



Caux
Foundation

Annual Report 2025

Building trust across
the world's divides





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Message from the President

This is a time of increasing global fragility.

Democratic norms are under pressure, civic space is shrinking and conflicts, such as those in Gaza, Ukraine, Iran, and elsewhere regrettably, continue to reverberate around the world.

The rapid rise of artificial intelligence is not only increasing anxiety about job security, but also about the future of humanity. It is also reshaping how truth and trust are formed.

Alongside the enduring challenges of climate change and inequality, these forces are creating an increasingly uncertain and divided world.

The need for spaces that foster trust and dialogue is at an all-time high, and Caux is well placed to provide this. The Caux Palace itself is central to this offering, and the Foundation Council and executive team have given increased attention to its sustainability in 2025, leading to the start of major renovation works. Deepening our relationship with the Swiss and local authorities and foundations has been key to realising that work.

The Caux Foundation is a convener and bridge-builder, bringing together people who might not otherwise meet, from diverse beliefs, backgrounds and cultures, sectors and generations. In 2025, we saw a sustained growth in the number of people we reach, the connections we enable and the actions that follow. Our connection with International

Geneva has also given us a wider role, enabling our dialogues and approach to inform and influence global processes.

Even in our fragile world, renewal is possible. It is our responsibility to create the conditions in which hope can flourish through meaningful encounters and dialogue. All our events are now open to everyone, enabling local and international communities to mingle and get to know each other.

2025 has also seen an increase in cultural diversity, with artistic residencies, curated exhibitions and concerts. These have attracted a new audience to the Caux Palace, which supports our open-door policy and increases our resources.

We are blessed with a close-knit Foundation Council and a highly motivated team. I am honoured to have been re-elected as the chair of the Council for a second term and will continue to vigorously support our mission to inspire and host people of diverse beliefs, backgrounds and cultures, to build trust across the world's divides, to live with integrity and to lead ethically. This is the only way to guarantee in the long run.

Jacqueline Coté
President



Message from the Executive Director

We live in a time where distrust travels faster than dialogue. Yet, at Caux, we continue to witness something both simple and powerful: when people truly meet, change becomes possible.

In 2025, the Caux Foundation continued to strengthen its role as a space for democratic renewal, arts and peace, trustbuilding, ethical leadership and human encounter. Across our forums, arts and peace initiatives, youth programmes, exhibitions, and Geneva-based dialogues, we brought together people from different sectors, generations, cultures and convictions. And we did so not to erase differences, but to create spaces where they could be engaged honestly and constructively.

An external Impact Study covering 2023–2025 confirmed the relevance and growing reach of this work. Particularly encouraging was the recognition that the Caux Foundation offers something increasingly rare: spaces where dialogue is not performative but transformative and where trust can be rebuilt through storytelling, listening, courageous conversations and the creative power of the arts.

This year, over 8,000 people from 80 nationalities came to Caux, including more than 550 participants at the Caux Forums, over 40 residential groups and thousands more engaged through our activities in Caux and in International Geneva. Young people were not simply invited to participate, they increasingly shaped the conversations themselves as facilitators, artists, contributors and bridge-builders.

We also advanced important work to secure the long-term future of the Caux Palace. The Heritage 2040 vision, and the launch of renovation works on the retaining wall, are not only about preserving a historic building. They are about protecting a rare space dedicated to dialogue, reflection, hospitality, creativity and peace.

The Impact Study also reminded us that sustainable impact requires coherence: between mission, governance, partnerships and mindset. This next phase will therefore focus on growth as well as consolidation, clarity and long-term sustainability.

None of this would be possible without the extraordinary commitment of our team, volunteers, partners, artists, facilitators, donors, council members and the wider Initiatives of Change community. What happens at Caux is not produced by our infrastructure, however stunning it is, but by the people who choose, often quietly and behind the scenes, to create the conditions for trust, dialogue, hospitality and human connection. Their dedication, creativity, and resilience continue to inspire me deeply.

What gives me hope is not abstract optimism. It is the people I continue to meet at Caux: individuals willing to listen across divides, question certainties and choose engagement over cynicism.

In a fragmented world, that matters deeply.

Ignacio Packer
Executive Director





About us

Our Foundation

The **Caux Foundation** is a 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. We are the Swiss member of a global movement called Initiatives of Change.



Vision

The Caux Foundation's vision is a world in peace where people act from a sense of responsibility and global interdependence.

Mission

The Caux Foundation's mission is to inspire and host people with diverse beliefs, backgrounds and cultures, to build trust across the world's divides, live with integrity and lead ethically.

Our approach



CONVENING

Creating an environment that can be a vehicle for change.



DEEP LISTENING

Slowing down through silent reflection connects us to our inner conscience and values.



STORYTELLING

Sharing personal journeys bridges divides, builds empathy and creates human connection.



HONEST CONVERSATION

Courageous, respectful exchanges across divisions, help find common ground and are made possible through shared humanity.



CHANGE STARTS WITH ME

When individuals choose to transform their own attitudes and behaviours, they become catalysts for wider societal transformation.



Our work: people, process and place

The Caux Foundation encourages deep encounters and dialogue, based on our experience that personal transformation is the foundation for wider societal change.



Everything starts with **people** and the acknowledgement that we as people are the agents of lasting change. We empower people, therefore, to reflect on their own values and biases, equipping them with skills necessary to lead ethically. We stimulate honest and open exchanges, and we create trusting environments for each person's truth to be heard, free from judgement, where authentic engagement is fostered, trust is built and change becomes possible. We intentionally convene people of diverse beliefs, backgrounds and cultures, ensuring every voice carries the weight of lived experience, building meaningful connections to replace distrust and polarisation.



Our **process** means that the combination of the people we convene and engage, both at the Caux Palace and beyond, is what enables us to offer a rich agenda that engages the whole person: the mind, the heart and the spirit. We aim to create vibrant communities around global challenges, in particular the development of peace and democracy, arts and creative leadership. Through its presence in International Geneva and its partnerships, and as a member of Initiatives of Change International, the Caux Foundation contributes to bridging the world's divides through trustbuilding and creative collaboration. Our artistic and cultural programmes, comprising exhibitions, concerts and residencies, extend that mission, making the Caux Palace a vibrant hub where culture opens pathways to understanding, reconciliation and change.



We are privileged to own the historic Caux Palace, a unique and beautiful **place** in the mountains at the east end of Lac Lemman that is the ideal space for a pause for self-reflection, engaging in respectful conversations and imaging new futures together. People, of course, matter more than bricks and mortar. However, an important part of our role is to preserve the Caux Palace as a welcoming space for local communities and global networks alike. This is the foundation of our concept of Hospitality for Change.

Highlights

- March 2025 Caux Encounters brings local communities together around culture and community
May 2025 Launch of the Caux Arts and Peace Encounters
June 2025 The Solidarity Café opens for the summer at the Caux Palace
July 2025 The Caux Forum welcomes over 550+ participants from across the world
Three summer exhibitions explore democracy, the fight for nuclear justice and humanitarian principles
The Caux Palace joins the IIPT Global Network as a Peace Park
August 2025 The Caux Palace is recognised as a historic monument of national importance
September 2025 Restoration of the retaining wall begins
The Caux Palace is the second most visited monument in Vaud during the European Heritage Days
October 2025 Participation in Geneva Peace Week and Geneva Democracy Week



Broadening our reach

Global engagement: building bridges with International Geneva and the Council of Europe

The global engagement functions as a two-way bridge: enabling the Caux Foundation to collaborate with and contribute to initiatives led by others, while bringing the insights and energy of that ecosystem back to enrich our work.

The Caux Foundation is a member of Initiatives of Change International, a Swiss association which serves the global movement called Initiatives of Change (IofC) dedicated to building trust across the world's divides.

Membership of IofC International is made up of 36 national bodies and programmes active in 45 countries, with each member operating autonomously on projects addressing specific local needs. IofC International has special consultative status with ECOSOC and participatory status at the Council of Europe. It has entrusted the Caux Foundation with the management of the former.

- Through IofC International's ECOSOC consultative status, the Foundation engaged actively across the UN system. This included working with the OHCHR to strengthen the human rights dimension of the dialogue on democratic renewal at the Caux Democracy Forum. The Forum's Opening Ceremony featured a powerful address by Philippe Lazzarini, Commissioner-General of UNRWA, underscoring the urgency of protecting human dignity and democratic values in today's world. He said, "Losing our empathy is a prelude to losing our humanity".
- We bolstered our partnership with the Kofi Annan Foundation through joint programming on democracy and AI governance, while collaboration with DCAF and the City of Geneva strengthened the Foundation's voice in Geneva's democracy ecosystem.
- Partnership with the Geneva Peacebuilding Platform anchored the Foundation's contribution to Geneva Peace Week, bringing together artists, peacebuilders and diplomats around the role of creativity in building peace.

- At the Council of Europe, the Foundation's long-standing engagement continued through the World Forum for Democracy in Strasbourg, reinforcing shared commitments to democratic renewal and civic trust. Partnership with UNESCO deepened the connection between culture, the arts and peacebuilding on the international stage.

Across all these relationships, the Foundation's approach remains consistent: to offer the distinctive human dimension of change, grounded in inner development, trustbuilding and honest dialogue, to complement the more standard focus on technical and institutional solutions.



Sarah Noble, Geneva Peace Week Closing Ceremony





Local engagement: fostering societal cohesion

Building trust across diverse groups requires sustained, everyday presence in the communities the Foundation serves.

In 2025, that presence took several concrete forms.

- In March Caux Encounters brought local communities together through art, music, workshops and shared experiences, creating inclusive spaces for reflection and dialogue.
- At the community level, our collaboration with the Vaud Reception Establishment for Migrants (EVAM) provided employment and integration opportunities. This helps vulnerable populations actively participate in society, including through our Solidarity Café throughout the summer months, which was staffed by people undergoing social integration, supported by the Caux Foundation team. It was both a practical initiative and a living demonstration of what real societal cohesion looks like.
- Complementing these events, the People Fostering Societal Cohesion track at the Caux Democracy Forum equipped participants with tools to bridge divides and lead transformative action.

Together, these approaches strengthen democratic participation, foster understanding and cultivate the everyday practices that sustain cohesive, resilient communities.

Dialogues on Humanity exhibition
at the Caux Palace





Deepening our reach

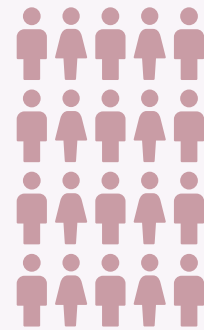
Inner development: at the heart of who we are

Inner development is at the root of the Caux Foundation's work, grounded in the belief that lasting societal change begins with the transformation of people.

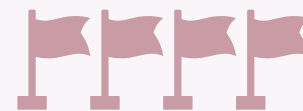
The second Caux IDG Forum built on the momentum of its inaugural edition: 220 participants from 48 nations, five days of immersive learning and co-creation, and a strategic partnership with the Inner Development Goals Foundation.

Sarah Noble

220
PARTICIPANTS



48
NATIONS



5
DAYS



Read
the full
report



The focus of the 2025 Forum was the five movements of Theory U:

- **co-initiating;**
- **co-sensing,**
- **presencing;**
- **co-creating;**
- **co-evolving.**

The programme was based on the IDG framework, Initiatives of Change practices, contemplative reflection, indigenous wisdom and embodied learning, encouraging honest conversations and the unplanned connections.

Participants reported stronger self-awareness, new practices for reflection and listening, and concrete intentions to carry IDG approaches into their own communities, organisations and workplaces. Almost everyone said they would recommend the Forum to others.

The work extended beyond Caux. In April, for example, the Foundation co-hosted the International Day of Conscience at the UN in Geneva.

“The future we hope for doesn't arrive by chance. It is shaped by the choices we make and the actions we take and the values that we live by.”

**Closing ceremony
participant**

Watch
the video





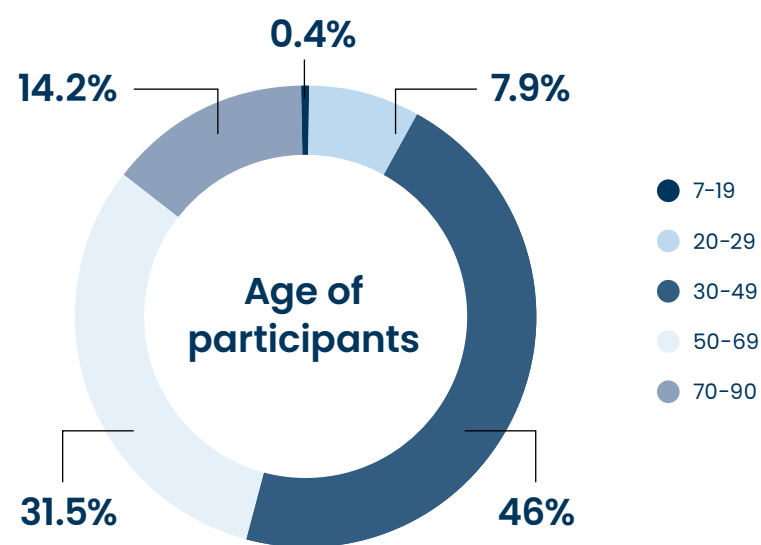
Revitalising democracy

The Caux Foundation's democracy work is grounded in a simple but powerful conviction: lasting democratic renewal begins with people, not in parliaments or policy rooms.

We launched the Caux Democracy Programme in 2024 and have since worked hard to enable individuals, whatever their background or context, to find the courage, connection and orientation to act as agents of democratic life.

Caux Democracy Forum

In July 2025, more than 350 participants from 47 countries gathered at the Caux Palace for the second edition of the Caux Democracy Forum, under the theme **Revitalising Democracy — Towards Inclusive and Peaceful Societies Across Europe and the World.**



“Why does the message of division work so well among voters. (...) How do we cultivate a higher consensus in our democracy? This requires building understanding, building relationships, and reflecting on the things within ourselves and within our society that must change.

Allan-Charles Chipman

Executive Director, Initiatives of Change USA



EVENTS:

- Caux Democracy Forum 2025
- AI and Democracy Oxford Style Debate
- AI for Social Good webinar series and training with Polisync
- Creative leadership – Reimagining Democracy(ies)

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350

PARTICIPANTS

47%
Male



53%
Female



Afghan women in exile sat alongside delegations from Japan, South Korea and the US. Youth changemakers, diplomats, business leaders, human rights defenders and civil society voices engaged in dialogue and collective exploration of practical solutions across three thematic tracks:

- **Healing the Wounds of the Past;**
- **Thriving Economies for People and Planet;**
- **People Fostering Societal Cohesion.**

IofC France convened three dedicated roundtables on the Middle East, showcasing how national initiatives contribute to the Forum's international reach.

The Forum was grounded in the values of One Humanity, Integrity, Trust, Courage and Hope. At a time of global democratic fragility, these values served as a catalyst for dialogue, collaboration and renewal. Ninety-eight percent of participants told us they left with concrete ideas for action.

Beyond the Forum, our democracy work extended through the Geneva Democracy Week with a debate on AI and Democracy, as well as ongoing engagement in International Geneva and moments of connection with Forum participants, all brought back to inform the Forum's evolution.

“We must talk about peace. Everywhere, constantly.

Joseph Deiss

Former President of the Swiss Confederation



Amplifying youth voices

Young people are not the future of democracy. They are its present.

That conviction sits at the heart of Creative Leadership, a stand-alone youth-led programme supported by the Caux Foundation. Since its founding, it has grown into a community of over 1,200 changemakers from 120 countries, each taking an active role in shaping conversations among the young people who are working now to determine the future.

In 2025, Creative Leadership members facilitated sessions, represented youth perspectives in Geneva-based dialogues, and participated in international forums as the co-creators. Those verbs are important: these young people were not simply observers.

The flagship expression of this work was **Reimagining Democracy(ies)**, a seven-day immersive programme held alongside the Caux Democracy Forum in July.

More than 30 young people from 20 countries gathered at the Caux Palace to explore democracy as a living practice, rooted in trust, courage and integrity. They developed practical tools and left equipped to bring democratic values to life in their own communities and institutions.



Arts, peace and culture

Caux Arts and Peace Encounters

We are witnessing some of the highest levels of violent conflict since the Second World War and it is only deepening our conviction that sustainable peace cannot be achieved by political or technical means alone.

This is where the arts come in, because we can use them to create new viewpoints and build bridges that words alone cannot achieve. We use the arts to explore pressing global themes, to inspire dialogue and connection to foster mutual understanding.

In May, 55 artists, peacebuilders, diplomats, educators and policymakers came to Caux Palace for the inaugural Caux Arts and Peace Encounters. They came from Iraq, Ukraine, the Marshall Islands, Lebanon, Colombia and beyond. Over several days, they explored together what a wide range of creative practices can offer to the urgent work of building peace.

The programme extended through three “**Peace in action**” events at the 12th Geneva Peace Week in October, including partnering with the Geneva Peacebuilding Platform on the closing ceremony.

This is a three-year programme, with annual events at Caux and ongoing engagement at Geneva Peace Week. The aim is to build a sustained international community of cultural peacebuilders who believe that creativity is one of the most essential foundations of peace, not a side note.

55

PARTICIPANTS



Artists, peacebuilders, diplomats, educators and policymakers

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the full
report



“Presence, trust, and resilience are central in trauma work, especially in post-war societies where people lose connection with themselves and each other. Art creates safe spaces where this reconnection—and thus healing—can begin.”



Barry Hart

Emeritus Professor of Trauma, Identity and Conflict Studies, Eastern Mennonite University, USA

Caux Arts and Peace gathering



Godfrey Mwampembwa (Gado): Editorial cartoonist at the Caux Forum

Cultural diversity

Through a combination of artistic residencies, curated exhibitions and concerts, we brought together diverse voices and perspectives.

In 2025, these included one for emerging humourists and the third edition of *Émergences Musicales*, bringing new creative voices into the Palace and into dialogue with our mission.

Syrian-born artist Dilawer exhibited work exploring freedom, migration and hope, resonating with the Foundation’s peacebuilding mission.

Other exhibitions included *Democracy? What Democracy?*, featuring African cartoonists Gado (Godfrey Mwampembwa) and Nadia Khiari, and a photo exhibition *Dialogues on Humanity* developed by Photo Elysée, the Swiss Federal Department of Foreign Affairs and the International Committee of the Red Cross. Both invited reflection on democracy and humanitarian principles.



Hospitality for Change

Hospitality for Change, a key part of the Caux Foundation’s strategy, positions the Caux Palace as an important platform for dialogue, creativity and social reflection.

That makes the Palace more than a venue. It is a space where the physical environment of the mountain setting, the quality of welcome and the deliberate rhythm of daily life actively contribute to the work that happens within it. The conditions in which people meet are essential to creating an environment conducive to reflection, honest dialogue and human connection. Importantly, it enables us to provide an environment that inspires change.

We welcome many different groups at Caux, ranging from global networks to our local community.



Caux Palace Bedroom

2025 in numbers:

60 GROUPS WELCOMED TO CAUX



41 RESIDENTIAL GROUPS



12 WORKSHOPS AND TRAINING



24 EVENTS

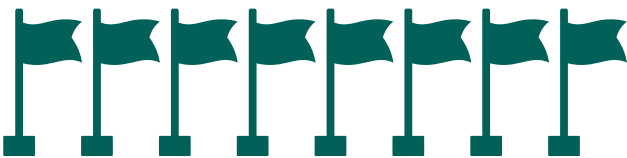
5 IN GENEVA



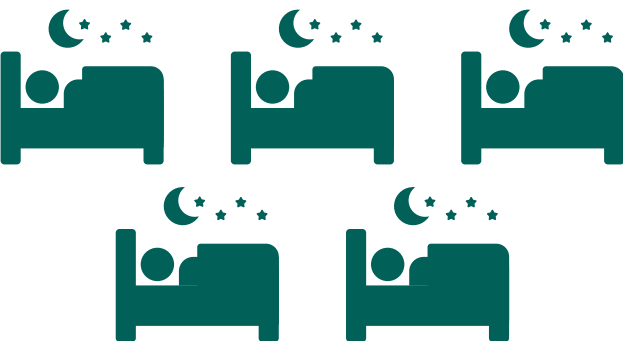
8,000+ PARTICIPANTS



80+ NATIONALITIES



5,000+ BED NIGHTS



80 PEOPLE REGISTERED FOR THE SUMMER POP-UP HOTEL





Caux Palace heritage

For over a century the Caux Palace has served as a unique place to host people and events.

In 2025, it was listed as a historic monument of national importance by the Swiss federal and cantonal authorities, confirming its architectural and cultural significance, and opening new avenues for the long-term stewardship the building demands and deserves.

Our Heritage 2040 project is an act of faith in that future. In 2025 we commissioned a critical assessment of the conservation needs of the building, identifying the priorities that will guide our work in the years ahead. Three projects marked the year.

In September, the Foundation began the renovation of the retaining wall, which is 400 metres long with more than 40 arches, providing a promenade with stunning views over the lake. It was one of the first elements of the Caux Palace to be built in 1900 and this is its first major restoration, which we hope will make it fit for at least the next 125 years.

Roof insulation and waterproofing work continued throughout the year, a steady investment in the building's energy efficiency and resilience.

Planning for the Galleries wing restoration moved forward, with the project set to deliver a new multipurpose venue for concerts, exhibitions and public gatherings.

We are deeply grateful to our donors (pp 28 and 29) for their vital support.



Caux Palace and its retaining wall

Fundraising continues: we warmly invite all friends of the Caux Foundation to join us in completing this work



ROOFS

60% of roofs now insulated and waterproofed

GALLERIES WING

Belle Epoque restoration
Multipurpose venue – 2027



RETAINING WALL

- 400m,
- 42 arches,
- 5'000m²

Works underway
2025 – 2027



Council and team

Council members



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



Corinne Momal-Vanian

France
(since April 2026)

Team (end of 2025)

SENIOR MANAGEMENT

Ignacio Packer
Executive Director

ADMINISTRATION

Géraldine Dardel
Head of Operational
Excellence

Claude Dubey
Accountant & Head
of Administration

Jessica Afonso
HR Administration

COMMUNICATIONS

Tina Clifton
Head of Communications

Ulrike Ott Chanu
Communications Officer

IT & CYBERSECURITY

Peter Osazuwa
Technologist –
IT & Cybersecurity

HOSPITALITY

Valentin Brunet
Hospitality and Sales
Operations Manager

Etienne Jacques
Hospitality Operations
Manager

Matthieu Leroux
Assistant Hospitality
and Sales Manager

Mathias Roche
Hospitality Project
Coordinator

Edna Da Costa
Housekeeper

Thomas Kisszalay
Audiovisual Coordinator

COMMUNITY, ENGAGEMENT, ARTS & TRAINING

Sarah Noble
Head of Global Engagement,
Creative Peacebuilding and
Inner Development

Inès Mokdadi
Global Engagement
Events Coordinator

Eve Brenot
Programme Officer

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

Simren Cornut
Archivist

FACILITIES AND MAINTENANCE

Gilbert Monnard
Head of Maintenance
and Security for Building,
Park and Forests

Jérôme Bertini
Maintenance Team Manager
and technical coordinator

N’Kolongo Kalombo
Technician and painter

Olivier Homs
Technician and
Landscape Gardener

Abderrazak Rabouz
Technician and
Sanitary Specialist

Philippe Saudan
Technician and
Carpentry specialist

Denys Smyshliaiev
Technician and gardener

SUPPORT STAFF

Andrew Stallybrass
Historian and historical tours

SUPPORT STAFF IN COOPERATION WITH EVAM

Shokrullah Haidari
Hasan Alamari
David Shakirovski
Oleksandra Smolenska

CREATIVE LEADERSHIP

Sidra Raslan
Logistics and
Outreach Lead

Daniel Clements
Programme Manager

We warmly thank all those who contributed to the Foundation’s work in 2025, including team members who completed their time with us this year and those who supported us through short-term assignments.

OUTGOING STAFF:

Adrien Giovanelli, Salomé Ozkan, Fabien Lattion

SHORT TERM ASSIGNMENTS:

Stanislav Dombrovsky, Chiara Gierotto, Melanie Lam, Evelyne Vy Nguyen, Hannya Göldlin, Evelyne Lüthi-Graf, Richard Pitteloud

SUMMER ASSIGNMENTS:

We warmly thank our hospitality summer staff and those who help to run the Solidarity Café.



Financial statements

Fidelys Solutions SA audited the financial statements of the Caux Foundation for the year ending 31st December 2025. The audit was performed in accordance with Swiss Auditing Standards and expressed an unqualified opinion.

BALANCE SHEET

Assets	31/12/2025 - CHF	31/12/2024 - CHF
Current assets		
Cash	2'481'243	1'150'253
Securities	2'373'617	3,314,320
Trade receivables	54'504	1'015'581
Other current receivables	67'874	46'491
Accrued income and prepaid expenses	649'564	470'177
	5'626'801	5'996'821
Fixed assets		
Deposit guarantee	6'970	6'970
Tangible fixed assets	79'790	119'246
Real-estate assets	3'565'013	3'198'496
Earmarked assets		
Silvia Zuber Fund	1'714'142	1'717'477
	5'365'915	5'042'189
Assets	10'992'717	11'039'010
Liabilities	31/12/2025 - CHF	31/12/2024 - CHF
Short-term liabilities		
Trade accounts payable	270'099	177'885
Other current liabilities	55'030	110'261
Accrued expenses and deferred income	486'990	614'474
	812'119	902'620
Long-term liabilities		
Mortgage	4'000'000	4'000'000
Earmarked funds		
Funds for projects and programs	637'732	556'306
Funds for renovations	2'666'928	2'536'026
Own restricted funds	257'661	427'088
Silvia Zuber Fund	1'714'856	1'718'400
	5'277'177	5'237'820
Organisation capital		
Free funds		
Renovation fund	240'000	240'000
Acquired unrestricted capital		
Surplus carried forward	658'570	653'542
Result of the year	4'851	5'028
	903'420	898'570
Liabilities	10'992'717	11'039'010

INCOME STATEMENT

Income statement	31/12/2025 - CHF	31/12/2024 - CHF
Operating income and expenses		
Operating income	1'051'873	983'762
General donations	20'502	27'179
Earmarked donations	1'017'714	590'571
Legacies	0	536'465
Rental income	3'145'491	3'088'248
Other income	92'125	82'433
Total income	5'327'705	5'308'658
Operating expenses	-519'441	-599'739
Public relations, documentation	-38'481	-29'237
Staff	-2'361'558	-2'155'003
Repairs and maintenance	-565'104	-390'091
Running costs, rent, insurances	-808'873	-758'728
Administration, consulting costs	-329'624	-334'150
Depreciation	-418'435	-396'392
Taxes	-109'121	-122'213
Total expenses	-5'150'638	-4'785'553
Operating results	177'067	523'105
Financial income		
Financial income	43'912	45'093
Financial expenses	-35'432	-48'764
Financial results	8'480	-3'671
Extraordinary expenses		
Extraordinary expenses	-137'796	-10'218
Extraordinary income	0	0
Project contributions Silvia Zuber Fund	-88'687	-143'135
Financial result Silvia Zuber Fund	85'143	39'680
Non-operating result	-141'340	-113'673
Annual result before change in earmarked funds	44'208	405'761
Allocation to earmarked funds		
Allocation to funds for projects & programmes	0	-23'269
Allocation to funds for renovations	-443'107	-543'465
Allocation to Silvia Zuber Fund	-85'143	-39'680
Total allocation to earmarked funds	-528'249	-606'414
Withdrawal from earmarked funds		
Withdrawal from funds for projects & programmes	23'269	0
Withdrawal from funds for renovations	312'205	0
Withdrawal from various earmarked funds	64'732	62'546
Withdrawal from Silvia Zuber Fund	88'687	143'135
Totl withdrawal from earmarked funds	488'892	205'681
Change in earmarked funds	-39'357	-400'733
Result of the year	4'851	5'028



Our donors and partners

Our sincere gratitude goes out to our donors, whether public authorities, foundations, organisations or individuals, who have made the Caux Foundation’s work in 2025 possible.

These contributions help preserve a historic and vibrant place, sustain programmes that build trust across divides, and ensure that voices from all backgrounds can find their way to Caux.



SOLIDARITY FUND

This fund ensures financial barriers do not exclude diverse, committed voices from participating in the Caux Forums.



RESTORATION FUND

Thanks to generous donations and subventions, urgent work on the retaining wall was initiated.



PROGRAMME SUPPORT

The support of foundations and institutional partners is what enables us to deliver the programmes that advance our mission.

Foundations and institutional donors

- State Council of Vaud
- Loterie Romande
- Robert Hahnloser Foundation
- Ernst Göhner Foundation
- State Secretariat for Migration (SEM)
- Directorate of Energy – Cantonal Thermal Insulation Subsidy
- Municipality of Montreux
- ProPatria
- Promove
- IofC USA
- IofC Norden
- Francis & Marie-France Minkoff Foundation
- Foundation for Spiritual and Moral Renewal
- Juchum Foundation
- Polisync / Microsoft Foundation
- Permanent Mission of the Kingdom of Bahrain
- Guerrand-Hermès Foundation for Peace

We also acknowledge the many individual donors, both financial and in-kind, who support our work, many of them regularly. Thank you for your generosity.

Donations are the lifeblood of not-for-profit organisations. You can find more information on our website or by contacting us at donor.relations@caux.ch.

Volunteers

Our work would not be possible without the support given by our dedicated volunteers who played key roles in events like the European Heritage Days and the Caux Forum, contributing to logistics, communications and hospitality, while gaining valuable experience and deepening their connection to the mission of the Caux Foundation. We are especially grateful to the Friends of Caux Association and all the volunteers who dedicated their time and skills throughout 2025.



Volunteers during the Caux Connect event in March 2025



Our partners

Partnerships are one of the four pillars of the Caux Foundation's 2030 Strategy, reflecting our understanding that lasting change requires collaboration among diverse actors. We work with a wide range of partners, including NGOs, UN bodies, foundations, academic institutions, local associations, local governmental bodies and cultural organisations. Our collective shared values and complementary expertise increase our ability to make an impact at all levels, from local communities to the international stage. Our strategic partnership with the Swiss Hotel Management School involves the partial lease of the Caux Palace, which plays a vital role in sustaining the building's upkeep.

We are grateful to all our partners for the trust, their commitment and the energy they bring to our shared mission.

OUR ECOSYSTEM: DEMOCRACY AND PEACEBUILDING

- The UN Refugee Agency (UNHCR)
- Office of the High Commissioner for Human Rights (OHCHR)
- International Organization for Migration (IOM)
- Federal Department of Foreign Affairs (FDFA)
- Kofi Annan Foundation
- DCAF
- CHS Alliance
- Globethics
- UNESCO
- Council of Europe
- Tournons la Page
- Creative Leadership
- Geneva Graduate Institute
- Interpeace
- Swisspeace
- Geneva Peacebuilding Platform
- Embassy of Colombia
- Creators of Peace



OUR ECOSYSTEM: ARTS AND CULTURE

- La Saison Culturelle de Montreux
- Septembre Musical
- Commune de Montreux
- Freedom Cartoonists Foundation



OUR ECOSYSTEM: INNER DEVELOPMENT

- Inner Development Goals Foundation
- Alef Trust



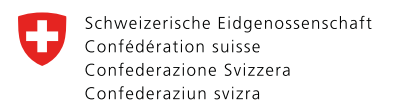
OUR ECOSYSTEM: SUSTAINABILITY

- MyBluePlanet
- Sapocycle



OUR ECOSYSTEM: SOCIAL COHESION

- EVAM (Etablissement Vaudois d'Accueil des Migrants)
- Paires
- Commune de Montreux
- Swiss Confederation



OUR ECOSYSTEM: OTHERS

- Swiss Hotel Management School
- Société de Développement de Caux
- Sandstone Consulting





Diversity, equity, inclusion and safeguarding

The Caux Foundation's commitment to diversity, equity, inclusion and safeguarding underpins all aspects of its work. Ensuring the Caux Palace is a safe, representative and welcoming environment is essential to the Foundation's mission. In 2025, this commitment found expression across several areas of the Foundation's work.



Gender equity

As a member of the International Gender Champions network, the Foundation upheld its commitments to panel parity across all its events in 2025, ensuring equitable representation of women's voices. Its zero-tolerance policy on gender-based violence remains firmly in place, reinforced through internal awareness and organisational culture.

Sustainability

In 2025, the Foundation made meaningful progress in its environmental commitments. The Caux Foundation received the Swisstainable Level II – Engaged label from Switzerland Tourism in May, recognising its active commitment to sustainable practices. Also in May, the Foundation joined the Global Peace Parks initiative, linking environmental stewardship with its mission of peace and dialogue.

On the ground, grassy strips were introduced in three locations across the Caux Palace estate, managed under a single annual cutting cycle to support biodiversity. The 2025 European Heritage Days helped bring these efforts to public attention, with guided tours highlighting the sustainability work undertaken at the Caux Palace.



Inclusion

The Foundation's partnership with EVAM continued in 2025. Participants gained practical skills and built connections to the local community, while contributing to the life of the Caux Palace and taking important steps towards longer-term social and professional integration.



Youth participation and leadership

The Foundation continued to invest in the meaningful participation of young people as active contributors to its work, not merely as beneficiaries. In 2025, the Creative Leadership youth team took on substantive leadership responsibilities in the preparation and delivery of key events, facilitating sessions and contributing directly to programme design.



Safeguarding

No safeguarding incidents were recorded in 2025. Policies and procedures are kept under regular review to ensure that all who engage with the Foundation, whether as participants, staff, volunteers or partners, do so in an environment that is safe and free from harm.



Visit of the retaining wall works.



Looking forward

2026 brings both continuity and change

In the summer, we will celebrate 80 years of the Caux Foundation with a full season of events at the Caux Palace. From spring through autumn, our programme will bring together voices from across the world around democracy, peace, inner development, arts and heritage.

Renovation work on the retaining wall and the Caux Palace roof will continue throughout 2026. In parallel, we will advance the broader planning framework for our Heritage 2040 project, laying the groundwork for the decades of careful stewardship that lie ahead.

We will also publish the findings of our first tri-annual impact study, assessing how the Foundation has advanced its mission and vision over the 2023–2025 period.

The study's insights will also feed directly into the mid-term review of our 2030 Strategy, scheduled for early 2027.

This year marks a significant transition: after four years of dedicated leadership, our Executive Director Ignacio Packer will retire at the end of 2026. We are deeply grateful to Ignacio for his vision, his commitment, and the lasting mark he has left on this organisation and on all those who have passed through Caux.

More information can be found here: www.caux.ch/caux-agenda-2026.

2026 Flagship moments

DEMOCRACY

June

Caux Democracy Forum

- *Revitalising democracy: hope, healing and human security*
- *Reimagining Democracy(ies) Youth immersive programme*

INNER DEVELOPMENT

July

Caux IDG Forum

- *The Alchemy of Forgiveness – inner transformation & healing*
- **lofC Global Fellowship Gathering**
- *Renewal and reconnection for our worldwide community*

ARTS

May

Caux Arts & Peace Encounters

- *The transformative power of arts in peacebuilding*

Year-round

Arts & Culture at the Palace

- *Exhibitions, concerts, Heritage Days and Emergences Musicales*

ETHICAL LEADERSHIP

October

Leading with Humanity in the Age of AI

- *A Caux Inner Development Immersive experience for business leaders*

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www.caux.ch/donate

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