



Annual Report 2020

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FOREWORD



Dear Readers,

In 2020, the coronavirus pandemic put society to the test. During this transformative time, it became clear that health, prosperity, work, self-realization and getting close to the people around us are all things that should not be taken for granted. Above all, we became more aware of our vulnerability – as a group, as a community, as citizens of Europe.

Yet this need not be cause for fear, since the insight we've gained also strengthens our solidarity with each other and our determination to find innovative solutions for challenges. Through our Reinhard Mohn Prize project "Fostering Innovation. Unlocking Potential," we are looking for strategies that can promote innovative capacity in Germany and Europe – not only so the latter remain competitive, but also so society's development can be shaped in a way that is equitable and democratic.

Last year, the media increasingly reported on events both here and in the United States that call democratic values and the rule of law into question. Therefore, at the Bertelsmann Stiftung, our projects have sought to reinforce pluralistic democracy and promote civic engagement. The Citizens' Dialogues – a forum we developed – brought together people from different communities, including hundreds of Europeans, to deepen the exchange between policy makers, public administrators and individual citizens. These dialogues also took place online, reflecting how people have used and advanced digitalization in general – not just in educational contexts – as the main means of communication during the pandemic.

On closer inspection, the crisis cannot be regarded as an unstoppable wave crashing over us. While it has brought many difficulties and individual challenges, it is also creating opportunities for taking action that we should make use of. The responsibility each of us bears is more important today than ever before. That is something Reinhard Mohn clearly recognized when he made his appeal to courageously "insist on and allow for personal responsibility."

The pandemic has posed the question yet again of how everyone in society can participate – a question that is of key concern to us here at the Bertelsmann Stiftung. Using independent analyses and solutions, we will continue to initiate changes in the coming year that advance society and make it fit for the future. This annual report is meant to provide a clear overview of our efforts in 2020 and show how those efforts made a difference. I hope you find it both insightful and inspiring.

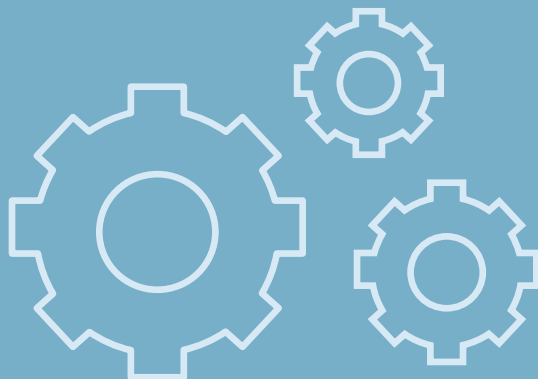
Sincerely,



Dr. Ralph Heck


SUSTAINABLE IMPACT

Through its projects, studies and events, the Bertelsmann Stiftung stimulates debate and provides ideas for social change. Civic engagement and sustainable impact serve as the basis for its activities. The foundation's initiatives not only generate solutions, they also provide the public with empirically sound guidance. When it is successful and recognized, change can move society forward. Inspiring people, shaping the future – achieving those goals also means providing a transparent accounting of the foundation's work.



A NONPROFIT, NONPARTISAN,
PRIVATE OPERATING FOUNDATION

* Figures do not include employees at affiliated nonprofit institutions.



60
PROJECTS



250

IN-PERSON, HYBRID AND
DIGITAL EVENTS



BILLION

EURO FOR
NONPROFIT ACTIVITIES
SINCE FOUNDING



74
-MILLION-EURO
ANNUAL BUDGET

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 2020 fiscal year totaled €73.8 million. Due to budget adjustments made as a result of the coronavirus pandemic, expenditures in 2020 were almost €17 million less than the year before. Since its inception, the Bertelsmann Stiftung has made ca. €1.7 billion available for nonprofit activities.

Programs and special projects	2019		52,124
	2020		41,949
Contributions to affiliated nonprofit institutions	2019		13,571
	2020		11,315
Program-related services	2019		4,675
	2020		4,550
Communications	2019		8,488
	2020		6,988
Administration	2019		11,735
	2020		9,046
Total expenditures	2019		90,593
	2020		73,848

* 2019 data: audited / 2020 data: preliminary (as of February 1, 2021)

Program expenditures*

In its 2020 fiscal year, the Bertelsmann Stiftung invested €41.9 million directly in its program activities. That represents a decrease of €10.2 million over the previous year.

Programs and special projects	2019	2020
Rethinking Work	1,007	1,104
Germany and Asia	1,747	1,391
Europe's Future	4,598	3,441
Integration and Education**	3,696	3,796
Competence Center for Leadership and Corporate Culture	1,820	1,537
Living Values	2,520	1,987
Communities for Better Living	4,962	5,139
Learning for Life	3,907	2,722
Megatrends	3,313	2,944
Shaping Sustainable Economies	4,698	4,194
NEUE STIMMEN (2019: Discovering Music)**	2,868	611
Business in Society	2,670	2,196
Improving Healthcare – Informing Patients	3,528	2,664
Effective Investments in Education	2,629	2,606
Future of Democracy	3,276	2,452
Civil Society	3,704	2,275
Special projects	1,180	890
	52,124	41,949

Affiliated nonprofit institutions*

In 2020, the Bertelsmann Stiftung's contributions to affiliated nonprofit institutions decreased by approximately €2.3 million from the previous year to €11.3 million.

Affiliated nonprofit institutions	2019	2020
International foundations		
Bertelsmann Foundation North America	4,090	2,522
Fundación Bertelsmann, Barcelona	2,496	2,508
Shareholdings		
CHE Centre for Higher Education	1,730	910
Founders Foundation	3,000	3,200
PHINEO	600	500
Weisse Liste	650	500
Center for Digital Education and Schools in Gütersloh	405	603
Partners		
Liz Mohn Foundation for Culture and Music	273	273
Reinhard Mohn Institute of Management	327	300
Contributions to affiliated nonprofit institutions	13,571	11,315
Total (programs, special projects and affiliated nonprofit institutions)	65,695	53,264

* 2019 data: audited / 2020 data: preliminary (as of February 1, 2021)

** Individual projects have been reassigned between the two marked programs.

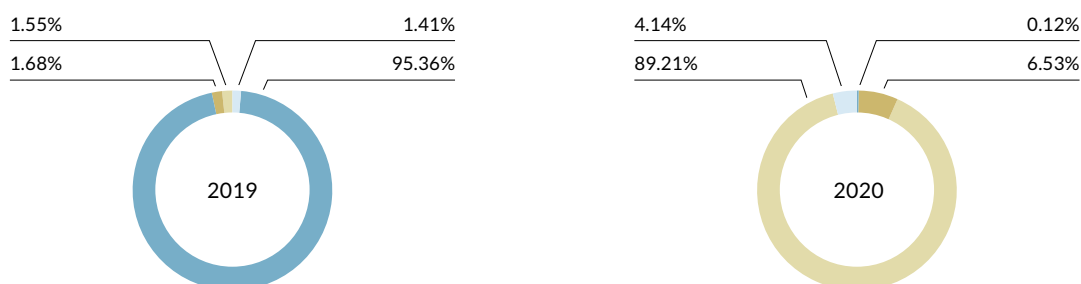
INCOME*(€, THOUSANDS)

Impact of the coronavirus pandemic

In 2020, the Bertelsmann Stiftung's financial situation was impacted by the coronavirus pandemic. Once the pandemic began, the foundation reduced its planned annual budget in light of the economic uncertainties. It also made provisions to ensure sufficient funds would be available for its project work. Over the course of the year, it became known that the Bertelsmann Stiftung would not receive any income from its indirect holdings in Bertelsmann SE & Co. KGaA. As a result, its nonprofit activities were largely financed from funds still available from previous years, from returns on its investments and from a withdrawal taken from its unrestricted reserves.

Funding the foundation's activities

In 2020, the Bertelsmann Stiftung had income totaling €13 million at its disposal, primarily from its asset management. In addition, it withdrew €20 million from its unrestricted reserves, which declined to €514 million. Funds carried forward decreased from €107 million to €57 million at year's end.



	2019	2020
Investment income	124,199.5	16.7
Income from partnerships, donations	2,184.7	878.4
Capital income	2,012.2	12,004.4
Other income	1,840.2	557.4
Total income	130,236.6	13,456.9

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 highly diversified, international investment portfolios 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.

In the 2020 fiscal year, the coronavirus pandemic resulted in considerable fluctuations and a high degree of uncertainty on the capital markets. Despite these developments and after a negative performance at the end of the first quarter, the year concluded with a positive performance overall.

* 2019 data: audited / 2020 data: preliminary (as of February 1, 2021)

STATEMENT*

of the Bertelsmann Stiftung's assets and liabilities as of December 31, 2020

ASSETS (€, thousands)	2019	2020
Fixed assets		
Intangible assets and tangible assets	76,548.1	74,403.5
Financial assets:		
Shares	602,380.0	601,752.3
Other securities	590,187.2	586,544.7
Total fixed assets	1,269,115.3	1,262,700.5
Current assets		
Available funds	78.6	40.9
Receivables and other assets	1,157.2	166.9
Securities	31,995.5	9,730.9
Liquid assets	60,631.3	20,542.6
Total current assets	93,862.6	30,481.3
Prepaid expenses	387.6	365.8
Balance from asset management	0.0	687.5
Total balance-sheet assets	1,363,365.5	1,294,235.1
Assets held in trust	5,712.8	5,870.8
LIABILITIES (€, thousands)	2019	2020
Endowment capital	619,497.6	619,709.2
Reserves		
§ 62 Para. 1 No. 3 AO (Free reserves)	534,000.0	514,000.0
§ 62 Para. 1 No. 1 AO (Reserves in acc. with bylaws)	34,443.0	39,328.2
Restructured assets	23,706.8	22,494.5
Total reserves	592,149.8	575,822.7
Funds carried forward	106,898.6	56,500.2
Accrued liabilities		
Provisions for pensions	28,485.1	32,195.3
Other liabilities	10,522.6	7,249.7
Total accrued liabilities	39,007.7	39,445.0
Accounts payable		
Accounts payable for goods and services	3,807.5	1,701.5
Other accounts payable	2,004.3	1,055.4
Total accounts payable	5,811.8	2,756.9
Deferred income and accrued expenses	0.0	1.1
Total balance-sheet liabilities	1,363,365.5	1,294,235.1
Trust accounts payable	5,712.8	5,870.8

* 2019 data: audited / 2020 data: preliminary (as of February 1, 2021)

HUMAN RESOURCES*

Attractive employer

In addition to systematic opportunities for professional development, we offer our 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 20 new employees in 2020.

www.bertelsmann-stiftung.de/en/careers

Supporting new talent

We have been using our Junior Professionals program to promote new talent since 2008. The program allows up to four employees to train as project managers with an interdisciplinary and international focus. Due to the coronavirus pandemic, the program did not take place in 2020 and was postponed for one year instead. In 2020, 29 university students and recent graduates completed internships at the Bertelsmann Stiftung.

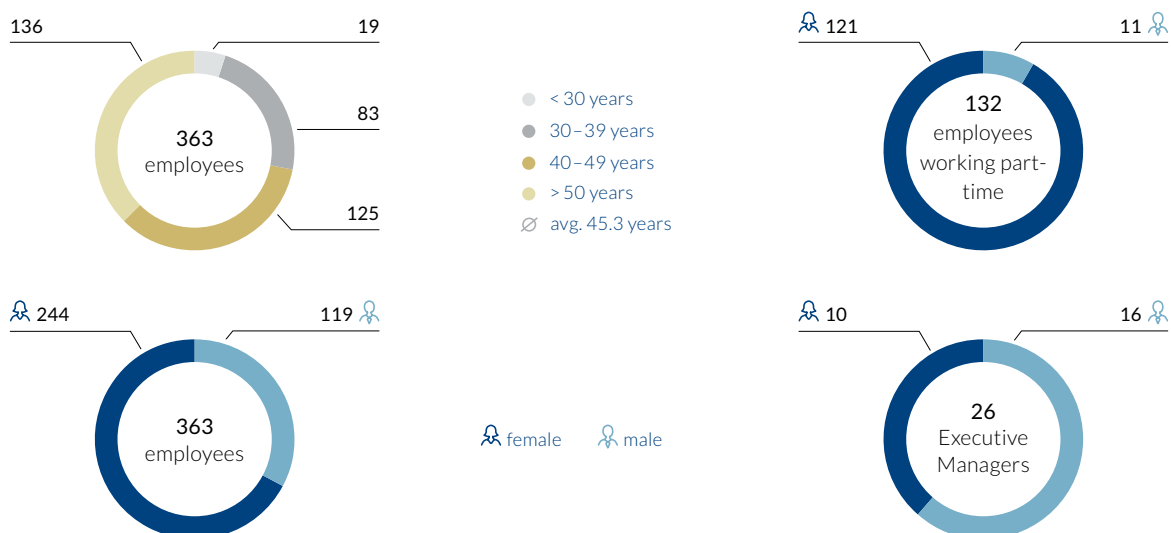
Diversity and work-life balance

Diversity management is an important part of our HR activities. As a signatory to the German Diversity Charter, we have committed ourselves to creating an appreciative, prejudice-free working environment. We put the framework conditions in place that enable as many people as possible to participate in the foundation's work "irrespective of age, ethnic background and nationality, gender and gender identity, physical and mental abilities, religion and worldview, sexual orientation and social background."

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.

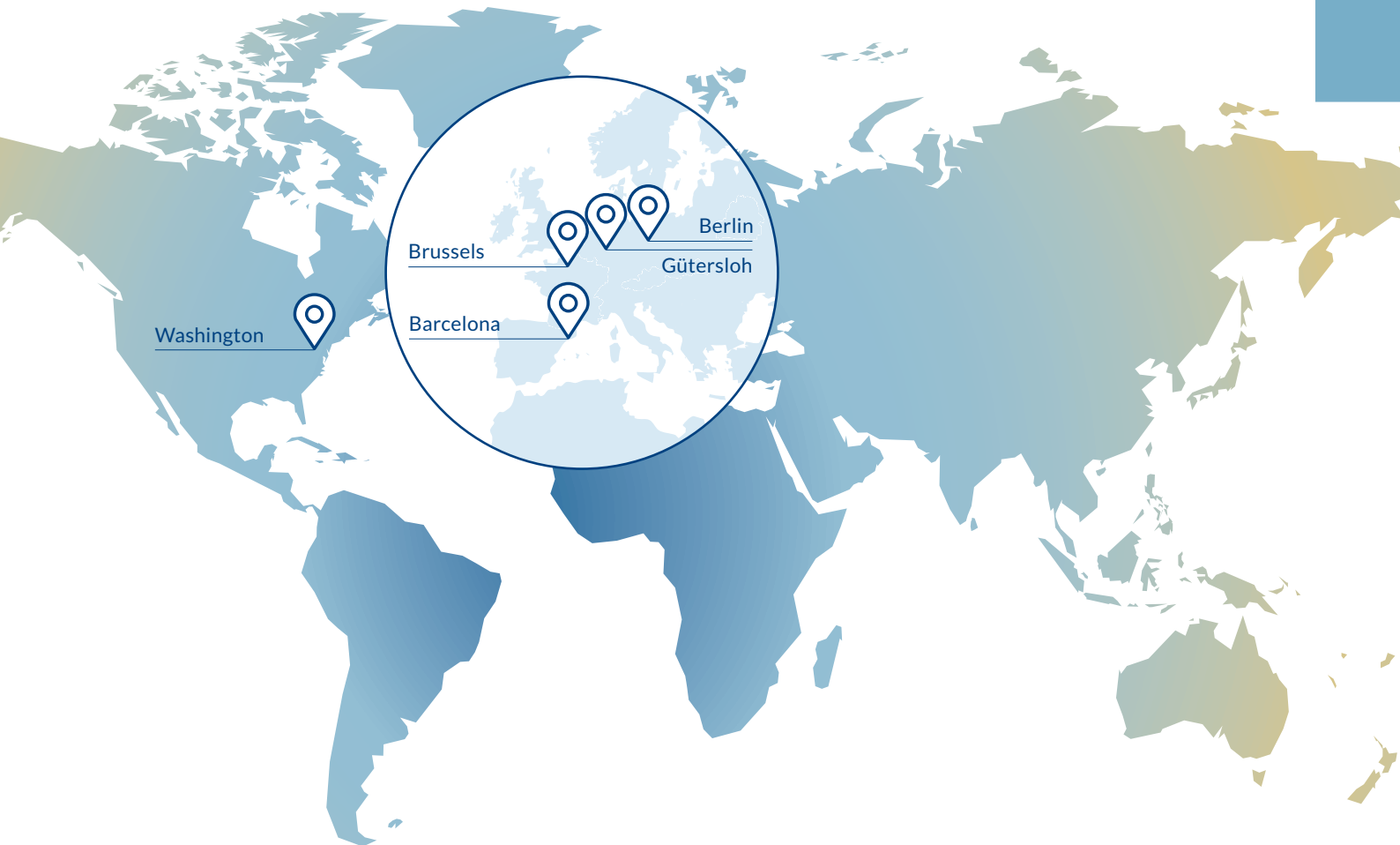
Promoting health

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.



* Figures do not include employees at affiliated nonprofit institutions.

LOCATIONS



GÜTERSLOH

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

BERLIN

Bertelsmann Stiftung,
Haus Berlin
Werderscher Markt 6
10117 Berlin
Germany

BARCELONA

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

WASHINGTON

Bertelsmann Foundation
North America
1108 16th St, NW
Washington, DC 20036
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 the foundation's 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. 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



Dr. Ralph Heck
(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)



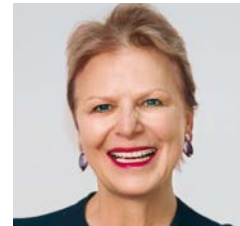
Dominik Asam



Wolf Bauer



Carsten Coesfeld



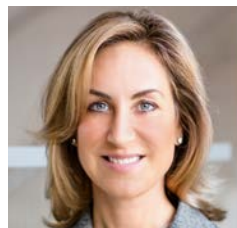
Prof. Dr. Ulrike Detmers



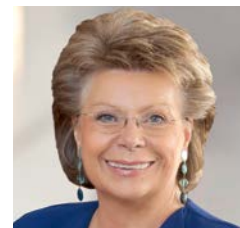
Prof. Dr. Dr. h.c. mult.
Wolfgang A. Herrmann



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. In 2020, the Executive Board members were Dr. Ralph Heck (chairman as of August 1, 2020), 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), vice-chairman of the Supervisory Board of Bertelsmann SE & Co. KGaA; former executive vice-president of Nestlé AG, responsible for the areas of Technology, Production, Research and Development; shareholder of Bertelsmann Verwaltungsgesellschaft mbH
-  Liz Mohn (vice-chairwoman), member of the Supervisory Board of Bertelsmann SE & Co. KGaA; chairwoman of the Shareholders' Meeting of Bertelsmann Verwaltungsgesellschaft mbH
-  Dominik Asam, CFO of Airbus SE
-  Wolf Bauer, producer
-  Carsten Coesfeld, CEO of Dorling Kindersley and member of the Group Executive Committee at Penguin Random House
-  Prof. Dr. Ulrike Detmers, copartner and member of the Management Board of the Mestemacher Group; professor of business administration at Bielefeld University of Applied Sciences
-  Prof. Dr. Dr. h.c. mult. Wolfgang A. Herrmann, president emeritus of the Technical University of Munich

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

-  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, member of the Supervisory Board of various publicly listed companies; former vice-chancellor, minister of economic affairs and technology, and minister of health of the Federal Republic of Germany

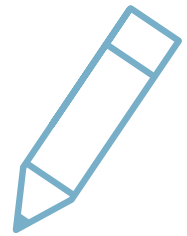
-  Prof. Dr. Jürgen Stark, former chief economist and former member of the Executive Board of the European Central Bank

As of December 31, 2020

OUR TOPICS AT A GLANCE

Education

For equitable childhood opportunities and quality educational institutions



Europe

For a strong Europe in a global world



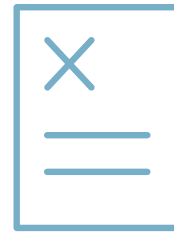
Values

For social cohesion and culture



Democracy

*For democratic participation
and an engaged civil society*



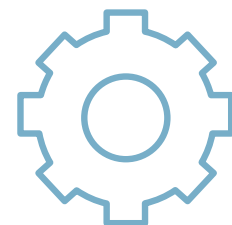
Health

*For people-centered
health care*



Economy

*For a future-oriented social
market economy*



PROGRAMS AND PROJECT ACTIVITIES

Rethinking Work



 Executive Board Member:

Dr. Jörg Dräger

 Program Director:

Eric Thode

 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 thrive. We develop responses which ensure that the job market is inclusive, dynamic and resilient and that social security systems remain stable.

Selected project activities:

Employment in Transition

This project focuses on analyzing the structural change taking place in the German labor market in order to identify the resulting problems and develop reforms. In 2020, together with leading researchers, the project team carried out analyses of the most pressing challenges and successfully communicated them to political and business leaders. A study on lifetime earnings in Germany and a policy brief on women in the German labor market examined the differences in the income trajectories of men and women and of women with and without children.

Another study focused on the scope and structure of the low-wage sector in Germany and the question of whether it serves as a trap for those working in it or a springboard to better employment opportunities.

For whom is gainful employment worthwhile? The project also considered that question by examining the hurdles that Germany's social programs and tax and transfer systems present when individuals are looking for work.

In addition, the project's existing series of dialogue events was successfully continued using a virtual format. A conference was organized in Berlin to mark the fifth anniversary of Germany's having introduced a statutory minimum

wage. At the event, renowned participants discussed the current challenges impacting this key labor-market policy tool.

 www.beschaefigungswandel.de

Skills for Tomorrow's World of Work

With the advent of new technologies, the world of work had begun changing even before the coronavirus pandemic struck. The skill set that employees must have at their disposal is also changing noticeably as a result. The study *Digitalization in the German Labor Market* used big data to analyze 26 million online employment listings in order to determine the skills that employers are looking for in job candidates. The results showed that especially people who are working in occupations which were once mostly analogue are now expected to have digital skills.


The project makes increasing use of big-data analysis, shares knowledge that can guide key actors in the further-education system, and identifies the skills that will be required in the future. It also provides an in-depth look at developments on the sectoral level, for example by analyzing collective labor agreements that promote workplace training and development.

Germany and Asia



 Executive Board Member:

Liz Mohn

 Program Director:

Stephan Vopel


 www.bertelsmann-stiftung.de/DA

Asia's growing role will have a defining influence on the 21st century. We analyze the changes taking place in Asia and work with decision-makers to develop policy recommendations for Germany and Europe. The program promotes mutual understanding and lays the foundation for cooperation.

Selected project activities:

Regional Focus: China


Together with stakeholders from business, politics and academia, the program develops scenarios and strategies in light of developments in Asia and their impact on Germany and Europe. In February 2020, the Bertelsmann Stiftung organized the first Transatlantic China Forum. The position paper developed at the forum, *Dealing with the Dragon – China as a Transatlantic Challenge*, maps out options for a joint US-European policy vis-à-vis China, including on issues such as innovation and multilateralism. The paper's findings have been used for high-level political processes in Germany and the EU. Against the background of discussions about economic dependencies and critical infrastructure, the study *Exploring a "Green List" for EU-China Economic Relations* develops a framework for more reliable economic cooperation that has been very well received by policy makers and the media.

 www.bertelsmann-stiftung.de/en/our-projects/germany-and-asia/country-focus-china

Regional Focus: India


Germany wants to diversify its international relations and views India as a highly promising candidate in this regard. In particular, the country's policy makers see potential in the area of artificial intelligence. Published in 2020, the study *The Role of Indian Data for European AI*

is a helpful guide for realistically assessing the opportunities for cooperation.

 www.bertelsmann-stiftung.de/en/our-projects/germany-and-asia/country-focus-india

Social Cohesion Radar in Asia

Societies with high levels of social cohesion are considered more resilient in times of crisis – a topic that has been intensively discussed during the coronavirus pandemic. Our 2020 study on the origins, forms and dynamics of social cohesion in Asia shows what holds Asian societies together and which lines of conflict threaten their cohesion. The study concludes our multi-year research project Social Cohesion Radar in Asia.


 www.bertelsmann-stiftung.de/en/our-projects/germany-and-asia/news/book-publication-social-cohesion-in-asia

Europe's Future



 Executive Board Member:

Dr. Ralph Heck

 Program Director:

Stephan Vopel


 www.bertelsmann-stiftung.de/EZ

The current crisis shows how important it is for the European Economic Area to become more efficient and for governance beyond the nation-state to gain in effectiveness and legitimacy. In light of the greater competition between the world's economic and political systems, our project work focuses to a significant degree on Europe's geostrategic role.

Selected project activities:


Repair and Prepare: Strengthening Europe

We analyze the potentials for a sustainable European Single Market, propose reforms for a stable euro and work to achieve greater economic and social cohesion in Europe. In 2020, the project focused on Europe's measures for combating the pandemic, which we actively supported with analyses, policy recommendations and events. The goal was to empower political actors to develop solid European policies capable of both overcoming the coronavirus crisis and strengthening Europe's economy over the long term.

 www.strengtheningeurope.eu


Strategies for the EU Neighbourhood

This project develops recommendations on how the EU can leverage its potential to remain strong and cohesive, given the crises, conflicts and wars taking place on its periphery. The focus in 2020 was on "whole-of-government" approaches that lead to greater policy coherence and greater impact of the foreign policy pursued by member states and the EU itself, on effective policies for addressing dislocations in regional key states, and on strengthening the rule of law. In this way, we contribute to the sustainable development of social cohesion and institutional trust throughout Europe.

 www.bertelsmann-stiftung.de/eu-neighbours


eupinions.eu

Every three months we survey attitudes throughout the EU on political issues and megatrends. Most recently we published studies on the relationship between personal optimism and societal pessimism during the pandemic, on the impact that empathy has, and on crisis management. Through our project work, we shed light on issues the European public cares about, thereby contributing to a vibrant civil society and an evidence-based debate.

 www.eupinions.eu




Vision Europe

We collaborate with leading think tanks and foundations across Europe to anchor the strategic debate on Europe's future more firmly in Berlin. Against the background of Germany's EU presidency in 2020 and the EU's current crisis-response measures, we worked with renowned thought leaders to develop recommendations on which issues Europe should prioritize going forward and how the EU can be strengthened institutionally.

 www.bertelsmann-stiftung.de/vision-europe-summit-en

Integration and Education




-  Executive Board Member:
Dr. Jörg Dräger
-  Program Directors:
Ulrich Kober, Dr. Dirk Zorn
-  www.bertelsmann-stiftung.de/IB

We are committed to helping create an open society in which people of all backgrounds stand a fair chance. Holistic education is crucial for achieving this goal, as is shaping migration in a way that benefits everyone involved.

Selected project activities:


Making Fair Migration a Reality

Our focus is on the migration of skilled labor: In addition to examining the impact of the coronavirus pandemic, we publish studies, including a “skilled workers monitor,” and engage with Germany’s organization for international cooperation, GIZ, and the Federal Health Ministry to develop an educational partnership with the Philippines in the area of nursing care. Moreover, we support NesT, a program run by the government and civil society organizations to ensure that refugees requiring special protection are resettled in Germany. Supported by an alliance of foundations, the Migration Strategy Group explores the potential that digitalization offers in the area of migration.

-  www.bertelsmann-stiftung.de/fair-migration

All Kids Are VIPs



Six projects from Berlin, Halle (Saale), Hamburg, Munich and Neunburg vorm Wald were selected as winners of this competition for promoting social integration among young people. Participants were further motivated in their efforts through online “visits” from celebrity ambassadors.

-  www.allekidssindvips.de

Learning Better in Diversity

We are committed to creating a fair and high-performing educational system in Ger-

many. Currently, we are carrying out research on the shortage of teachers and on increasing professionalism in the field. Together with partners from civil society, we support the further development of high-quality all-day schools. By cooperating with the German School Academy, we promote school-development efforts that are inclusive. In 2020, the Jakob Muth Award for Inclusive Schools became part of the German School Award. The Forum for Education and Digitalization continues to drive forward the digital transformation of Germany’s schools. Through the OECD Learning Compass, we are helping anchor in schools the competencies that are needed in the 21st century.

-  www.bertelsmann-stiftung.de/in-vielfalt-besser-lernen
-  www.jakobmuthpreis.de

Lehrkräfte Plus

An external project evaluation confirmed the high quality and considerable potential of this qualification program for refugee teachers. The program has been successfully expanded and transferred: Since February 2020, North Rhine-Westphalia’s Ministry of Science has been funding five university locations through the German Academic Exchange Service.

-  www.daad.de/nrwege-leuchttuerme

Music Education


Together with our partners, we support pre-schools and schools as they develop an environment for living and learning that promotes an active experience of music, inclusive learning and participation. The approaches developed for our four project modules (MIKA – Music in Child Care Every Day, Mobile Music Workshop, Music – Language – Participation, Musical Primary School) have been transferred to government ministries and nonprofit organizations, which

are now overseeing the training of educational professionals. A study on music instruction in primary schools, which was initiated through the cooperation between the German Music Council and the Conference of Music Councils in the Federal States, and in association with the Council for Cultural Education, launched a discussion among professionals and the public on the topic of participation in music education.

www.bertelsmann-stiftung.de/musikalische-bildung

NEUE STIMMEN



 Executive Board Member:
Liz Mohn

www.bertelsmann-stiftung.de/NST

We make use of music's potential to support young artists in their personal and professional development.

Project activities:

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 to young singers as they prepare for and build a career. In 2020, NEUE STIMMEN expanded the assistance it provides by adding digital venues and taking a more multifaceted approach. Digital coaching sessions and online tutorials now make

it possible to participate and network regardless of time or location. They offer up-and-coming artists continuity and hope in light of the considerable uncertainties resulting from the pandemic.


www.neue-stimmen.de/en

Competence Center for Leadership and Corporate Culture



 Executive Board Member:

Liz Mohn

 Program Director:

Martin Spilker


 www.creating-corporate-cultures.org

The coronavirus crisis has increased the need for bold, forward-looking leadership in politics and business. Our competence center wants to support leaders in taking action that is sustainable and responsible, and to help increase the quality of decision-making through dialogue events.

Selected project activities:


Trilogue Salzburg

The Trilogue Salzburg promotes exchange among political, business and cultural leaders on challenges stemming from global developments. Numerous discussion papers on the topic “Innovative Diplomacy” outline the necessity of developing a new form of international exchange.

 www.bertelsmann-stiftung.de/trilogue


Responsible Leadership in Tomorrow's World of Work

The 2020 Führungskräfte-Radar (Leadership Radar), a representative survey of 1,000 managers conducted together with the Reinhard Mohn Institute of Management, highlighted the growing importance of leadership in crisis management and modern forms of work. In addition, a representative survey of 1,000 employees shed light on the topic “Cohesion in Corporate Cultures.”

 www.creating-corporate-cultures.org


Forum Bellevue on the Future of Democracy

At the 2020 forum, Federal President Frank-Walter Steinmeier was joined by German and international thought leaders from the worlds of science, politics, culture, business and civil society. The topics discussed were “Coronavirus as a Test Case – How Is Our Democracy Faring?” and “From the Crisis into the Future – How Can We Work Together to Bring About Transformation?”

 www.forum-bellevue.de/en/home


Multilateralism that Delivers

During an online conference organized with the World Leadership Alliance – Club de Madrid, current and former heads of state and government were joined by representatives from politics, business and civil society to discuss the role of cross-border cooperation in solving global problems. The participants agreed that multilateralism is the sole path to overcoming the challenges confronting the world.

 www.bertelsmann-stiftung.de/multilateralism-that-delivers

Creating Corporate Cultures

At the 2020 Digital Camp Q, which was dedicated to the topic “Business Unusual – When Crises Make Everyone More Honest,” 120 executives developed ideas for sustainable business practices and today’s world of work. “Women Go Their Own Way,” a publication and blog series, addressed how responsibilities are being divided up during the pandemic. Our digital Leadership Talks and the video series Moving Minds were also launched.


 www.creating-corporate-cultures.org

Living Values



 Executive Board Member:

Liz Mohn

 Program Director:

Stephan Vopel


 www.bertelsmann-stiftung.de/LW

We examine social cohesion and the role played by religion and values in diverse societies. We strengthen cohesion in communities and help people enter into a dialogue about shared values and possibilities for shaping communal life.

Selected project activities:

Social Cohesion Radar

This project researches social cohesion and offers key insights into social change. The study *Social Cohesion in Germany 2020* offers insights into societal developments during the pandemic. As Germany marked the 30th anniversary of its reunification, the study *Thirty Years of German Unity* provided another perspective on the relationship between the country's eastern and western states.

 www.gesellschaftlicher-zusammenhalt.de


Alliance for Social Cohesion

This alliance now brings together 12 foundations dedicated to strengthening social cohesion. In 2020, four foundations joined the alliance: Brost-Stiftung, Nordmetall-Stiftung, Amadeu Antonio Stiftung and Stiftung Bürger für Bürger.

 www.gesellschaftlicher-zusammenhalt.de


Values and Cohesion in the Community

This project promotes the dialogue on values at a regional level while working to increase social cohesion. In 2020, as part of the project Making Stendal Better, local residents generated more than 100 ideas for improving living together in the city, which our partner organization is now implementing on site. The Berlin Soccer Association became the second state-level association to integrate the TeamUp! approach to “Values Education in Soccer” into its regular qualification program.

 www.bertelsmann-stiftung.de/wertebildung


Religion Monitor

The Religion Monitor investigates the role played by religion, values and diversity in social cohesion. A current study examines coping strategies during the coronavirus crisis, thereby increasing understanding of how people are behaving during the pandemic. We also brought together more than 100 stakeholders from religious communities, politics, civil society and academia to develop new approaches to promoting social harmony.

 www.bertelsmann-stiftung.de/religion-monitor


German-Israeli Young Leaders Exchange

By promoting interaction and collaboration, this project is building a network of young professionals and executives that can successfully shape relations between the two countries. In 2020, the networkers came together at nine digital meetings to launch partnerships for responding to the pandemic. In addition, one of our studies describes specific ways that Germany's *Mittelstand* and Israeli startups can collaborate to promote innovation.

 www.bertelsmann-stiftung.de/young-leaders-exchange

Communities for Better Living





-  Executive Board Member:
Dr. Brigitte Mohn
-  Program Director:
Dr. Kirsten Witte
-  www.bertelsmann-stiftung.de/LK

The coronavirus pandemic is confronting communities with major challenges. The lockdown has brought communal life to a standstill and is jeopardizing local-level budgets. Moreover, crisis management efforts are putting public administrators to the test, even as existing strategic issues must continue to be addressed.

Selected project activities:


Cosmopolitan Cities and Communities

We are supporting up to 40 pilot cities and communities as they assess and further develop their activities in the areas of integration and diversity. This pilot project is taking place in cooperation with PHINEO and with support from Germany's federal commissioner for integration.

-  www.weltoffene-kommune.de
-  www.selbstcheck-weltoffene-kommune.de

Leave No Child Behind!

Organized together with the state of North Rhine-Westphalia, this project focuses on building local prevention networks for children and families. We research and test methods communities can use to make access to opportunities more equitable. Numerous publications show that communities can manage prevention in a strategic, impact-oriented way.

-  www.bertelsmann-stiftung.de/kekiz



Local Government Finances

We research how communities can remain capable of taking effective action. Our financial report makes public funding at the community level transparent. Systems used in other EU countries to prevent and overcome local-level funding crises are analyzed to see if they are suitable for use in Germany.

-  www.bertelsmann-stiftung.de/kommunalfinanzen



Agenda 2030 – Localizing Sustainable Development

Sustainable strategies require transparency. That is why we use the SDG portal – together with numerous partners – to publish current data on sustainable development, along with best practices, for municipalities in Germany with 5,000 inhabitants or more.

-  www.agenda2030vorort.de
-  www.sdg-portal.de



Smart Country

Digitalization offers cities and towns new opportunities for increasing quality of life for local residents. We support communities in achieving that goal. We also address the issue of digital sovereignty, especially among the elderly, and promote the publication and use of open data at the local level.

-  www.bertelsmann-stiftung.de/en/our-projects/smart-country
-  <https://blog-smartcountry.de>

Community Roadmap

The website wegweiser-kommune.de offers community stakeholders a range of socio-economic data for developing transparent, strategic planning processes.

-  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

We are committed to promoting equitable opportunities in vocational education. The goal is to ensure that every young person can complete a training program, every employee can document any skills he or she has learned on the job, and every adult can acquire additional competences and even obtain a vocational qualification after leaving the educational system.

Selected project activities:

Vocational Training – Opportunities for Everyone


Every adult should be able to acquire additional competences and even obtain a vocational qualification after leaving the educational system. Three publications increase awareness of the changes impacting vocational training due to the pandemic: a survey of young people on the prospects of undergoing training during the coronavirus crisis; a policy brief on how to support young people, assist businesses and strengthen the economy; and a fact sheet on Austria's approach to guaranteeing young people an apprenticeship. In 2020, the project focused on the impact of digitalization and the diversity found among today's trainees. Published together with the Federal Institute for Vocational Education and Training, a recent study documents the decreasing participation in on-the-job training programs. All publications were discussed with the relevant stakeholders at online seminars.

 www.bertelsmann-stiftung.de/opportunity-apprenticeship

Careers via Competences


This project develops ideas for an educational reform that can help low-qualified adults acquire vocational qualifications step by step. Our analyses have shown how important it is to recognize informally and nonformally acquired skills and to have a standardized, nationwide system in place that allows trainees to gain par-


tial qualifications. Moreover, we develop tools that identify occupational competences, such as the website www.meine-berufserfahrung.de.

 www.bertelsmann-stiftung.de/careers-via-competences

MYSKILLS Distribution



Together with the Federal Employment Agency and the foundation's Shaping Sustainable Economies program, we developed MYSKILLS: competency assessment tests for 30 occupations that are now available in 12 languages. The tests identify job-related knowledge on the level of partial qualifications, thereby increasing employment opportunities for people who have previously been unable to document their practical experience. Since April 2019, all 30 tests have been available in all government employment agencies and job centers in Germany. We are currently engaged in pilot projects with employment agencies, job centers, employers, trade associations, educational institutions and foreign employment authorities to optimize the use of MYSKILLS on site.

 www.bertelsmann-stiftung.de/en/our-projects/identifying-occupational-skills

 www.myskills.de/en

Megatrends




-  Executive Board Member:
Dr. Jörg Dräger
-  Program Directors:
Andreas Esche, Ralph Müller-Eiselt
-  www.bertelsmann-stiftung.de/MT

The Megatrends program examines new global developments and their impact on economy, politics and society. The program focuses on the opportunities, risks and consequences resulting from globalization, digitalization and demographic change. A key aspect is how these megatrends influence and reinforce each other.

Selected project activities:


Demographic Resilience

This project helps make social security systems more demographically resilient. We provide guidance on how demographic change is impacting the business community, social welfare systems and the opportunities individuals have to participate – and what happens when these factors interact. We identify the potential that innovative solutions have to stabilize the economy and public services over the long term, and develop practical policy strategies that ensure participation across generations.

-  www.bertelsmann-stiftung.de/demographic-change


Global Economic Dynamics (GED)

This project works to strengthen the social market economy within a sustainable global economy. As a result, we identify key global economic trends and their ramifications for prosperity and participation in Germany, and develop proposals for shaping a world trade order that is stable and fair. We then make the relevant knowledge and solutions available to decision-makers and the public.

-  www.ged-project.de

Ethics of Algorithms

The goal of this project is to make the discourse on algorithms and artificial intelligence more objective and to expand it by adding a consideration of the common good. We develop and pilot practical solutions that can leverage the untapped potential that algorithmic systems offer for overcoming existing societal challenges. We create space for interdisciplinary exchange and identify where policy responses are needed to ensure that algorithmic systems are appropriately managed and innovations are developed which serve society and its citizens.




-  www.ethicsofalgorithms.org

Shaping Digital Policy

This one-year exploratory project identified key mechanisms for creating a consistent digital policy capable of both strengthening European values in a digitalized world and establishing a regulatory framework that promotes participation.

Shaping Sustainable Economies



-  Executive Board Member:
Dr. Ralph Heck
-  Program Directors:
Dr. Stefan Empter, Dr. Daniel Schraad-Tischler
-  www.bertelsmann-stiftung.de/NW

Globalization and advancing technology are posing new challenges. As advocates for participatory democracy and market economies that are sustainable and socially just, we work to promote fair competition and good governance and to ensure that future generations will be able to participate politically, economically and socially.

Selected project activities:



Reinhard Mohn Prize 2020

The Reinhard Mohn Prize is awarded to an internationally renowned individual who has played a key role in developing forward-looking solutions to social and political challenges. The 2020 Reinhard Mohn Prize on “Fostering Innovation. Unlocking Potential” was given to Chemi Peres, chairman of the Peres Center for Peace and Innovation in Tel Aviv.

-  www.bertelsmann-stiftung.de/innovation
-  www.fosteringinnovation.de


Productivity for Inclusive Growth

This project carries out economic analysis and ensures policy responses for achieving broader increases in productivity are introduced into the political and public debate. Germany’s economy should remain competitive and everyone in society should benefit from growth.

-  <https://inclusive-productivity.de>
-  www.bertelsmann-stiftung.de/produktivitaet


Sustainable Governance Indicators

The Sustainable Governance Indicators (SGI) analyze the long-term viability of the 41 OECD and EU member states in terms of sustainable policy solutions, governance and framework conditions promoting democracy and the rule of law.

-  www.sgi-network.org


Future Social Market Economy

Through a series of policy briefs and colloquia held in Berlin, this Bertelsmann Stiftung project regularly contributes ideas that stimulate public debate on the future of Germany’s economic and social systems.

-  www.bertelsmann-stiftung.de/berliner-kolloquien


Sustainable Development Goals Index

The annual Sustainable Development Report compares 193 countries on their implementation of the UN’s 17 Sustainable Development Goals, providing guidance and recommendations for business, politics and civil society.

-  www.sdindex.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. Numerous governments and international organizations actively use the BTI.


-  www.bti-project.org

Business in Society



 Executive Board Member:

Liz Mohn

 Program Director:

Birgit Riess

 www.bertelsmann-stiftung.de/CSR


As the coronavirus pandemic shows once again: There is a close connection between change and the need for sustainable development. Businesses have a responsibility to actively shape transformation processes. We develop implementation-oriented approaches that activate corporate engagement.

Selected project activities:

Regional Corporate Responsibility


Analyzing corporate responsibility, increasing awareness of it, networking stakeholders and creating space for new opportunities – those are the ways we are further developing this topic in theory and practice. The large-scale survey of German companies on corporate engagement, carried out in cooperation with the nonprofit ZiviZ, generates representative data on the business community's social contribution. The platform regional-engagiert.de is a central contact point for corporate engagement and CSR. It makes effective corporate engagement visible, motivates others, networks stakeholders and pools information. In response to the current situation, we created the website regional-engagiert.de/pandemie which focuses on engagement in times of COVID, and 42 partner organizations throughout Germany are already using it to present their own content. Some 300 experts offer useful information, and more than 350 best practices inspire others to launch their own projects. Each year, the My Best Practice competition recognizes corporate engagement projects that are especially innovative and sustainable.

 www.bertelsmann-stiftung.de/regional-engagiert

 www.unternehmensengagement.de




Workplaces in the Age of Digitalization

This project supports businesses and employees as they engage with digital transformation processes. Our studies on digitalization in mid-sized companies analyze opportunities for shaping these processes so they focus on employees and participation. Digitalization also offers new possibilities in the area of work-life balance. Moreover, the question must be posed of whether and how new ways of working can be reconciled with existing labor laws. By promoting an exchange among people active in the field, the blog zukunftderarbeit.de has shown that the analyzed topics have proven highly relevant during the pandemic, whether the subject is having most employees work from home, realigning corporate processes to reflect changed conditions, addressing legal issues arising from digital activities, or finding ways to balance personal and professional responsibilities during the lockdown. We offer employers, employees and policy makers useful guidance as they respond to these issues.

 www.zukunftderarbeit.de

Improving Health Care – Informing Patients



-  Executive Board Member:
Dr. Brigitte Mohn
-  Program Directors:
Uwe Schwenk, Dr. Sebastian Schmidt-Kaehler
-  www.bertelsmann-stiftung.de/vv

An effective health-care system should always respond to new challenges. Our studies and projects show how health literacy can be increased, care can be provided in a way that reflects actual needs, and a stable financial foundation can be maintained.

Selected project activities:


Weisse Liste

This project sheds light on differences in quality in Germany's health-care system, thereby helping reduce them. In 2020, our portal was expanded to include a search function for nursing homes that also offers information on quality. Our activities moved the debate forward on the transparency of the quality of care provided by doctors, and supported the publication of open data on nursing care in Hamburg.

 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 2020, we published practical recommendations based on international best practices showing how patients in Germany can be given better access to general health information and to their own health data.

 www.bertelsmann-stiftung.de/patientswithimpact


The Digital Patient

This project ensures that new technologies are used to meet health-care needs. In 2020, together with the project Weisse Liste, we developed methods and processes for quality assessment and public reporting of health apps, which were subsequently published. After all, digital applications are expanding the range of available treatments.

 www.bertelsmann-stiftung.de/digital-patient


Integrated Health Insurance

The German health-care system includes both public and private insurers, a division that reduces the level of solidarity within the system. As our study on risk selection shows, this is true not only in an idealistic sense, but also in real economic terms: If everyone in Germany were insured through the public system, the bottom line would be a surplus of €9 billion.

 www.bertelsmann-stiftung.de/integrierte-krankenversicherung




Reshaping the Hospital Landscape

The coronavirus pandemic has again shown that, in Germany, patients with severe illness mostly receive better care in specialized clinics. In metropolitan areas, health-care structures must be consolidated as a result; in rural areas, new models are needed that can ensure a high level of care.

 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

All children have the right to grow and develop as they should. This includes having access to fair educational opportunities. We help ensure this right is exercised. The first learning environments children experience are their families and child-care centers. Effective investments should be made in both settings: strong families and high-quality educational institutions. We work to achieve that goal.

Selected project activities:

Early Child Education and Care


In 2020, the project State by State: Monitoring Early Childhood Education published current data on early childhood education and care (ECEC) in Germany's 16 states, making transparent the enormous differences in ECEC quality: At most ECEC centers, staffing levels and group sizes are not child-friendly, and educational opportunities continue to depend on where children live. We therefore recommend national standards for child-centered care.

 www.laendermonitor.de

If the quality of ECEC centers is to be improved, the viewpoints of parents and educators should be considered in addition to those of the children. Our training program now qualifies educators as specialists for children's perspectives. Forty leading professionals have undergone the training, anchoring the approach in the field nationwide.

 www.kids-perspectives.com/poster

A qualitative study on professional activities in the ECEC system shows how the current shortage of personnel is impacting pedagogical practice. According to respondents, the lack of staff often makes it difficult for ECEC centers to fulfill their educational mission.


 www.fachkraeftezoom.de

Families and Education:

Creating Child-Centered Policies


As our fact sheet shows, 2.8 million children in Germany are growing up in poverty. Together with professional associations and influencers, we launched the social-media initiative #StopptKinderarmut (#StopChildPoverty), whose videos reveal what it's like to grow up poor. Information and proposed solutions – such as an inclusive child benefit – can be found on the initiative's website.

In a cross-party resolution taken in November, Germany's conference of labor and social ministers called on the federal government to introduce a more inclusive universal child benefit. Our model for an inclusive child benefit, which the conference called sensible and realistic, was used as input for the consultations.

 www.bertelsmann-stiftung.de/family-and-education

ACT2GETHER – Fair opportunities for young people

Together with partners and a Youth Expert Team, this project works to ensure that young people have fair opportunities. After the 2GETHERLAND Camp in 2019, participants became actively involved in 14 follow-up projects designed to reduce social inequality among children and young people.

 www.act2gether.de

Future of Democracy



-  Executive Board Member:
Dr. Brigitte Mohn
-  Program Director:
Christina Tillmann
-  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, in Europe, and in international organizations.

Selected project activities:

Monitoring Democracy


We identify weak points and propose solutions to increase the legitimacy of democracy in Germany and in international organizations. The coronavirus pandemic has served as a magnifying glass in this regard, making the need for international cooperation tangible for many people. As the UN celebrated its 75th anniversary, we showed that 80 percent of Germans support international cooperation and are clearly opposed to national egotism.

In April, we were able to demonstrate that seven out of ten people in Germany are satisfied with the way the government is combatting the coronavirus crisis and that they give it good marks. Moreover, one of our publications released in 2020 showed that populist attitudes have declined markedly in the country. This positive, pro-democratic trend began in 2019 and has persisted, bolstered by trust in the government's response to the pandemic.

-  www.bertelsmann-stiftung.de/monitoring-democracy

Democracy and Participation in Europe

The European Union talks about a "citizens' Europe," but has difficulty including the public in its policy-making. We want the EU to become more democratic and participatory. How can this be achieved, especially during a pandemic? At an online discussion, we spoke with Audrey Tang, Taiwan's first "digital minister," about this issue. We also became proactive ourselves – by organizing Citizens' Dialogues with 10 communities in Germany on responses to the pandemic. Moreover, we hosted a dialogue on Europe's Future that brought together German Foreign Minister Heiko Maas with citizens of Poland, France and Germany. In cooperation with the European Commission, we also developed Europe's first transnational, multilingual and digital dialogue involving 100 randomly selected individuals from Denmark, Ireland, Italy, Lithuania and Germany.

-  www.bertelsmann-stiftung.de/democracy-participation-europe

Civil Society



 Executive Board Member:

Dr. Brigitte Mohn

 Program Director:

Bettina Windau


 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.

Selected project activities:

“jungbewegt – Volunteering and Democracy”

This project promotes civic engagement, participation and citizenship education among young people in preschools, schools and after-school programs. We thereby consider the framework conditions at child-care centers, schools and youth organizations. In recent years, we have also made greater use of the communications potential offered by digital media. In the future, we will focus on societal problems, such as right-wing extremism, racism, anti-Semitism, anti-Muslim xenophobia and Islamism.

 www.bertelsmann-stiftung.de/en/our-projects/jungbewegt


Committed Communities

As part of the project's third phase, 73 cities are now committed to establishing robust framework conditions and sustainable structures for civic engagement. The project is supported by a national consortium of partners.

 www.engagiertestadt.de/en/start-en


Opportunities Portal

This Internet platform presents local offerings for young people, families and the elderly. Communities and nonprofit organizations can create their own Opportunities Portal, adapting it to their specific activities.

 www.synergien-vor-ort.de


Impact Investing


This project explores the potential of new funding models to foster fair opportunities for young people and their families in Germany. In the future, the project will stress the innovation aspect of impact investing.

 www.bertelsmann-stiftung.de/en/our-projects/impact-investing

Promoting Engagement and Democracy

Together with other foundations, the Bertelsmann Stiftung supports projects that strengthen democracy and civic engagement. For example, it participates in a “democracy fund” and in CIVITATES – A Philanthropic Initiative for Democracy and Solidarity in Europe.

 www.foerderfonds-demokratie.de

 <https://civitates-eu.org>

ACT2GETHER – Fair opportunities for young people

Together with partners and a Youth Expert Team, this project works to ensure that young people have fair opportunities. After the 2GETHERLAND Camp in 2019, participants became actively involved in 14 follow-up projects designed to reduce social inequality among children and young people.

 www.act2gether.de

CORPORATE COMMUNICATIONS



 Executive Board Member:

Dr. Ralph Heck

 Directors:

Jochen Arntz, Dr. Malva Sucker

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 focuses 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;

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 bertelsmann-stiftung.de, its corporate website, the foundation can be found on social media, primarily on Facebook, LinkedIn, Twitter, Instagram, Xing and YouTube. Many of its projects and experts have their own online profiles and blogs: 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:
Dr. Ralph Heck
 Director:
Wilhelm-Friedrich Uhr

Corporate Operations consists of the departments Finance & Tax / Asset Management, 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/Asset Management department oversees accounting procedures for all of the foundation's business transactions. It also produces its annual financial statement, including the 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. Asset Management 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 Business Intelligence Competence Center develops procedures for carrying out systematic, database-driven data analysis, and it offers support when data migrations occur.

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. Corporate IT also oversees IT security at the Bertelsmann Stiftung.

The Corporate Services department provides various types of in-house support. Its core responsibilities are facility management, property services, strategic procurement and 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

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Bertelsmann
FOUNDATION

Founders Foundation

- Bielefeld
- Managing Directors:
Sebastian Borek,
Dominik Gross
- www.foundersfoundation.de/en

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Fundación Bertelsmann

- Barcelona
- Directors:
Clara Bassols,
Francisco Belil
- www.fundacionbertelsmann.org

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PHINEO

- Berlin
- Chairman:
Dr. Andreas Rickert
- www.phineo.org/en

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German Stroke Foundation

- Gütersloh
- Executive Board:
Dr. Michael Brinkmeier,
Sylvia Strothotte
- www.schlaganfall-hilfe.de

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STIFTUNG



DEUTSCHE
SCHLAGANFALL
HILFE

Weisse Liste

- Gütersloh
- Managing Director:
Uwe Schwenk
- 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 D. C.
- 👤 Executive Director: Irene Braam
- 🌐 www.bfna.org

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CHE Centre for Higher Education

- 📍 Gütersloh
- 👤 Managing Directors: Dr. Jörg Dräger, Prof. Dr. Frank Ziegele
- 🌐 www.che.de/en

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Liz Mohn Foundation for Culture and Music

- 📍 Gütersloh
- 👤 Chairwoman: Liz Mohn
- 👤 Managing Director: Nadine Lindemann
- 🌐 www.kultur-und-musikstiftung.de

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LIZ MOHN
KULTUR- UND MUSIKSTIFTUNG

Reinhard Mohn Institute of Management

- 📍 Witten
- 👤 Director: Prof. Dr. Guido Möllering
- 🌐 www.reinhard-mohn-institut.de

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REINHARD MOHN
STIFTUNG

Reinhard Mohn Stiftung

- 📍 Gütersloh
- 👤 Executive Board: Christoph Mohn, Dr. Erkan Uysal
- 🌐 www.reinhard-mohn-stiftung.de

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Center for Digital Education and Schools in Gütersloh

- 📍 Gütersloh
- 👤 Managing Directors: Christian Ebel, Rüdiger Bockhorst
- 🌐 www.digitale-schule-gt.de

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www.digitale-schule-gt.de

*See "Total Expenditures" on pp. 8–9.

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

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

CHE Centre for Higher Education

Higher education institutions are increasingly offering courses that combine occupational and academic content. CHE provides guidance for students from nontraditional backgrounds. We also offer university administrators and policy makers innovative ideas – for example, on ongoing learning and dual vocational-academic programs.

CHE addresses the challenges currently confronting Germany's colleges and universities and its policy makers active in the field of higher education. For example, it has supported higher education institutions during the pandemic through its Hochschulforum Digitalisierung, making it possible for them to learn from the crisis. After all, the experience of teaching digitally during the lockdown is making it possible to draw far-reaching conclusions on the future of hybrid learning.

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. This ranking compares 1,800 institutions from 98 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/en

Founders Foundation

Established on the initiative of the Bertelsmann Stiftung, the Founders Foundation educates the next generation of successful entrepreneurs in the heart of Germany's *Mittelstand*. As a result, it is developing initiatives that are shaping the digital future for the region of East Westphalia-Lippe and building B2B startup ecosystems throughout Germany.

The Founders Foundation develops, promotes and supports entrepreneurs as they successfully create their own startups. Assisted by a unique network of mentors – experienced business leaders, international experts, and leading thinkers from the startup scene – the Founders Foundation uses its Startup School, Lab and six-month Accelerator to strategically prepare entrepreneurs for the various steps on their startup journey, based on their business idea and its level of development.

In keeping with the ideas of philanthropist Reinhard Mohn, the pilot project will run for 10 years, and it has received initial funding of

€17.5 million. Over 400 talented entrepreneurs have been trained using the Founders Foundation Education Model. The 25 resulting startups have attracted venture capital totaling tens of millions of euros. Moreover, 80 percent of Founders Foundation graduates have remained in East Westphalia-Lippe, an innovation transfer that is helping to ensure the region's long-term competitiveness.



Managing Directors:

Sebastian Borek, Dominik Gross



www.foundersfoundation.de/en

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 increasing employment among young people by promoting cooperation between educational institutions and the business community.

Established by Reinhard Mohn in Barcelona in 1995, the Fundación Bertelsmann initially worked to develop libraries in Spain. Since 2014, it has focused on increasing employment among Spanish youth. It aims to improve occupational opportunities for young people by introducing high-quality career counseling in schools. It is also committed to promoting dual vocational education. The Alliance for Dual Vocational Training – a network that now consists of 1,400 partners – supports businesses, vocational schools and other institutions as they launch dual vocational education programs. In addition, the foundation is developing proposals on behalf of the Spanish Ministry of Education

and the European Commission for statutory quality standards and a monitoring system.

The foundation also has a network of “external consultants” which assists businesses and schools to implement dual vocational education and training (VET) programs. External consultants for dual VET are currently active in 9 out of 17 regions after being introduced there by educational authorities, many of whom use materials developed by the Fundación Bertelsmann.



Directors:

Clara Bassols, Francisco Belil



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 from different cultural backgrounds.

Through her foundation, Liz Mohn would like to make greater use of the opportunities culture and music offer for personal development and for society at large. Within its focus areas, the Liz Mohn Foundation for Culture and Music supports the Opera Studio at the Staatsoper Unter den Linden in Berlin and the studio’s participants. As part of the yearly Cultural Diversity With Music initiative, the foundation accepts funding applications for projects that promote intercultural interaction among children and young people in Germany. Through this national initiative and its local cultural activities in Gütersloh, where the nonprofit organization is based, the Liz Mohn Foundation for Culture

and Music aims to achieve one goal above all: giving disadvantaged children and young people equitable opportunities to participate in culture and thus in society.



Chairwoman:

Liz Mohn



Managing Director:

Nadine Lindemann



www.kultur-und-musikstiftung.de

PHINEO

Doing good and achieving the best – that's PHINEO's goal. PHINEO is a think tank, consultancy and social organization all in one.

PHINEO supports nonprofits, companies and philanthropists in achieving their goals more effectively and in making an impact through social engagement. Originally incubated at the Bertelsmann Stiftung and an independent entity for the last 10 years, the analytic and consulting organization accomplishes this in four ways:

1. As an analytics specialist, PHINEO makes social impact visible.
2. As a consultancy, PHINEO advises and networks nonprofits, foundations, businesses, government ministries and individuals. It thus makes projects possible that could not be realized by people working on their own.
3. As a think tank, PHINEO combines innovation

with activities that are tried and tested.

4. As a visionary organization, PHINEO implements its own ideas – quickly and effectively. The Bertelsmann Stiftung is one of PHINEO's shareholders, which allows for numerous mutually beneficial synergies.



Chairman:

Dr. Andreas Rickert



www.phineo.org/en

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, its interdisciplinary and international approach produces innovative ideas that advance the theory and practice of management, thereby serving individuals and society at large.

Supported by the Bertelsmann Stiftung, the Reinhard Mohn Institute of Management (RMI) was founded in 2010 as an extension of the Reinhard Mohn Endowed Chair in Management, which was established in 1991. Its program reflects Reinhard Mohn's participatory and responsibility-driven management philosophy, and the RMI emphasizes the importance of cooperation in strategy, organization, leadership and management. Key issues addressed include network and alliance strategies, strategic realignment processes, managing openness and transparency, and trust in and among organizations. Additional topics are innovation and learning in organizations, new forms of leadership and work in the digital age, and cor-

porate responsibility in keeping with the UN's 17 Sustainable Development Goals. The institute hosts the annual RMI Management Day and uses the Führungskräfte-Radar (Leadership Radar), its representative survey, to show how favorable conditions can be created to promote effective leadership.



Director:

Prof. Dr. Guido Möllering



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 activities aim at empowering children and young people to reach their full potential, regardless of cultural, social or economic background. Developed and implemented with local partners, the foundation's projects take place in cities and towns located in East Westphalia-Lippe, the region Reinhard Mohn was from and where his family still lives today. One of the foundation's key concerns is that the projects develop positively over the long term and that their outcomes are disseminated and anchored in the educational system. In order to increase their impact in schools, the foundation began redesigning the projects' training courses

in 2020. Going forward, all activities will reflect the standards currently required of effective, sustainable further-training programs. The kick-off for this upgrade is a project for improving math skills among students at over 70 primary schools.



Executive Board:

Christoph Mohn, Dr. Erkan Uysal



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 is dedicated to preventing stroke, assisting people with stroke and their families, and improving 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, and networks individuals and institutions.



Executive Board:

Dr. Michael Brinkmeier, Sylvia Strothotte



www.schlaganfall-hilfe.de

Weisse Liste

By developing and operating digital applications that provide patients and consumers with useful information, Weisse Liste (White List) makes quality more transparent within Germany's health-care system. The online portal is a Bertelsmann Stiftung project. Germany's major patients' and consumers' organizations serve as strategic partners.

Weisse Liste was established to offer people a transparent, non-commercial overview of health-care services in Germany. Incorporated in 2011 as a nonprofit and a wholly owned subsidiary of the Bertelsmann Stiftung with an office in Berlin, it maintains and develops the portal's information services and serves as a driver for increasing transparency in the health-care sector. By making data available, Weisse Liste supports patients in making decisions and motivates providers to focus on improving the quality of their services. The project's main offering is www.weisse-liste.de, Germany's largest independent online portal for medical patients, which enables users to find

the medical service that is right for them. In addition, it publishes information on the range and quality of services offered by health-care providers and on digital health apps.

 **Managing Director:**
Uwe Schwenk
 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 classroom instruction and schools as a whole, while ensuring young people can participate as digital technology transforms the way we work and live.

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 engage with them thoughtfully, critically and responsibly. In 2017, the Bertelsmann Stiftung liaised with the Reinhard Mohn Stiftung and with project partners in the regional educational network to create the nonprofit Center for Digital Education and Schools in Gütersloh.

The following year, the project was launched at 56 schools in five communities. In 2019, another



nine local school boards and their schools joined the project. Training courses were also offered to school principals and school-development groups. In 2020, the school boards benefitted from training courses and consulting services. Another focus area was creating an effective and sustainable training program for further developing classroom instruction, which was presented to 40 interested schools.

 **Managing Directors:**
Christian Ebel, Rüdiger Bockhorst
 www.digitale-schule-gt.de



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Affiliated Nonprofit Institutions



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Bertelsmann Foundation North America

 **Executive Director:**
Irene Braam
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CHE Centre for Higher Education

 **Managing Directors:**
Dr. Jörg Dräger, Prof. Dr. Frank Ziegele
 www.che.de/en




Founders Foundation

 **Managing Directors:**
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 www.foundersfoundation.de/en



Fundación Bertelsmann

 **Directors:**
Clara Bassols, Francisco Belil
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 **Chairwoman:**
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 **Managing Director:**
Nadine Lindemann
 www.kultur-und-musikstiftung.de



PHINEO

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Dr. Andreas Rickert
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Weisse Liste

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Center for Digital Education and Schools in Gütersloh

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