



# Annual Report 2023

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## Message from the presidents

As we approach the end of 2023, we find ourselves reflecting on the remarkable journey we've undertaken together since assuming the roles of co-presidents in 2018.

These past five years have been a period of immense growth and progress for The Club of Rome. Since we embarked on this journey, the organisation has experienced a significant increase in activities, a broadening of our membership to reflect greater diversity, an expansion of our outreach efforts and a marked rise in funding and partnerships - all of which have allowed us to advance our core mission and values.

Our commitment to achieving global equity for a healthy planet through a systems approach and transformational thought leadership has remained unwavering. This report provides a glimpse into the scope and breadth of our activities over the past year, from September 2022 to September 2023.

In 2023, we welcomed a substantial number of new members, and we are immensely grateful for the support of our existing members, our national associations and chapters around the world, our dedicated staff in the secretariat, and, most importantly, our generous funders. Without their support, none of our work would have been possible.

As we bid farewell to 2023, we are filled with optimism and anticipation for what lies ahead. Our commitment to the future is resolute and we look forward to continuing our collaborations with our partners and the entire Club of Rome community as we work together to fulfill our vision of a sustainable, equitable and thriving world.



  
Sandrine Dixon-Declève



  
Mamphela Ramphele

### Vision

The vision of The Club of Rome is an interconnected world that has emerged from the multiple emergencies with a new way of being human that promotes wellbeing for all in a healthier ecosystem.

### Mission

The mission of The Club of Rome is to apply holistic, interdisciplinary and long-term systems thinking to promote emergence from emergency. This will be achieved by ensuring that we work together as a platform focusing on five impact hubs.



# Emerging New Civilisations

The [Emerging New Civilisations Impact Hub](#) recognises that societal transformation to global equity in a healthy biosphere requires a shift in mindset and the economic, financial and social systems underpinning our daily interactions. It aims to identify and mobilise those already engaged in the quest for a new civilisation to become part of a network of networks to pursue a joint vision for a better future.

## The Fifth Element

[The Fifth Element](#), led by The Club of Rome, is a platform that facilitates the mutual transformation of communities, academics and policymakers to bring the unique perspective of systems transformation for a regenerative future.

The Fifth Element does this by convening more than 50 individuals and organisations working together to sense the challenges, blindspots, dissonances and opportunities experienced in respective spheres of knowledge. This has led to identifying new questions and developing a better framing of how to respond to the issues.

## Opening hearts and minds for regenerative organisations

If sustainable development is the goal, regeneration has to become the social norm. Huge harm done to ecosystems and flagrant fractures between humans need to be addressed. The reinvention of organisations, especially businesses, is critical for that purpose.

During 2022-2023 The Club of Rome initiated a collective process involving individuals and organisations based in Switzerland to explore and discover ways to overcome the current gridlocks that limit the viability and adoption of regenerative business. Grounded in systems thinking, this ecosystem includes universities, multilateral agencies and organisations, private businesses, think tanks and philanthropic organisations collaborating to develop practical experiments to build new strategies.



## The International Decade of Sciences for Sustainable Development

As a member of the [International Year of Basic Sciences for Sustainable Development](#), The Club of Rome has been a critical contributor to the recent declaration by the UN General Assembly for an International Decade of Sciences for Sustainable Development.

The decade aims to bring a more effective and inclusive approach to support humanity in navigating complex challenges and fully implementing the 2030 Agenda for Sustainable Development. This is based on synergistic cooperation of all sciences – basic and applied sciences and social and human sciences, including indigenous sciences – enabling the development of technology, innovation and education while stressing the need to bridge the divides within and between countries and highlighting the importance of financing and capacity-building across all regions.

## An Afro-Euro mutually just transformation

It is increasingly apparent that the escalating impacts of climate change are symptomatic of a system rooted in exploitation. Failure to recognise the need to break free from self-reinforcing dynamics has hampered collective actions towards global cooperation. As a result, The Club of Rome has been laying the foundation for [right relationship](#) between African and European communities and organisations, towards a mutually just transformation for a regenerative future.

The Club of Rome hosted workshops and dialogues, inspired by [Afrik-Akili](#), African thinkers as part as the Learning Planet Festival and Ubuntu Learning Circle, to co-develop actionable pathways to engage African Youth as systems change agents in delivering a green and just future. These engagements have sparked systems innovation initiatives with civil society, youth development and education institutions looking to reframe human development driven by young people from economically marginalised communities.

In 2023, strategic partnerships have been developed for an intercontinental ecosystem to address issues of governance fuelled by historical and present-day connections. This has involved engagements with the [Global Commission on the Economics of Water](#), the [High-Level Group for Policy Innovation](#), the [African Research Universities Alliance](#) and [Good Governance Africa](#).





# Planetary Emergency

The [Planetary Emergency Impact Hub](#) seeks to provide a roadmap towards emergence from emergency and show what systems transformation in practice looks like and which solutions are required. To support the implementation of this roadmap, the Planetary Emergency Impact Hub relies primarily on policy as a pathway for transformation – focusing on outside track advocacy campaigns, inside-track influencing and bottom-up capacity-building.

In 2018 The Club of Rome established the Planetary Emergency Partnership to catalyse collective action across different actors working across climate change, biodiversity, health and social spheres. The [Planetary Emergency Partnership](#), coordinated by The Club of Rome, brings together more than 350 partners from across the climate, biodiversity and health communities, including scientists, policymakers, business leaders, youth representatives and NGOs. Together, partners strive to bridge siloes and raise awareness for an integrated, systemic approach that addresses the convergence of climate, biodiversity and health tipping points adequately. In 2022, a key focus was an unbranded effort to coordinate most major civil society leaders to ensure a better COP process. A series of calls and exchanges were organised during the year.

## Calling for COP reform and pushing innovation

In 2022 The Club of Rome highlighted the importance of governance reform, particularly regarding the UN and COP process to support the implementation of adequate emergency plans and enable a just transition.

The Club of Rome led an [open letter](#) to the UNFCCC and UNSG Secretariats advocating for a reform of the climate COP process. The letter has 15 key signatories from across the globe including Laurence Tubiana, one of the Paris Agreement architects. Since the letter, high level discussions have occurred between Sandrine Dixson-Declève, Johan Rockström (Potsdam Institute for Climate Impact Research), and Simon Stiele, Executive Secretary and his team at the UNFCCC.

The Club of Rome also became a formal partner of the UNFCCC Global Innovation Hub with a view to influencing the UNFCCC innovation strategy towards key emergency proposals and structural reform.

## Bringing the compass principles to policymakers

The International System Change Compass details how the European Union can change its trade, investment and political relationships with low and lower-middle income countries to support their transition paths in a globalised world. Following the publication of the International System Change Compass in May 2022, The Club of Rome and partners focused on ensuring the key compass value-based principles reached key policymakers in the EU. A series of events were held in Berlin, Stockholm, Warsaw, [Paris](#) and [Rome](#) focused on how the compass could be applied on a national level. This was complemented with an integrated [communications campaign](#) to maximise outreach of the report and its key messages.



## Pushing for the Nature Restoration Law

At the European level, The Club of Rome led a campaign in support of the Nature Restoration Legislation with success. First proposed in June 2022 by the European Commission as part of the European Green Deal, the Nature Restoration Law aims to bring healthy ecosystems back to Europe by protecting and restoring habitats and species. Europe’s ecosystems and biodiversity continue to decline at an alarming rate and only 15% of European habitats are in good condition. With a set of ambitious targets, the law aims to fill gaps and increase efforts to (re)establish healthy, resilient and productive ecosystems.

Prior to the European Parliament vote in July 2023 and the opposition of certain MEPs, The Club of Rome led actions to stress the importance of the law including an [opinion piece in The Guardian](#) and [a statement with Climate Farmers](#) toward the adoption of the law.

## Developing resilience with youth

The Club of Rome developed and launched the [Youth Resilience Partnership](#) during COP27 in Egypt in November 2022 to support the development of resilience in youth leaders as change agents. The partnership brings together the International Centre for Climate Change and Development, Global Resilience Partnership, Friendship, Manuia and the International Institute for Environment and Development, along with The Club of Rome youth program – The 50 Percent. The partnership is set to help young leaders from climate-impacted communities feel empowered and increase their agency for resilience – both on a personal level through transformative leadership skills and to help strengthen the climate resilience of the places in which they live.





# Reframing Economics

The [Reframing Economics Impact Hub](#) is a collaborative effort aimed at transforming our economic systems to achieve wellbeing for all, while recognising the planetary boundaries and the finite nature of our planet. It seeks to challenge traditional economic models that prioritise unlimited growth and consumption, and instead explore and co-create policies that respect the natural limits of our environment.

## Earth for All

In September 2022, the [Earth4All initiative](#), under the leadership of The Club of Rome, the BI Norwegian Business School, the Potsdam Institute for Climate Impact Research and the Stockholm Resilience Centre, published [Earth for All: A Survival Guide for Humanity](#). This book, intended for both the general public and policymakers, is the result of a two-year research project and suggests key leverage points for an economic system shift. These include eliminating poverty, reducing inequality, empowering women, transforming food systems and overhauling energy systems. The book combines the power of a groundbreaking [system dynamic model](#) with the insights of the [21<sup>st</sup> Century Transformational Economic Commission](#). Led by The Club of Rome, the Transformational Economics Commission gathers economic thought leaders from around the world to discuss new economic paradigms. It acts as a sounding board between the modelling work, economists and other stakeholders, providing decision-makers with insights and policy tools on how to transform our economic systems towards ones that prioritise wellbeing.

The book has garnered overwhelmingly positive feedback from influential figures, and its recommendations have been presented to policymakers and decision-makers worldwide. It has sold roughly 80,000 copies to date (Sept 2023), with translations available in eight languages: English, German (Bestseller), Italian, Japanese, Swedish, Chinese, Korean and French. Beyond the book, several [deep dive papers](#) and comprehensive studies on specific topics (e.g. on [population](#) or the implementation of the SDGs) have been published, delving further into relevant topics.

## SDGs for All

Prior to the UN General Assembly in September 2023, Earth4All published a new report analysing progress made to date on the Sustainable Development Goals (SDGs). [SDGs for All: Strategic Scenarios](#) provides practical solutions designed to accelerate SDG implementation and to respond to the planetary emergency. It concludes that policymakers can step up the implementation of the SDGs by 2030 and beyond to achieve wellbeing for all. But this is only possible if five extraordinary turnarounds are enacted that break with current trends.



The annual Green and Blue Festival, a major sustainability event organised by the Italian newspaper La Repubblica, was entirely dedicated to Earth for All.

## Engagement to create a movement

As part of a global engagement strategy, The Club of Rome and Earth4All have organised dozens of events, workshops, open letters and policy dialogues. In Italy, for example, the book inspired La Repubblica (second main Italian newspaper) to dedicate their yearly 5-days sustainability festival around Earth for All and its messages.

To promote broad citizen engagement, an Earth4All simulator is in development and mini-deliberative spaces were held at the Local Conference of the Youth (LCOY) in Argentina and as part of Africa Climate Week 2023 in Kenya. Further highlights from Earth4All over the last year can be found in the Earth4All [activity report](#).



## Wellbeing economics

The Club of Rome promotes a transition towards a wellbeing economy by examining transformative system shifts. As strong advocates in the conversation for wellbeing economics, members of The Club of Rome actively engage in various initiatives, for example, on the implementation of new indicators to measure progress and consider alternatives to GDP as the primary metric of advancement. The Club of Rome was an organising partner for the [Beyond Growth Conference 2023](#)

at the European Parliament, to which various members of The Club of Rome contributed and co-president Sandrine Dixon-Declève gave the opening keynote alongside the presidents of the European Commission and the European Parliament.

## Transforming policy into action

In 2019 after the publication of the Systems Change Compass, The Club of Rome initiated thinking on the establishment of a systems change hub in Brussels with the objective of bringing systems thinkers and actors together in a physical and virtual space to co-design policies that take into consideration systems change. The Systems Transformation Hub will be launched in Brussels in November 2023 with significant support and enthusiasm from policymakers. It aims to shift current policy to reflect the planetary emergency and the poly crisis, the beyond growth agenda and prioritise the needs of people and planet.



Artist impressions of an Earth for all



# Rethinking Finance

The [Rethinking Finance Impact Hub](#) aims to contribute to the evolution of the financial system so it can serve the transformation of our economy to achieve wellbeing for all within planetary boundaries. It seeks to support the adoption of short-term policy levers for long-term system shifts to fundamentally change finance.

## Encouraging systemic financial system reform

The Club of Rome further developed its ‘change finance’ [strategy](#) in 2023. This included the development of a theory of change for the Rethinking Finance Impact Hub, setting out three core principles for a regenerative financial system and introducing a systems framework to demonstrate four levels of potential to realign the financial system in support of a regenerative economy. The strategy paper explores the main barriers to ‘changing finance’ and outlines six deep-dive projects to overcome them. To implement the strategy, a Transformational Finance Commission will be established and further research and engagements conducted around the suggested projects.



## Setting the policy agenda for changing finance

The Club of Rome participated in a project aiming to support the adoption of short-term policy levers for long-term system shifts in EU sustainable finance policy. Specifically, to encourage the change in philosophy needed in the regulatory system and processes to aid the implementation of the European Green Deal framework within the financial system. Sandrine Dixon-Declève, supported by the team, provided input to the team of European Commission President, Ursula von der Leyen in the preparation of the 2023 State of the Union address. ‘Change finance’ was flagged as a key issue and policy area for the EU agenda in 2023. The European Investment Bank also sought advice from The Club of Rome to help navigate political issues in the process to develop the European taxonomy of sustainable investments. Finally, The Club of Rome provided input to the Coalition of Finance Ministers for Climate Action in the development of their report “Strengthening the Role of Ministries of Finance in Driving Climate Action”.

## Mobilising global financial reform

In May, The Club of Rome started a project that aims to reform the global financial framework in line with shifting towards a broader change finance agenda and delivering an “Earth for All”. This project stemmed out of contributions by members of The Club of Rome at events at the World Economic Forum in Davos and the Beyond Growth conference in Brussels. The Club of Rome collaborated with MEPs preparing several sessions at the Beyond Growth conference and convened a closed-door high-level group of policymakers, practitioners and thought leaders on the topic of “post-growth finance”. In collaboration with Earth4All, an open letter was published ahead of the Paris Summit on a New Global Financing Pact in June, calling for a radical transformation of the global financial system.





# Youth Leadership and Intergenerational Dialogues

The 50 Percent, the flagship initiative of The Club of Rome [Youth Leadership and Intergenerational Dialogues Impact Hub](#), is an international network of young people who empower young people, from all backgrounds, to pursue making a positive impact in their community, country, or globally.

## A growing movement for systems transformation

Through 2022 and 2023, The 50 Percent has hosted virtual and in-person gatherings to engage with leaders of all ages to ask questions, build strategies and voice their perspectives about their environment, communities, challenges and opportunities.

The global youth engagement strategy aims to demystify systems thinking and theory through engagements such as the Local Conference of the Youth (LCOYs) Argentina, Africa Climate Week 2023, Kenya, the Forum for Global Human Rights and the Community Based Adaptation Forum. This is matched with establishing regional networks and partnerships in Latin America, South Africa, Kenya, and broader Europe.



## Storytelling for systems change

The storytelling fellowship, led by The 50 Percent, is a program for youth from across the world to share and learn from each other about pressing issues and possible solutions. Through a [quarterly magazine and monthly blogs](#), young people are encouraged to share their stories through art and writing while developing their skills to confidently communicate about local and global issues. In 2022 and 2023, 18 storytelling fellows completed two 10-week courses. Through the cumulative support of 47 young editors and writers, the online blog and magazine has garnered 90 pieces and features representing 36 countries and interviewing nine local leaders and experts.



## A New Generational Contract

In May 2023, The Club of Rome and St Gallen Symposium, with the support of many members of The Club of Rome, students and academics from the University of St Gallen launched the principles of a [New Generational Contract](#). The initiative brings generations together to foster long-term thinking and systems transformation.

The priorities for 2023 were: Learning for regenerative business and finance; Cross-generational leadership and learning for systems change; and Models for long-term business and development strategies. The initiative mobilised 15 new partners for a workshop on regeneration, economics and finance and hosted 8 workshops to upskill youth in social change.



## Intergenerational skill-sharing

Intergenerational exchange is key to empowering young people and enabling a dynamic exchange of wisdom, values and skills. The 50 Percent runs intergenerational workshops that provide opportunities for young people to have substantial conversations with experts on a range of topics including sustainable finance, restoring healthy politics and innovation to change the future.

In 2023, 10 interactive dialogues were hosted, both virtually and in-person, with 100 participants exploring topics such as systems transformation across Iberian America, building sustainable businesses, empowering the custodians of biodiversity and leadership for systems change.

## Pura Vida! – a coalition for a second chance on Earth

The [Pura Vida Call to Action](#) was developed by members of The 50 Percent and The Club of Rome to spotlight the ideas and concerns of indigenous and Latin American youth. It was launched in December 2022 during The Club of Rome Annual Conference at the UN University for Peace.





# Communications

## Media & podcasts

Building on the extensive coverage The Club of Rome achieved in 2022 the organisation has increased its media activity in 2023. The Earth4All study “Global population could peak below 9 billion” released in March 2023 was covered by 1,154 outlets in 94 countries. Throughout 2023 so far, The Club of Rome has been mentioned in media articles on average 582 times per month. The scope of readership and audience was broad with articles featured in a range of conservative and tabloid to more liberal and top-tier publications. The Club of Rome podcast, hosted on [Podbean](#) and available on all major podcast platforms, including [Spotify](#), [Apple](#), [Google podcasts](#), and Amazon music has grown its reach with over 100,000 downloads achieved since it was launched in 2022.

## Social Media

Activity on social media has continued to grow exponentially year-on-year. LinkedIn followers have almost doubled from 11,902 to 22,100 this year. Followers on Twitter have increased by almost 4,000 followers since last year, despite a period offline due to the organisation’s account being hacked. The International System Change Compass event held in Italy in partnership with Alleanza Italiana per lo Sviluppo Sostenibile – ASviS, was livestreamed to over 23 thousand people and broadcast simultaneously on 7 national news outlet social channels including Repubblica.it. Currently, unique views to The Club of Rome website have increased to an average of around 53,500 unique views per month, with social media the main driver of increasing traffic to the website.

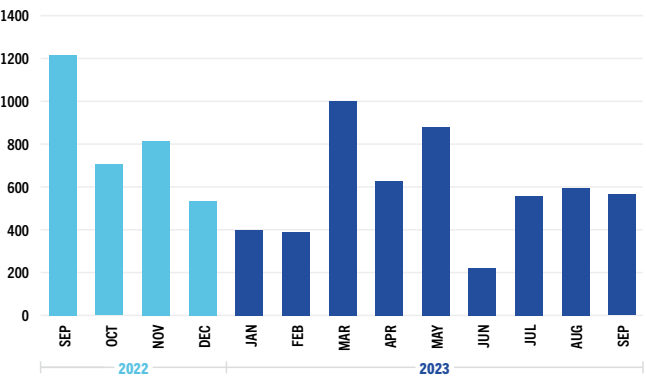
## 2023 Communications Fellows



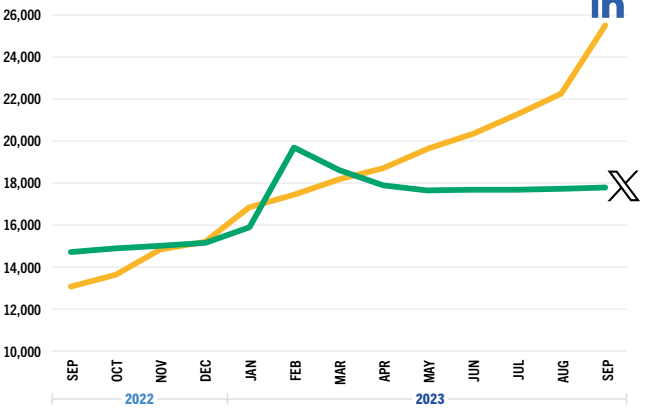
Caroline Kuria

Nonhlanhla Ngwenya

### Media hits



### Social media followers



## The Communications Fellowship

In 2023 The Club of Rome established a [Communications Fellowship](#), an annual mentoring programme that aims to increase the diversity of voices covering sustainability issues and support early-career communications professionals from underrepresented communities and regions. The inaugural call for applications was overwhelmingly positive with 249 applicants, of which 98% were from countries in Africa, Asia or Latin America. Two fellowships were awarded, to Caroline Kuria from Kenya and Nonhlanhla Ngwenya from Zimbabwe. The fellowship aims to establish a network of communication specialists passionate about The Club of Rome across the globe, who can share information and best practice.

## The Exchange

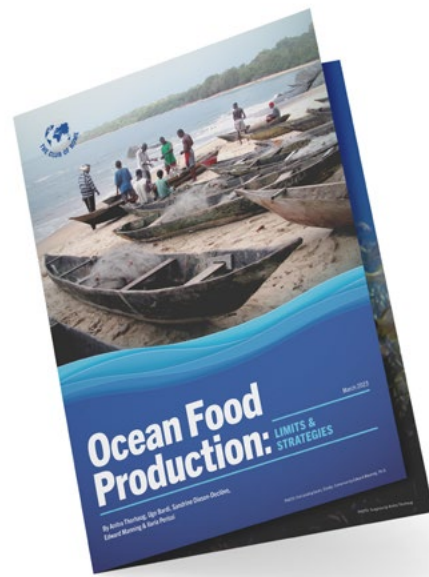
The Club of Rome Exchange is an exclusive networking platform for members of The Club of Rome and representatives from the national associations and chapters. It was launched in 2022, and since then has increased its reach with 253 members or association contacts activating their profiles.

The Planetary Emergency Partnership is now hosted on the platform and The Exchange was embedded as part of the Annual Conference 2022 and used successfully as a repository for the annual General Assembly for Members. Development of the platform is underway to provide regular opportunities for members to engage with impact hub activities and a series of closed in-platform fireside chats will take place over the next year with the purpose of facilitating intellectual exchange.



# Publications

For all publications see  
[www.clubofrome.org/publications](http://www.clubofrome.org/publications)



## Ocean Food Production: Limits and Strategies, March 2023

This paper dives into the issue of food production on a saturated planet, damaged by the severe impacts of climate change and ecological destruction. The authors demonstrate the advantages of “The Blue Economy” as a way of using ocean spaces in response to adverse climate warming effects. They recommend five key actions for reversing the decline of fisheries as well as enhancing oceanic food resources and nutrition derived from the oceans and its coastal and estuarine spaces.

The report analyses available resources by evaluating the possibility of the Earth’s oceans to theoretically provide food for humankind and finally focuses on adequate policies, training and adapted actions for resilience such as preservation and restoration of marine resources and habitats, as well as mariculture.

[www.clubofrome.org/publication/thorhaug-oceanfood/](http://www.clubofrome.org/publication/thorhaug-oceanfood/)



## Regenerative agriculture for food security and ecological resilience: illustrating global biophysical and social spreading potentials, February 2023

This paper is part of a series of deep-dive papers for the [Earth4All](http://Earth4All) project. The authors delve into the steps needed to widely transform our conventional agricultural system to provide food security and improve ecological resilience in a rapidly changing global climate. The article analyses the potential positive effects on soil ecology and crop yield of a global-scale transition to regenerative agriculture, while also considering social spreading dynamics that determine the adoption of such practices by farmers.

The authors argue that the transition to a global regenerative agricultural system cannot be achieved without considering the deeper societal processes driving the effective dissemination and adoption of the change.

[www.clubofrome.org/publication/earth4all-schwarzbreier/](http://www.clubofrome.org/publication/earth4all-schwarzbreier/)

# Governance & Secretariat

The Club of Rome is led by two co-presidents, Sandrine Dixon-Declève and Mamphela Ramphela who were re-elected for a second three-year term in 2021. During 2022 Carlos Alvarez-Pereira was appointed as vice-president. As both Mamphela and Carlos have served two terms on the Executive Committee, they will stand down at the end of 2023. New members of the Executive Committee will be voted for by the members of The Club of Rome and a new co-president will be elected by the Executive Committee towards the end of the year. To enable a smooth transition and ensure effective day-to-day operations of the organisation the position of Secretary General has been created. The recruitment process is ongoing with the intention to have someone in place in 2024.

The executive committee is comprised of members of The Club of Rome who have been elected to serve for three-year terms. They formally meet throughout the year to oversee the activities and ensure good governance.

### Members of the Executive Committee as of 31 August 2023 were:

Sandrine Dixon-Declève	Julia Kim
Mamphela Ramphela	Petra Kuenkel
Carlos Alvarez-Pereira	Hunter Lovins
Peter Blom	Chandran Nair
Yi-Heng Cheng	Ndidi Nnoli-Edozien
Yoshitsugu Hayashi	Jinfeng Zhou

In May 2023 Laetitia Mairlot joined The Club of Rome as a project manager responsible for the Planetary Emergency Impact Hub and coordination of Earth4All activities related to country-level engagements. She replaces some of the duties of Laura van der Zande who left the organisation after 3 years. In February 2023 Christine Rochat joined the team as office administrator working across both The Club of Rome and Earth4All.

The Earth4All project has a team dedicated to work on communications and movement building. As of August 2023, this included Luca Miggiano, campaign leader, Lena Belly-Le Guilloux, campaign and participation adviser, Johannah Bernstein, senior policy lead and Sophie Blais, campaigner.

### The secretariat as of 31 August 2023

#### The Club of Rome Executive Team

<b>Sandrine Dixon-Declève</b> , Co-president	<b>Mamphela Ramphela</b> , Co-president
<b>Carlos Alvarez-Pereira</b> , Vice-president	

#### Impact Hubs

<b>Till Kellerhoff</b> , Reframing Economics Program Director	<b>Nolita Mvunelo</b> , Emerging New Civilisations and Youth Leadership & Intergenerational Dialogues Program Manager
<b>Tom Jess</b> , Rethinking Finance Program Manager	<b>Raad Sharar</b> , Emerging New Civilisations Program Coordinator
<b>Laetitia Mairlot</b> , Planetary Emergency Program Manager	

#### Communications

<b>Philippa Baumgartner</b> , Head of Communications	<b>Bonolo Mogotsi-Simão</b> , Communications and Events Coordinator
<b>Rachel Potter</b> , Communications Manager	

#### Administration & Support

<b>Patricia Linstaedt</b> , Office Manager	<b>Lucy Reynaud</b> , Personal Assistant to Sandrine-Dixon-Declève
<b>Robyn-Anne Pollard</b> , Personal Assistant to Mamphela Ramphela	<b>Christine Rochat</b> , Office Administrator

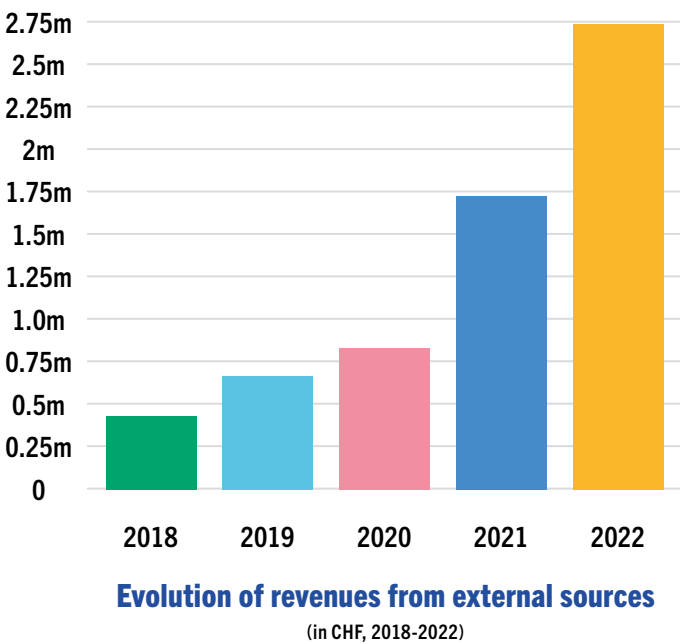


# Financials

The Club of Rome continues strong expansion of its activities, thanks to the success of its flagship projects.

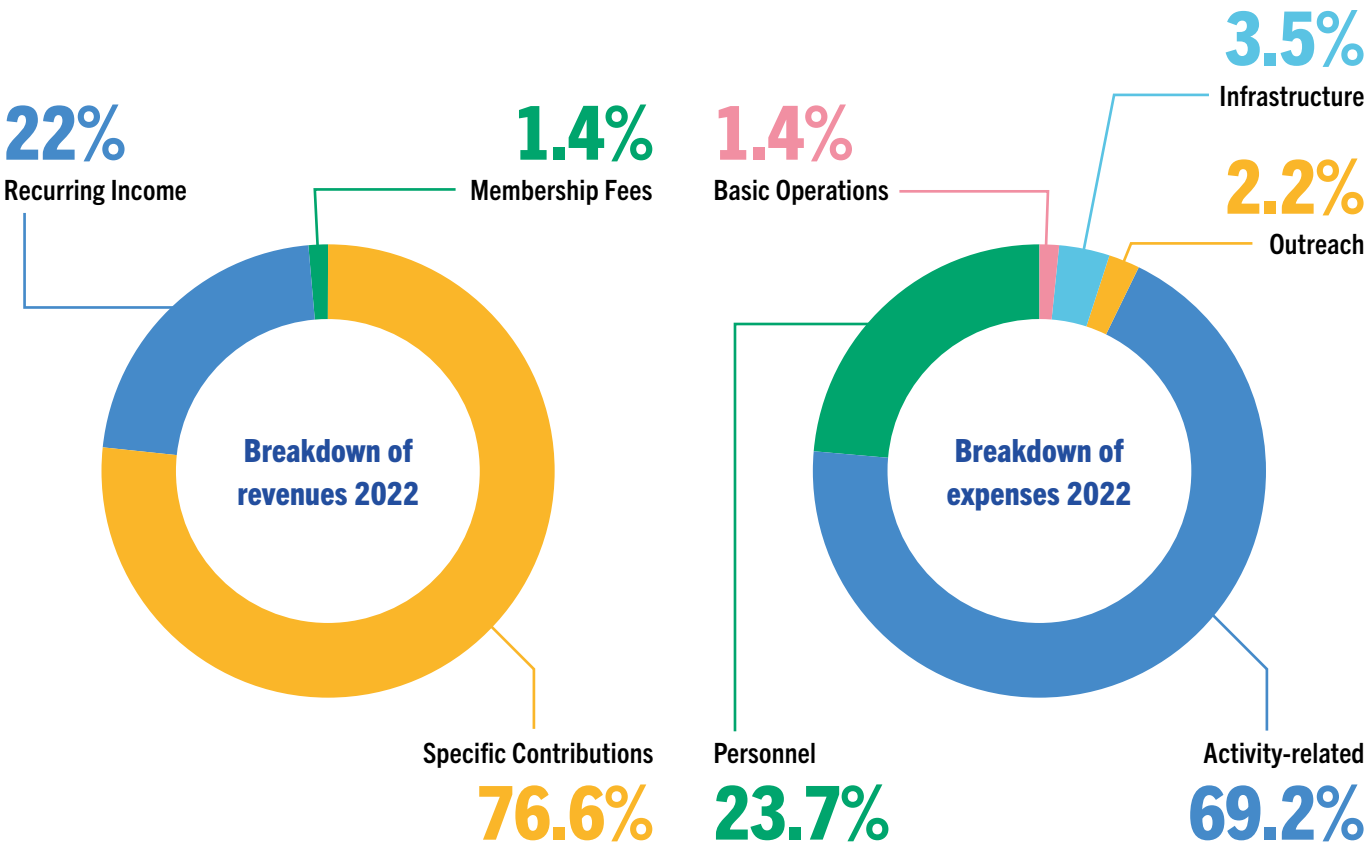
Financials show the validity of the new operational model put in place in 2019, based on five impact hubs through which specific projects are developed in collaboration with external partners. The increase in funding from the philanthropic sector, both in total amounts and number of donors, has allowed the creation of a strong team for state-of-the-art delivery and communications.

Revenues in 2022 are six times the amount four years ago. After achieving this big leap, the time has come to consolidate this new level of activity for mid to long-term viability.



(All figures in CHF)	2018 AUDITED	2019 AUDITED	2020 AUDITED	2021 AUDITED	2022 CLOSING
REVENUES	483,539	719,706	881,530	1,778,840	2,748,536
Membership fees	58,066	58,730	59,497	62,823	37,335
Recurring income	300,000	529,560	567,800	600,383	604,819
Project funding	23,540	83,592	248,970	1,105,034	2,105,977
Ancillary incomes	101,933	47,825	7,119	11,583	405
Write-offs	0	0	-1,856	-983	0
EXPENSES	632,571	686,606	829,443	1,642,476	2,553,828
Personnel	353,817	340,638	329,372	388,060	605,232
Activity-related	160,491	220,368	379,203	1,071,956	1,766,610
Outreach	1,636	7,117	13,932	69,185	55,607
Infrastructure	93,618	87,875	91,223	96,610	90,029
Basic Operations	23,008	30,608	15,711	16,665	36,349
EBITDA	-149,032	33,100	52,087	136,364	194,708
Amortization	5,600	5,599	1,815	1,895	4,691
Financial adjustments	13,224	20,806	729	48,655	53,612
NET PROFIT / LOSS	-167,856	6,695	49,543	85,814	136,405

Overview of accounts from 2018-2022  
(2018-2021: Audited. 2022: Audit being finalized)



The breakdown of revenues and expenses for 2022 confirms that The Club of Rome has now fully become a project-oriented organisation. Corresponding changes in management practices are being addressed through an organisational development process within the team. With a longer-term perspective, the increase in the time span of projects and the build-up of strong relationships with donors are key for viability.

## With thanks to our funders for 2022

Ruth und Robert Heuberger Stiftung	Laudes Foundation	The Generation Foundation	BMW Foundation Herbert Quandt
Deutsche Post Stiftung	Global Challenges Foundation	MAVA Foundation	ENEL
Fondation Hoffmann	Partners For the New Economy	Children's Investment Fund Foundation	Regenerative Society Foundation
Angela Wright Bennett Foundation	Robert Wood Johnson Foundation	Systemiq	

## Many thanks to our members and individuals who have made additional donations to enable the increase of activities of the organisation

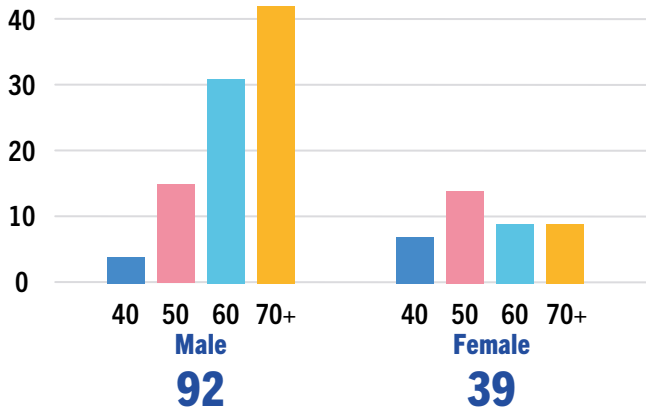
Stefan Brunnhuber	Baron Janssen	Mostafa Terrab
Yi Heng Cheng	Charlie Kleissner	Geiserich Tichy
André Hoffmann	Michael Otto	Lukas Wagner



# Membership

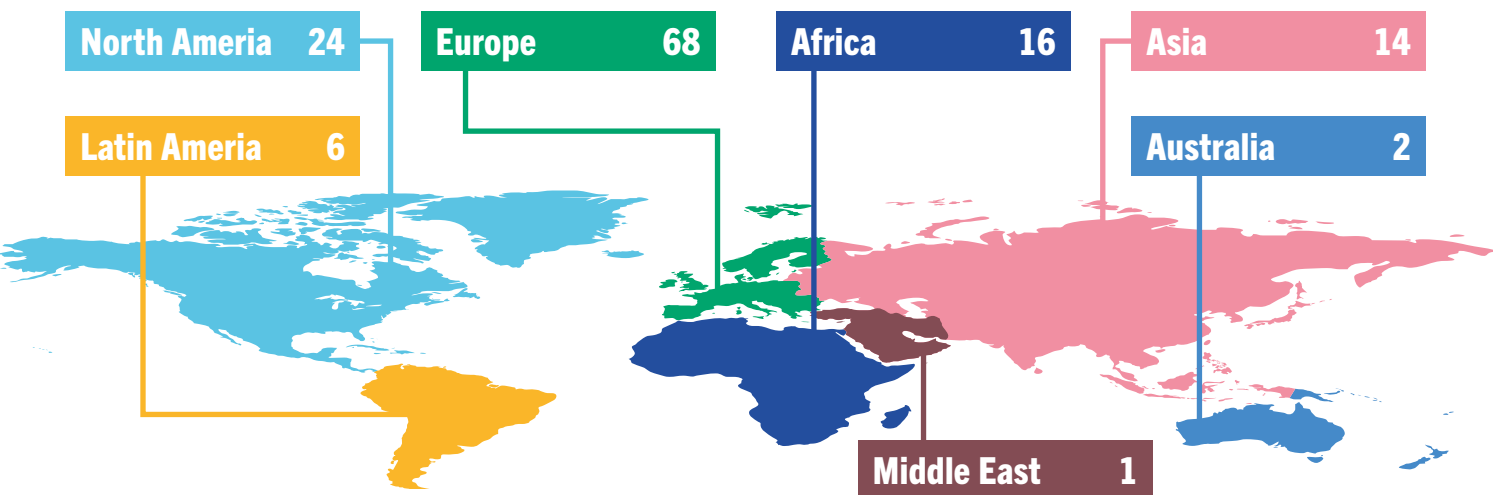
For a full list of members see  
[www.clubofrome.org/members](http://www.clubofrome.org/members)

## Current members by age bracket

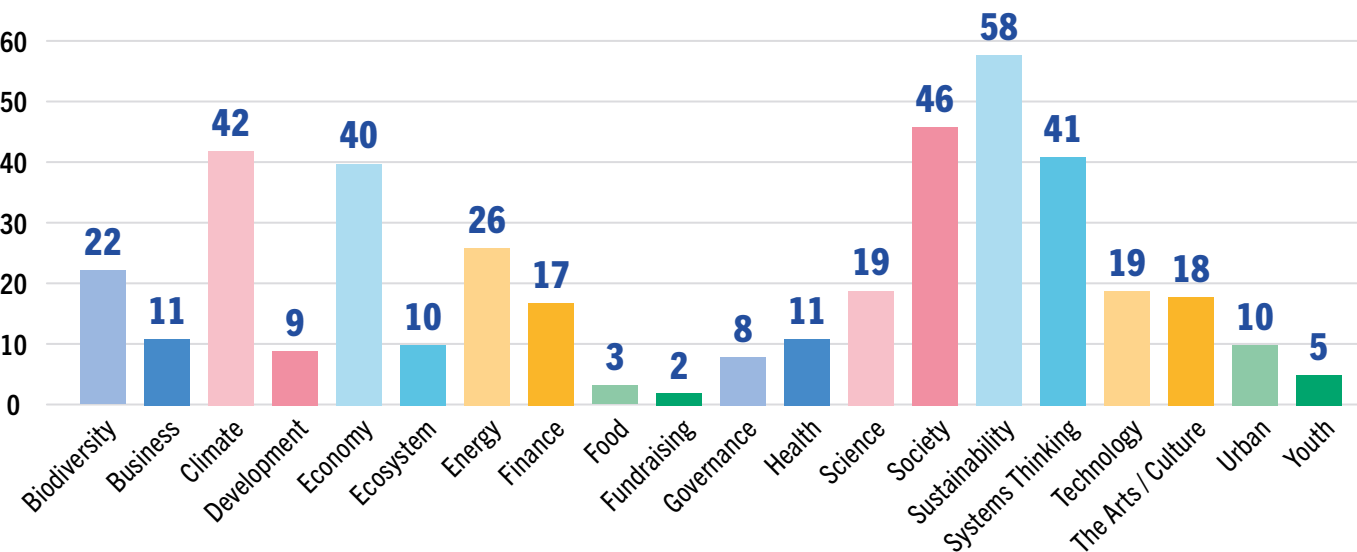


As of 30 September 2023, there were 131 full members of The Club of Rome and 26 associate members. The aim of the membership strategy from 2021 was to improve the diversity of our membership base in terms of expertise, geographical location, age, gender, culture and experience. During the May 2023 Executive Committee meeting, a number of esteemed individuals were approved to be invited as new members (shown opposite), and have since joined The Club of Rome:

## Current members by region



## Current members by expertise



## New Members



[Helmy Abouleish](#)



[Lewis Akenji](#)



[Bayo Akomolafe](#)



[Esmeralda de Réthy](#)



[Lorenzo Fioramonti](#)



[Lesley Green](#)



[Andrea Illy](#)



[Karima Kadaoui](#)



[Harry Lehmann](#)



[Salvador Moncada](#)



[Gonzalo Muñoz](#)



[Minna Salami](#)



[Otto Scharmer](#)



[Penelope Shihab](#)



[Supriya Singh](#)



[Katherine Trebeck](#)



[Silvia Zimmerman-Castillo](#)

## New Associate Members



[Gonzalo del Castillo](#)



[Ilaria Losa](#)



[Ilaria Perissi](#)



[Ciril Wakounig](#)

Members who were invited and accepted to join at the time of this report being finalised. More individuals have been invited and will be announced in due course.





## About

The Club of Rome is a platform of diverse thought leaders who identify holistic solutions to complex global issues and promote policy initiatives and action to enable humanity to emerge from multiple planetary emergencies.

The Club of Rome has prioritised five key areas of impact: Emerging New Civilisations; Planetary Emergency; Reframing Economics; Rethinking Finance; and Youth Leadership and Intergenerational Dialogues.

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