



# Annual Report 2018



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FOREWORD





Dear Readers,

Last year was an eventful year. The key phrase for 2018, both for Germany and for the work done by the Bertelsmann Stiftung, was “democratic resilience.”

Populist movements have become stronger – within German society and around the world. It was a year in which we therefore made a comprehensive effort to develop and reinforce democratic values. With that, we took a stance, one that is no longer self-evident in today’s world, one that is perhaps more meaningful than ever before. Freedom, solidarity, goodwill – those are the values the Bertelsmann Stiftung stands for, and those are the values we will continue to espouse in the future.

The issue of social cohesion was particularly significant in the past year. In June 2018, the Reinhard Mohn Prize, dedicated to the topic “Living Diversity – Shaping Society,” was awarded to former German President Joachim Gauck. We thus honored an outstanding individual who takes a clear position by actively endorsing social diversity.

Our world is in a state of ongoing transformation. Three key factors driving this transformation are digitalization, demographic change and globalization. Having recognized these factors, we have also reanchored them in our programs at the Bertelsmann Stiftung.

Reinhard Mohn, our founder, once said, “The Bertelsmann Stiftung is a place where we look across political boundaries to the future, so we can develop new impulses for change. Our programs do not exist merely to generate bright ideas. We want to become actively involved and make things better.”

In these turbulent times of social polarization, our foundation is successfully offering people evidence-based guidance. Using sound knowledge and reason, we provide expertise and clarity, helping everyone to participate. In the future, the Bertelsmann Stiftung will continue to address this task with all the resources at its disposal.

This year’s annual report is meant to give you an overview of our activities during the past twelve months. I hope you find it both enlightening and inspiring.

Sincerely,

A handwritten signature in black ink, consisting of a stylized 'A' followed by 'D' and 'G' with a horizontal line through them, all enclosed within a curved line that starts above the 'A' and ends above the 'G'.

Aart De Geus

## TOTAL EXPENDITURES\* (€, thousands)

As a private operating foundation, the Bertelsmann Stiftung designs, controls and finances its projects itself. The following report documents our total expenditures for these activities. At the same time, we support a number of affiliated nonprofit institutions by contributing financially and in non-material ways. For greater transparency, the expenditures are divided into two groups: expenditures for ongoing project work (programs and special projects) and contributions to affiliated nonprofit organizations.

### Total expenditures

Preliminary expenditures for the 2018 fiscal year totaled €86.2 million. Since its inception, the Bertelsmann Stiftung has made over €1.5 billion available for nonprofit activities.

Programs and special projects	2017		55,603
	2018		48,970
Contributions to affiliated nonprofit institutions	2017		13,214
	2018		14,192
Program-related services	2017		3,719
	2018		4,658
Communications	2017		6,724
	2018		6,751
Administration	2017		11,412
	2018		11,593
Total expenditures	2017		90,671
	2018		86,164

\* 2017 data: audited / 2018 data: preliminary (as of January 29, 2019)

### Program expenditures

In its 2018 fiscal year, the Bertelsmann Stiftung invested €49.0 million directly in its program activities. That was €6.6 million less than in the previous year, a year in which expenditures were exceptionally high.

Programs and special projects	2017	2018
Rethinking Work	325	1,016
Germany and Asia	1,786	1,832
Europe's Future	4,733	4,310
Integration and Education	3,737	3,661
Competence Center for Leadership and Corporate Culture	1,583	1,835
Living Values	2,977	3,214
Communities for Better Living	6,986	4,935
Learning for Life	7,537	4,586
Megatrends	2,569	2,771
Discovering Music	2,681	2,569
Shaping Sustainable Economies	4,276	3,320
Business in Society	2,709	2,327
Improving Healthcare – Informing Patients	3,159	3,012
Effective Investments in Education	3,188	2,401
Future of Democracy	2,235	2,320
Civil Society	4,333	4,161
Special projects	791	700
	<b>55,603</b>	<b>48,970</b>

\* 2017 data: audited / 2018 data: preliminary (as of January 29, 2019)

### Affiliated nonprofit institutions

In 2018, the Bertelsmann Stiftung's contributions to affiliated nonprofit institutions increased by approximately €1.0 million from the previous year to €14.2 million.

Affiliated nonprofit institutions	2017	2018
<b>International foundations</b>		
Bertelsmann Foundation North America	2,986	3,632
Fundación Bertelsmann, Barcelona	2,762	2,660
<b>Shareholdings</b>		
CHE Centre for Higher Education	1,730	1,730
Founders Foundation	3,000	3,000
PHINEO	860	700
Weisse Liste	1,000	500
Center for Digital Education and Schools in Gütersloh	72	668
<b>Partners</b>		
Liz Mohn Foundation for Culture and Music	-	910
Reinhard Mohn Institute of Management	300	317
German Stroke Foundation	503	75
	<b>13,214</b>	<b>14,192</b>
<b>Total (programs, special projects and affiliated nonprofit institutions)</b>	<b>68,817</b>	<b>63,162</b>

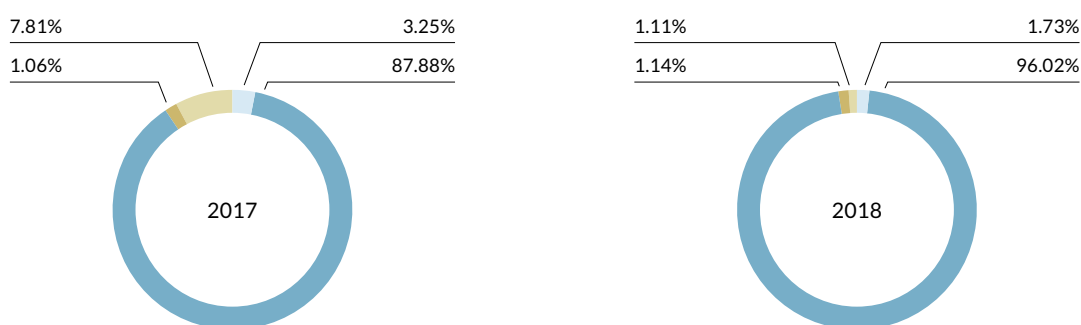
\* 2017 data: audited / 2018 data: preliminary (as of January 29, 2019)

## INCOME\*(€, THOUSANDS)

### Funding the foundation's activities

The Bertelsmann Stiftung finances its project work primarily through income from its indirect holdings in Bertelsmann SE & Co. KGaA, which generated funds of €120.8 million in fiscal year 2018. An additional €5.0 million were also available to the Bertelsmann Stiftung from its cooperative partnerships, from the management of its financial reserves and from other income. In the 2018 fiscal year, the foundation therefore had about €125.8 million at its disposal for its nonprofit project work.

Under its bylaws, the Bertelsmann Stiftung transfers funds into an unrestricted reserve fund in accordance with Section 62 Para. 1 No. 3 of the German Fiscal Code (Abgabenordnung, AO). In fiscal year 2018, these reserves were increased by €40 million to €492 million.



	2017	2018
● Investment income	121,281.9	120,802.7
● Income from partnerships, donations	1,466.7	1,430.8
● Capital income	10,777.6	1,394.6
● Other income	4,478.9	2,175.0
<b>Total income</b>	<b>138,005.1</b>	<b>125,803.1</b>

### Asset management

The goal of the Bertelsmann Stiftung's asset management strategy is to sustain the organization's assets over the long term while generating ongoing income. These objectives are pursued with an approach that essentially relies on a highly diversified, international investment portfolio and a balanced risk-return ratio.

Strategic allocations take place in the following asset classes: bonds, shares, real estate and cash. Tactical over- and under-weighting of various asset classes and of foreign currencies is used to respond to current market conditions and to developments of particular importance. The foundation's asset management strategy is based on investment guidelines determined by the Executive Board. An advisory council appointed by the Executive Board consults with the foundation and, in particular, makes recommendations for strategic asset allocation based on current market conditions and the foundation's investment guidelines.

\* 2017 data: audited / 2018 data: preliminary (as of January 29, 2019)



## STATEMENT\*

### of the Bertelsmann Stiftung's assets and liabilities as of December 31, 2018

ASSETS (€, thousands)	2017	2018
<b>Fixed assets</b>		
Intangible assets and tangible assets	46,507.0	58,261.4
Financial assets:		
Shares	592,722.3	602,472.6
Other securities	516,408.5	513,311.1
<b>Total fixed assets</b>	<b>1,155,637.8</b>	<b>1,174,045.1</b>
<b>Current assets</b>		
Available funds	3,859.2	58.9
Receivables and other assets	605.8	402.3
Securities	30,004.2	30,004.2
Liquid assets	100,986.0	136,602.5
<b>Total current assets</b>	<b>135,455.2</b>	<b>167,067.9</b>
<b>Prepaid expenses</b>	<b>329.3</b>	<b>408.3</b>
<b>Balance from asset management</b>	<b>58.1</b>	<b>21.5</b>
<b>Total balance-sheet assets</b>	<b>1,291,480.4</b>	<b>1,341,542.8</b>
<b>Assets held in trust</b>	<b>5,458.3</b>	<b>5,582.5</b>
LIABILITIES (€, thousands)	2017	2018
<b>Endowment capital</b>	<b>619,497.6</b>	<b>619,497.6</b>
<b>Reserves</b>		
§ 62 Para. 1 No. 3 AO (Free reserves)	452,000.0	492,000.0
§ 62 Para. 1 No. 1 AO (Reserves in acc. with bylaws)	58,147.2	47,942.3
Restructured assets	21,675.6	21,784.6
<b>Total reserves</b>	<b>531,822.8</b>	<b>561,726.9</b>
<b>Funds carried forward</b>	<b>92,293.2</b>	<b>100,094.1</b>
<b>Accrued liabilities</b>		
Provisions for pensions	19,920.1	23,895.8
Other liabilities	19,884.0	32,421.7
<b>Total accrued liabilities</b>	<b>39,804.1</b>	<b>56,317.5</b>
<b>Accounts payable</b>		
Prepayments received	3,520.4	0.0
Accounts payable for goods and services	3,468.4	2,598.2
Other accounts payable	1,073.9	1,308.5
<b>Total accounts payable</b>	<b>8,062.7</b>	<b>3,906.7</b>
<b>Total balance-sheet liabilities</b>	<b>1,291,480.4</b>	<b>1,341,542.8</b>
<b>Trust accounts payable</b>	<b>5,458.3</b>	<b>5,582.5</b>

\* 2017 data: audited / 2018 data: preliminary (as of January 29, 2019)

## HUMAN RESOURCES

### Attractive employer

In addition to systematic opportunities for professional development, we offer our 384 employees international and cultural diversity as well as a partnership-based culture of working and learning. We initiate a dialogue that allows employees, executive managers and Human Resources managers to discuss personal development opportunities, thereby determining possible career paths and development options. A range of tools are used, from training, coaching and mentoring, to secondments to our international affiliates. We hired 27 new employees in 2018.

[www.karriere.bertelsmann-stiftung.de](http://www.karriere.bertelsmann-stiftung.de)

### Supporting new talent

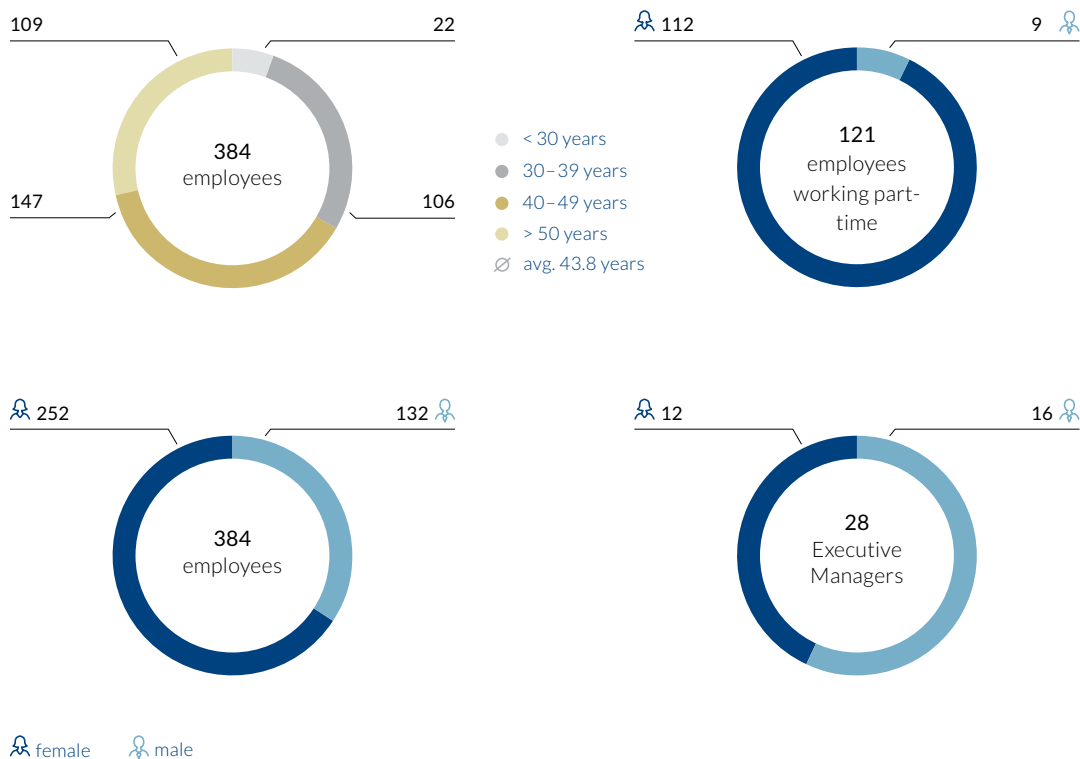
We use our Junior Professionals program to train up to four employees as project managers with an interdisciplinary and international focus. In addition, 69 university students and recent graduates completed internships at the Bertelsmann Stiftung.

### Work-life balance

We believe achieving a good work-life balance is of critical importance. The Bertelsmann Stiftung's human resources policies are therefore designed to give employees more flexibility in carrying out their professional duties. The tools used include flexible work schedules, sabbaticals and opportunities for working from home and working part-time.

### Promoting health

Health management plays a key role in our HR activities. Together with employee representatives, we have put a framework in place that promotes the health and effectiveness of our staff. This includes preventive measures, precautionary screenings and an extensive sports program.



## LOCATIONS



### GÜTERSLOH

Bertelsmann Stiftung  
Carl-Bertelsmann-Str. 256  
33311 Gütersloh  
Germany

### BARCELONA

Fundación Bertelsmann  
Travessera de Gràcia,  
47-49  
08021 Barcelona  
Spain

### WASHINGTON

Bertelsmann Foundation  
North America  
1275 Pennsylvania  
Avenue, NW  
Suite 601  
Washington, DC 20004  
USA

### BRUSSELS

Liaison Office  
Bertelsmann Stiftung  
Rond-Point Schumann 11  
4th Floor  
1040 Brussels  
Belgium

## ACCOUNTABILITY

Freedom, solidarity, goodwill. Not only do we convey those values to the outside world through our many projects, we also live them within the Bertelsmann Stiftung. In doing so, our focus is always on acting responsibly towards society and our employees.

### Responsible engagement

At the Bertelsmann Stiftung, we understand sound philanthropic engagement to be more than simply complying with the law. The legal framework serves as the basis for our nonprofit work, through which we interact responsibly with individuals and society in keeping with the foundation's core principles. This insistence on responsible action is paramount in both the projects carried out by the Bertelsmann Stiftung and its in-house activities.

### Communication and transparency

The Bertelsmann Stiftung communicates transparently as an expression of its social responsibility. In order to increase the trust society has in the foundation, we make key information about our work and funding available to the public. We view this as a natural part of our philanthropic activities.

### Privacy

The Bertelsmann Stiftung is committed to protecting privacy. We have put a wide range of technical and organizational measures in place to safeguard personal and other sensitive data from accidental or intentional manipulation, loss, destruction, or access by unauthorized persons. We review these measures on an ongoing basis to ensure they meet current technology standards and legal requirements. These steps demonstrate the importance of privacy at the Bertelsmann Stiftung.

### Contractual procedures

The Bertelsmann Stiftung firmly believes in using contractual procedures that are well documented and clear. It only enters into written contracts that have been verified by its Legal department. Moreover, all legally relevant agreements that entail a financial obligation of more than €5,000 (gross) are signed by two authorized individuals, and a member of the Executive Board must sign any agreement involving financial sums that exceed a predetermined amount.

### External services

When external services are required, the Bertelsmann Stiftung is committed to ensuring the relevant financial resources are used economically, meaningfully and effectively. The terms and conditions must be commensurate with the services rendered. Remuneration is always negotiated and paid in a way that reflects the Bertelsmann Stiftung's status as a nonprofit organization.

### Preventing corruption

Corruption is not tolerated at the Bertelsmann Stiftung. Educational and preventive measures are used to ensure that no suspicion of wrongdoing inadvertently arises. If employees are offered a gift or benefit as part of their work, they must immediately inform their supervisor in order to ascertain if accepting it would violate any guidelines or laws. This does not apply to occasional, customary gifts costing less than €25.

#### Anti-discrimination policy

Every employee at the Bertelsmann Stiftung has the right to be treated with respect and to work in a supportive, nonthreatening environment. Respect and tolerance are key aspects of our work, and our in-house structures are designed to reflect that. The dignity of each individual is always recognized, and all participants are considered equal during interactions, which take place in an atmosphere of cordiality and mutual respect. Harassment and bullying directly contravene the Bertelsmann Stiftung's core principles.

#### Openness

Doors are always open at the foundation for our employees to make suggestions, discuss problems and express concern. An employee's primary contact person is his or her supervisor, while the Human Resources department and the foundation's employee representatives are also available to provide assistance. That allows both professional and personal issues to be discreetly addressed. There are no repercussions if an employee shares information about suspected misconduct.



## GOVERNANCE

### Executive Board



Aart De Geus  
(chairman)



Liz Mohn  
(vice-chairwoman)



Dr. Jörg Dräger



Dr. Brigitte Mohn

### Board of Trustees



Prof. Dr.-Ing. Werner J.  
Bauer (chairman)



Liz Mohn  
(vice-chairwoman)



Dominik Asam  
(as of Jan. 1, 2019)



Wolf Bauer



Dr. Thomas Buberl  
(until March 31, 2018)



Carsten Coesfeld



Prof. Dr. Ulrike Detmers



Dr.-Ing. Ralph Heck



Prof. Dr. Dr. h.c. mult.  
Wolfgang A. Herrmann



Christoph Mohn



Carolina Müller-Möhl



Dr. Viviane Reding



Dr. Philipp Rösler



Prof. Dr. Jürgen Stark




## Executive Board


The members of the Bertelsmann Stiftung Executive Board are jointly responsible for the foundation's activities and operations. The Executive Board members are Aart De Geus (chairman), Liz Mohn (vice-chairwoman), Dr. Jörg Dräger and Dr. Brigitte Mohn.


## Board of Trustees

The Board of Trustees serves as an advisory and controlling body, comparable to a supervisory board. It is made up of individuals who have demonstrated ongoing interest in the work of the foundation, as well as leadership experience and insight into social progress.


As the founder of the Bertelsmann Stiftung, Reinhard Mohn was a member of the Board of Trustees until his death on October 3, 2009.


 Prof. Dr.-Ing. Werner J. Bauer (chairman), member of the Supervisory Board of Bertelsmann SE & Co. KGaA; former chairman of the Supervisory Board of Nestlé Deutschland AG


 Liz Mohn (vice-chairwoman), member of the Supervisory Board of Bertelsmann SE & Co. KGaA; chairwoman of the Shareholders' Meeting and chairwoman of the Steering Committee of Bertelsmann Verwaltungsgesellschaft mbH


 Dominik Asam, CFO of Infineon Technologies; (as of April 1, 2019) CFO of Airbus SE


 Wolf Bauer, former CEO of UFA Film & TV Produktion


 Dr. Thomas Buberl, CEO of the Axa Group


 Carsten Coesfeld, president of Telecommunications at Arvato SCM Solutions


 Prof. Dr. Ulrike Detmers, copartner and member of the Management Board of the Mestemacher Group; professor of business administration at the Bielefeld University of Applied Sciences


 Dr.-Ing. Ralph Heck, former director of McKinsey & Company, Inc.


 Prof. Dr. Dr. h.c. mult. Wolfgang A. Herrmann, president of the Technical University of Munich

 Christoph Mohn, chairman of the Supervisory Board of Bertelsmann SE & Co. KGaA; CEO of Christoph Mohn Internet Holding GmbH; shareholder of Bertelsmann Verwaltungsgesellschaft mbH; chairman of the Executive Board of the Reinhard Mohn Stiftung

 Carolina Müller-Möhl, president of the Müller-Möhl Group and the Müller-Möhl Foundation

 Dr. Viviane Reding, member of the Chamber of Deputies of the Grand Duchy of Luxembourg; former member of the European Parliament; former vice-president of the European Commission

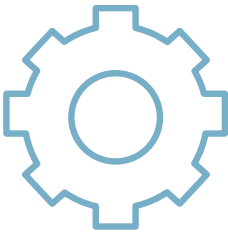
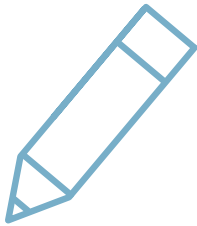
 Dr. Philipp Rösler, former vice-chancellor of the Federal Republic of Germany; CEO of the Hainan Charity Foundation

 Prof. Dr. Jürgen Stark, former chief economist and member of the Executive Board of the European Central Bank

As of January 1, 2019

OUR TOPICS AT A GLANCE

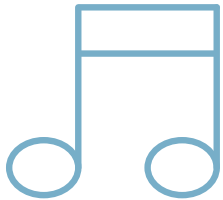
*Improving  
Education*



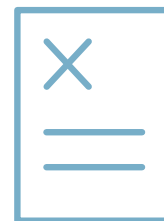
*Strengthening  
Economies*



*Vitalizing  
Culture*



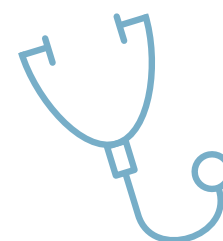
*Shaping  
Democracy*



*Advancing  
Societies*



*Promoting  
Health*



## PROGRAMS AND PROJECT ACTIVITIES

### Rethinking Work



 Executive Board Member:

**Aart De Geus**

 Program Director:

**Eric Thode**

 [www.bertelsmann-stiftung.de/AND](http://www.bertelsmann-stiftung.de/AND)

The world of work is undergoing fundamental change. With employment settings becoming increasingly varied, people need stability as well as opportunities to participate and grow. This new program develops responses which ensure that the job market is inclusive and dynamic and that social security systems remain stable.

#### Select project activities:

##### The Changing World of Work

The world of work is becoming more flexible and diverse, posing new challenges for policy makers as they engage with issues affecting the job market and social welfare programs. As digitalization and globalization progress, the task structures found within individual occupations will change markedly. Some jobs will disappear completely, while entirely new types of work will emerge in other areas. Many people have volatile employment histories, and many have held nonstandard jobs offering insufficient inclusion in social security systems. As society ages, increasing pressure is being put on these systems, since fewer people are paying into them while a growing number are entitled to draw benefits from them. Moreover, the risk is growing that people will experience poverty in their later years.

Key steps must be taken if these challenges are to be overcome. More must be done to integrate disadvantaged groups into the job market, and structures are needed that allow people to transition smoothly to new jobs. Opportunities must be developed that make it possible for people to earn more and get ahead, and financially sustainable social security systems must be created that ensure the elderly will not experience poverty. We therefore develop empirically sound policy responses and offer a platform for exchanging ideas with the relevant stakeholders, thereby opening new pathways to reform in Germany.

 [www.beschaefigungswandel.de](http://www.beschaefigungswandel.de)


Additional projects are currently being developed.

## Germany and Asia



 Executive Board Member:

Liz Mohn

 Program Director:

Stephan Vopel


 [www.bertelsmann-stiftung.de/DA](http://www.bertelsmann-stiftung.de/DA)

Asia's growing role in the world order will have a defining influence on the 21st century. We analyze the changes taking place in Asia in order to develop the relevant policy recommendations for Germany and Europe. The program promotes mutual understanding, lays the foundation for cooperation and provides momentum for developments on site.

### Select project activities:


#### Social Cohesion Radar in Asia

The study *What Holds Asian Societies Together? Insights from the Social Cohesion Radar* presents an empirical analysis of social cohesion in 22 countries in South, Southeast and East Asia.

 [www.bertelsmann-stiftung.de/social-cohesion-asia](http://www.bertelsmann-stiftung.de/social-cohesion-asia)


#### Asia Policy Briefs

In our Asia Policy Briefs, experts analyze political and economic developments in Asia and their implications for Germany and Europe. A number of briefs appeared in 2018, including "What Holds Asian Societies Together?" and "Balancing China."

 [www.bertelsmann-stiftung.de/asia-policy-briefs](http://www.bertelsmann-stiftung.de/asia-policy-briefs)


#### Regional Focus: China

Together with stakeholders from business, politics and academia, the program develops scenarios and strategies for developments in Asia and their impact on Germany and Europe. In cooperation with the German Chamber of Commerce in China, the More Than a Market initiative promotes social responsibility among German businesses operating in China. In 2018, the More Than a Market Awards were given in Shanghai for the third time.

 [www.bertelsmann-stiftung.de/china](http://www.bertelsmann-stiftung.de/china)

#### Regional Focus: India

Our study *The Indian Social Enterprise Landscape: Innovation for an Inclusive Future* examined social enterprises in India, including the actors, the policies, the opportunities and the challenges facing the ecosystem there. Following the launch of the German Indian Startup Exchange Program (GINSEP) in Delhi in February, we organized a series of start-up events throughout Germany.




 [www.bertelsmann-stiftung.de/indien](http://www.bertelsmann-stiftung.de/indien)

#### Asia-Europe Young Leaders Forum

Working with the Asia-Pacific Committee of German Business, the Asia-Europe Young Leaders Forum has been providing a platform for exchange among young leaders from Asia and Europe since 2012. In 2018, the forum was held in Jakarta in conjunction with the Asia-Pacific Conference of German Business.

## Europe's Future






-  Executive Board Member:  
Aart De Geus
-  Program Director:  
Prof. Dr. Christian Kastrop
-  [www.bertelsmann-stiftung.de/EZ](http://www.bertelsmann-stiftung.de/EZ)

The European Union must do more to uphold its standards and values. That means increasing its ability to take effective action and bolstering its public acceptance. The EU also needs an economy that is more innovative and inclusive and that strives for social justice. In addition, it must do more to promote stability and peace in its neighborhood.

### Select project activities:


#### Repair and Prepare: Strengthening Europe

This project delivers ideas for a stronger Europe. We outline a reform agenda for the Eurozone and propose improvements to the European Single Market. We also address the prospects for growth, participation and prosperity in a social Europe.

-  [www.bertelsmann-stiftung.de/repair-prepare-de](http://www.bertelsmann-stiftung.de/repair-prepare-de)
-  [www.bertelsmann-stiftung.de/repair-prepare-en](http://www.bertelsmann-stiftung.de/repair-prepare-en)
-  [www.strengtheningeurope.eu](http://www.strengtheningeurope.eu)



#### Strategies for the EU Neighbourhood

Crises and conflicts are everyday events in the EU's neighboring nations. This project explores how the EU can help achieve more security and stability in these countries. Key topics include combatting corruption, opening and modernizing societies through deeper economic ties, and encouraging regional cooperation. To achieve these goals, we promote an exchange of experience between East and South.

-  [www.bertelsmann-stiftung.de/europasnachbarn](http://www.bertelsmann-stiftung.de/europasnachbarn)


#### eupinions.eu

eupinions.eu is an independent platform for European public opinion. Every three months we collect, analyze and comment on what the European public thinks about current political issues and megatrends. Recent studies include *Globalization and the EU: Threat or Opportunity?* (1/2018) and *The Power of the Past: How Nostalgia Shapes European Public Opinion* (11/2018).

-  [www.eupinions.eu](http://www.eupinions.eu)
-  [www.eupinions.eu/blog](http://www.eupinions.eu/blog)


#### Vision Europe

In this project, we collaborate with seven other leading European think tanks and foundations. Working together, we want to strengthen Europe by generating innovative responses to pressing socioeconomic challenges.

-  [www.bertelsmann-stiftung.de/vision-europe](http://www.bertelsmann-stiftung.de/vision-europe)

#### Unionslabor

Playing *Unionslabor*, an interactive online game, young people aged 14 and older learn about the complexities of political decision-making. They also discover how national and European interests can sometimes be at odds, thereby impacting the way forward for the European Union.

-  [www.unionslabor.de](http://www.unionslabor.de)



## Integration and Education



 Executive Board Member:

Dr. Jörg Dräger

 Program Director:

Ulrich Kober


 [www.bertelsmann-stiftung.de/IB](http://www.bertelsmann-stiftung.de/IB)

Germany is a country of immigration. We are committed to helping create an open society in which people of all backgrounds stand a fair chance. Education is crucial for achieving this goal. We are also committed to helping shape migration in a way that benefits everyone involved.

### Select project activities:


#### Making Fair Migration a Reality

We support the Expert Council of German Foundations on Integration and Migration and have published information on discrimination and on immigration of skilled workers. Together with Citizens for Europe, we founded an action fund for people who promote an open society. Together with international partners, we help civil society actors participate in the Global Compact for Migration and have committed ourselves to the concept of Global Skill Partnerships. In cooperation with the Robert Bosch Stiftung and the German Marshall Fund, we launched a new Migration Strategy Group, focusing on Africa.

 [www.bertelsmann-stiftung.de/migration-fair-gestalten](http://www.bertelsmann-stiftung.de/migration-fair-gestalten)

#### All Kids Are VIPs


All Kids Are VIPs is a competition for promoting social integration among young people. Its patron is Germany's federal commissioner for integration. In 2018, the competition celebrated its 10th anniversary.


 [www.allekidssindvips.de](http://www.allekidssindvips.de)

#### Learning Better in Diversity

We are committed to creating a fair and high-performing educational system in Germany. Our activities include an initiative supporting the legal right to attend an all-day elementary school, and studies on the shortage of teachers at the primary level and on the state


of inclusion in German schools. In addition, a new call for nominations was announced for the Jakob Muth Award for Inclusive Schools. At its annual conference, the Forum for Education and Digitalization, which we support, welcomed some 650 policy makers, school practitioners, academic experts and civil society representatives to discuss of the future of digital education in schools.


 [www.bertelsmann-stiftung.de/in-vielfalt-besser-lernen](http://www.bertelsmann-stiftung.de/in-vielfalt-besser-lernen)

 [www.jakobmuthpreis.de](http://www.jakobmuthpreis.de)

#### Lehrkräfte Plus

This qualification program for refugee teachers has been expanded beyond the University of Bielefeld to include the University of Bochum. In Bielefeld, the first round of participants successfully completed the program. Each year, there is considerable demand for the 25 available slots: 500 candidates applied in Bochum and 230 in Bielefeld.

 [www.bised.uni-bielefeld.de/LKplus](http://www.bised.uni-bielefeld.de/LKplus)


 [www.pse.rub.de/LKplus/](http://www.pse.rub.de/LKplus/)

## Competence Center for Leadership and Corporate Culture



 Executive Board Member:

Liz Mohn

 Program Director:

Martin Spilker


 [www.creating-corporate-cultures.org](http://www.creating-corporate-cultures.org)

Global trade relations and technological change are making new business models necessary. These drivers are transforming both the world of work and organizational structures. Business leaders must therefore overcome a number of challenges if they want their organization to be future-ready, responsibly managed and reflective of the organization's chosen values.

### Select project activities:


#### Creating Corporate Cultures

This project supports business leaders in developing forward-looking corporate cultures. In 2018, the first Camp Q took place examining the topic "New Work! New Values? New Leaders?" This leadership conference for maverick thinkers brought 180 alumni of our executive training events together with managers from various sectors for discussions with high-level speakers. We also organized executive training sessions on "Women and Cultural Change" and "Future-Ready Leadership," as well as a workshop on "Intergenerational Cooperation." Additionally, a representative survey was carried out for the Executive Radar in cooperation with the University of St. Gallen and market research organization GfK. Together with the Reinhard Mohn Institute of Management, we are currently conducting the study *Vielfalt in Unternehmenskulturen (Diversity in Corporate Cultures)*.

 [www.creating-corporate-cultures.org](http://www.creating-corporate-cultures.org)


#### Trilogue Salzburg

The Trilogue Salzburg is an interdisciplinary exchange among political, business and cultural leaders on challenges stemming from global developments. In 2018, participants discussed the topic "Reviving Democracy in a Fragmented World – Not Attractive Anymore or Still a Success Story?"

 [www.bertelsmann-stiftung.de/salzburger-trilog](http://www.bertelsmann-stiftung.de/salzburger-trilog)

#### German-Spanish Forum

The German-Spanish Forum is a bilateral exchange organized by the Bertelsmann Stiftung in cooperation with partners from Spain. With King Felipe VI of Spain and German President Frank-Walter Steinmeier serving as patrons, the 2018 forum, held in Madrid, focused on the topics of Europe and digitalization.

 [www.bertelsmann-stiftung.de/deutsch-spanisches-forum](http://www.bertelsmann-stiftung.de/deutsch-spanisches-forum)

#### Bellevue Forum on the Future of Democracy

In 2018, German President Frank-Walter Steinmeier was joined at three forums by international partners from academia, politics, culture, business and civil society. The topics discussed were "Fact or Fake? A Crucial Difference for Democracy," "Society Without Politics? A Test by Fire for Liberal Democracies" and "Fissures and Resentments – On the Fragmentation and Emotionalization of Politics and Society."


 [www.forum-bellevue.de](http://www.forum-bellevue.de)

## Living Values



 Executive Board Member:

**Liz Mohn**

 Program Director:

**Stephan Vopel**

 [www.bertelsmann-stiftung.de/LW](http://www.bertelsmann-stiftung.de/LW)

We examine the level of cohesion present in society and the role that religion and values play in it. Our goal is to achieve free, open and heterogeneous societies based on values which allow for diversity, ensure social cohesion and enable individuals to develop their potential.

### Select project activities:

#### Social Cohesion Radar

We measure social cohesion, thereby providing key insights into the changes taking place in societies with diverse populations. In 2018, our efforts focused on the study *Vom Unbehagen an der Vielfalt (On Diversity and Its Discontents)*.

 [www.gesellschaftlicher-zusammenhalt.de](http://www.gesellschaftlicher-zusammenhalt.de)

#### Reinhard Mohn Prize 2018:


##### Living Diversity – Shaping Society

The Living Values program was responsible for organizing the 2018 Reinhard Mohn Prize. The award was given to former German President Joachim Gauck. In preparation, an international search was carried out to identify best practices for living together peacefully in communities home to diverse populations.

 [www.reinhard-mohn-preis.de](http://www.reinhard-mohn-preis.de)


#### Living in Diversity / Shaping Cohesion

We are committed to strengthening social cohesion at the local level. To do so, we publish empiric case studies and formulate action plans. In 2018, we published the study *Wie weltoffen ist Deutschland? (How Cosmopolitan Is Germany?)*.

 [www.bertelsmann-stiftung.de/vielfalt-leben](http://www.bertelsmann-stiftung.de/vielfalt-leben)


#### Religion Monitor

The Religion Monitor investigates the role played by religion and by religious and cultural diversity in social cohesion. In 2018, the project's focus was on the topic selected for the Reinhard Mohn Prize, "Living Together in Cultural Diversity."

 [www.religionsmonitor.de](http://www.religionsmonitor.de)


#### German-Israeli Young Leaders Exchange

By promoting dialogue and fostering collaboration, this project seeks to build a network of young professionals and executives to serve as a foundation for the long-term relationship between Germany and Israel. The 2018 network meetings in Germany examined challenges stemming from digitalization and migration.

 [www.bertelsmann-stiftung.de/DIYL](http://www.bertelsmann-stiftung.de/DIYL)

#### Promoting Role Models – Imparting Values

We are committed to helping young people develop values, and we support individuals and groups involved in this educational process. After its successful pilot phase, the TeamUp! model project began disseminating its findings to regular training programs for youth soccer groups. In addition, we developed and published best practices for value-building with young refugees.

 [www.bertelsmann-stiftung.de/wertebildung](http://www.bertelsmann-stiftung.de/wertebildung)

## Communities for Better Living



 Executive Board Member:

Dr. Brigitte Mohn

 Program Director:

Dr. Kirsten Witte


 [www.bertelsmann-stiftung.de/LK](http://www.bertelsmann-stiftung.de/LK)

Communities face growing challenges: Society is aging and social divisions are increasing. Moreover, integrating large numbers of refugees demands considerable commitment on the part of individuals and organizations. Our projects promote shared efforts for creating more equitable access to social participation.

### Select project activities:

#### Arriving in Germany

Integration takes place at the local level. Together with the JPMorgan Chase Foundation, the Bertelsmann Stiftung is supporting 24 communities as they establish local networks for refugee integration.

 [www.bertelsmann-stiftung.de/ankommen-in-deutschland](http://www.bertelsmann-stiftung.de/ankommen-in-deutschland)


#### Leave No Child Behind!

Organized together with the state of North Rhine-Westphalia, this project aims to build local prevention networks for children and young people. The state-wide rollout began in 2017 following conclusion of the pilot phase, which included 18 communities. The Bertelsmann Stiftung continues to provide support by participating in ongoing research and by disseminating findings throughout Germany.

 [www.bertelsmann-stiftung.de/kekiz](http://www.bertelsmann-stiftung.de/kekiz)

#### Local Government Finances

Our goal is to ensure communities remain capable of taking effective action. Our financial report makes public funding at the community level more transparent. In addition, systems used in other EU countries for preventing and overcoming local-level funding crises are identified and analyzed to see if they are suitable for use in Germany.

 [www.bertelsmann-stiftung.de/nachhaltige-finanzen](http://www.bertelsmann-stiftung.de/nachhaltige-finanzen)


#### Sustainable Communities Monitor


Sustainable strategies require transparency. Each year, together with Difu, the German Institute for Urban Affairs, we publish a sustainability monitor for German communities.

 [www.monitor-nachhaltige-kommune.de](http://www.monitor-nachhaltige-kommune.de)

#### Smart Country


Intelligent digital technology and connectivity can create equal living conditions among cities and regions, helping everyone to participate. By publishing studies and disseminating best practices, this project supports communities in viewing digital transformation as a valuable opportunity.


 [www.bertelsmann-stiftung.de/smart-country](http://www.bertelsmann-stiftung.de/smart-country)

 <https://blog-smartcountry.de>

#### Community Roadmap

The website [wegweiser-kommune.de](http://wegweiser-kommune.de) makes more than 100 socioeconomic indicators, time series, community reports and examples of good practice available to all cities and towns in Germany with 5,000 inhabitants or more. The site offers information on demographics, sustainability, finances, business, education and social conditions.

 [www.wegweiser-kommune.de](http://www.wegweiser-kommune.de)

 <https://blog.wegweiser-kommune.de>

## Learning for Life



 Executive Board Member:

Dr. Jörg Dräger

 Program Director:

Frank Frick


 [www.bertelsmann-stiftung.de/LL](http://www.bertelsmann-stiftung.de/LL)

We are committed to creating an equitable educational system that both provides optimal support for individual learning and overcomes social disadvantages. Every young person must have the opportunity to complete a vocational training program, and it must be possible for every employee to receive formal recognition of any skills they have acquired on the job.

### Select project activities:


#### Vocational Training – Opportunities for Everyone

This project works to make Germany's vocational education system more equitable and effective. In 2018, a first working paper on improving vocational training resources at companies was published. In addition, a study was released on the subject of Germany's current and coming need for teachers at schools providing vocational education. Studies offering cost-benefit analysis of vocational training in England and Italy were conducted together with the JPMorgan Chase Foundation, the Education Policy Institute and Fondazione Giacomo Brodolini.

 [www.bertelsmann-stiftung.de/chance-ausbildung](http://www.bertelsmann-stiftung.de/chance-ausbildung)


#### Careers via Competences


This project develops ideas for an educational reform that can help low-qualified adults acquire vocational qualifications step-by-step. We also work to ensure that informally and nonformally acquired skills are identified and recognized. In 2018, we published a “further-education atlas” for Germany and a study on skilled workers who do not have formal qualifications. We also updated our Competence Cards and started a cooperative project with GIZ to implement the website [meine-berufserfahrung.de](http://meine-berufserfahrung.de) in Kosovo. In 2019, we will host the 3rd International Biennale on Validation of Prior Learning, in Berlin.

 [www.bertelsmann-stiftung.de/aufstieg-durch-kompetenzen](http://www.bertelsmann-stiftung.de/aufstieg-durch-kompetenzen)

#### Recognizing Occupational Skills

Together with the Federal Employment Agency and our Shaping Sustainable Economies program, we are developing competency assessment tests in six languages for 30 occupations. The tests make it possible to identify job-related knowledge, thereby increasing opportunities for people who have been unable to document the practical experience they have previously gained in the job market or while undergoing training. The tests are already being used for 12 occupations at 160 government employment agencies and job centers throughout Germany.

 [www.bertelsmann-stiftung.de/berufliche-kompetenzen-erkennen](http://www.bertelsmann-stiftung.de/berufliche-kompetenzen-erkennen)


 [www.myskills.de](http://www.myskills.de)

## Megatrends



 Executive Board Member:

Aart De Geus

 Program Director:

Andreas Esche


 [www.bertelsmann-stiftung.de/MT](http://www.bertelsmann-stiftung.de/MT)

The Megatrends program examines new global developments in the political, economic and social contexts. The program's focus is on the opportunities, risks and consequences resulting from globalization, digitalization and demographic change. A key aspect is how these megatrends impact and reinforce each other.

### Select project activities:


#### Demographic Resilience

This project increases awareness in the political and social arenas for the multifaceted responses that are needed as demographic change progresses. We shed light on how an aging society impacts social welfare systems and structures, more specifically how those impacts interact and cumulate. We then develop solutions which have a stabilizing effect on the relevant systems while expanding opportunities to participate.

 [www.demografischer-wandel.de](http://www.demografischer-wandel.de)

#### Ethics of Algorithms

The goal of this project is to ensure societal benefits accrue from artificial intelligence and machine-based decision-making. We therefore help shape algorithmic systems in a way that increases everyone's ability to participate. We also address the growing impact these systems are having on daily life. In addition, we structure the discourse among industry experts and develop, test and evaluate solutions – such as a codex of professional ethics, and independent oversight agencies – at the intersection of technology and society.

 [www.algorithmenethik.de](http://www.algorithmenethik.de)


#### Global Economic Dynamics (GED)


This project focuses on exploring global economic interdependencies. We concentrate on developments that have a strong, ongoing impact on the performance of national economies and, as such, on individual economic and social opportunities. We use our analyses to propose solutions for further developing political and economic systems.

 [www.ged-project.de](http://www.ged-project.de)

#### Participation in a Digitalized World

This project addresses digitalization's impact and its ability to create more equitable opportunities for participating in education and society. The Digital Education Monitor has analyzed the use and benefits of digital learning in schools and universities, vocational education and, most recently, further education. Cross-sector educational analysis, regular blog posts and stakeholder dialogues round out the project's activities.

 [www.bertelsmann-stiftung.de/teilhabe-digital](http://www.bertelsmann-stiftung.de/teilhabe-digital)

 [www.digitalisierung-bildung.de](http://www.digitalisierung-bildung.de)



## Discovering Music



 Executive Board Member:

Liz Mohn

 Program Director:

Helmut Seidenbusch


 [www.bertelsmann-stiftung.de/MF](http://www.bertelsmann-stiftung.de/MF)

Culture is the basis for communication and communal life. Our projects make use of music's potential to promote tolerance, participation and equitable opportunities in society and to support personal and professional development among educators and young artists.

Select project activities:


### NEUE STIMMEN

NEUE STIMMEN is a long-running project for promoting young opera talent from around the globe. In addition to the acclaimed singing competition (with its worldwide auditions) and the master class, the project includes modules which provide individualized, ongoing support that helps young singers prepare for and build a career.

 [www.neue-stimmen.de](http://www.neue-stimmen.de)


### Music Education

This project's goal is to ensure equitable access to cultural education for all young people. It allows them to actively experience music by using their creativity to experiment and by making music with others.

 [www.bertelsmann-stiftung.de/musikalische-bildung](http://www.bertelsmann-stiftung.de/musikalische-bildung)

### Musical Primary School

This project helps primary schools use musical activities to drive a school development process that promotes inclusive, individual learning – regardless of a student's background, native language or achievement.

 [www.bertelsmann-stiftung.de/musikalische-grundschule](http://www.bertelsmann-stiftung.de/musikalische-grundschule)


### MIKA – Music in Child Care Every Day

This project gives children in child care, and their caregivers, access to music, thereby taking a participatory approach to education.

 [www.bertelsmann-stiftung.de/mika](http://www.bertelsmann-stiftung.de/mika)


### Mobile Music Workshop

At child-care centers and other educational institutions, children, parents and teachers use self-made instruments to experiment with music.

 [www.mobile-musikwerkstatt.de](http://www.mobile-musikwerkstatt.de)


### Music – Language – Participation

This project makes use of music's potential to promote language learning and social cohesion among recently immigrated young people.

 [www.bertelsmann-stiftung.de/musik-sprache-teilhabe](http://www.bertelsmann-stiftung.de/musik-sprache-teilhabe)


### Cantara

Intercultural choral activities at elementary schools provide firsthand experience of social integration.

 [www.bertelsmann-stiftung.de/cantara-chor](http://www.bertelsmann-stiftung.de/cantara-chor)

### Focusing on Music Education – Foundations' Alliance

Expert opinions, studies and a cultural-education association stimulate discussion of social disparities, digitalization and the quality of classroom instruction.

 [www.bertelsmann-stiftung.de/rat-fuer-kulturelle-bildung](http://www.bertelsmann-stiftung.de/rat-fuer-kulturelle-bildung)

## Shaping Sustainable Economies




-  Executive Board Member:  
Aart De Geus
-  Program Director:  
Dr. Stefan Empter
-  [www.bertelsmann-stiftung.de/NW](http://www.bertelsmann-stiftung.de/NW)

Globalization and advancing technology bring prosperity while also posing new challenges. To ensure market economies are forward-looking and socially just, we promote economic and social participation, fair competition, good governance and intergenerational justice.

### Select project activities:


#### Productivity for Inclusive Growth

Germany's declining productivity must be reversed – not just sporadically, but across the board. This will allow the country to remain competitive and generate “growth for all” once again. This project uses analyses and other activities to develop recommendations that can contribute to the debate needed among policy makers and the public.

-  <https://inclusive-productivity.de>

#### Recognizing Occupational Skills


Together with the Federal Employment Agency and our Learning for Life program, we are developing competency assessment tests in six languages for 30 occupations. The tests make it possible to identify job-related knowledge, thereby increasing opportunities for people who have been unable to document the practical experience they have previously gained in the job market or while undergoing training. The tests are already being used for 12 occupations at 160 government employment agencies and job centers throughout Germany.

-  [www.bertelsmann-stiftung.de/berufliche-kompetenzen-erkennen](http://www.bertelsmann-stiftung.de/berufliche-kompetenzen-erkennen)

#### Sustainable Governance Indicators


The Sustainable Governance Indicators (SGI) assess the long-term viability of developed market-based democracies in the OECD and the EU. As the 2018 SGI Survey shows, the quality of

democracy is declining in industrial nations, as is good governance.

-  [www.sgi-network.org](http://www.sgi-network.org)


#### Transformation Index

The Bertelsmann Stiftung's Transformation Index (BTI) assesses the quality of political systems, economic development and governance in 137 developing and transition countries. The next BTI report will appear in the spring of 2020.

-  [www.bti-project.org](http://www.bti-project.org)


#### Sustainable Development Goals Index

The SDG Index examines how countries are progressing in implementing the UN's 17 Sustainable Development Goals and what can be done to ensure the goals are reached. It is published annually in cooperation with the UN Sustainable Development Solutions Network (SDSN).

-  [www.sdgindex.org](http://www.sdgindex.org)

#### Sustainable Social Market Economy

The project serves as the conceptual framework for further developing the social market economy, Germany's postwar economic model. It releases policy briefs and other publications and organizes colloquia in Berlin on the future of the social market economy.


-  [www.bertelsmann-stiftung.de/berliner-kolloquien](http://www.bertelsmann-stiftung.de/berliner-kolloquien)

## Business in Society



 Executive Board Member:

**Liz Mohn**

 Program Director:

**Birgit Riess**


 [www.bertelsmann-stiftung.de/CSR](http://www.bertelsmann-stiftung.de/CSR)

As digital technology transforms business and society, new questions are arising about the responsibilities companies are expected to address. We develop practical approaches that activate the potential corporate engagement has for shaping social change – strategically and responsibly.

### Select project activities:


#### Regional Corporate Responsibility

Our data- and fact-based platform regional-engagiert.de details regional challenges, opportunities and perspectives making it possible for businesses to engage effectively in their region. Best practices inspire them to tackle the relevant challenges. A joint effort with the umbrella organization Stifterverband, the *Corporate Citizenship Survey 2018* provides representative data on corporate social engagement in Germany for the first time.

 [www.bertelsmann-stiftung.de/regionale-unternehmensverantwortung](http://www.bertelsmann-stiftung.de/regionale-unternehmensverantwortung)


#### Workplaces in the Age of Digitalization

Digitalization is requiring businesses, managers and employees to become highly flexible and adaptable. This project's studies on digitalization and its implementation in mid-sized companies analyze how digital transformation can be shaped in a way that focuses on employees and participation. The blog [zukunfnderarbeit.de](http://zukunfnderarbeit.de) serves as a central communications platform supporting exchange among individuals addressing this topic.

 [www.zukunfnderarbeit.de](http://www.zukunfnderarbeit.de)


#### INQA Audit for a Sustainable Corporate Culture

Supported by both the business community and trade unions, the INQA Audit for a Sustainable Corporate Culture encourages companies and other organizations to create working conditions that are stable and fair. Following the development and pilot phase, INQA has been successfully transferred to the project's new organizer in Hannover.

 [www.inqa-audit.de](http://www.inqa-audit.de)




#### "Family-Friendly Workplaces" Quality Seal

This quality seal helps companies implement HR policies that are family-friendly and geared toward the different stages of life. Following completion of the pilot phase, the quality seal has "gone live" and is now being awarded by qualified evaluators.

 [www.familienfreundlicher-arbeitgeber.de](http://www.familienfreundlicher-arbeitgeber.de)

## Improving Health Care – Informing Patients



 Executive Board Member:  
Dr. Brigitte Mohn  
 Program Director:  
Uwe Schwenk  
 [www.bertelsmann-stiftung.de/VV](http://www.bertelsmann-stiftung.de/VV)

Germany's health-care system must respond to a number of new challenges. To do so, it needs health-care consumers capable of making informed choices, care provision that reflects actual needs, and a stable financial foundation. We are committed to helping achieve those goals.

### Select project activities:


#### Weisse Liste

This project sheds light on differences in quality in Germany's health-care system, thereby helping reduce them. In 2018, we launched the project's app. We also proposed reforms for quality reporting of doctors' practices and provided conceptual support for the new system used to evaluate nursing homes in Germany.

 [www.weisse-liste.de](http://www.weisse-liste.de)


#### Patients with Impact

We are committed to ensuring both medical professionals and patients are involved in making health-care decisions. In a focus-group survey, young doctors explained what prevents patients from participating in this process at hospitals. In-depth patient interviews revealed how the Internet can be strategically used as an additional source of information.

 [www.patient-mit-wirkung.de](http://www.patient-mit-wirkung.de)


#### The Digital Patient

This project ensures that new technologies are used to meet health-care needs. In 2018, we formulated recommendations for Germany based on a comparison of 17 health-care systems and their digitalization strategies. In addition, we are developing approaches for increasing the transparency of digital health applications.

 [www.der-digitale-patient.de](http://www.der-digitale-patient.de)


#### Future of Nursing Care

Working conditions in the German nursing-care industry must be significantly improved if the necessary caregivers are to be recruited and retained. As part of this project, proposals for improving elder care were discussed and evaluated in interviews and workshops with experts.

 [www.bertelsmann-stiftung.de/zukunft-pflege](http://www.bertelsmann-stiftung.de/zukunft-pflege)




#### Reshaping the Hospital Landscape

Germany has too many hospitals. We are demonstrating how it is possible to provide better care with fewer clinics. In 2018, we began modelling the ideal structure for hospitals. This includes working with experts to outline the desired outcomes and creating a benchmark for the sector's restructuring, which is now being addressed by policy makers.

 [www.bertelsmann-stiftung.de/krankenhaus-landschaft](http://www.bertelsmann-stiftung.de/krankenhaus-landschaft)

## Effective Investments in Education



 Executive Board Member:  
**Dr. Jörg Dräger**  
 Program Director:  
**Anette Stein**  
 [www.bertelsmann-stiftung.de/WB](http://www.bertelsmann-stiftung.de/WB)

All children have the right to participate, regardless of their social or cultural background. We help ensure this right is exercised. The first learning environments children experience are their families and child-care centers. Effective investments must be made in both settings: strong families and high-quality educational institutions.

### Select project activities:

#### Early Child Education and Care

The project State by State: Monitoring Early Childhood Education used its online portal [laendermonitor.de](http://laendermonitor.de) to publish current data on early childhood education and care (ECEC) in Germany's 16 states. The comparison of state systems reveals enormous differences in ECEC quality, as do regional data at the county/city level and for the districts served by youth welfare offices. Educational opportunities remain dependent on place of residence. We have proposed benchmarks for child-centered care as a result.


The findings from the national ElternZOOM survey gave rise to a broad debate on parents' participation in ECEC funding. The project published concrete suggestions on how the fees paid by parents can be structured the same way throughout the country. In addition, it published recommendations for how the presence of high-quality ECEC facilities can be further expanded.

 [www.laendermonitor.de](http://www.laendermonitor.de)

#### Families and Education:

##### Creating Child-Centered Policies

Almost one child in four in Germany now lives in poverty, and two-thirds of those children experience poverty permanently or at recurring intervals. Our studies show that this situation has significant consequences for the impacted children's growth and development. Together with academic specialists and supported by a team of youth experts, we have developed a new approach for combatting child poverty, consisting of three elements: (1) a needs assessment for and with children and adolescents, (2) a "participation allowance" that ensures these age-appropriate needs can be met and (3) reliable on-site infrastructure and support. We are discussing this approach with policy actors and further developing it on an ongoing basis.


 [www.bertelsmann-stiftung.de/familie-und-bildung](http://www.bertelsmann-stiftung.de/familie-und-bildung)

## Future of Democracy



 Executive Board Member:

Aart De Geus

 Program Director:

Christina Tillmann

 [www.bertelsmann-stiftung.de/ZD](http://www.bertelsmann-stiftung.de/ZD)


Democracy must constantly adapt to new challenges. It is no longer purely representative, nor only national in scope. We work to strengthen democracy's legitimacy in Germany and Europe, as well as the legitimacy of international organizations.

### Select project activities:

#### Monitoring Democracy

We identify where changes are needed and where leverage exists for increasing the legitimacy of both German democracy and international organizations. By analyzing Germany's coalition agreement from 2013, we showed that most of the country's population underestimates what the "grand coalition" achieved. Last year, moreover, one of the project's publications demonstrated that the extent and intensity of populist attitudes have increased in Germany since 2017, especially in the center of the political spectrum, a trend that is especially benefitting the right-wing AfD party.


In a five-country survey on multilateralism and on the G20, we examined the degree to which international cooperation, and its concrete representation in the form of the G20, is accepted. While respondents are generally very much in favor of international cooperation, they are more reserved in their support of the G20. People who have benefitted from globalization have especially positive views on international cooperation and the G20.

 [www.bertelsmann-stiftung.de/monitordemokratie](http://www.bertelsmann-stiftung.de/monitordemokratie)

#### Democracy and Participation in Europe

The European Union talks about a "citizens' Europe," but has difficulty including the public in its policy-making. What options do EU citizens have for participating? How can existing mechanisms for getting involved be better utilized and new venues for dialogue developed? Together with the EU's institutions, we are working to make European democracy more open and participatory.

In 2018, we developed recommendations the EU can use to increase citizen participation. Together with the European Commission, we designed and organized innovative crossborder dialogues that allowed people in Poland, the Czech Republic, Austria and Germany to enter into discussion with European Commission Vice-President Frans Timmermans in Frankfurt an der Oder and European Commission Secretary-General Martin Selmayr in Passau.

 [www.bertelsmann-stiftung.de/demokratie-partizipation-in-europa](http://www.bertelsmann-stiftung.de/demokratie-partizipation-in-europa)



## Civil Society



 Executive Board Member:

Dr. Brigitte Mohn

 Program Director:

Bettina Windau


 [www.bertelsmann-stiftung.de/ZZ](http://www.bertelsmann-stiftung.de/ZZ)

Social cohesion, social innovation, public spirit, volunteering, funding – those are just some of the factors we work to improve so that civil society can take effective action.

### Select project activities:

#### “jungbewegt – Volunteering and Democracy”

This project promotes civic engagement, participation and citizenship education in pre-schools, schools and youth organizations. It also combines political and social learning. Through the online course “Citizenship Education – Democracy-Building in Schools,” we make it possible for teachers to anchor interdisciplinary democracy-building in classroom activities and schools as a whole.

 [www.jungbewegt.de](http://www.jungbewegt.de)


#### Committed Communities

This project works with 47 cities to establish robust, sustainable framework conditions and structures for civic engagement. To network the cities, we worked with our project partners in the past year to organize network meetings, BarCamps, webinars and regional engagement forums.

 [www.engagiertestadt.de](http://www.engagiertestadt.de)


#### Building Local Synergies


As part of this project, pilot communities and experts identify challenges and, subsequently, solutions that can create effective partnerships for assisting young people, refugees and senior citizens. They also test new tools for providing assistance.

 [www.synergien-vor-ort.de](http://www.synergien-vor-ort.de)

#### Civil Society for Young Refugees


To improve the situation of unaccompanied minor refugees, we cooperate with Stiftung Bürgermut, Aktionsgemeinschaft junge Flüchtlinge NRW and the German Children and Youth Foundation, among others. At the European level, the Bertelsmann Stiftung is part of a consortium of foundations which supports activities that assist young refugees in numerous countries.

 [www.bertelsmann-stiftung.de/zivilgesellschaft-fuer-junge-fluechtlinge](http://www.bertelsmann-stiftung.de/zivilgesellschaft-fuer-junge-fluechtlinge)

 [www.nef-europe.org](http://www.nef-europe.org)



#### Impact Investing

This project researches the use of new funding options to overcome social inequality among young people. The goal is to promote prevention, innovation and scaling in the social sector.

 [www.bertelsmann-stiftung.de/impact-investing](http://www.bertelsmann-stiftung.de/impact-investing)

## TRANSFER & SCALE



-  Executive Board Member:  
Dr. Brigitte Mohn
-  Director:  
Dr. Sebastian Muschter

A recently created unit, Transfer & Scale can now look back on its first full year of activity. Our mandate is to ensure findings from the Bertelsmann Stiftung's work have an ongoing impact, while simultaneously increasing their reach. As a result, we make methods and consulting services available, in addition to developing platforms and scaling projects.

The Transfer & Scale (T&S) team has created strategies and detailed action plans for three areas:

1. Together with Corporate Communications, T&S supports the foundation's programs in defining and realizing the potential for transferring and scaling projects at an early stage. In 2018, numerous results were generated by a cross-program working group that examined the year's topics of cooperation, transfer and scale. The results included characteristics of effective cooperation, key points defining comprehensive scaling strategies, and decision trees depicting the projects that should incorporate these points. More than 10 projects have made use of the T&S consulting services.
2. T&S builds and further develops platforms on an ongoing basis. This includes new landing pages on the foundation's website which bring together all the information and services offered by different programs for specific target groups, making them readily available. Using a new monitoring platform, projects can now visualize and quantify their impact. The platform is already being used for a social-impact-bond project in Osnabrück.
3. T&S is actively scaling four pilot projects, thereby achieving key milestones for 2018.

The pilot projects:

We developed a marketing campaign for "Citizenship Education," a massive open online course (MOOC) for future teachers taking place within the "jungbewegt" project. The campaign included online and offline ads, a trailer and cooperation with media partners. Hundreds of participants have registered for the MOOC since October 2018.

Our scaling strategy for the Community Roadmap and KECK data collection projects is to make their data more intuitive and thus appealing to a wider range of users. We began by building a data portal showing how far 3,000 German communities have progressed in implementing the UN's Sustainable Development Goals.

Our scaling strategies for the Communities for Better Living program and the "Family-Friendly Workplaces" quality seal are focused on revitalizing the 650 local "Alliances for Families" in cooperation with the German Ministry for Family Affairs.

The Musical Primary School project is currently running in 450 schools in six states. Our scaling activities here are geared towards expanding it throughout Germany. Three states are currently considering implementing the project.

## CORPORATE COMMUNICATIONS



 Executive Board Member:

Aart De Geus

 Director:

Dr. Andreas Knaut

Corporate Communications is responsible for how the Bertelsmann Stiftung brand is perceived by the public. Working closely with the foundation's Executive Board and managers, Corporate Communications disseminates information from our programs and projects while communicating the results of our ongoing activities.

Our work focusses on making the Bertelsmann Stiftung known to decision makers and a wider public and on promoting an exchange with partners throughout society. The goal is to present the foundation's activities in a way that is cohesive and clear. Together with the Bertelsmann Stiftung's programs and projects, Corporate Communications develops dialogues with the relevant target groups, ensuring that the messages conveyed are consistent.

The foundation's Corporate Media Relations team manages contacts with all media, be they print publications, digital providers, agencies, radio stations or television broadcasters. Together with the foundation's projects, it develops communications strategies and supports the entire implementation process. In addition to maintaining contacts with journalists, its activities include dialoging with social media stakeholders, interacting with opinion leaders and developing new media formats. Corporate Media Relations is also responsible for in-house communications and the intranet.

Corporate Brand Management is responsible for all the tools used in the foundation's communications activities. It produces all corporate products in this area, including the Annual Report, both the print and online versions; the Bertelsmann Stiftung corporate magazine *change* and its website [www.change-magazin.de](http://www.change-magazin.de);

and the various materials, such as pamphlets and brochures, that document the results of the foundation's activities. Findings from the foundation's projects appear as both print and e-books published by Verlag Bertelsmann Stiftung. Corporate Brand Management is also responsible for the Bertelsmann Stiftung's corporate design.

In addition to its corporate website, [bertelsmann-stiftung.de](http://bertelsmann-stiftung.de), the foundation can be found online in social media, primarily on Facebook, LinkedIn, Twitter, Xing and YouTube. Many of our projects and experts have their own online profiles and blogs: [bertelsmann-stiftung.de/blogs](http://bertelsmann-stiftung.de/blogs).

Corporate Relationship Management is responsible for administering the foundation's contacts and for managing mailings and other activities relating to specific target groups.

Corporate Information Services oversees the foundation's libraries and its archive, while also carrying out media evaluations and impact analyses.

Together with the Human Resources department, Corporate Communications also offers training programs for the foundation's employees.

## CORPORATE OPERATIONS



 Executive Board Member:

Aart De Geus

 Director:

Wilhelm-Friedrich Uhr

Corporate Operations supports the foundation's work through its departments Finance & Tax, Human Resources & Legal, Controlling, Information Technology, and Services. Its goal is to ensure accuracy and accountability, coordinate financial and human resources, and make the foundation more cost-effective and efficient on an ongoing basis.

The Corporate Finance & Tax department oversees accounting procedures for all of the foundation's business transactions. It also produces its annual financial statement, including its profit-and-loss report. It ensures that the Bertelsmann Stiftung makes use of its resources in keeping with the foundation's bylaws, German tax law and the country's laws governing nonprofit organizations. It is accountable to both the Bertelsmann Stiftung's governance bodies and public-sector regulatory authorities. Its asset management team is responsible for investing the foundation's liquid assets and overseeing its cash management activities.

A core responsibility of the Corporate Human Resources (HR) department is recruiting and developing motivated employees so they can tackle the challenging tasks required by the Bertelsmann Stiftung's projects. This includes carrying out the foundation's annual HR capacity planning, overseeing the ongoing deployment of personnel and implementing HR-related organization development measures. Corporate HR creates HR policies that promote a culture of work, learning and partnership. Moreover, it is responsible for answering all questions relating to employment contracts, workplace conditions and employees' rights.

The Legal team provides advice and support for all legal issues relating to contracts. It ensures that compliance measures and guidelines are observed.

The members of the Controlling department serve as consultants and advisors for questions relating to budget planning, budget management, project proposals and cost effectiveness. The department provides business analysis and assessments. It also offers assistance when the foundation enters into financial partnerships with other organizations.

The Corporate IT team provides assistance when technical issues arise relating to workplaces or events. It also serves as an advisor when information systems are being developed. In addition to further developing the foundation's IT landscape, its responsibilities include coordinating and managing the development of IT systems for individual projects.

The Corporate Services department provides various types of support, including facility management, property services and strategic procurement. It is also responsible for the main Service Desk.



## AFFILIATED NONPROFIT INSTITUTIONS



### Academy of Manual Medicine

- Münster
- Managing Director:  
Martin Spilker
- Medical Director:  
Prof. Dr. med. Markus Schilgen
- [www.akademie-manuelle-medizin.de](http://www.akademie-manuelle-medizin.de)

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**Bertelsmann**  
**FOUNDATION**

### Founders Foundation

- Bielefeld
- Managing Director:  
Sebastian Borek
- [www.foundersfoundation.de](http://www.foundersfoundation.de)

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### Fundación Bertelsmann

- Barcelona
- Directors:  
Clara Bassols,  
Francisco Belil
- [www.fundacionbertelsmann.org](http://www.fundacionbertelsmann.org)

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### PHINEO

- Berlin
- Chairman:  
Dr. Andreas Rickert
- [www.phineo.org](http://www.phineo.org)

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### German Stroke Foundation

- Gütersloh
- Executive Board:  
Dr. Michael Brinkmeier,  
Sylvia Strothotte
- [www.schlaganfall-hilfe.de](http://www.schlaganfall-hilfe.de)

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### Weisse Liste

- Berlin
- Managing Director:  
Roland Rischer
- [www.weisse-liste.de](http://www.weisse-liste.de)

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The Bertelsmann Stiftung supports its affiliated nonprofit institutions by contributing ideas and funding.\*

### Bertelsmann Foundation North America

- 📍 Washington, DC
- 👤 Executive Director: Irene Braam
- 🌐 [www.bfna.org](http://www.bfna.org)

📄 40



### CHE Centre for Higher Education

- 📍 Bielefeld
- 👤 Managing Directors: Dr. Jörg Dräger, Prof. Dr. Frank Ziegele
- 🌐 [www.che.de](http://www.che.de)

📄 41



### Liz Mohn Foundation for Culture and Music

- 📍 Gütersloh
- 👤 Chairwoman: Liz Mohn
- 👤 Managing Director: Nadine Sträter
- 🌐 [www.kultur-und-musikstiftung.de](http://www.kultur-und-musikstiftung.de)

📄 42



### Reinhard Mohn Institute of Management

- 📍 Witten
- 👤 Director: Prof. Dr. Guido Möllering
- 🌐 [www.reinhard-mohn-institut.de](http://www.reinhard-mohn-institut.de)

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### Reinhard Mohn Stiftung

- 📍 Gütersloh
- 👤 Executive Board: Christoph Mohn, Dr. Erkan Uysal
- 🌐 [www.reinhard-mohn-stiftung.de](http://www.reinhard-mohn-stiftung.de)

📄 44



### Center for Digital Education and Schools in Gütersloh

- 📍 Gütersloh
- 👤 Managing Directors: Christian Ebel, Rüdiger Bockhorst
- 🌐 [www.digitale-schule-gt.de](http://www.digitale-schule-gt.de)

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\*See "Total Expenditures" on pp. 6-7.

## Academy of Manual Medicine

The Academy of Manual Medicine is dedicated to promoting research, teaching and treatment in the area of conservative orthopedics, thereby including manual medicine in academic programs and practice.

Founded by the Bertelsmann Stiftung, the Akademie für Manuelle Medizin (Academy of Manual Medicine) is an institute at the University of Münster. Its shareholders are the Bertelsmann Stiftung, the University of Münster and the university's medical clinic. The academy offers training and further education programs for medical professionals, such as doctors and physiotherapists, and university courses for students. It also plans to conduct research. Structured from the beginning to take an interdisciplinary approach, the Department of Manual Medicine has been expanded over time to include the areas of neurology and rheumatology.

The academy focuses on creating solutions that are practical, effective and exemplary. It combines theory and practice by taking an application-oriented approach to defining objectives and addressing problems, while also engaging in evidence-based analysis and research. These activities lay the foundation for creative innovations and useful medical interventions which result in successful orthopedic treatments.



**Managing Director:**

Martin Spilker



**Medical Director:**

Prof. Dr. med. Markus Schilgen



[www.akademie-manuelle-medizin.de](http://www.akademie-manuelle-medizin.de)

## Bertelsmann Foundation North America

The Bertelsmann Foundation North America is an independent, nonpartisan and nonprofit think tank in Washington, DC with a transatlantic perspective on global challenges.

Through its research, debate forums and multimedia tools, the Bertelsmann Foundation North America provides analysis and solutions to the most pressing economic, political and social challenges impacting the United States and Europe. Founded in 2008 as an affiliate of the Bertelsmann Stiftung, it advances social change, supports civil liberties and promotes international understanding.

The Bertelsmann Foundation North America serves as a bridge between Europe and the United States, highlighting best practices on both sides of the Atlantic in the areas of foreign, economic and social policy. Its work is predicated

on the belief that sooner or later Europeans and Americans will face the same challenges and can learn from each other's solutions.



**Executive Director:**

Irene Braam



[www.bfna.org](http://www.bfna.org)

## CHE Centre for Higher Education

Germany's system of higher education is being transformed by an unprecedented change: Going to university has now become normal. Almost anyone can enroll – the possibilities are virtually endless. That means many people who would like to study have difficulty choosing the program that is right for them.

CHE offers detailed information and makes the numerous offerings more transparent. Additionally, not only are there more students in Germany, they have become more diverse as well. Ensuring anyone can study regardless of background is a challenge that university administrators and policy makers must address. CHE supports them by providing recommendations and solutions.

CHE was founded in 1994 by the Bertelsmann Stiftung and the German Rectors' Conference. For more than 20 years, the organization's best-known project, the annual CHE University Ranking, has been providing students with

guidance on higher education programs at German-speaking institutions. CHE has also been publishing an international ranking of universities, U-Multirank, since 2014. In June 2018, it compared more than 1,600 institutions from 95 countries using more than 30 criteria in the areas of research, teaching, internationality, regional engagement and knowledge transfer.



**Managing Directors:**

Dr. Jörg Dräger, Prof. Dr. Frank Ziegele



[www.che.de](http://www.che.de)

## Founders Foundation

The Founders Foundation in Bielefeld uses its two practice-oriented academies to train next-generation entrepreneurs and business leaders and to network them with established companies.

In 2016, the Bertelsmann Stiftung launched the nonprofit Founders Foundation. Making use of the practices developed by the Bertelsmann Stiftung's founder, Reinhard Mohn, the Founders Foundation is training the next generation of entrepreneurs in East Westphalia/Lippe. Through training courses, workshops, networks and co-working spaces, it motivates and supports people with innovative ideas to start businesses in the region. In addition to the Founders Academy, an accelerator program helps start-ups go from initial idea to actual business. The program's various elements include strategic consulting, seminars led by professionals, and a shared office.

The Bertelsmann Stiftung will be investing up to €17 million in this project over five years. The Founders Foundation has now trained 300 up-and-coming talents, resulting in 16 start-ups. The participating entrepreneurs have generated a total of €10 million in turnover and created jobs for more than 150 people.



**Managing Director:**

Sebastian Borek



[www.foundersfoundation.de](http://www.foundersfoundation.de)

## Fundación Bertelsmann

The Bertelsmann Stiftung promotes social change in Spain through its Barcelona-based affiliate, the Fundación Bertelsmann. Since 2014, all Fundación Bertelsmann activities have focused on promoting employment among young people.

Reinhard Mohn established the Fundación Bertelsmann in Barcelona in 1995. Initially it focused on developing libraries in Spain, thereby making use of long-standing practice-oriented efforts in Germany to modernize public libraries. After 10 years, the Barcelona-based foundation began launching projects designed to increase civic engagement within Spain. Since 2014, it has used two projects to increase employment among Spanish youth. The first aims to improve occupational opportunities for young people by introducing high-quality career counseling in schools in cooperation with the relevant stakeholders. The second aims to introduce dual vocational education in Spain

while simultaneously increasing awareness of the topic. The Alliance for Dual Vocational Training supports businesses, vocational schools and other institutions as they launch high-quality dual vocational education programs.



**Directors:**

Clara Bassols, Francisco Belil

 [www.fundacionbertelsmann.org](http://www.fundacionbertelsmann.org)

## Liz Mohn Foundation for Culture and Music

Through its projects, the Liz Mohn Foundation for Culture and Music focuses on developing young opera talent and advancing music education. It also works to increase understanding among children and young people of different cultural backgrounds.

This nonprofit foundation was established in 2005. In keeping with the vision of its founder, Liz Mohn, the organization's mission is to make greater use of the opportunities culture and music offer for personal development and for society at large. The focus of its work is on promoting music education and supporting up-and-coming opera singers. In addition, it aims to increase understanding among children and young people of different cultural backgrounds. Within these focus areas, the foundation supports the Opera Studio at the Staatsoper Unter den Linden in Berlin and the studio's participants. The project Children's Musical Theater promotes culture and offerings for young people

in the city of Gütersloh, where the organization is based. The Liz Mohn Foundation for Culture and Music accepts applications for grants once a year as part of the national Cultural Diversity With Music initiative.



**Chairwoman:**

Liz Mohn



**Managing Director:**

Nadine Sträter

 [www.kultur-und-musikstiftung.de](http://www.kultur-und-musikstiftung.de)

## PHINEO

Doing good and achieving the best – that’s PHINEO’s goal. Its analysis and consulting help ensure that social investors are effective when they engage on behalf of society. PHINEO is also committed to helping civil society grow – quantitatively and qualitatively.

The Bertelsmann Stiftung founded PHINEO gAG in 2009 together with business, government and civil society organizations. The idea behind PHINEO originated in a project developed and realized as part of the Bertelsmann Stiftung’s Civil Society program, which is overseen by Dr. Brigitte Mohn in her role as a member of the foundation’s Executive Board. PHINEO helps social investors (philanthropists, donors and corporate social responsibility managers) identify promising projects and highly effective organizations. Through its reports, manuals, analyses, workshops, free quality seal and individual consulting services for social investors, PHINEO makes social challenges and the

corresponding solutions more transparent. It thus supports nonprofits and investors, such as foundations and businesses, in increasing the effectiveness of their social engagement. As a result, its activities assist and strengthen civil society on an ongoing basis. The Bertelsmann Stiftung supports PHINEO as one of the organization’s shareholders.



**Chairman:**

Dr. Andreas Rickert



[www.phineo.org](http://www.phineo.org)

## Reinhard Mohn Institute of Management

The Reinhard Mohn Institute of Management is an academic institute at Witten/Herdecke University. Through research, teaching and dialogue with practitioners in the field, it contributes innovative ideas that advance the theory and practice of management on the national and international levels.

Named for the Bertelsmann Stiftung’s founder, the Reinhard Mohn Institute of Management (RMI) has been supported by the foundation since it was established in 2010. Its program, anchored in organizational theory, reflects Mohn’s participatory and responsibility-driven management philosophy. The RMI sees strategy, management and organization as one cross-functional concept which calls for cooperative, networked corporate leadership. Key issues addressed include cooperative relationships; network and alliance strategies; managing openness and transparency; trust in and among organizations; new forms of leadership and work in the digital age; and corporate responsibility.

The RMI partners with the Bertelsmann Stiftung to organize the My Best Practice competition, which promotes corporate engagement for society. The institute’s faculty is comprised of a research professor, a professor of strategic organization and its director, who holds the Reinhard Mohn Endowed Chair in Management, established in 1991.



**Director:**

Prof. Dr. Guido Möllering



[www.reinhard-mohn-institut.de](http://www.reinhard-mohn-institut.de)

## Reinhard Mohn Stiftung

The Reinhard Mohn Stiftung advocates for better educational opportunities for children and young people in East Westphalia/Lippe. It works to ensure their educational achievements do not depend on their cultural, social or economic background. Its activities are therefore designed to improve the quality of education in preschools and schools.

The Reinhard Mohn Stiftung began operating in 2009. All its projects and activities aim at empowering children and young people to reach their full potential, regardless of cultural, social or economic background. Its work is based on approaches taken by role models in Germany and abroad – especially the school boards in Toronto and Zurich. The foundation's projects are executed in the cities and towns of East Westphalia/Lippe, the region Reinhard Mohn was from and where his family still lives today.

The Reinhard Mohn Stiftung is committed to carrying out sustainable projects with long-lasting positive impact. It therefore supports

their dissemination and anchoring in the educational system. Several successes in this area have already been achieved. All projects are developed and implemented with local partners.



Executive Board:

Christoph Mohn, Dr. Erkan Uysal



[www.reinhard-mohn-stiftung.de](http://www.reinhard-mohn-stiftung.de)

## German Stroke Foundation

Learning from people, providing integrated assistance: Established by Liz Mohn in 1993, the German Stroke Foundation not only aids people affected by stroke, it also works to further develop Germany's health-care system.

The German Stroke Foundation prevents stroke, assists people with stroke and their families, and improves stroke-related care. Its activities focus on those whose lives have been affected by this health issue. The foundation uses what it learns in its interactions with individuals to aid the greater community dealing with stroke. It gives a voice to those who would otherwise not be heard, while offering them advice and assistance.

It provides information on risk factors and what to do in the case of stroke. It also encourages people to adopt healthier lifestyles, since 70 percent of strokes are preventable. The foundation

dialogues with actors across the entire care-provision chain, from preventive, emergency and acute care to rehabilitative and follow-up care. It contributes new ideas, for example through pilot projects. In addition, it networks individuals and institutions while identifying partners and advocates.



Executive Board:

Dr. Michael Brinkmeier, Sylvia Strothotte



[www.schlaganfall-hilfe.de](http://www.schlaganfall-hilfe.de)



## Weisse Liste

Weisse Liste (White List) is Germany's largest independent information portal for medical patients, helping them and their families find the right physician or hospital. The online portal is a Bertelsmann Stiftung project; Germany's major patients' and consumers' organizations serve as its strategic partners.

Online since 2008, Weisse Liste was established to offer people a transparent, non-commercial overview of health-care services in Germany. Incorporated in 2011 as a Berlin-based nonprofit and a wholly owned subsidiary of the Bertelsmann Stiftung, it is responsible for maintaining and further developing the site's services.

Weisse Liste helps users find the medical service provider that is right for them free of charge. It also publishes information on examinations and treatments, and on the range and quality of services offered by health-care providers. The increased transparency about differences in quality promotes competition, benefitting the public.

In 2018, over 12 million people used the site. In addition, it was once again recognized as one of Germany's best online portals by the German Institute for Service Quality.

 **Managing Director:**  
Roland Rischer  
 [www.weisse-liste.de](http://www.weisse-liste.de)


## Center for Digital Education and Schools in Gütersloh

The center supports schools and their school boards in the district of Gütersloh as they "go digital." The goal is to initiate processes for further developing both the classroom experience and schools as a whole, while ensuring young people can participate as digital technology transforms how we live and work.

Digitalization is creating fundamental change in almost all areas of life, and schools must prepare students for their future in a digital society. That means ensuring not only that young people learn how to use digital media in school, but that they are able to make use of them critically and responsibly. To mark the 40th anniversary of its founding, the Bertelsmann Stiftung partnered with the Reinhard Mohn Stiftung to create the nonprofit Center for Digital Education and Schools in Gütersloh.

In 2018, the first five communities signed cooperative agreements and the project was launched in 56 schools. In addition, initial



training and consulting programs were developed and implemented in cooperation with project partners in the district of Gütersloh. Basics which are binding for those involved at the municipal level structure the development processes. Over the next five years it is planned that all 114 schools and their school boards will benefit from the support the project provides.

 **Managing Directors:**  
Christian Ebel, Rüdiger Bockhorst  
 [www.digitale-schule-gt.de](http://www.digitale-schule-gt.de)



## CONTACTS AT A GLANCE

### Programs

#### Rethinking Work

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#### Germany and Asia

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#### Europe's Future

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#### Integration and Education

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#### Competence Center for Leadership and Corporate Culture

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#### Living Values

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### Communities for Better Living

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### Learning for Life

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### Megatrends

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### Discovering Music

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### Shaping Sustainable Economies

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### Business in Society

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## Improving Healthcare – Informing Patients

 **Director:**  
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## Effective Investments in Education

 **Director:**  
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## Future of Democracy



 **Director:**  
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## Civil Society

 **Director:**  
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## International Affiliates

### Bertelsmann Foundation North America

 **Executive Director:**  
Irene Braam  
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### Fundación Bertelsmann in Barcelona

**Directors:**  
 Clara Bassols  
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 Francisco Belil  
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 [www.fundacionbertelsmann.org](http://www.fundacionbertelsmann.org)


### Bertelsmann Stiftung Brussels Office

 **Head:**  
Jürgen Noack  
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## Corporate Communications

 **Director:**  
Dr. Andreas Knaut  
andreas.knaut@bertelsmann-stiftung.de



## Media Relations

 **Director:**  
Matthias Wulff (until January 1, 2019)  
matthias.wulff@bertelsmann-stiftung.de


## Corporate Brand Management

 **Director:**  
Dr. Malva Kemnitz  
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## Verlag Bertelsmann Stiftung

 **Head:**  
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## Corporate Operations

 **Director:**  
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## Finance & Tax

 **Director:**  
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## Human Resources

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