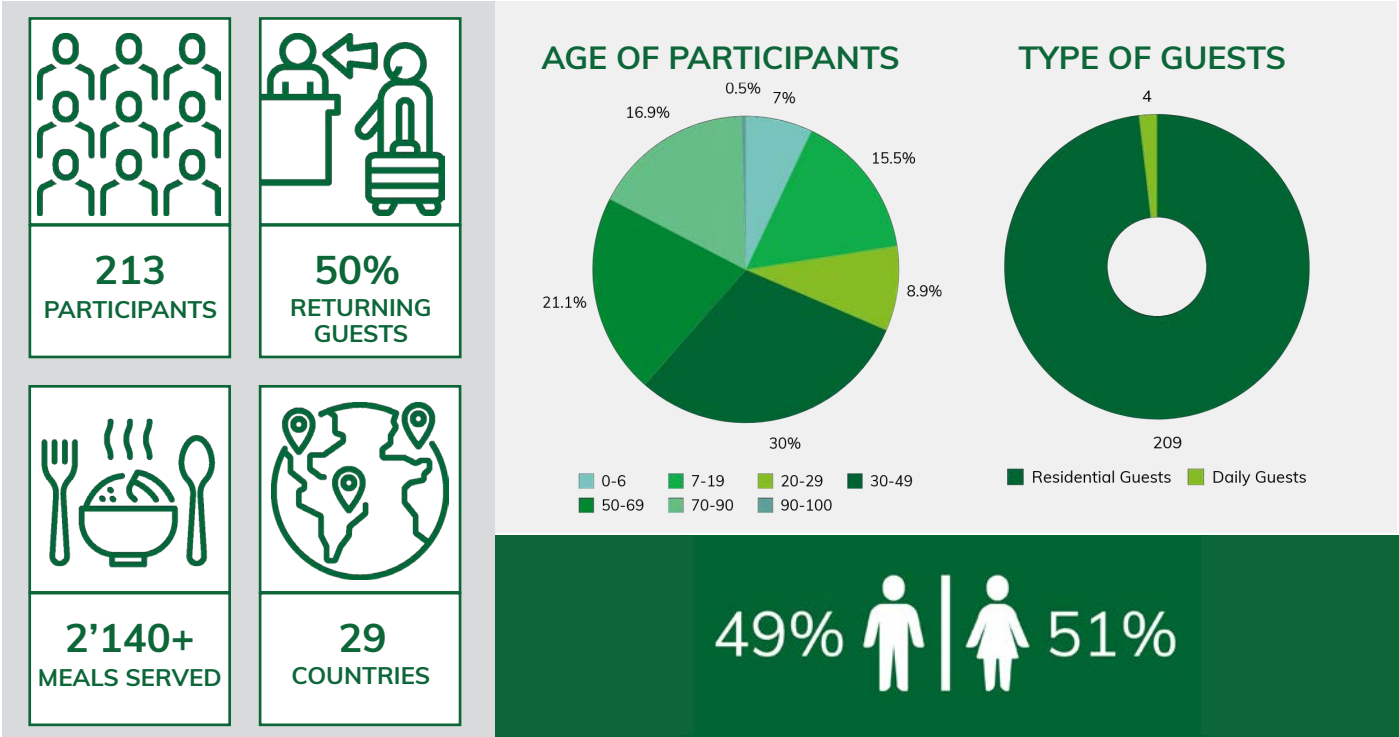




# CAUX INTERGENERATIONAL FORUM

## 22 - 27 July

The **Caux Intergenerational Forum** offered its 213 participants an inclusive space for deep community engagement and intergenerational exchange. Nearly 25% of the participants were aged under 20, the oldest was in their late 90s. The event was inspired by the urgent need to bring together young and old together to listen, share, reflect and discuss in the context of a world where wars and conflicts threaten community peace and solidarity across borders. The five-day event was organized by the **Nordic Initiatives of Change** team in partnership with **Caux Initiatives of Change**.



# OUR STRATEGIC PRIORITIES

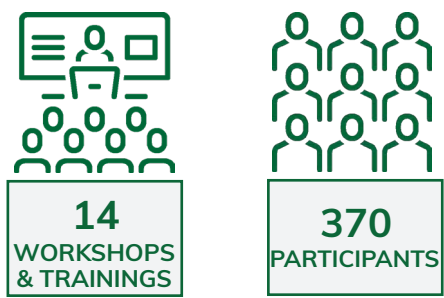
The **Caux 2030 Strategy** is built around four strategic priorities that shape our actions and drive our mission forward.

<p>TRAINING AND FACILITATION</p>  <p>Training and facilitation based on lofC guiding principles</p>	<p>HOSPITALITY FOR CHANGE</p>  <p>A safe space, free from judgement, at our centre for dialogue and trustbuilding</p>	<p>COLLABORATION AND 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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# TRAINING AND FACILITATION



In 2024 we held **14 workshops and trainings**, with **370 participants**. Activities included training programmes, dialogues on democracy, workshops on the Inner Development Goals (IDGs), storytelling, trustbuilding and youth engagement initiatives. Notably, around 110 international students took part in programmes linked to International Geneva. Several of these sessions were held as part of global events such as Geneva Peace Week, Geneva Democracy Week and the International Day of Conscience at the Palais des Nations.



# HOSPITALITY FOR CHANGE



4500+  
GUESTS



70+  
NATIONALITIES



60  
EVENTS



5000  
OVERNIGHT  
STAYS



63%  
OF GROUPS BENEFITED FROM OUR FACILITATION OR MISSION-FOCUSED CONTENT

In 2024, the **Caux Palace** welcomed over **4500 people** from **over 70 different nationalities**, reaffirming its role as a key centre for dialogue, reflection and transformation in the heart of the Swiss Romande and as an integral part of International Geneva’s ecosystem.

We hosted **60 events** throughout the year, of which two thirds were residential. 85% of these were organized in partnership with international organizations, UN entities, academic institutions, or state bodies—demonstrating Caux’s unique ability to convene diverse actors committed to positive global change.


The **5,000 overnight stays** at the Caux Palace underscored the importance of in-person hospitality and reinforced Caux’s essential role as a space of welcome and engagement for International Geneva and the wider Lemman region.

Importantly, 63% of the groups hosted in Caux benefited from facilitation elements from **Caux Initiatives of Change** or featured an introduction to its values, mission, and history as part of

their event. In 2024 we achieved the prestigious ‘Outstanding’ quality label from the **Swiss Location Award**. This landmark officially places the Caux Palace among the best event locations in Switzerland.

We organized a range of cultural initiatives at the Caux Palace, which deepened our connection with the local community. These included partnerships with Saison Culturelle de Montreux, Septembre Musicale and local artists. Monthly historical guided tours, an Open Gardens event in August, and a special programme for the European Heritage Days in September which offered over 600 visitors a chance to explore the rich history of the Caux Palace.

As part of our ongoing commitment to inclusivity and providing a safe and welcoming space for all, in 2024 the Caux Initiatives of Change Foundation partnered with the Swiss Tourism Federation on the OK:GO initiative. This collaboration enables us to publish clear information about the accessibility of our buildings, helping people with reduced mobility to plan their visit with confidence.



Organising a benefit evening at the Caux Palace was a true privilege. The beauty of the place, suspended between sky, lake, and mountains, reflects the strength and humanity of the mission that has inspired it for decades. We were welcomed with great warmth, and the spirit of dialogue and openness that permeates the venue deeply resonates with the values of SOS MEDITERRANEE.

Eliot Guy  
Executive Director, SOS MEDITERRANEE Switzerland







# PARTNERSHIPS AND COLLABORATION

Strategic partnerships and collaborations are central to our commitment to deepening our engagement in Switzerland while contributing to global efforts. In the Swiss context, we are building strong collaborations with key institutions and organizations in the fields of culture, tourism and social inclusion—reinforcing our presence and relevance within the regional landscape. These regional partnerships are vital to promoting social cohesion, inclusive community development and the long-term sustainability of our work.

At the same time, we continue to strengthen our ties within Geneva’s international ecosystem, forging relationships with NGOs, UN bodies and permanent missions involved in peacebuilding, human rights and democracy. Working with partners who share our values increases our ability to make an impact at all levels, from local communities to the international stage. In 2024, the Caux Foundation organized 10 events in Geneva with international partners, reaching an estimated 2,000 participants.

In 2024, alongside our existing affiliations, we broadened our memberships in key strategic areas:



In 2024, we deepened partnerships aligned with our core priorities:



In 2024, we collaborated with over 40 organizations in International Geneva and Switzerland:

## Sustainability



## Social Cohesion



## Arts & Culture

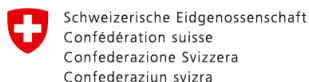


## Inner Development

## Democracy & Peacebuilding



Schweizerische Friedensstiftung  
Fondation suisse pour la paix  
Fondazione svizzera per la pace  
Swiss Peace Foundation



INSTITUT DE HAUTES  
ÉTUDES INTERNATIONALES  
ET DU DÉVELOPPEMENT  
GRADUATE INSTITUTE  
OF INTERNATIONAL AND  
DEVELOPMENT STUDIES



UNITED NATIONS  
HUMAN RIGHTS  
OFFICE OF THE HIGH COMMISSIONER



# SUSTAINABILITY AND HERITAGE AT THE CAUX PALACE

Nearly a century and a quarter since its opening, the **Caux Palace** is a cultural monument of national significance and a symbol of Swiss heritage and architectural grandeur. In 2024, we launched a five-year initiative to secure its long-term sustainability through a balanced financial and operational model. A governance structure involving the foundation's council, leadership, architects and other key stakeholders has been established to guide this work.

A major focus this year was the launch of a public-private funding strategy to support the restoration of the 120-year-old, 400-metre retaining wall with its 40 arches. Estimated at CHF 3 million, this once-in-a-century project begins in May 2025 and involves close collaboration with local and national authorities as well as an individual donor campaign. This is part of a longer-term initiative, our **2040 Heritage Project**, which envisions the phased renovation of the **Caux Palace** over the next 15 years.

We also began renovating the **Belle-Époque** wing, to serve as a year-round venue for groups, events and exhibitions, supported by the transformation of the former post office into a food preparation area. This renovation enhances our hospitality offerings and strengthens our Swiss engagement strategy.

Cultural heritage and community engagement remained central in 2024. An Open Gardens event and our participation in the **European Heritage Days** welcomed over 600 visitors, reinforcing the palace's role as a living part of Switzerland's heritage.

Our commitment to sustainability was reflected in key infrastructure improvements, carried out largely by our skilled maintenance team. These included the renovation of the roof and a complete overhaul of the cold rooms, so as to improve energy efficiency and reduce environmental impact.

Our collaboration with such partners as **MyBluePlanet** reinforces our commitment to environmental stewardship and sustainable heritage management. As custodians of the **Caux Palace**, we continue to invest in preserving its legacy while ensuring its relevance and resilience for future generations.

The **Caux Palace** was featured in the RTS television series **Winter Palace**, produced in collaboration with Netflix. The series offered viewers a unique opportunity to discover the palace and imagine its early days as a grand Belle Époque hotel. This exposure contributed to wider public recognition of the site's historical and architectural significance.



“

A century-old wall supports the Caux Palace — but it stands for far more than just stone. Metaphorically, it embodies the very foundations for dialogue, trustbuilding, and peacebuilding. Our responsibility is to secure its integrity while unlocking new possibilities for the future — a future that this remarkable place continues to inspire.

**Aleksis Dind**

Architect EPFL & Architectural heritage advisor for the Caux Foundation







# OUR ENGAGEMENT STRATEGIES

Our **2023–2030 strategy** is structured in phases, with the first phase running until 2026. It is guided by two key engagement strategies: **Global Engagement** and **Swiss Engagement**, each with distinct priorities but a shared commitment to building trust and advancing peace, democracy and social cohesion.

## SWISS ENGAGEMENT

The Swiss engagement strategy focuses on integrating the Caux Palace more deeply into the local and national fabric. While expanding its role as a safe and welcoming space for visitors and groups, this strategy focuses on positioning Caux as a key venue for art and culture in the region, for community inclusion and for environmental sustainability. The strategy leverages the unique appeal of Caux—including its historic building, stunning scenery, safe and reflective atmosphere, and diverse activities. By enhancing its visibility as an artistic and cultural destination, the strategy aims to strengthen Caux’s contribution to the local and regional economy.

Key priorities include reducing our ecological footprint, building stronger community ties (including with migrant and refugee populations), and positioning the Caux Palace as a cultural destination through exhibitions, partnerships and heritage initiatives.

LIVING TOGETHER

TRAINING & FACILITATION

ART & CULTURE



European Heritage Days 2024

# GLOBAL ENGAGEMENT

The **global engagement strategy** focuses on strengthening the role of the Caux Foundation and, by extension, Initiatives of Change in Geneva, which is a key hub for international engagement. By leveraging the strategic locations of Caux and Geneva, it aims to foster partnerships and create spaces for dialogue and trust-building—essential for supporting democracy and peace both on the world stage and locally.

This engagement is supported by strategic representation in international fora, participation in key networks, and programming that includes the **Democracy Dialogues**, the **Caux Democracy Forum** and the promotion of the **Inner Development Goals**.

CAUX AS PART OF INTERNATIONAL  
GENEVA

PARTNERSHIPS

ART & PEACE ENCOUNTERS

INNER DEVELOPMENT GOALS



International Day of Conscience



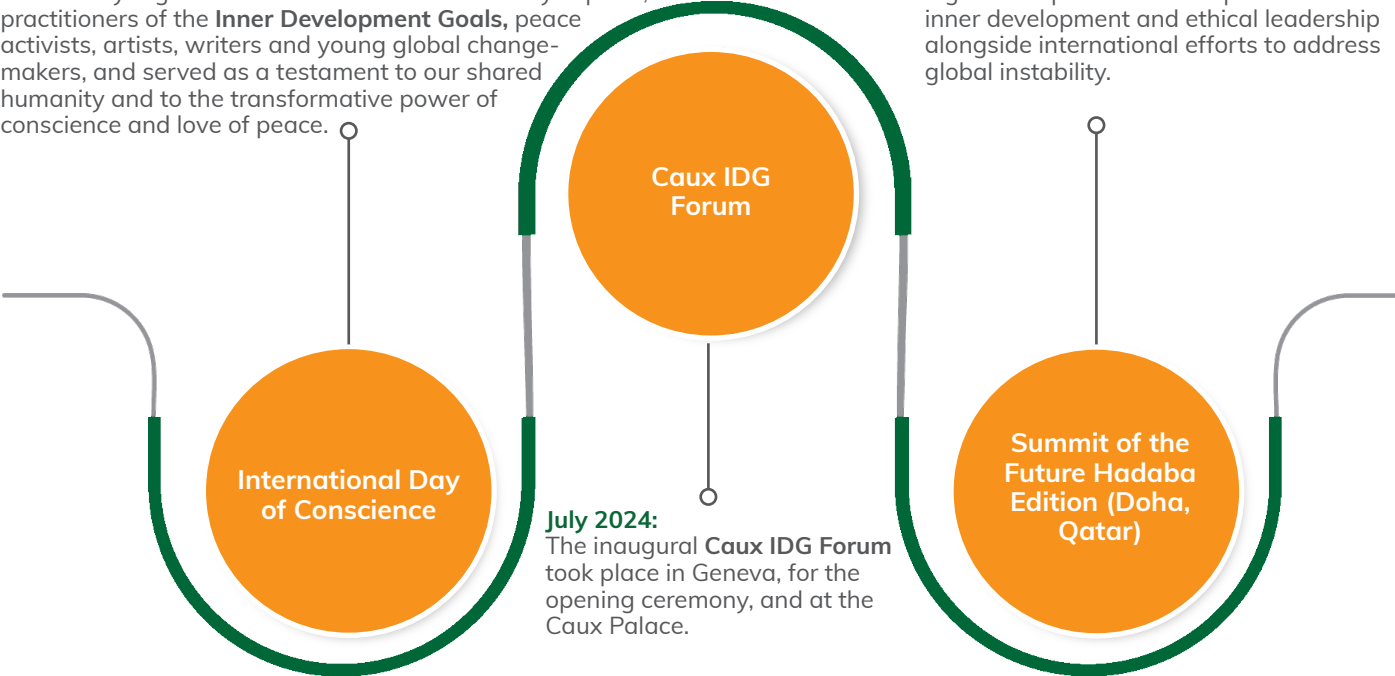
# HIGHLIGHTS FROM OUR INITIATIVES

## INNER DEVELOPMENT GOALS

In 2024, the **Caux Foundation** continued to strengthen its strategic positioning around the **Inner Development Goals (IDGs)**, advocating for the essential role of inner transformation in addressing global challenges. The foundation is working to embed the IDG framework into multilateral spaces, particularly in Geneva, to reinforce the link between inner development and the achievement of the **Sustainable Development Goals (SDGs)**. This guides our contributions to key international fora and reflects our long-term commitment to cultivating the inner capacities required for systemic change. During 2024, we continued to strengthen our strategic partnership with the IDG Foundation through key events.

### April 2024:

The **International Day of Conscience** at the UN in Geneva was hosted by Initiatives of Change and co-organized by Caux Initiatives of Change and BetheLove. It brought together representatives from the United Nations, the City of Geneva and other civil society organizations as well as sustainability experts, practitioners of the **Inner Development Goals**, peace activists, artists, writers and young global change-makers, and served as a testament to our shared humanity and to the transformative power of conscience and love of peace.



### July 2024:

The inaugural **Caux IDG Forum** took place in Geneva, for the opening ceremony, and at the Caux Palace.

### September 2024:

**Ignacio Packer** gave a keynote speech at the **Summit of the Future Hadaba Edition in Doha, Qatar**, highlighting the urgent need for a new approach to peacebuilding that emphasizes the importance of inner development and ethical leadership alongside international efforts to address global instability.



There is a critical blind spot: insufficient attention to personal attitudes and skills. We need to foster inner development to strengthen the attitudes and abilities necessary for the systemic change we so desperately need.

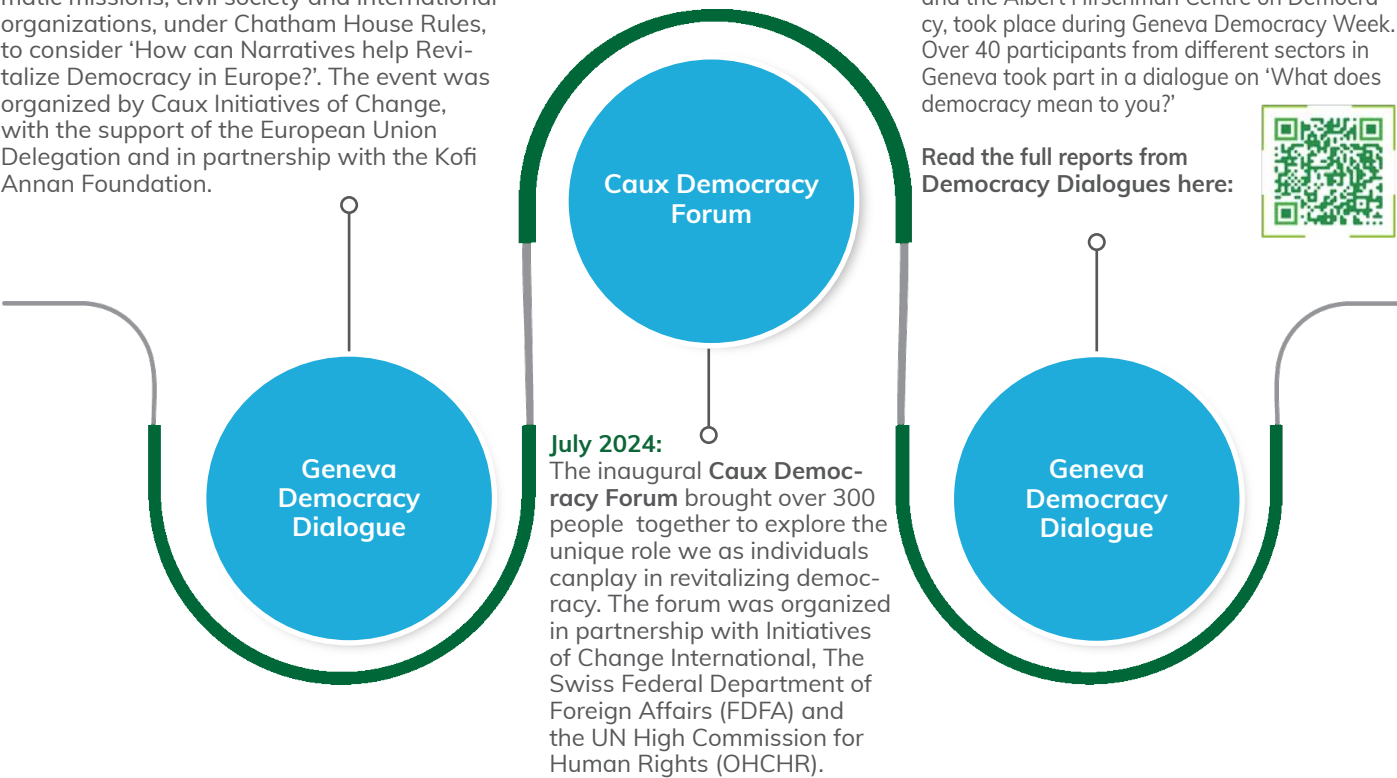
**Ignacio Packer**

# EUROPE'S ROLE IN REVITALIZING DEMOCRACY

In 2024 we launched **The Caux Democracy Programme**, a comprehensive three-year initiative designed to promote and enhance democratic governance, human rights and sustainable economic development. It aims to encourage the capabilities and attitudes needed to revitalize democracy in Europe and across the world. Grounded in the belief that people act from a sense of global interdependence and responsibility, this initiative focuses on the values and skills needed to strengthen democracy within and beyond Europe—drawing on lived experience and evidence.

## May 2024:

The first **Geneva Democracy Dialogue** brought together 50 participants from diplomatic missions, civil society and international organizations, under Chatham House Rules, to consider 'How can Narratives help Revitalize Democracy in Europe?'. The event was organized by Caux Initiatives of Change, with the support of the European Union Delegation and in partnership with the Kofi Annan Foundation.



Democracy's underlying values are key to change the narrative and engage the youth. Freedom, equality, diversity and inclusion—this is what speaks not only to young people's minds, but also to their hearts.

**Ariadna Pop**

Head of Democracy Section at the Swiss Federal Department of Foreign Affairs



# ARTS

At **Caux Initiatives of Change**, the arts have always been central to connecting people and inspiring societal transformation. In 2024, we focused on how the arts can play a role in peacebuilding and in empowering those affected by conflict, recognizing its ability to foster empathy, hope and action.

“ Art is more than aesthetics. It transcends borders and ideologies. It creates empathy. It expresses personal stories but it also builds bridges between divided communities.



**Rudi von Planta**

Head Culture & Development, Peace, Governance and Equality Section, SDC Bern. Arts and Peace Encounters, Geneva Peace Week



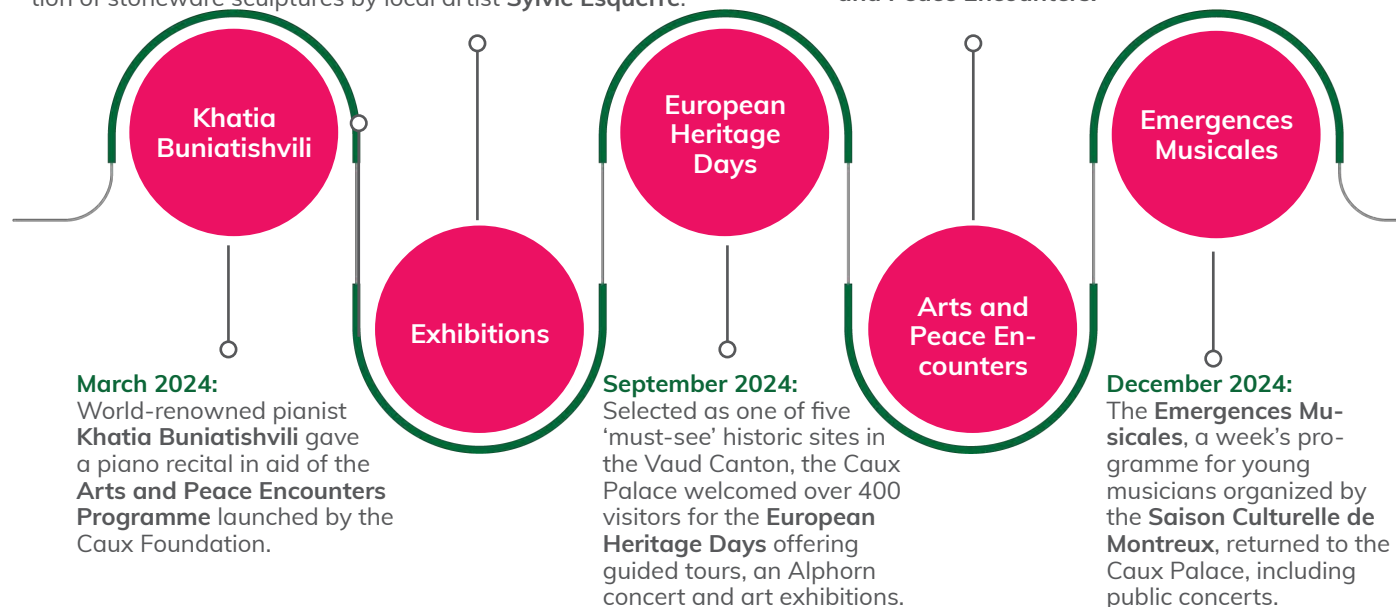
Emergences Musicales

## July 2024:

Three exhibitions were showcased over the summer at the **Caux Palace**—a selection of political cartoons on democracy by **Patrick Chapatte**, a photo exhibition highlighting refugee inclusion in Switzerland through the **Paires association**, and an exhibition of stoneware sculptures by local artist **Sylvie Esquerré**.

## October 2024:


As partners of the **Geneva Peace Week**, the Caux Foundation held a special event, **Arts and Peace Encounters**.





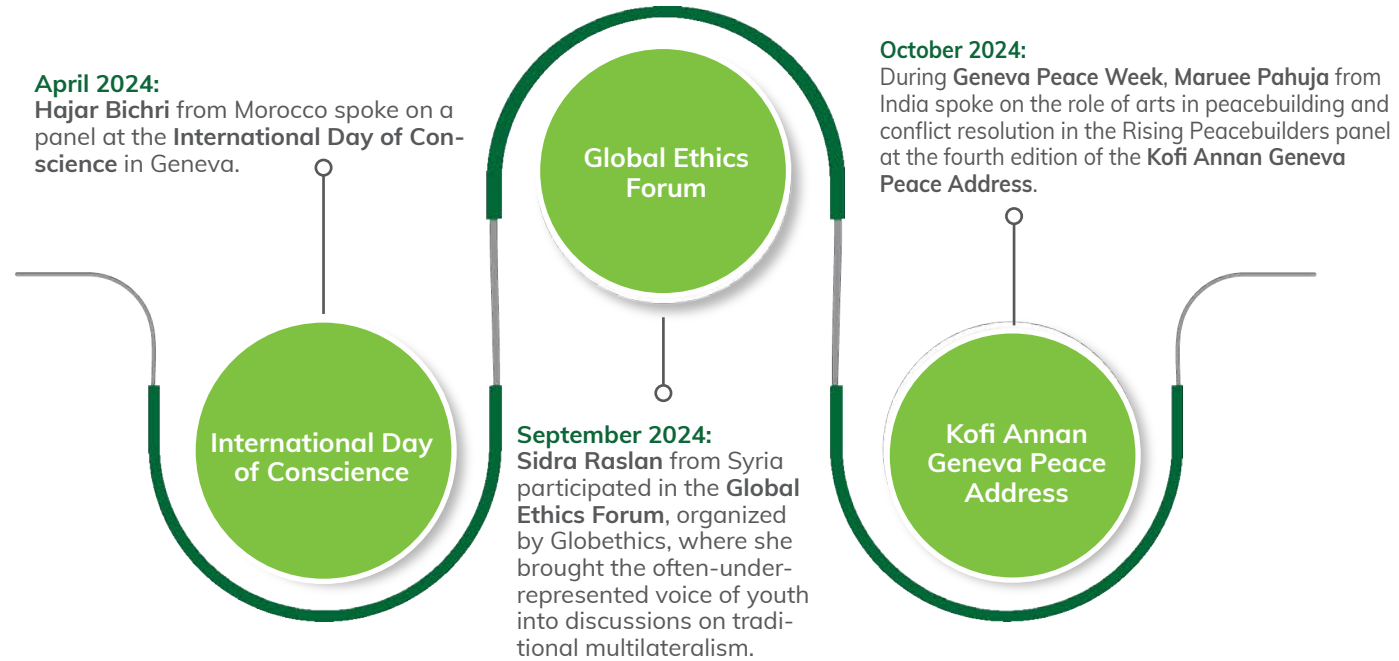
# CREATIVE LEADERSHIP / YOUTH

**Creative Leadership** is a youth-led programme 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.



“ If you want a healthy democracy, you need young people to believe that democracy is worth preserving. We often say ‘Youth are the future’. But what I want to stress is: we are not just the future, we are here, right now.

**Martin Penov (Bulgaria)**  
Vice-President of the Young European Federalists. Caux Democracy Forum



# CLIMATE FRIENDLY FUTURE

In 2024 we continued to advance our commitment to a **climate-friendly future** through partnerships, initiatives and key events.



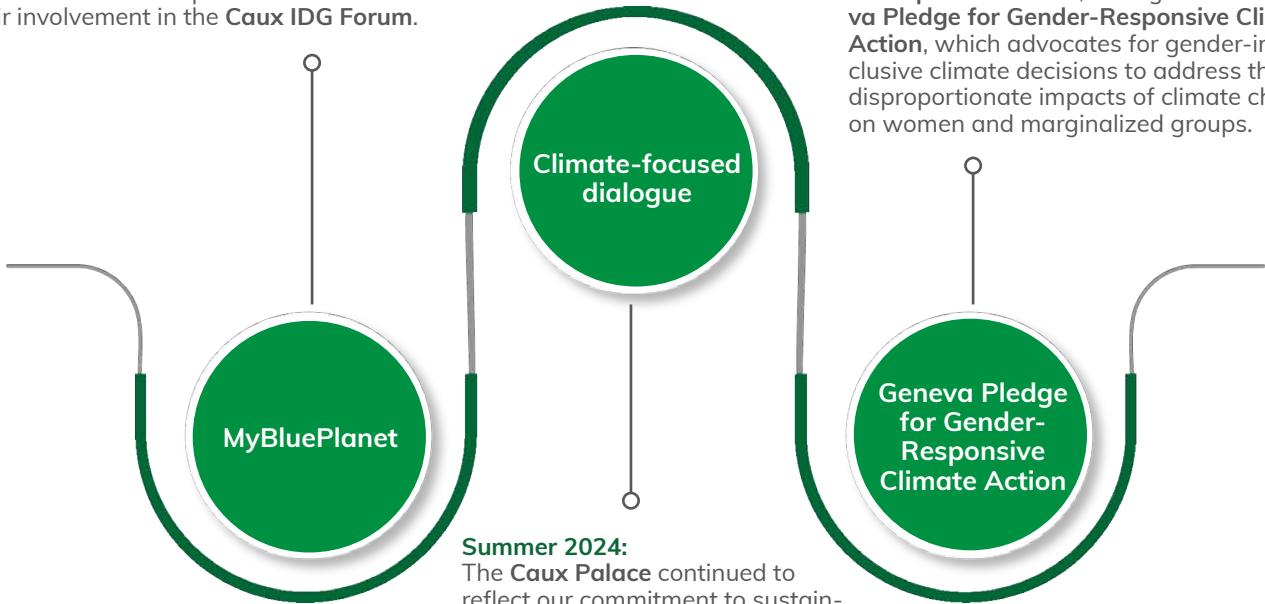
How do we make sure we don't give up? I have chosen to be on the side of hope.... We know how to do this. Sometimes we have to relearn from our ancestors, but we know what the solutions are. What we need is the political will, the mobilization of citizens, of all of us, and obviously the finance, the private sector investment.

**Elise Buckle**

CEO of Climate Bridges, during the Caux IDG Forum

We continued our partnership with **MyBluePlanet**, a Swiss non-profit organization dedicated to climate protection. This included their involvement in the **Caux IDG Forum**.

**November 2024:** As a member of the **International Gender Champions network**, we signed the **Geneva Pledge for Gender-Responsive Climate Action**, which advocates for gender-inclusive climate decisions to address the disproportionate impacts of climate change on women and marginalized groups.



**Summer 2024:** The **Caux Palace** continued to reflect our commitment to sustainability by hosting climate-focused dialogue at the **Caux Forum** and serving as a model of reduced environmental impact, with major renovations to its roof and cold rooms.

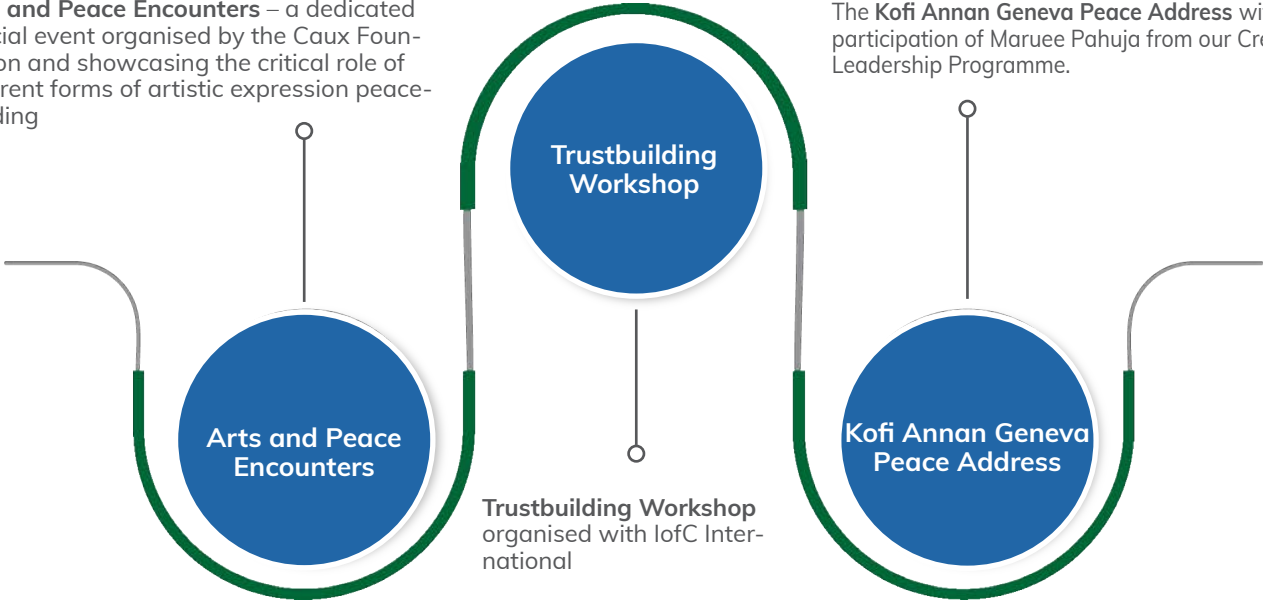
# PEACEBUILDING

The **Caux Initiatives of Change Foundation** was part of the consortium collaborating on **Geneva Peace Week 2024**, organising and contributing to three key events: Arts and Peace Encounters, Trustbuilding Workshop, Kofi Annan Geneva Peace Address.



**Arts and Peace Encounters** – a dedicated special event organised by the Caux Foundation and showcasing the critical role of different forms of artistic expression peace-building

The **Kofi Annan Geneva Peace Address** with the participation of Maruee Pahuja from our Creative Leadership Programme.





# COUNCIL AND TEAM

## COUNCIL MEMBERS (AS OF MAY 1, 2025)



**Jacqueline Coté**  
Switzerland,  
President



**Elisabeth Tooms**  
United Kingdom,  
Vice-President



**Vivek Asrani**  
India



**François Barras**  
Switzerland



**Peter Brey**  
Switzerland



**Morenike Onajobi**  
United Kingdom



**Karin Oszusky**  
Austria



**Gordon Robinson**  
United Kingdom



**Laurent Staffelbach**  
Switzerland



**Andrew Stallybrass**  
Switzerland



**Laurent Wehrli**  
Switzerland

## Outgoing council members



**Véronique Sikora**  
Switzerland



**Omnia Marzouk**  
United Kingdom

## TEAM (END OF 2024)

### SENIOR MANAGEMENT

**Ignacio Packer**  
Executive Director

### ADMINISTRATION

**Géraldine Dardel**  
Head of Operational Excellence

**Claude Dubey**  
Accountant & Head of Administration

**Jessica Afonso**  
HR Administration

**Diana Veselinovska**  
Administrative Assistant (Syni)

### COMMUNICATIONS

**Tina Clifton**  
Head of Communications

**Ulrike Ott Chanu**  
Communications Officer

**Stanislav Dombrovsky**  
Events and Communications Coordinator (Syni)

### HOSPITALITY

**Valentin Brunet**  
Hospitality and Sales Operations Manager

**Etienne Jacques**  
Hospitality Operations Manager

**Edna Da Costa**  
Housekeeper

**Evelyne Vy Nguyen**  
Hospitality Projects Coordinator

### COMMUNITY, ENGAGEMENT, ARTS & TRAINING

**Sarah Noble**  
Head of Global Engagement

**Anne Catherine Sutermeister**  
Head of Community Engagement, Arts & Training Programmes, Switzerland

**Simren Cornut**  
Archivist

### FACILITIES AND MAINTENANCE

**Adrien Giovannelli**  
Head of Facilities and Maintenance

**Jérôme Bertini**  
Maintenance Team Manager

**N’Kolongo Kalombo**  
Technician and painter

**Olivier Homs**  
Technician and Landscape Gardener

**Abderrazak Rabouz**  
Technician and sanitary specialist

**Fabien Lattion**  
Technician and Landscape Gardener

**Philippe Saudan**  
Technician and Sanitary Specialist

**Salomé Ozkan**  
Audiovisual Technician

### CREATIVE LEADERSHIP

**Sidra Raslan**  
Logistics and Outreach Lead

**Daniel Clements**  
Programme Manager

**Ines Mokdadi**  
Content Lead

### SUPPORT STAFF

**Andrew Stallybrass**  
Historian and historical tours

### SUPPORT STAFF IN COOPERATION WITH EVAM

**Denys Smyshliaiev**

**Valentina Chelombitko**

**Svitlana Hniedash**

**Shokrullah Haidari**

We warmly thank all those who contributed to the Foundation's work in 2024, including council and team members who completed their time with us this year and those who supported us through short-term assignments.

**Outgoing staff:** Horia Jarrar, Juan-Carlos Martin, Mathieu Vincent, Andea di Lenardo

**Short term assignments:** Abigayle Mapanao, Antonin Lechat, Joshua Nichols, Susan Bouvard, Florian Dind

# FINANCIAL STATEMENT

Fidelys Solutions SA audited the financial statements of the Caux Initiatives of Change Foundation for the year ending 31st December 2024. The audit was performed in accordance with Swiss Auditing Standards and expressed an unqualified opinion.

## BALANCE SHEET

ASSETS	31/12/2024 CHF	31/12/2023 CHF
<b>Current assets</b>		
Cash	1,150,253	1,172,200
Securities	3,314,320	3,267,870
Trade receivables	1,015,581	1,058,153
Other current receivables	46,491	31,228
Accrued income and prepaid expenses	470,177	455,380
	<b>5,996,821</b>	<b>5,984,830</b>
<b>Fixed assets</b>		
Deposit guarantee	6,970	6,970
Tangible fixed assets	119,246	114,239
Real-estate assets	3,198,496	3,058,637
<b>Earmarked assets</b>		
Silvia Zuber Fund	1,717,477	1,821,889
	<b>5,042,189</b>	<b>5,001,735</b>
<b>ASSETS</b>	<b>11,039,010</b>	<b>10,986,565</b>



LIABILITIES	31/12/2024 CHF	31/12/2023 CHF
<b>Short-term liabilities</b>		
Trade accounts payable	177,885	282,217
Other current liabilities	110,261	60,912
Accrued expenses and deferred income	614,474	412,806
	<b>902,620</b>	<b>755,936</b>
<b>Long-term liabilities</b>		
Mortgage	4,000,000	4,500,000
	<b>4,000,000</b>	<b>4,500,000</b>
<b>Earmarked funds</b>		
Funds for projects and programs	556,306	546,343
Funds for renovations	2,536,026	1,992,561
Own restricted funds	427,088	476,328
Silvia Zuber Fund	1,718,400	1,821,855
	<b>5,237,820</b>	<b>4,837,087</b>
<b>Organisation capital</b>		
<b>Free funds</b>		
Renovation fund	240,000	240,000
<b>Acquired unrestricted capital</b>		
Surplus carried forward	653,542	648,333
Result of the year	5,028	5,209
	<b>898,570</b>	<b>893,542</b>
<b>LIABILITIES</b>	<b>11,039,010</b>	<b>10,986,565</b>

# INCOME STATEMENT

INCOME STATEMENT	31/12/2024 CHF	31/12/2023 CHF
Operating income	983,762	1,143,967
General donations	27,179	22,685
Earmarked donations	590,571	380,000
Legacies	536,465	140,605
Rental income	3'088,248	2,840,666
Other income	82,433	195,265
<b>Total income</b>	<b>5,308,658</b>	<b>4,723,187</b>
Operating expenses	-599,739	-653,662
Public relations, documentation	-29,237	-40,693
Staff	-2,155,003	-1,720,616
Repairs and maintenance	-390,091	-586,794
Running costs, rent, insurances	-758,728	-843,889
Administration, consulting costs	-334,150	-281,642
Depreciation	-396,392	-298,195
Taxes	-122,213	-115,843
<b>Total expenses</b>	<b>-4,785,553</b>	<b>-4,541,334</b>
<b>OPERATING RESULT</b>	<b>523,105</b>	<b>181,853</b>

INCOME STATEMENT	31/12/2024 CHF	31/12/2023 CHF
Financial income	45,093	121,131
Financial expenses	-48,764	-126,219
<b>Financial result</b>	<b>-3,671</b>	<b>-5,088</b>
Extraordinary expenses	-10,218	0
Extraordinary income	0	3,309
Project contributions Silvia Zuber Fund	-143,135	-165,523
Financial result Silvia Zuber Fund	39,680	41,460
<b>Non-operating result</b>	<b>-113,673</b>	<b>-120,754</b>
<b>Annual result before change in earmarked funds</b>	<b>405,761</b>	<b>56,011</b>
<b>Allocation to earmarked funds</b>	<b>-606,414</b>	<b>-657,065</b>
Allocation to funds for projects & programs	-23,269	-380,000
Allocation to funds for renovations	-543,465	-235,605
Allocation to Silvia Zuber Fund	-39,680	-41,480
<b>Withdrawal from earmarked funds</b>	<b>205,681</b>	<b>606,262</b>
Withdrawal from funds for projects & programs	0	380,000
Withdrawal from various earmarked funds	62,546	60,739
Withdrawal from Silvia Zuber Fund	143,135	165,523
<b>Change in earmarked funds</b>	<b>-400,733</b>	<b>-50,802</b>
<b>RESULT OF THE YEAR</b>	<b>5,028</b>	<b>5,209</b>



# DONORS

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We sincerely thank our regular donors and those who generously supported our mission and programmes in 2024. Thanks to contributions from governmental and philanthropic foundations, as well as individual donations to our **Solidarity Fund**, we were able to sponsor **95 participants** at the Caux Forum 2024, ensuring diversity and inclusivity. We are particularly grateful to those who donated in memory of **Jean Fiaux**, who dedicated his life to volunteering for

Initiatives of Change and played a vital role in sustaining the Caux Palace Centre for dialogue; and in memory of **Fulvia Spoerri**, whose commitment also made an enduring difference to the Caux Initiatives of Change mission. Finally, we extend our heartfelt thanks to those who have donated so far to support the major renovation of the **Caux Palace** retaining wall.

## INSTITUTIONAL DONORS

- Federal Department of Foreign Affairs Switzerland
- Robert Hahnloser Foundation
- Parker Foundation
- Minkoff Foundation
- Directorate-General for the Environment (Vaud Canton)
- Silvia Zuber Fund

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

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In 2024, we implemented a strategy to engage volunteers with the **Caux Foundation**, supported by systems and processes to ensure structure, consistency and efficiency. Volunteers played key roles in events like the **Caux Forum**, contributing to logistics, communications and hospitality, while gaining valuable experience and deepening their connection to the mission of **Caux Initiatives of Change**. We are especially grateful to the **Friends of Caux** in Switzer-

land and all the volunteers who dedicated their time and skills throughout 2024.



# FRIENDS OF CAUX



**Friends of Caux**, a Swiss association, works actively to support **Caux Initiatives of Change**. It connects people living across Switzerland who are interested in implementing projects that further the aims of the

Foundation and increase the visibility of the Caux Forum. In 2024 Friends of Caux members were actively involved in welcoming participants and volunteering at the Caux Forum.

Find out more:









# CREATING MORE INCLUSIVE WORKSPACES

In January 2024, the Foundation signed up to the **International Gender Champions (IGC) pledge**, making specific commitments to foster inclusivity and gender equity within our organization and beyond.

Through the **Panel Parity** and **Gender-based Violence Pledges**, the **IGC network**—comprising over 333 decision-makers from international organizations, embassies, civil society and the private sec-

tor—actively contributes to creating safer, more inclusive environments across sectors and advancing gender equality in their spheres of influence.

**Caux Initiatives of Change** remains committed to zero tolerance for gender-based violence (GBV), fostering safe, respectful spaces where everyone can engage in meaningful dialogue. In 2024, we focused on three key initiatives:

## GENDER EQUALITY & SEXUAL HARASSMENT PREVENTION



We deepened our understanding of social power dynamics and took proactive steps to prevent sexual harassment within our workplace and at the **Caux Palace**. This included updating safeguarding policies, conducting capacity-building workshops and facilitating open dialogues.

## INTERGENERATIONAL LEADERSHIP



We empowered youth participants from our **Creative Leadership Programme** to take on greater leadership roles, amplifying their voices in major global dialogues like the **Geneva Peace Week** and **Caux Forum**. This approach extended beyond gender, recognizing and embracing diverse identities, experiences and sexual orientations.

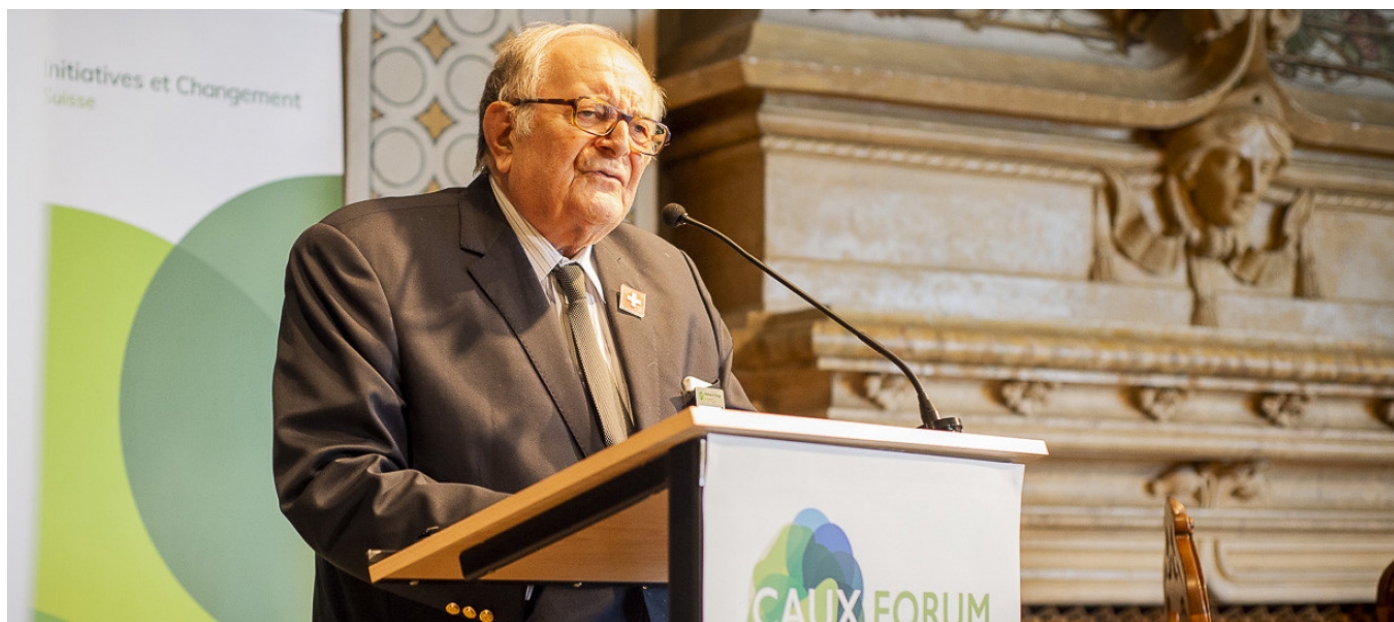
## ACCESSIBILITY FOR ALL



Through the **Swiss OK:GO** initiative, we shared clear accessibility information to help all visitors—including those with reduced mobility—confidently take part in events at the **Caux Palace**. We also featured dedicated guided tours for people with reduced mobility during the **European Heritage Days** event.

These actions reflect our ongoing commitment to diversity, equity, and inclusion, ensuring that **Caux** remains a safe, inclusive and empowering environment for all.

# TRIBUTE



It was with great sadness that in February 2024 we saw the passing of Swiss humanitarian, diplomat and former president of the Caux Initiatives of Change Foundation, **Cornelio Sommaruga**. After a distinguished career as a Swiss diplomat, Cornelio served as President of the **International Committee of the Red Cross (ICRC)** and then took over the presidency of the **Caux Initiatives of Change Foundation** in 2000.

Following the change of name from 'Moral Re-Armament' to 'Initiatives of Change' in 2001, Cornelio initiated the creation of the **IofC International Association**, based in Switzerland in 2002. He brought a new visibility to the movement and his great humanity enhanced reconciliation and peacebuilding efforts

in the Great Lakes region of Central Africa, Sierra Leone and other situations. After serving as president of the **Caux Foundation**.

Initiatives of Change was important to Cornelio, and he remained an honorary life-president of IofC International. He called IofC a '*wonderful international network of motivated people*' and he enjoyed coming to the Caux Palace where he could be seen in the dining-room, serving ice-cream and laughing with conference participants. Cornelio was charismatic, warm, pragmatic and deeply convinced that each of us has '*an ethical responsibility to work for reconciliation through forgiveness and justice*', starting with ourselves.

# FUTURE OUTLOOK

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In 2025, the **Caux Foundation** will build on the momentum of previous years, anchoring our work in clarity of purpose, people-centred leadership and strategic growth. We will continue to inspire, equip and connect across our engagements in Switzerland and globally.

2025 marks the second phase of the **Caux Democracy Programme**, with forums and dialogues aimed at revitalizing democracy. Our collaboration with the **Inner Development Goals** will deepen through the second **Caux IDG Forum** and strategic conversations. A major milestone will be the launch of the first **Caux Arts and Peace Encounters (APE)**, bringing together in residency artists, peacebuilders and policymakers.

In Switzerland, we will expand our 'living together' work, exploring coexistence between people and with nature. We will also expand our artistic collaborations to enrich the artistic and cultural life at Caux.

With 66 hosted groups projected, expanded facilitation, and a major push in fundraising for the **2040 Heritage Project** to renovate the **Caux Palace**, 2025 is set to be another significant year. It will be driven by people who carry forward the vision of Caux as a living place of hope, dialogue and meaningful encounters.





## SUPPORT US

[www.caux.ch/donate](http://www.caux.ch/donate)

### BANK

Credit Suisse, Lucerne

CCHF-account: 249270-61-5

IBAN: CH38 0483 5024 9270 6100 5

Euro-account: 249270-62-3

IBAN: CH58 0483 5024 9270 6200 3

SWIFT/BIC: CRESCHZZ80A

Beneficiary:

Caux Initiatives et Changement, 6002 Luzern

## CONTACT US

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[info@caux.ch](mailto:info@caux.ch)

Caux Initiatives of Change Foundation

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Caux Initiatives  
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Initiatives of Change  
Caux Foundation