

ANNUAL REPORT

2022



Initiatives of Change
Switzerland

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

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LETTER FROM THE PRESIDENT

I am honoured to join the **Caux - Initiatives of Change Foundation** as President. Building trust across the world's divides, leading ethically and living sustainably are needed more than ever today and the Foundation is uniquely placed to play a pivotal role in bringing a diverse range of people to address the world's political, economic and societal challenges together.

Hospitality has always been at the heart of our work, thanks to the **Caux Palace**, a gift made to the Foundation in 1946 by 100 Swiss families intent on helping the reconstruction of Europe.

Despite the pandemic's impact on our resources and the closure of our premises for over two years, we have remained committed to providing a safe space for individuals, groups and organizations to build trust and promote ethical leadership and sustainable living.


After long months of online events, the doors of the Caux Palace reopened in 2022. This milestone came with a new concept, '**Hospitality for Change**'. To the Initiatives of Change network this concept will feel totally natural as, for years, we have hosted the Caux Forum in the spirit of personal change. But for the growing number of external groups who choose our facilities for their retreats and seminars, this concept, which blends excellence in hospitality with lofC facilitation, training, concept-design and other tools, is a novelty. The contours of this concept are being tested for full implementation in 2023.

We developed a renewed partnership with the international arm of lofC in 2022 and, in particular, a new concept for the **Caux Forum**. We also strengthened our operational team in Switzerland by hiring a new Executive Director, **Ignacio Packer**, who starts on 1 May 2023. We thank **Nick Foster** and **Stephanie Buri** for all their valuable support in 2022 as Co-Director Generals for the foundation.

As we look to the future, we know that the challenges we face as a global community are complex, and that they will require ongoing efforts and collaboration to overcome. But we are also confident in our ability to continue making a positive impact on the world. With our new hospitality concept and leadership team, we can offer a transformational experience that will help our network and partners develop their collective voice and enrich their members' personal journeys.

We are grateful to our partners, friends and supporters who make our work possible, and look forward to continuing to work together hand in hand.

Sincerely,



Jacqueline Coté

President, Caux-Initiatives of Change Foundation



PORTRAIT

Jacqueline Coté took over the role of President of the **Caux - Initiatives of Change Foundation** in April 2022, succeeding Christine Beerli who stepped down after her first mandate on the Council.

Like Beerli, **Jacqueline Coté** is a long-standing personality in International Geneva, having represented the Geneva Graduate Institute and, before that, global business associations WBCSD and ICC at the United Nations and other international organizations. During that time, Jacqueline became acquainted with the Foundation and facilitated a conversation on ethical leadership in business during the Caux Forum in 2018. She had also encountered Caux in 2012 through her daughter, who took part in our Internship Programme, building meaningful connections with a range of people and acquiring tools to help her navigate her next steps in life.

Jacqueline started her career as a lawyer and spent 20 years negotiating commercial transactions, particularly with governments from developing countries. In her extensive travels around the world, she witnessed stark inequality and, at times, unethical business practices. But she also learnt to listen and decipher what is important to the other, which consistently led to better, more sustainable outcomes.

Throughout her career Jacqueline has sought to tackle global issues by crafting conversations which link the public, private and non-profit sectors. She has recently trained as a mediator and believes that dialogue and empathy are essential tools in achieving the UN's sustainable development goals.

Jacqueline's background thus fitted her naturally to head the Foundation. When Jacqueline took official retirement from the Graduate Institute in 2021 and reflected on her next move, the Council seized this opportunity to bring her on board as their next president.

Jacqueline has Canadian, Swiss and British nationality, is a member of the Bar of Quebec and lives close to Geneva. She has two grown-up children, Laurent and Florence, who share her passion for tackling today's global challenges in their areas of work.



ABOUT US

Our foundation

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

Find out more on
www.caux.ch

Our vision

Caux - Initiatives of Change's vision is of a just, peaceful and sustainable world in which people act from a sense of global interdependence and responsibility.



Just world



Peaceful world



Sustainable world

Our mission

Caux - Initiatives of Change provides a safe and privileged space to inspire, equip and connect individuals, groups and organizations from around the globe to engage effectively and innovatively in the promotion of trust, ethical leadership, sustainable living and human security.

Our approach

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



Creating a safe space



A values-driven approach



Change starts with me



Our work

We organize, coordinate and host international and local conferences, seminars, and retreats, and we offer our expertise in training and facilitation through a unique combination of content and process design. All this in Switzerland, primarily at our centre, the Caux Palace and Villa Maria.

Our promise



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



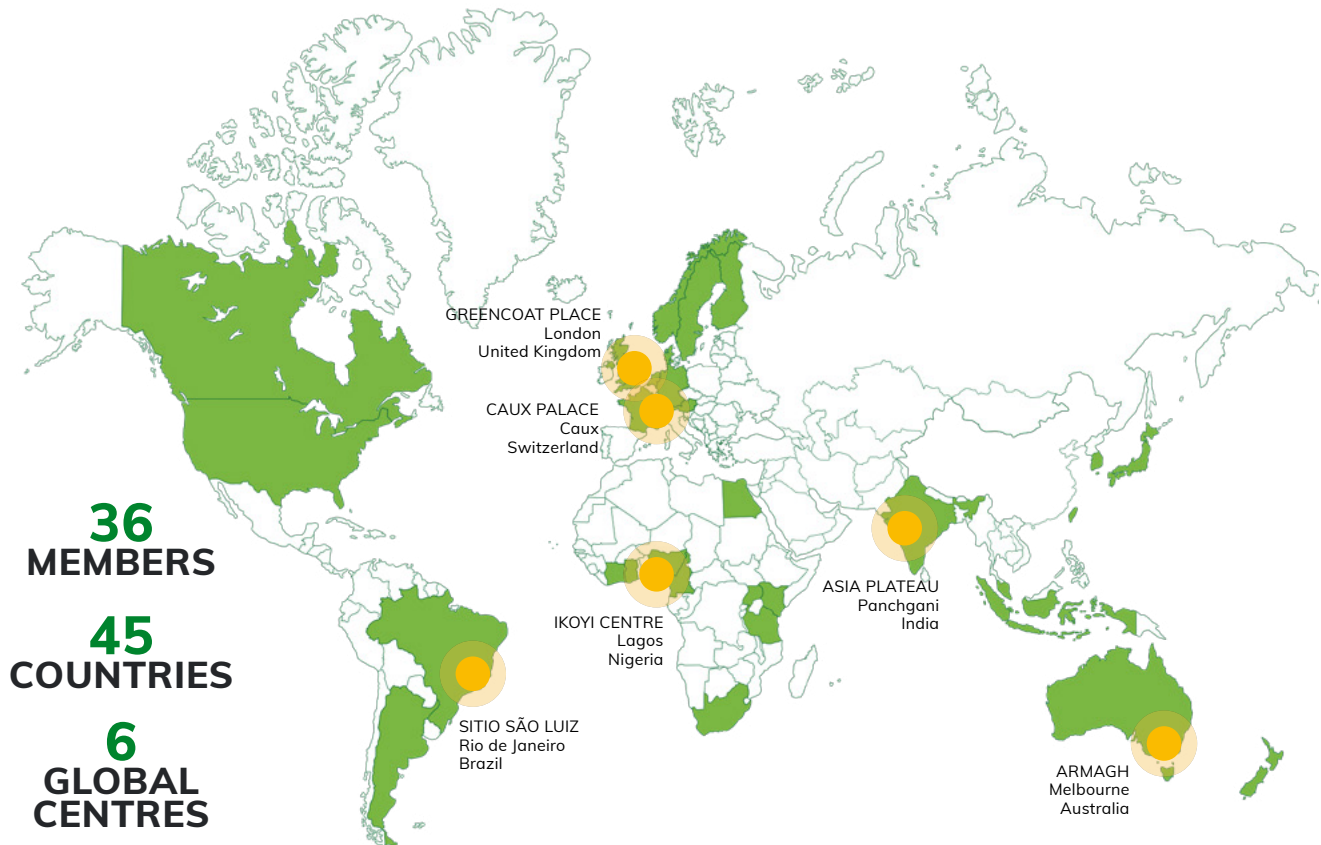
Be equipped with tools, knowledge and experience in peace, reconciliation, trust-building and ethical leadership through our learning programmes, seminars and conferences.



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

OUR NETWORK

Initiatives of Change (IofC) is a worldwide movement of people from diverse cultures and backgrounds which focuses on building trust across the world's divides. The **Caux - Initiatives of Change Foundation** is a member of Initiatives of Change International, a non-profit organization registered in Switzerland, serving the wider IofC movement. Its formal membership is made up of 36 national bodies and programmes. Each member operates autonomously on projects addressing specific local needs. Informal teams and initiatives exist in other countries.



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



Friends of Caux



Friends of Caux, a Swiss association, works actively with **Caux - Initiatives of Change**. It connects people living across Switzerland who are interested in implementing projects that further the aims of **Initiatives of Change** and increase the visibility of the Caux Forum.

In 2022 **Friends of Caux** were actively involved in funding and supporting the **Caux Refuge** for Ukrainian refugees and ensuring their integration in the local area. Weekly language lessons were also provided by members of the association.

Programmes and Initiatives from the Initiatives of Change network

TRUSTBUILDING PROGRAM

The Trustbuilding Program addresses community polarization and promotes lasting peace by reconciling conflicts and building trust at the grassroots level.



FOUNDATIONS FOR FREEDOM (F4F)

F4F fosters personal growth and positive relationships in Eastern Europe to create a society where freedom, honesty, integrity and personal responsibility flourish. The programme is active in Ukraine, Latvia, Moldova, the Russian Federation, Romania and Serbia.



CREATORS OF PEACE (CoP)

CoP empowers women to be catalysts of peace in homes, workplaces and communities, challenging divisive thinking, shifting cultural dialogue and breaking cycles of conflict. This creates a ripple effect of peace at the personal, community and global level.



FARMERS' DIALOGUE

Farmers' Dialogue promotes a values-based approach to sustainable agricultural development, highlighting the link between personal change and responsible farming practices. The goal is to encourage farmers worldwide to be socially responsible partners in food production, soil preservation and environmental protection.



INITIATIVES FOR LAND, LIVES AND PEACE (ILLP)

ILLP seeks to be the bridge between international organizations and local communities, connecting individuals to create opportunities for positive change for people, places and the planet.



BUSINESS & ECONOMY PROGRAMME (ICBE)

The ICBE believes business can play a key role in creating a world where communities and corporations coexist in harmony. They can have a significant positive impact by embracing and promoting sustainability in all aspects: both in their own interest, and in those of the communities they serve.



THE CAUX TRANSFORMATIVE EXPERIENCE



2022 was a pivotal year of introspection for **Caux-Initiatives of Change**, resulting in the development of our **Caux Transformative Experience** strategy. This strategy, built upon four core pillars, focuses on fulfilling the Initiatives of Change mission sustainably.

As we move forward into 2023, we will begin implementing this strategy, ensuring that we have the necessary people, processes and partnerships in place to achieve our goals. The progress made in 2022 will serve as the foundation for realizing our vision and mission. We look forward to the positive impact that our Caux Transformative Experience will bring to our organization and the wider community.

Our Four Pillars



Hospitality for Change: providing a safe space, free from judgement, where people can speak openly and transformation can happen



Training: offering a unique combination of tailored content and process design, for our facilitation and training offers



Partnerships: creating partnerships with organizations to spark transformative change in individuals and their teams



Sustainability: ensuring we have the right people, processes and focus in place to build a financially sustainable future

HOSPITALITY FOR CHANGE

The work of **Caux - Initiatives of Change** goes beyond the provision of a hotel or a beautiful space for conferences and workshops. We provide a safe space for personal, group and systemic transformation. Our expertise is in putting diversity to work in order to stimulate the learner and explorer in each of us and to enable new discoveries that can transform the way in which we approach life, both at work and at home.

Hospitality for Change caters for organizations and groups looking to overcome obstacles or seeking a team retreat to refocus and gain a creative boost.



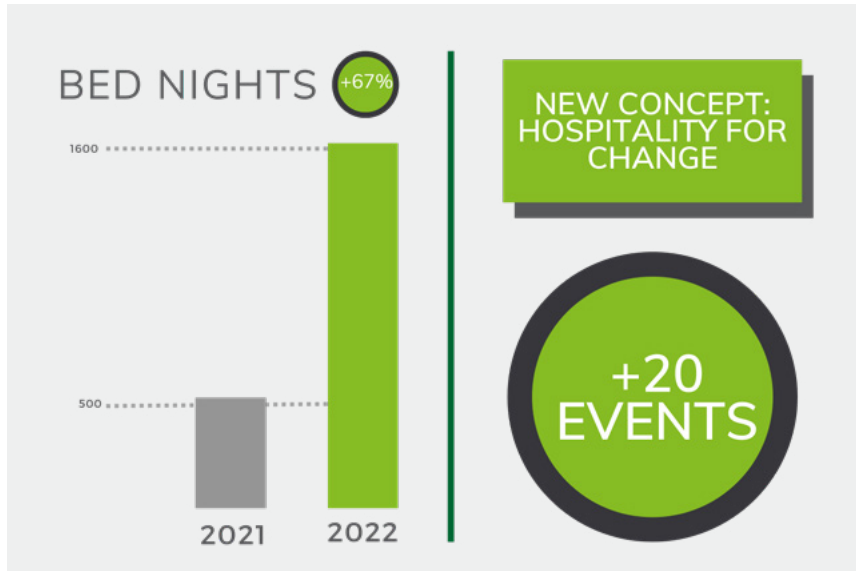
” Thank you for all your efforts and assistance in organizing the ICVA staff retreat.” Mylene Soto, ICVA

Taking the hassle out of event design and preparation

Our team are experts in event design and provide bespoke support to ensure that every need is met. From logistics and registration to visa processing and travel planning, menu planning and more, we ensure that expectations are exceeded and that guests can make the most of the special building and surroundings.

Opening the doors to exceptional spaces

Our baroque-style 380 raked-seat theatre, the medieval-style main hall, a Belle Epoque exhibition space and the various meeting rooms are all steeped in history, but also coupled with modern lighting, sound and interpretation systems, guaranteeing a profound effect on any visitor. Our guests will be transported to a unique setting where everything is designed to meet their specific objectives and to foster meaningful dialogue.



In 2022, we provided over 1,600 bed nights and hosted more than 20 events tailored to the specific needs of the organizations we worked with. Among those we hosted were educational and sustainable development organizations, affirming a growing demand for academic and cantonal events.

Meeting groups' objectives through facilitation and moderation

Our global network of trainers and facilitators can be drawn upon to coordinate and guide both on-site and hybrid events, anticipating and mitigating any challenges faced by a group.

Unlocking the power of lofC programmes

Initiatives of Change offer a range of powerful activities designed to inspire and unlock the changes needed by individuals, groups and organizations. The lofC network of facilitators and trainers can offer sessions on reflective practices, dynamics of change, resilience and listening skills, and more.

Creating ties with the local area

Caux is an important location in the Montreux region and we are committed to sharing its rich cultural heritage with our guests by organizing local activities such as historical tours, arts performances and local produce tasting.

“This place, which is steeped in history, was conducive to our reflections and discussions, and allowed us to take a step back from our daily work. I would like to highlight the quality of the services offered and especially the remarkable work carried out by [those] who responded to all our requests with professionalism.”

The State of Geneva

Caux Refuge

Since the beginning of the war in Ukraine, millions of displaced people have left their homes in search of a safe space. As the European centre of Initiatives of Change, we launched the **Caux Refuge** project in March 2022 to provide shelter, food and support to those in need. The initiative was well supported by the local community.

Thirty-five Ukrainians, including eight families with children, stayed at the **Villa Maria**, next to the Caux Palace. Some had a direct connection with IofC, others were sent by family members who had been to Caux or were part of the Foundations for Freedom (F4F) network. For some, Caux was only a place to pause, gather strength and move on. Others stayed the entire year.

Caux - Initiatives of Change liaison officers and volunteers helped the Caux Refuge residents enrol in French lessons, apply for internships and training, discover the social welfare system in Switzerland, explore Swiss culture and customs, and gain in autonomy.

The **Caux Palace** has a long tradition of offering a safe space to people from conflict areas, and provided shelter to Jewish refugees during World War II.

Read more about the Caux Refuge:



Guided tours



Guided tours of the Caux Palace are available for groups who want to learn more about the history of the building. Highlights include the medieval-style main hall, the baroque-style theatre, and the room where the Maharaja of Baroda stayed. Tours last from one-and-a-half to two hours.

More information:



” We did not expect such a welcome at all. We want to thank everyone from Caux - Initiatives of Change for all for the organizational work they did when we arrived and for helping us get our kids into school. They really gave our kids a chance!"

Anatolii, Ukraine

[READ HERE](#)

PROCESS DESIGN, TRAINING AND FACILITATION

In 2022 we focused on building our capacity and repackaging the best of our training and facilitation offers to complement the **Hospitality for Change** concept.

Our goal is to serve the world by using our expertise in trustbuilding, peacebuilding and ethical leadership to offer a unique combination of tailored content and process design, alongside facilitation and training, in the spectacular and peaceful setting of the **Caux Palace**. We believe that our inspirational location, ideally situated for reflection, combined with our professional skills, have much to offer organizations, institutions, partners and groups who are looking for a complete experience.

In 2022 we worked closely with our trainers and facilitators to develop a system that supports our goal. We also explored the idea of a community of trainers and facilitators, and started building a



network of individuals who can contribute to our mission.

We have been developing our vision, human resources, and operations to refresh our training offers and create packages that can serve as a base for an experience fully customized to groups' needs. Our framework for this is the Dynamics of Change model, which identifies the areas where Caux - Initiatives of Change has expertise and can deliver training.



SERVICES :

- CONTENT DESIGN
- PROCESS DESIGN
- FACILITATION
- TRAINING



50+ TRAINERS AND FACILITATORS



30+ one-to-one capacity-building coaching sessions



100+ HOURS OF CAPACITY-BUILDING

Enlarging the pool of professional trainers and facilitators: Training of Trainers in Caux

6–8 October 2022

In October, **Caux – Initiatives of Change** organized a three-day Training of Trainers in Caux on 'Designing and facilitating participatory learning experiences'. The aim was to enlarge the existing pool of people who can professionally deliver training and facilitation based on Initiatives of Change's core principles and practices. The training was attended by 26 IofC trainers and facilitators from 12 countries, all eager to extend their skills and knowledge.

Initiatives of Change trainers **Bhavesh Patel** and **Kate Monkhouse** guided the participants through a range of sessions covering the role of trainers and facilitators, how to involve participants, and how to design dynamic, participative training programmes with Initiatives of Change's principles at the core. Despite the varying levels of experience, Patel encouraged everyone to have a 'beginner's mind' and explore the kind of experience they would like their participants to have. He challenged them to do a proper needs analysis and presented different models for providing the best possible learning experience.

The sessions were a mix of theory, case studies and practical exercises, enabling all participants to find their place in the process. These three days were just the first step into a new adventure, preparing the ground for professional training and facilitation offers in Caux, Geneva, online or at clients' premises.

To deepen some of the aspects explored during the training, several online sessions followed the Training of Trainers. Participants were encouraged to apply and practise the principles and methodologies in their communities. Mentoring, coaching, and further support in implementation were ensured.



” I have been so exposed to theory through my job, but the course clearly showed me my role as a facilitator. This is only the beginning!”

Ines, Tunisia



” The Training of Trainers course was a solid base to build on. I feel it's a turning-point for me, a next step with Caux - Initiatives of Change."

Margret, Switzerland

” This course has been a gentle, humane and professional reminder of my calling. We all share doubts about what we are doing. Yet sometimes we need – and we can be – each other's mirrors to shed light on the good and reflect on what can be improved. And then this might take us back to the road of impactful meaning."

Asmaa, Egypt

PARTNERSHIPS



International Geneva outreach: our new office at La Loge

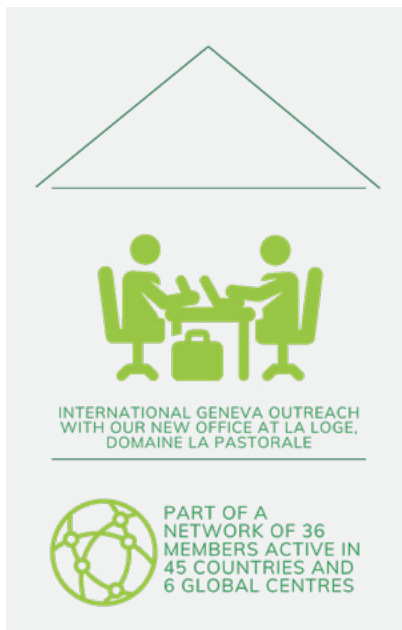
In September 2022, we opened a new Caux - Initiatives of Change office in Geneva at **La Loge**, located in **Domaine La Pastorale**, the main venue for International Geneva. True to our mission, we see La Loge as the place where initiatives, personal stories and even dreams can be shared in small groups and in all simplicity with those who wish to explore their role in the profound changes affecting our society.

We look forward to re-engaging more significantly with International Geneva and to offering a space for inspiring and enriching encounters.

Our new address:

Caux - Initiatives of Change Foundation
La Loge, Domaine La Pastorale
106 Route de Ferney
CH-1202 Geneva
Tel: +41 (0)22 749 16 20

Please note that our official headquarters remain in Caux: Rue du Panorama 2, CH-1824 Caux.

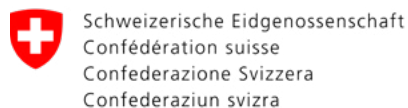


The role of Caux - Initiatives of Change in the lofC network

Caux - Initiatives of Change plays a pivotal role in the broader lofC network as a partner organization, serving as a central hub for lofC initiatives in Switzerland while also collaborating with other lofC entities around the world. Through partnerships, conferences and other events and projects, **Caux - Initiatives of Change** contributes to global lofC initiatives aimed at promoting positive social change, fostering understanding and cooperation, and advancing integrity, compassion and reconciliation.

Read more about our network: pages 6–8

Organizations we collaborate with



SUSTAINABILITY

Ignacio Packer – named as new Executive Director



Sustainability starts with having the right people in place to deliver our new strategy. In 2022 we underwent the important process of finding and hiring our new Executive Director, **Ignacio Packer**, who joins the Foundation on the 1 May 2023.

Ignacio Packer brings over 30 years' experience in the fields of development cooperation, human rights and humanitarian assistance. He possesses the essential values-based leadership skills that are needed to steer the Foundation in its next phase of development, as well as an international network built over several decades that will greatly support our new strategy.

Both of these elements will ensure the sustainability of our Foundation and its unique contribution to both the Initiatives of Change movement and our partners. **Nick Foster**, who served as Co-Director General alongside **Stephanie Buri** in 2022, will now focus on the development of Caux - Initiatives of Change training programmes at the heart of the Caux Transformative Experience according to the strategic objectives of the organization.

Maintaining and sharing our legacy



When you own a unique historic building like the **Caux Palace** with its 225 rooms, 1,600 windows and 1.6 kilometres of corridors, reaching carbon neutrality by 2050 seems a Herculean task. But each step on the way is important. Over the last years **Caux - Initiatives of Change** has worked continuously on improving the ecological sustainability of its flagship building.

In 2022 we continued renovating the rooms and common areas in the **Caux Palace**, while preserving the authenticity and history of the building.

We also invested in renovating the **Villa Maria** – upgrading the seminar room, establishing a dining room, breakfast space, and creating a viable industry-standard kitchen to enable the **Villa Maria** to cater independently from the **Caux Palace**.

Read also:



Building sustainable communities: highlights from the Creative Leadership Conference

Caux - Initiatives of Change hosted the **Creative Leadership** conference online from July 23 to 29, bringing together 194 participants from 54 countries, mostly emerging leaders aged between 18 and 35. This conference is one of our many tools for fulfilling our mission of promoting trust, reconciliation and ethical leadership around the world. It offered attendees an opportunity to embark on a transformative journey that reimagined leadership through restorative healing, introspection and external inspiration.

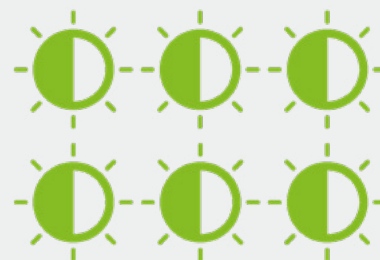
The conference's theme, 'Living your Possibilities: from healing to action,' highlighted the importance of healing and personal growth in developing effective leaders. It also emphasized the need for diversity and inclusivity

in leadership spaces, allowing a broader range of perspectives and ideas to be shared.

'Living your Possibilities: from healing to action' closed the three-year cycle of Creative Leadership online conferences. Alumni who have participated in past programmes continue to carry out lofC's mission in their communities, demonstrating the lasting impact of these initiatives.

” We blossomed from silence to relevant deep sharing. We felt a safe space where we trusted each other with deep things, and laughter and love.”

Charles Aquilina, participant



6 DAYS

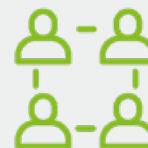


194 PARTICIPANTS



54 COUNTRIES

IMPLEMENTATION



TEAM OF 10

16 FACILITATORS





” We started as a group and ended as a family of diversity.”

Fahim Mayar, participant

ACTIVITIES WE SUPPORTED

In 2022, we supported various activities that aligned with our mission, including the following:

In Feb 2021, we launched **75 Years of Stories** to share encounters in Caux since the conference centre opened in 1946. The idea came from Lebanese novelist Yara Zgheib, who described her experience when she first came to Caux as a 'shipwreck of a girl' in 2010. 'The wars inside me went quiet. This place taught me to



taught me to breathe, to see, others and myself'. In 2022, the team of volunteers focused on turning the 75 Years of Stories into a book, published in English, French and German.

In June, '**Artists as Changemakers**' featured human rights artist Ricky Romain, who shared how images can be used to initiate dialogue and create change. This event was the last of a series of events run under the **Tools for Changemakers** umbrella between 2018 and 2022.

The **Initiatives of Land, Lives and Peace** retreat brought together policy-makers, community leaders, activists and investors to spotlight sustainable land management and peacebuilding.

The **lofC Hubfest 2022** offered a chance to reconnect with the international lofC community through workshops, presentations, storytelling, artistic events and discussions on the big questions facing lofC. With over 400 registered participants, the event promoted community building both locally and globally.

In July 2022, Caux hosted alumni from the **Armenian-Kurdish-Turkish Dialogue**. Launched at the Caux Forum in 2016, this initiative brings together people of Armenian, Kurdish and Turkish backgrounds and of different generations, to explore sensitive issues that affect the relationships between their communities. The five-day meeting resulted in the adoption of local and regional strategic action plans to promote dialogues with opponents, create a safe space for healing memories, increase tolerance and inclusion, work on conflict resolution, and ultimately help all towards a peaceful closure.



DONORS AND VOLUNTEERS

Donors

Our sincere gratitude goes out to both our regular donors and those who have generously donated in 2022 to help us in our mission and programmes.

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



Institutional donors

- > Federal Department of Foreign Affairs Switzerland
- > Robert Hahnloser Foundation
- > Initiatives of Change UK
- > Initiatives of Change Nederlands
- > Irene Prestwich Trust
- > Spitalschwestern-Gemeinschaft Luzern
- > Community Grandchamp, Areuse
- > Evangelisch-reformierte Kirchgemeinde Fehraltorf

Volunteers

We are especially grateful to the **Amis de Caux** in Switzerland and to the volunteers who have dedicated their time and skills to the work of Caux–Initiatives of Change.

So many people have helped and supported the **Caux Refuge** and we are grateful to each and every one of you who dedicated your time or donated to making this a success.

” As soon as I walked through the doors of the Caux Palace in July 2011, I felt a deep sense of belonging. Here was a community of thinking, compassionate and courageous people, from all parts of the globe, who shared a common vision for a better world. It’s hard to describe belonging, but for me it’s being in a place, and with people that welcome, value and accept you. This is the essence of Caux, an essence that lays the foundations for great things to happen. It was for this reason that I decided to offer my skills, knowledge and experience to the Foundation and wanted to be part of this incredible movement.”

Neil Oliver, UK

COUNCIL AND TEAM

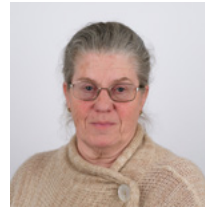
OUR COUNCIL:



Christine Beerli
Switzerland, President,
Former Vice-President of the
International Committee of
the Red Cross
(until April 2022)



Jacqueline Coté
Switzerland, President,
Former Director of Public Relations
at the Geneva Graduate Institute
(since April 2022)



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



Vivek Asrani
India, Managing Director of
Kaymo Fastener Company



François Barras
Switzerland, Ambassador



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



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



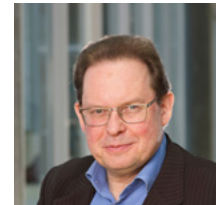
Morenike Onajobi
United Kingdom, specialist
HR consultant



Karin Oszusky
Austria, Advisor in the Private
Sector and Trade Finance De-
partment at the Development
Finance Institution, OFID



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



Hans-Ruedi Pfeifer
Switzerland, psychiatrist

OUR TEAM: (END OF 2022)

GENERAL MANAGEMENT

Stephanie Buri
Co-Director General

Nicholas Foster
Co-Director General

TRAINING

Diana Damsa
Training Manager

Sebastian Hasse
Youth Training Project Coordinator

ADMINISTRATION

Horia Jarrar
Director of Operations, Finance
& HR

Claude Dubey
Accountant & HR Administration
Officer

Aurélie Yguel
Executive Assistant

HOSPITALITY

Valentin Brunet
Hospitality Sales Operations

Edna Da Costa
Housekeeper

MAINTENANCE

Adrien Giovannelli
Head of Facilities

Jérôme Bertini
Painter

Bernard Groves
Technician

Angelo La Greca
Technician

Jordan Leblois
Technician

Mathieu Vincent
Carpenter

COMMUNICATION

Ulrike Ott Chanu
Communications Officer

Diana Topan
Communications Officer

IT

Peter Osazuwa
IT & Cybersecurity Manager

CAUX REFUGE

Ekaterina Gross
Liaison Officer

We would also like to extend our thanks for the contribution of those on our staff who left the Foundation during 2022: Fabian Buecheler, Myriam Girardet, Julien Raemy, Cindy Buehler, Natalia Cornaz, Elsa Biruk-Beraki, Pascal Gallet and Maria Puiu Raffin.

FINANCIAL STATEMENT

Fidelys Solutions SA audited the financial statements of the Caux - Initiatives of Change Foundation for the year ending 31st December 2022. The audit was performed in accordance with Swiss Auditing Standards and expressed an unqualified opinion.

ASSETS	31/12/2022	31/12/2021
	CHF	CHF
Current assets		
Cash	2'814'041	2'748'290
Securities	2'176'019	2'608'268
Trade accounts receivable	55'299	103'802
Accounts receivable from Caux Books	11'041	8'999
Other current receivables	196'237	22'741
Accrued income and prepaid expenses	440'282	431'898
	5'692'920	5'923'999
Fixed Assets		
Deposit guarantee	6'970	
Investment in Caux Books	'1	'1
Tangible fixed assets	126'044	96'809
Real-estate assets	3'194'057	3'436'029
Earmarked assets		
Silvia Zuber Fund	1'960'952	2'476'255
	5'288'024	6'009'095
ASSETS	10'980'944	11'933'094

LIABILITIES	31/12/2022	31/12/2021
	CHF	CHF
Short-term liabilities		
Trade accounts payable	233'530	7'975
Other current liabilities	140'762	16'792
Accrued expenses and deferred income	428'696	560'514
	802'989	585'281
Long-term liabilities		
Mortgage	4'500'000	4'500'000
Other long-term liabilities	3'336	15'130
	4'503'336	4'515'130
Earmarked funds		
Funds for projects and programmes	560'282	616'489
Funds for renovations	1'756'957	2'110'240
Own restricted funds	523'128	667'327
Silvia Zuber Fund	1'945'918	2'476'222
	4'786'285	5'870'279
Organization capital		
Free funds		
Renovation fund	240'000	240'000
Acquired unrestricted capital		
Surplus carried forward	722'406	607'691
Result of the year	-74'071	114'714
	888'335	962'405
LIABILITIES	10'980'944	11'933'094

FINANCIAL STATEMENT 2

INCOME STATEMENT	31/12/2022 CHF	31/12/2021 CHF
Operating income	436'980	288'310
General donations	22'913	45'135
Earmarked donations	345'004	535'433
Legacies	0	50'000
Rental income	2'678'977	2'698'290
Other income	156'468	41'262
Total income	3'640'342	3'658'431
Operating expenses	-385'085	-409'590
Public relations, documentation	-61'513	-110'551
Staff	-1'275'338	-1'300'381
Repairs and maintenance	-349'763	-398'974
Running costs, rent, insurance	-763'170	-668'148
Administration, consulting costs	-283'775	-191'631
Depreciation	-697'386	-354'451
Taxes	-22'164	-130'336
Total expenses	-3'838'193	-3'564'063
Operating result	-197'851	94'368

	31/12/2022	31/12/2021
	CHF	CHF
Financial income	25'922	136'061
Financial expenses	-457'051	-66'780
Financial result	-431'130	69'281
Extraordinary expenses	0	0
Extraordinary income	1'220	1'170'000
Project contributions Silvia Zuber Fund	-152'515	-180'720
Financial result Silvia Zuber Fund	-377'788	147'482
Non-operating result	-529'083	1'136'762
Annual result before change in earmarked funds	-1'158'065	1'300'410
Allocation to earmarked funds	-405'518	-1'982'915
Allocation to funds for projects & programmes	-363'950	-535'433
Allocation to funds for renovations	0	-1'000'000
Allocation to various earmarked funds	0	-300'000
Allocation to Silvia Zuber Fund	-41'568	-147'482
Withdrawal from earmarked funds	1'489'512	797'219
Withdrawal from funds for projects & programmes	420'157	563'499
Withdrawal from funds for renovations	286'241	0
Withdrawal from various earmarked funds	211'242	53'000
Withdrawal from Silvia Zuber Fund	571'872	180'720
Change in earmarked funds	1'083'994	-1'185'696
Result of the year	-74'071	114'714

LOOKING AHEAD TO 2023



2022 was a year for reflection resulting in our new **Caux Transformative Experience Strategy**. In 2023, we are excited to lay the groundwork for the successful implementation of this strategy.

With the arrival of **Ignacio Packer** in May as the new Executive Director, we are confident that we will be able to establish strong partnerships in International Geneva, facilitated by our privileged location at **La Loge** in **Domaine La Pastorale**.

The **Caux Forum** will be reopening its doors this summer from 17 to 26 July, and we are looking forward to collaborating with lofC

International to ensure its success. This event will be an opportunity to reconnect with old friends and to make new ones.

Our **Hospitality for Change** strategy will continue to be a priority, as we tailor our offerings and spaces to create unique experiences for each group.

As part of this strategy, we will draw on the best of our training programmes from our network to enhance the programmes of the groups we host, thereby cultivating deeper relationships with these organizations.

Finally, we remain committed to building on our strong team in Switzerland, ensuring that we have the right people with the right skills in place to deliver on our mission.

We are excited about the opportunities that lie ahead and are ready to make 2023 a year of transformational and sustainable change for our Foundation.



 Initiatives
of Change

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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: Fondation CAUX–Initiatives et Changement,
6002 Luzern

POSTFINANCE

Account 60-12000-4

IBAN: CH18 0900 0000 6001 2000 4

Bank SWIFT/BIC: POFICHBEXXX

Beneficiary: Fondation CAUX–Initiatives et Changement,
6002 Luzern

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