



Annual Report

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Message from the presidents

2022 was a significant year in many ways. We marked 50 years since the publication of [The Limits to Growth](#), and as an organisation we continued to challenge humanity to rise to its full potential as an interconnected and interdependent human family inextricably linked to the web of life in order to promote global equity for a healthy planet. The anniversary of *The Limits to Growth* gave us a chance to look back and reflect and most importantly learn from the last 50 years and ask why action was not taken to avert the planetary emergencies we now face, and to relearn what it means to be human.

Our mission as an organisation with over 100 members continues to be anchored in transformational thought leadership for 21st century challenges. Since the beginning of our joint presidency and the growing compound effects of multiple crises, the demand for The Club of Rome’s deep systems knowledge only continues to grow.

This report details some of the highlights of the last year (from September 2021 to September 2022). It by no means details every aspect of our work, but gives a glimpse at the breadth and scope of our activities. These have grown significantly over recent years, thanks to the support of our funders. We are incredibly grateful for their backing and their belief in our mission. Thanks also to the entire Club of Rome community, our members and national associations and chapters, and the secretariat staff – based in multiple locations across the globe.

We are proud of what The Club of Rome and its members have accomplished over the last year and as humanity and the planet face increasingly complex challenges we look forward to continuing to work for a sustainable and just future for all.



Sandrine Dixson-Declève



Mamphela Ramphela

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.

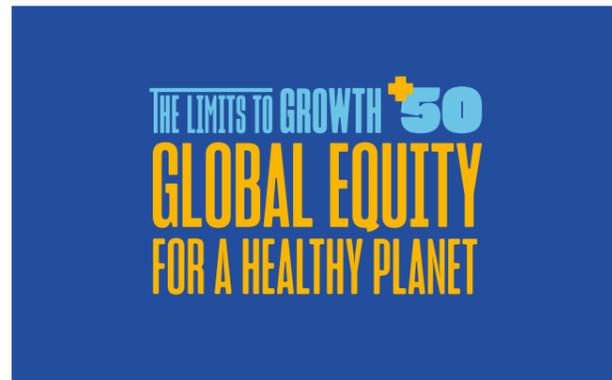
Mission

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.

50 years since *The Limits to Growth*

2022 marked 50 years since *The Limits to Growth*, the most influential report to The Club of Rome to date, which emphasised the need to move away from the focus on limitless economic growth and the linear thinking behind it.

To mark the occasion, The Club of Rome focussed on the gap between the wide distribution of *The Limits to Growth* and the minimum impact it had on policy changes towards a greater focus on global sustainability. What lessons have been learnt, or not with what consequences?



The Limits to Growth anniversary celebrations have involved a series of webinars, physical events and commemorative publications.

The series kicked off on March 2 with original author Dennis Meadows and panellists discussing [Global equity for a healthy planet: Living within Limits](#). This was followed by the launch of [Limits and Beyond](#) where co-authors of the book shared their reflections on the relevance of the seminal report *The Limits to Growth* for the world of today and tomorrow.

Feng Chia University, in partnership with The Club of Rome, held the Global Eco-Innovation and circular economy forum on World Earth Day, calling for a revolution for a healthy earth for future generations. In May, the US and Canadian Associations for The Club of Rome held an event in honor of *The Limits to Growth* lead author Donella Meadows.

In June, The Club of Rome hosted an [event at the European Parliament](#) with Club of Rome members and MEPs to discuss how EU institutions and Member States can shift to a wellbeing economy. A 50th anniversary gala dinner hosted by the Italian Embassy to the EU followed the event with friends of the Club of Rome including prominent policy leaders, members and civil society representatives. 10 members of the Club, along with prominent global thought leaders, participated in a special session titled Navigating the Human Predicament in the 21st century.

Aurelio Peccei the founder of The Club of Rome was [commemorated](#) following the summit alongside members of the Club, the Mayor of Rome and ministers and a garden was launched in his honour at the MAXXI Modern art museum. A [special documentary](#) about Peccei and the formation of The Club of Rome was premiered in English at the event. All the events are available to watch on [YouTube](#) or listen to on [The Club of Rome podcast](#).

During the month of September 2022, The Club of Rome marked the 50th Anniversary of the Limits to Growth and commemorated Donella Meadows and her incredible legacy at New York Climate Week as well as at Middlebury College and Dartmouth College where Donella taught for 29 years.

Throughout the year, individuals have submitted their thoughts reflecting on the impact of *The Limits to Growth*, how it influenced them personally and its relevance to the world today.



Impact Hubs

The Impact Hubs serve as a creative space where Club of Rome members, associations and partners can share transformational thought leadership and co-design solutions for impact. The Hubs capitalise on the organisation's expertise in shaping policy and influencing negotiations beyond the public debate by translating thought leadership into concrete action.

The highlights listed provide insight into the convening power and visibility of the Hubs. Equally relevant and valuable is the work done behind the scenes, creating trusted space for daring to think beyond conventional wisdom, shifting mindsets, encouraging dialogue and radical collaboration and empowering 'champions' throughout The Club of Rome's network.

Emerging New Civilisations

The 5th Element: Catalysing the Emergence of a Human Revolution

Launched in April 2022, the 5th Element aims to inspire and empower people to learn and take action to address today's complex problems. Since its inception the 5th Element has developed as both a platform and a community working to provoke and encourage participants to engage in courageous conversations about pathways to systems change. The main goal is to enable people and organisations to reflect deeply within themselves, and participate in mutual learning processes that promote mindset shifts.

The ultimate objective is to nurture the conditions necessary to transition to a new equilibrium of equitable human wellbeing within a healthy biosphere through a variety of local context-specific paths. A community of more than 50 mutually supportive individuals and organisations is already emerging. The Club of Rome has hosted three in-person convenings in Switzerland, France, and South Africa with participants representing a diverse range of settings, backgrounds, ages and cultures.

The Ubuntu Learning Circle

The Ubuntu Learning Circle, co-founded by The Club of Rome and the Learning Planet Institute (#LearningPlanet), is a network of more than 200 institutions engaged in new ways of collective learning for a better future. Drawing on indigenous wisdom about community, interconnectedness, and relationality, the circle seeks to create the conditions for new processes of inquiry towards pathways to a sustainable and just future for humanity and the planet. In 2022 this global community of mutually supportive academics and practitioners continued to grow. The team organised or participated in sessions with Earth Day, the Ubuntu Youth Governance Initiative and the Crowd4SDGs forum at the Geneva Triologue 2022 and has co-hosted a session at the Learning Planet Festival.



Promoting humanities and social sciences in sustainability research and action

The Club of Rome is the first non-academic partner of the UNESCO-supported BRIDGES Coalition for Sustainability Science. In 2022, BRIDGES continued its development as a global coalition with a fully operational secretariat working towards the promotion of humanities and social sciences in sustainability research and action. Asking the question: what is a responsible role for research in society?, The Club of Rome is a strategic contributor to the coalition, examining how to reposition the role of humanities and research in a world facing multiple crises and systems collapse.

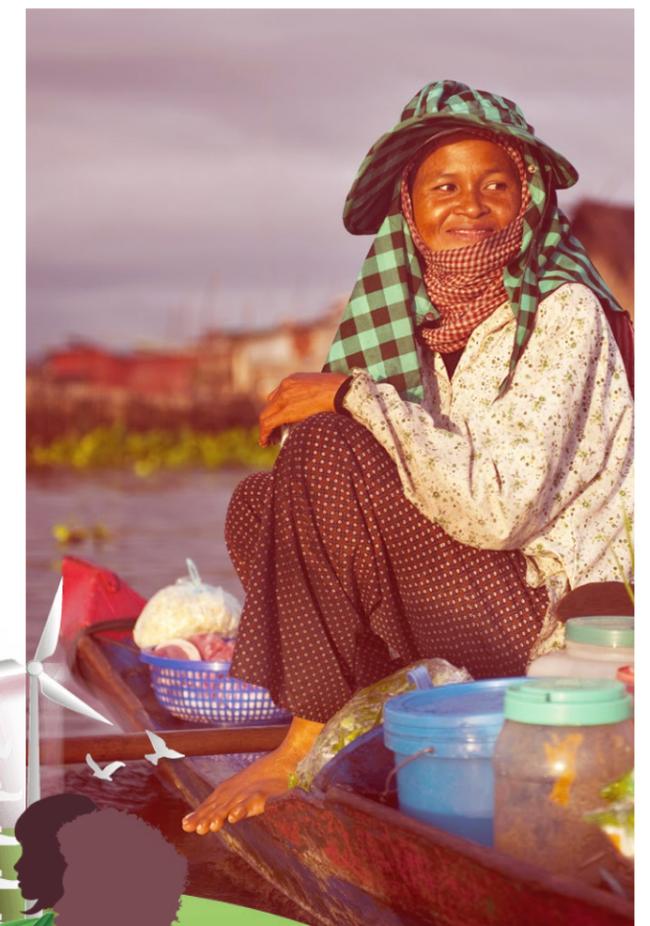
A New Generational Contract

The Club of Rome, in partnership with the St Gallen Symposium, launched a new initiative for a New Generational Contract at the 2022 symposium, which was themed around collaborative advantage. The initiative seeks to ask the question: what do we owe each other? The Club of Rome will be supporting the development of the New Generational Contract by creating a series of impact projects over the coming years and the contract will be the main theme at the next St Gallen Symposium.

The Afrik-Akili Declaration

Launched in 2022 on the International Day of the World's Indigenous Peoples, and South Africa's Women's Day, the [Afrik-Akili Declaration](#) was developed by African Club of Rome members as a contribution to an African sense (Swahili: Akili). It is a celebration of the African continent, its people, its ecological richness and its place in the world.

Building on the 2021 paper [Towards New Narratives of Hope for Fostering Transformative African Futures](#) and in the face of the multiple crisis we face today, the Afrik-Akili Declaration provides a platform for conversations about Africa, reminding Africans and the world about the continent's role as the cradle of humanity and the birthplace of the first civilisations. As defined in its ten principles it seeks to unite all people in an awareness of Africa's value, to inspire and raise consciousness challenging dominant narratives of universality and Afro-pessimism. The declaration urges reconnection of the people of Africa with their heritage, to envision a new way of being human while strongly holding the belief that anyone disconnected from their roots cannot flourish.



Planetary Emergency

International System Change Compass

In May 2022 The Club of Rome published the [International System Change Compass – The Global Implications of Achieving the European Green Deal](#), with SYSTEMIQ and the Open Society European Policy Institute. The report sets out a new paradigm for Europe’s role in the world using insights from the UN International Resource Panel, other Club of Rome reports and additional scientific evidence. The *International System Change Compass* sets out how the EU can and should change its trade, investment and political relationships with low- and lower-middle income countries to support their transition paths in a disrupted, globalised world.

The report received widespread support from policymakers globally – including forewords by Mia Mottley, Prime Minister of Barbados, and Frans Timmermans, Executive Vice-President of the European Commission and endorsements by Nicola Sturgeon, First Minister of Scotland and Achim Steiner, Administrator of UN Development Programme. *The International System Change Compass* was introduced to policymakers and interested public in Brussels (in partnership with [Euractiv](#)), Stockholm (in the margins of [Stockholm+50](#)), [Madrid](#) (with the support of endorser Vice-President Teresa Ribera) and Berlin (in collaboration with [DIW](#)) - with events and workshops in Warsaw, Paris and Rome scheduled for the autumn of 2022.



Following the success of our (International) System Change Compass work, The Club of Rome is exploring possibilities to institutionalise the learnings and continue to effectively promote a systemic policy approach in Brussels through the creation of a ‘Systems Hub’ with partner organisations including SYSTEMIQ and the World Resources Institute (WRI).



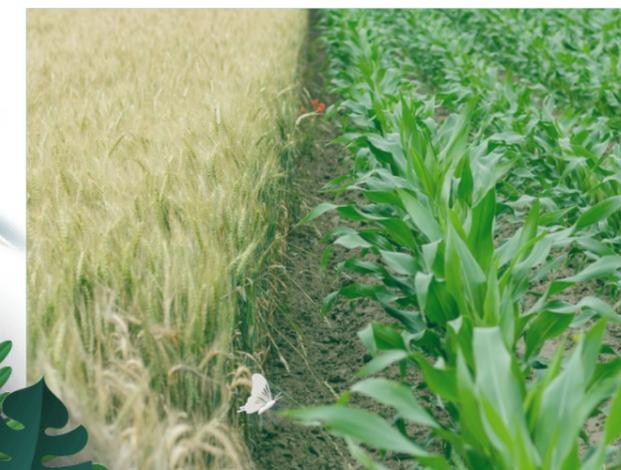
Recall to Action

Ahead of the Stockholm+50 conference, The Club of Rome spearheaded a [Recall to Action](#) statement as a ‘final notice before collapse and extinction’ to bring in structured arguments on energy, nature-based solutions and food. The statement outlines the Planetary Emergency Partnerships’ core messages and serves as basis for contributions to key intervention points such as G20, G7 and COP27 happening later this year. The statement calls on leaders to focus on action and implementation by following up on existing commitments to fix the broken state of our planet. To date, the statement has gathered 3 endorsements from governments and 50+ signatures from Planetary Emergency Partners and their distinguished networks, including scientists, policymakers, business leaders, youth representatives and NGOs.

The Food Forward Consortium

The Club of Rome has been co-creating a Food Forward Consortium to drive fundamental shifts in incentives, policies and practices in food systems. The consortium, comprised of CARE, EAT, Global Alliance for Improved Nutrition (GAIN), International Centre for Climate Change and Development (ICCCAD), WWF, C40 Cities and The Club of Rome, is building a global movement for food systems transformation, developing evidence-based tools and targets and mobilising financial networks.

The work is focused on shifts that will create an enabling environment for local change in cities, where the Food Forward Consortium will support mayors in implementing policies and programs to shift diets and bolster demand for regenerative agriculture.



Reframing Economics

Earth4All

New economic thinking is the ethos of the The Club of Rome. Going beyond neo-liberal economic models continues to intersect all hub activity. Over the past year, our main focus on re-framing economics has been the exciting cross-disciplinary and collaborative project "Earth for All".

Earth4All brings together scientists, economic thinkers and advocates, with the aim to accelerate the systems-changes needed to achieve wellbeing for all within planetary boundaries. Launched in 2020 by The Club of Rome, the Potsdam Institute for Climate Impact Research, the Stockholm Resilience Centre and the Norwegian Business School, it is structured in terms of three pillars:

1. The science: Teams of scientists have developed a systems dynamic computer model to study the dynamics of human wellbeing on a finite planet.

2. New Economic thinking:

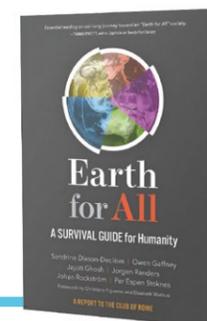
A Transformational Economics Commission, led by The Club of Rome, brings together economic thought leaders from across the globe, to discuss new economic paradigms, act as a sounding board between the modelling Work Packages, leading economists and other stakeholders and provide decision makers with insights and policy tools on how to protect the interests of people, the planet and prosperity, whilst preparing for future crises and building resilience to future shocks.

3. Building a movement: A global campaign targeting policymakers, influencers and the public to promote Earth4All's vision.



Throughout 2022 the Transformational Economics Commission met bi-monthly to discuss the policy solutions needed to transform our economic systems towards ones that prioritise wellbeing and to develop the narrative of the Earth4All book. A number of commissioners produced deep-dive papers that delved further into the issues and solutions needed to transform our economic systems and provide an equitable future for all on a finite planet.

The results of the modelling work, Economics Commission deliberations and deep dive papers have culminated into [Earth for All: A Survival Guide to Humanity](#), a book published in English and German in September 2022.



The book was launched in the Haus der Bundespressekonferenz, Germany, at the New York Climate week, and the House of Lords, UK in Autumn 2022 with a series of [events](#). In the next phase of the project Earth4All will continue to produce research and build a movement with likeminded organisations and citizens (including Citizen Assemblies). The team will work with different countries and local partners to strengthen understanding and demand for wellbeing economics thinking amongst a diverse group of stakeholders and to influence declarations at multi-lateral events.

The book explores two scenarios beginning in 1980 and ending in 2100. These scenarios entitled *Too Little, Too Late* and *The Giant Leap* explore how population, economies, resource use, pollution wellbeing and social tensions might change this century based on decisions made this decade.

In the first pathway, the world continues with the economic policies of the last forty years. While GDP continues to grow, the rich get richer while the poor fall further behind, creating extreme inequalities and growing social tensions within and between countries. Political division and lack of trust make it increasingly difficult to address climate and ecological risks.

The model offers a solution through a second, achievable path, *The Giant Leap*. The authors conclude that it is possible to stabilise temperatures below 2°C (above pre-industrial levels), stabilise the population well below nine billion people, reduce material use and approach an end to extreme poverty globally by 2050 – a generation earlier than the *Too Little, Too Late* scenario. In this scenario, social tension falls and wellbeing rises throughout the century because of greater income equality.

In order to achieve *The Giant Leap*, societies would need to adopt five extraordinary turnarounds:

1. Ending poverty through reform of the international financial system, lifting 3-4 billion people out of poverty
2. Addressing gross inequality by ensuring that the wealthiest 10% take no more than 40% of national incomes
3. Empowering women to achieve full gender equity by 2050
4. Transforming the food system to provide healthy diets for people and planet
5. Transitioning to clean energy and improving energy efficiency to reach net zero emissions by 2050



Rethinking Finance

Calling for science-based policy making

Throughout 2022 The Club of Rome has repeatedly expressed strong disapproval of the EU's legislative action, within the development of the EU Taxonomy, to define investments in energy production from fossil gas and nuclear power as sustainable. Despite not being able to shift the political momentum, The Club of Rome has strengthened the community calling for a science-based approach to the development of global standards for sustainable investments.

After a high-level meeting between Teresa Ribera, Deputy Prime Minister of the Spanish Government and Sandrine Dixon-Declève, Co-president of The Club of Rome, the Deputy PM became [a champion for moving beyond the status quo](#). Club of Rome member and former European Commissioner, Janez Potočnik, was also a powerful voice [and called for](#) "putting human needs at the centre of our economic model, instead of profits".

Between September 2020 and September 2022, Sandrine Dixon-Declève contributed to the Platform on Sustainable Finance, comprised of world leading sustainability experts from all sectors of society, who provided advice based on scientific evidence, financial sector expertise and practical experience. In September 2022 Sandrine formally

stepped down from the Platform citing her deep disappointment in the lack of ambition by the European Commission to follow through with a robust science-based Taxonomy framework.

In light of the above, The Club of Rome launched a new project in May 2022 which aims to support the adoption of short-term policy levers for long-term system shifts in EU sustainable finance policy. It hopes to spur a step change in the regulatory philosophy to mainstream the implementation of the European Green Deal framework within the financial system and ensure science-based policy making.



Moving beyond Bretton Woods

The Beyond Bretton Woods initiative – co-developed by The Club of Rome - was officially launched during COP26 to stress-test the aims and approach on an international stage, as well as bring in a wide-range of perspectives. The vision of the project is to lay the foundations for a fair, equitable, nature-centric, healing and regenerative international financial architecture. It aims to do this by triggering a radical paradigm shift in the purpose, principles and practices that underpin the systems and institutions that collectively make up the international financial architecture to best serve the interests of humanity and nature, ensuring inclusive and equitable outcomes, as well as quality of life for all.

The Club of Rome has provided strategic direction and integrated perspectives relevant to living systems principles, planetary boundaries and social foundations, the pursuit of human wellbeing, and the work of the Earth4All project. As part of this initiative The Club of Rome has contributed to the following:

- **The development of the [Assisi Accord](#)** which promotes peace and prosperity for current and future generations by advocating for a review of the international financial architecture to align the regulation and supervision of the global financial system with the goals of the Paris Agreement;
- **The [Bridgetown Initiative](#)** – the High-Level Retreat on a Global Financial Architecture for a World facing Global Shock, launched by President Mia Motely of Barbados. The Club of Rome will be a continued partner of this initiative including their call to action.

Going beyond financing change to changing finance

The Finance Impact Hub has continued to develop narratives to encourage systemic financial system reform and ensure the effectiveness of short-term levers for long-term systems change. The work has been inspired by Donella Meadow's leverage points framework for financial system reform, the Earth4All initiative and inputs from Club of Rome members, including Peter Blom and Sandrine Dixon-Declève as Co-chairs of the Finance Impact Hub, Morne Mostert on "Value, values and valuations" and "Going beyond the debt cancellation paradigm" as well as John Fullerton on "Finance for a regenerative world" and living system principles. A report will be presented in the Autumn followed by efforts to seek funding for this work. The ethos of this work will be to focus on a shift from financing change to changing the financial architecture to match 21st century needs and service people, planet and prosperity at the same time.

Transitioning to a nature positive future

In order to continue to shape the discourse and raise awareness of the need to integrate nature into economic policy on the recovery, The Club of Rome, through Sandrine Dixon-Declève, is a partner of a Taskforce for nature markets, convened by the Finance4Biodiversity Initiative. The taskforce aims to mobilise a new generation of markets that deliver nature positive and equitable outcomes and contributes to meeting climate goals whilst creating the right governance framing. The Club of Rome input has focused on highlighting the need for a total shift in our financial and economic systems, questioning the market as an instrument itself and thinking outside the confines of the current economic and financial paradigms.

Youth Leadership and Intergenerational Dialogues

The 50 Percent, the flagship initiative of The Club of Rome Youth hub, is an international network of young people who, believe that every young person – regardless of their economic, social, or cultural situation - should have the opportunity to have an impact on the future. This youth-led platform works to co-create opportunities for peers, mutually support each other and make an impact in their communities, countries and globally.

Listening Sessions

Peer-to-peer listening sessions have created an environment for young people from diverse communities to ask questions and voice their perspectives about their environment, communities and opportunities. These sessions are designed to better understand the areas of concern and excitement that young people aged 18-30 have about the future. To date, the 50 Percent has hosted over 50 listening sessions and collected nearly 500 feedback quotes.

The findings, some of which are detailed below, have informed the program offering for the 50 Percent for 2022:

1. Relationships are a living example of the interdependence that will consolidate into

the convening power of young people to explore the mechanisms they can employ to liberate themselves.

- 2. Young people have a strong appetite to showcase their skills** and are anxious to have meaningful opportunities to make an impact. Simple engagement is typically not enough; consolidated effort into an observable outcome has generated the type of commitment that catalyses real change.
- 3. Intergenerational support in its many forms cannot be bypassed.** It is important to create opportunities to facilitate sharing knowledge of self, heritage, values and skills. Intergenerational support has to be expanded beyond expertise to include resources and the opportunities to co-design solutions geared toward systemic change.

The 50 Percent is developing a gamified version of the listening sessions in order to make them more accessible to youth from diverse knowledge backgrounds. A pilot version will be tested from October 2022, starting in Argentina.



Psychological Mastery Training

Psychological mastery training aims to help youth leaders build emotional self-awareness and intelligence. This is done through the creation of supportive workshops that help young people to navigate the demanding roles they will undertake when acting as community leaders, while also preparing them to manage the distress of climate trauma and other emergencies.

A 10-week pilot program was successful in 2021, with participants remaining engaged with the network and 50 Percent initiatives. The second cohort began in August 2022, and plans are underway to expand the initiative into other languages and regions, to be more accessible globally.

Online Magazine and Storytelling Fellowship

The 50 Percent digital magazine and a corresponding mentorship program aims to establish an international platform for youth to share their stories through art and writing, while also building upon their skills to confidently communicate about local and global issues. The goal is to empower young people and amplify voices that are often suppressed or overlooked through the development of an inclusive and diverse community of storytellers.

In 2021, the program coordinators successfully brought together 10 storytelling fellows to write stories. The second cohort of the storytelling fellowship will commence in October 2022.

Intergenerational skill-sharing sessions

The core of our beliefs is the possibility of building meaningful relationships as a way of shaping our world for the future. As a part of this common vision, we believe an intergenerational exchange is key to empowering youth and making possible a dynamic exchange of wisdom, values and skills.

The 50 Percent started a series of intergenerational workshops in July 2022 that created the opportunity for deep conversations with Club of Rome members on different topics such as “0 Carb 2050”, “Innovation to change the world” and “Restoring healthy politics” among others.

In October 2022, youth representatives from Latin America gathered at the Argentinian LCOY (Local Conference of the Youth) jointly organized with Earth4All and The Fifty Percent. The focus was on creating a space to discuss concerns, perspectives around economic systems change, as well as involve the attendees in a meaningful participation process that triggers their own local advocacy as well as relationship-building nationally and internationally. A series of follow up national youth fora will be held in different countries.

Communications

Media & podcasts

The Club of Rome gained significant media attention throughout 2022 as it marked 50 years since *The Limits to Growth* was published. Media coverage was wide ranging including: [Net Zero by 2050](#), [Voces Mexico](#) and [Rat Für Nachhaltige](#). See the full list [here](#).

The publication of *Limits and Beyond* was also featured in a number of media outlets, with an article published in Wired (with an estimated readership of 30 million each month). Throughout 2022 so far The Club of Rome has been mentioned in media articles on average 505 times per month. When *Earth for All: A Survival Guide to Humanity*, was launched in September it was covered by over 500 outlets in over 50 countries in the first week. The scope of readership and audience was broad with articles featured in a range of conservative to more liberal papers.

To complement the webinar series reflecting on 50 years since *The Limits to Growth*, The Club of Rome launched its own podcast. Hosted on [Podbean](#), the podcast is available on all major podcast platforms, including [Spotify](#), [Apple](#), [Google podcasts](#), and Amazon music. In addition The Club of Rome entered a partnership with The New Statesman for the production of two podcasts, the first titled [Will the world end its addition to growth?](#) published in June, and the [second focused on Earth4All](#) published in September. A second media partnership with Project Syndicate (as part of the Earth4All project) resulted in a number of commentaries being syndicated across the globe.



Social Media

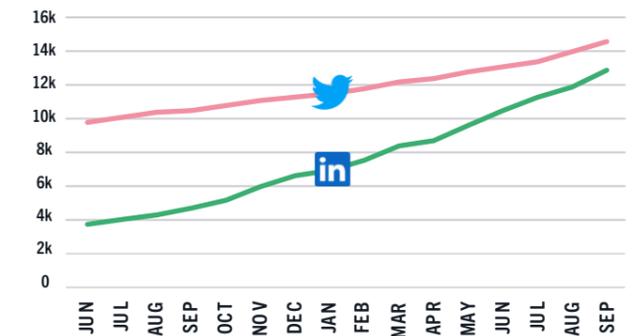
Activity on social media has also increased, followers on Twitter have increased by almost 5,000 followers since January this year, and LinkedIn followers have more than tripled from 3,266 to 11,902 this year. The increase in resources in the communications team has enabled an increase in focus on this area, and increased engagement on our social media channels.

Currently, The Club of Rome website has around 51,000 unique views on average per month, this number has increased from 20,000 in 2021. Social media has been a huge driver of increasing traffic to the website.

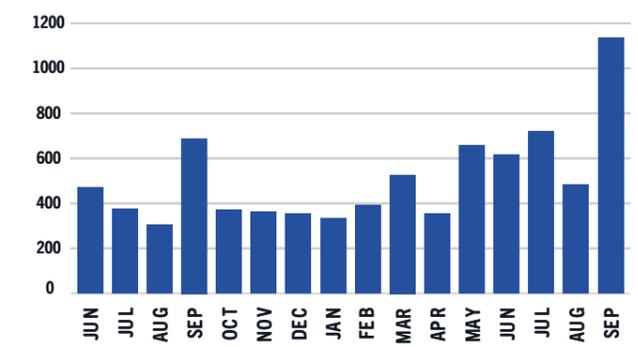
The Exchange

2022 also saw the launch of [The Club of Rome Exchange](#), an exclusive networking platform for members of The Club of Rome and representatives from the national associations and chapters. The objective of the platform is to enable a place for discussion and debate, information exchange, and facilitation of interactions between members of The Club of Rome community. Since launching in February 2022, 145 members or association contacts have activated their profiles, sharing information on various events. Over the coming months it is hoped that the platform can be used for thematic discussions and embedded as part of the Annual Conference.

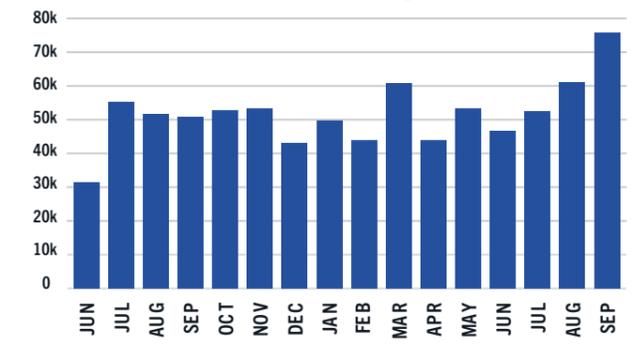
Social media



Media hits

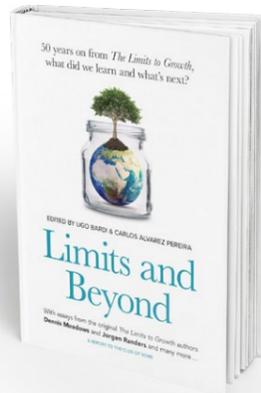


Website unique page views



Publications

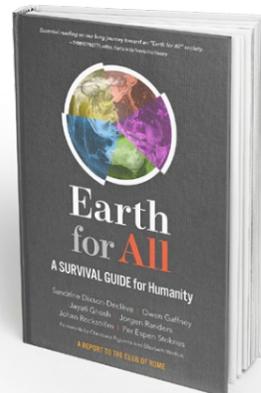
Reports to The Club of Rome



Limits and Beyond, May 2022

Bringing together input from over 15 Club of Rome members from all continents, *Limits and Beyond* dissects the original messages of *The Limits to Growth*, contemporary reactions to it, and its relevance today.

Revisiting the original conclusions from *The Limits to Growth*, alongside the questions it was trying to address, the authors look at what has happened over the last 50 years including scientific developments and the emergence of wellbeing economics. Crucially, the book discusses the gap between what we know, and our understanding of the impact of human action on ecosystems, and our ability and willingness to change. The book focuses on the cultural changes needed including bringing multiple worldviews to enhance our ability to learn what we need to learn, and learn it.



Earth for All: A Survival Guide for Humanity, September 2022

Earth for All: A Survival Guide for Humanity is both an antidote to despair and a road map to a better future. Using powerful state-of-the-art computer modeling to explore policies likely to deliver the best for the majority of people, a leading group of scientists and economists from around the world present five extraordinary turnarounds to achieve prosperity for all within planetary limits in a single generation.

The book builds on the common mantra from social movements calling for “Systems Change Not Climate Change” and “People Not Profit”. It lays out what economic systems change really means for civilization and proposes five extraordinary turnarounds that provide a framework for a fair, just, and affordable economic transformation.



Understanding China Will Make a World of a Difference, October 2022

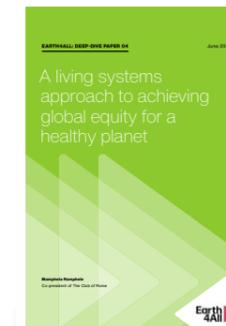
This report has been produced by members of the China Association for the Club of Rome, created in 2019. It offers substantial knowledge to initiate and develop fruitful dialogues and understanding between China and the world, particularly Western countries. This creates an important opportunity for The Club of Rome to fulfill its mission of promoting mutual understanding in the 21st century. Covering many areas of interest from a Chinese perspective and often bringing in official views, the book intends to address topics which are generally unknown or misunderstood outside China. This includes how governance works in the country, if there is a "Chinese model" and what are the intentions of China in its relationship with other countries in the global context.

Other publications

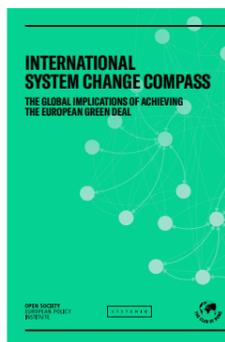
Additional content is produced in the context of projects and activities led by The Club of Rome, such as discussion papers, policy briefs, vision papers, and others. These publications do not go through the evaluation procedure applied to the Reports to The Club of Rome. They express the perspectives and opinions of their authors, which include members of The Club of Rome and partners.



Deep Dive 01: From inequality to sustainability, April 2022



Deep Dive 04: A living systems approach to achieving global equity for a healthy planet, June 2022



International System Change Compass, May 2022



Deep Dive 06: A just transition: how can we fairly assign climate responsibility? July 2022

Deep Dive 07: Climate change mitigation strategies: impacts and obstacles in low- and middle-income countries, July 2022

Deep Dive 08: The clean energy transformation: a new paradigm for social progress within planetary boundaries, August 2022



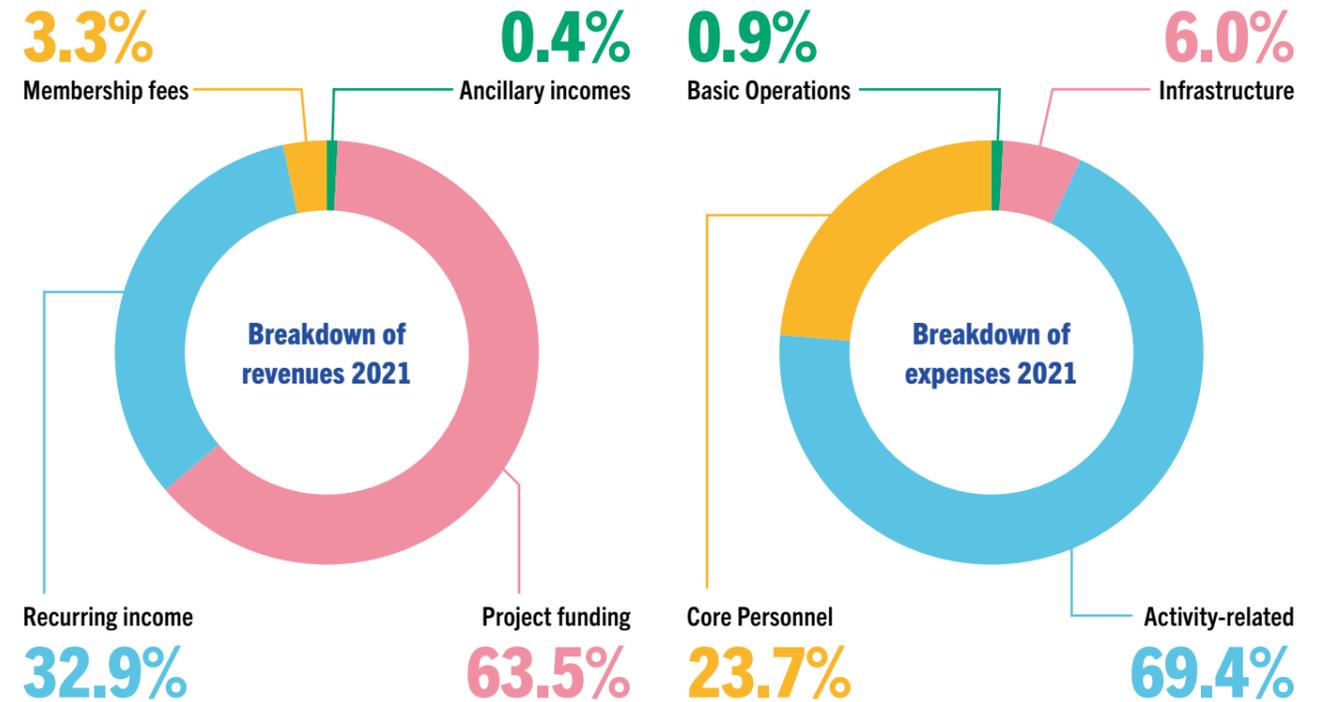
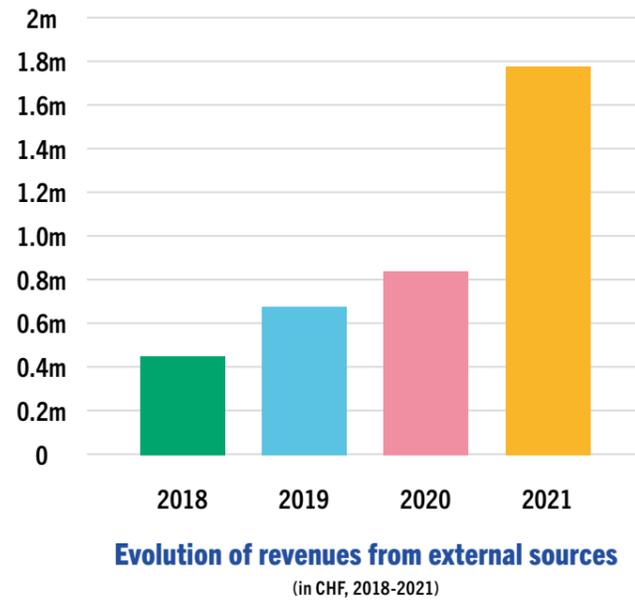
Deep Dive 09: Growth within limits through solidarity and equity, August 2022

Deep Dive 10: Transformations for a disparate and more equitable world, September 2022

Financials

Since 2018, The Club of Rome has significantly increased its sources of revenues beyond membership fees.

This is due to the new operational model that was implemented after the 50th anniversary of the organisation, which saw the creation of the five impact hubs and a proactive approach to catalysing more activities and projects with external partners. In addition, this has resulted in more funding from the philanthropic sector, both in terms of total amounts and number and diversity of donor organisations.



The breakdown of revenues and expenses for 2021 show that The Club of Rome has become a project-oriented organisation. This is a positive evolution that brings its own challenges. While the recurring income (core funding) is significant, it is not granted forever and, most importantly, keeping the same level of activity means the organisation needs to continuously succeed in attracting support for specific projects.

(All figures in CHF)	2018 AUDITED	2019 AUDITED	2020 AUDITED	2021 CLOSING
REVENUES	483.538,59	719.706,08	881.529,94	1.826.333,13
Membership fees	58.065,72	58.729,68	59.497,15	59.519,36
Recurring income	300.000,00	529.560,00	567.800,00	600.382,50
Project funding	23.540,05	83.591,59	248.970,10	1.160.119,04
Ancillary incomes	101.932,82	47.824,81	7.118,75	6.858,13
Write-offs	0,00	0,00	-1.856,06	-545,90
EXPENSES	632.570,87	686.605,97	829.442,73	1.671.863,13
Core Personnel	353.817,42	340.638,00	329.372,46	395.905,71
Activity-related	162.126,89	227.484,94	381.585,16	1.160.417,38
Infrastructure	93.618,30	87.875,06	76.139,53	100.228,30
Basic Operations	23.008,26	30.607,97	42.345,58	15.311,74
EBITDA	-149.032,28	33.100,11	52.087,21	154.470,00
Amortization	5.600,00	5.599,00	1.814,78	0,00
Financial adjustments	13.223,78	20.806,32	729,01	0,00
NET PROFIT / LOSS	-167.856,06	6.694,79	49.543,42	154.470,00

This increase in funding has allowed The Club of Rome to expand its activities and leave behind the financial risks associated with the negative results obtained in 2018.

Overview of accounts from 2018-2020
(Figures of 2021 are still subject to the auditing process)

With thanks to our funders for 2022

- Ruth und Robert Heuberger Stiftung
- Deutsche Post Stiftung
- MAVA Foundation
- European Climate Foundation
- Angela Wright Bennett Foundation
- Laudes Foundation
- Global Challenges Foundation
- SystemiQ
- Children's Investment Fund Foundation
- Partners for a New Economy
- BMW Foundation Herbert Quandt
- ENEL Foundation
- Regenerative Society Foundation
- The Generation Foundation

Governance & Secretariat

The Club of Rome is led by two co-presidents, Sandrine Dixson-Declève and Mamphela Ramphele who were re-elected for a second three-year term in 2021. During 2022 Carlos Alvarez-Pereira was appointed as vice-president (formally holding the position of treasurer) in recognition of his role within the executive committee and secretariat. The executive committee is comprised of Club of Rome members who have been elected to serve for three-year terms, and formally meet throughout the year to oversee the activities and ensure good governance.

As detailed in the financials section, the increase in revenue has enabled an increase in activities and staff within the secretariat. Till Kellerhoff was appointed as program director (previously program manager) in recognition of his roles and responsibilities. In December 2021 Mimansha Joshi was contracted as program manager for the Food Systems impact hub. Nolita Mvunelo joined The Club of Rome in January 2022 as program manager for both the Emerging New Civilisations and Youth Leadership and Intergenerational Dialogues impact hubs, she is supported by Raad Sharar as program coordinator. The communications function was boosted with recruitment of a communications manager – Rachel Potter, and Bonolo Mogotsi-Simão as a communications and events coordinator.

The Earth4All project also specifically hired staff to work on communications and movement building. In 2021-22 this included Luca Miggiano, campaign leader, Lena Belly-Le Guilloux, campaign and participation adviser, and Sophie Blais, campaigner. Thanks to support from the Laudes Foundation, Megan McGill was seconded to work for the Earth4All project for 6 months from January to June 2022.

Members of the Executive Committee in 2022 were:

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

In 2022 the secretariat of The Club of Rome consisted of:

The Club of Rome Executive Team

Sandrine Dixson-Declève, Co-president	Mamphela Ramphele, Co-president
Carlos Alvarez-Pereira, Vice-president	

Impact Hubs

Till Kellerhoff, Program Director	Raad Sharar, Emerging New Civilisations Program Coordinator
Tom Jess, Rethinking Finance Program Manager	Laura van der Zande, Planetary Emergency Program Manager
Nolita Mvunelo, Emerging New Civilisations and Youth Leadership & Intergenerational Dialogues Program Manager	Mimansha Joshi, Food Systems Program Manager

Communications

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

Administration & Support

Patricia Linstaedt, Office Manager	Lucy Reynaud, Personal Assistant to Sandrine-Dixson-Declève
Robyn-Anne Pollard, Personal Assistant to Mamphela Ramphele	

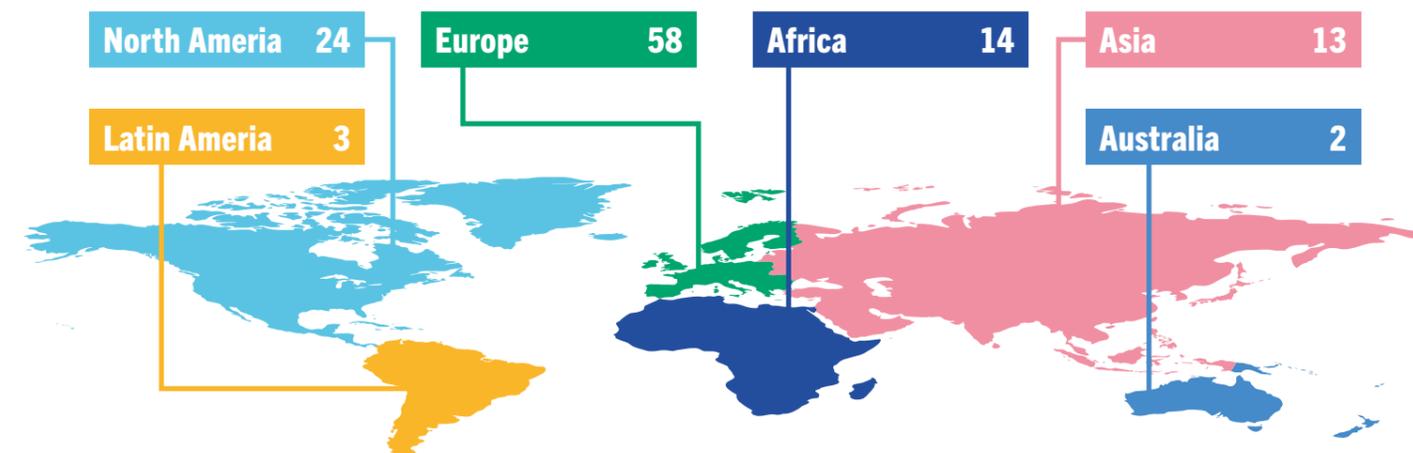
Membership

For a full list of members see www.clubofrome.org/members

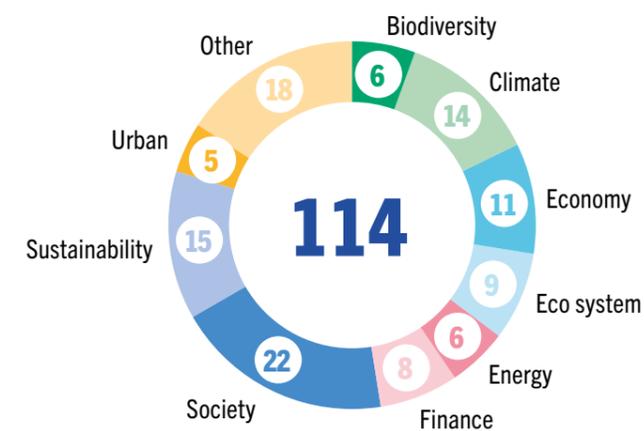
As of 31 September 2022 there were 114 full members of The Club of Rome (12 of whom sat on the executive committee) and 23 associate members. The Club of Rome community marked with great sadness the passing of Mikhail Gorbachev, [Hazel Henderson](#), [Robert Hoffman](#), Eleonora Barbieri Masini, and [Mihaela Smith](#) in 2022.

Per Espen Stoknes and Celeste Connors were welcomed as full members in 2022, and Marilyn Gordanier and Ted Manning were made full members (previously associates).

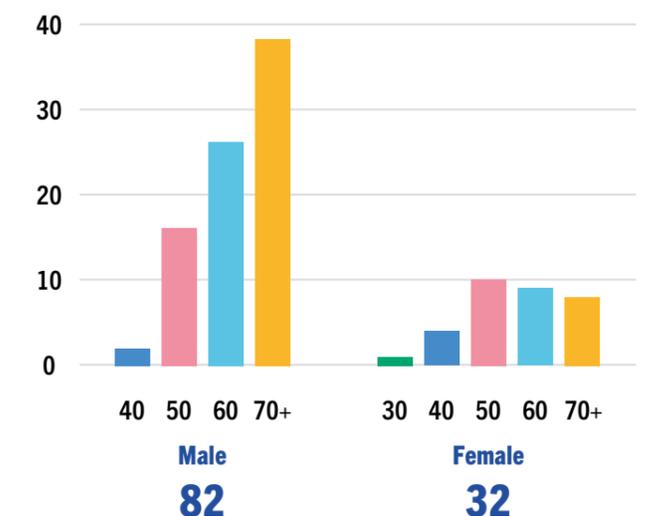
Current members by region



Current members by expertise



Current members by age bracket





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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