



Annual Report 2019

CONTENTS

04	Foreword	36	Corporate Communications
06	Sustainable Impact	37	Corporate Operations
08	Financial Information	38	Affiliated Nonprofit Institutions
08	Expenditures	40	Academy of Manual Medicine, Bertelsmann Foundation North America
10	Income	41	CHE Centre for Higher Education, Founders Foundation
11	Assets and Liabilities	42	Fundación Bertelsmann, Liz Mohn Foundation for Culture and Music
12	Human Resources	43	PHINEO, Reinhard Mohn Institute of Management
13	Locations	44	Reinhard Mohn Stiftung, German Stroke Foundation
14	Accountability	45	Weisse Liste, Center for Digital Education and Schools in Gütersloh
16	Governance	46	Contacts at a Glance
18	Our Topics at a Glance	50	Acknowledgments
20	Programs and Project Activities	51	Production Credits
20	Rethinking Work		
21	Germany and Asia		
22	Europe's Future		
23	Integration and Education		
24	Competence Center for Leadership and Corporate Culture		
25	Living Values		
26	Communities for Better Living		
27	Learning for Life		
28	Megatrends		
29	Discovering Music		
30	Shaping Sustainable Economies		
31	Business in Society		
32	Improving Health Care – Informing Patients		
33	Effective Investments in Education		
34	Future of Democracy		
35	Civil Society		

FOREWORD



Dear Readers,

Three decades ago, the Berlin Wall fell, paving the way for a unified Germany and Europe. Today I ask myself: Where will we be three decades from now?

At a time in history when walls are being erected to keep people out and trade barriers are going up to prevent economic competition, we need to consider the strength we gain from cooperating with each other and how much we can achieve by pulling together. Our founder, Reinhard Mohn – the anniversary of whose death we commemorated in 2019 for the 10th time – said as the new millennium approached: “International cooperation and peacemaking are the order of the day.” This statement has lost none of its timeliness. Against the background of weakened multilateralism and serious strife, such as the protests taking place in Hong Kong, this dictum seems more prescient than ever.

In 2019, we used numerous Bertelsmann Stiftung events to promote international dialogue. At “Trying Times – Rethinking Social Cohesion,” our new conference series held in Berlin, we focused on the future of social cohesion. Our international roundtable in Singapore also examined inclusive innovation and the cohesiveness of societies. In light of declining trust levels and unequal opportunities for social participation, social cohesion has become indispensable if we want to join forces and overcome today’s challenges.

We became even more aware of two topics in the past year: climate change and the sustainable use of resources, key elements in the UN’s 17 Sustainable Development Goals (SDGs). By publishing our fifth report on the implementation of these goals, we helped ensure yet again that they will continue to guide the international debate.

In the coming year, three decades after the Berlin Wall fell, those invisible walls must be torn down that prevent people from participating in society. We want to help make that happen. This annual report provides you with a look at key topics we addressed in 2019. 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

SUSTAINABLE IMPACT

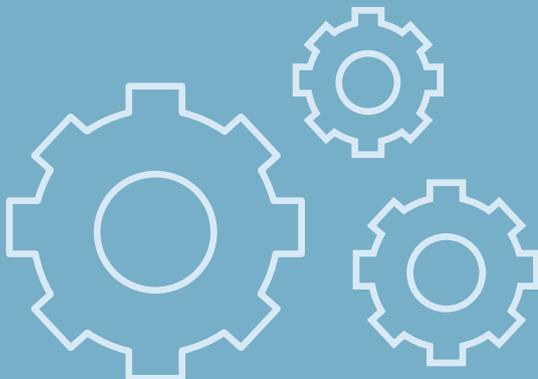
Through its projects, studies and events, the Bertelsmann Stiftung stimulates debate and provides ideas for social change. Civic engagement and sustainable impact serve as the basis for its activities. The foundation's initiatives not only generate solutions, they also provide the public with empirically 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.



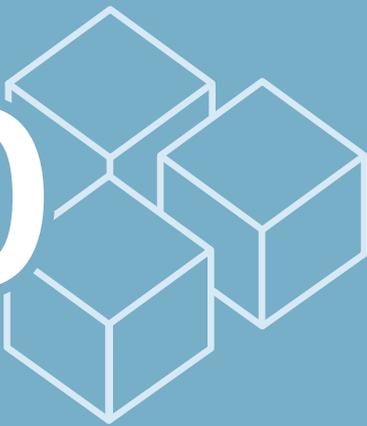
386
EMPLOYEES



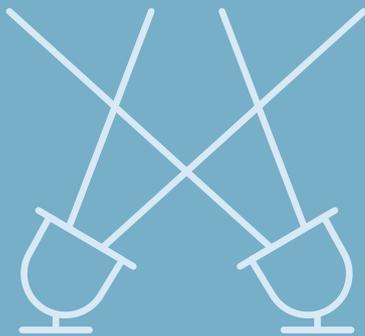
5
LOCATIONS
WORLDWIDE



A NONPROFIT, NONPARTISAN,
PRIVATE OPERATING FOUNDATION



70
PROJECTS



250
EVENTS



1.6 BILLION

EURO FOR
NONPROFIT ACTIVITIES
SINCE FOUNDING



90
-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 2019 fiscal year totaled €90.5 million. Since its inception, the Bertelsmann Stiftung has made ca. €1.6 billion available for nonprofit activities.

Programs and special projects	2018		49,475
	2019		51,949
Contributions to affiliated nonprofit institutions	2018		14,319
	2019		13,592
Program-related services	2018		4,487
	2019		4,693
Communications	2018		6,896
	2019		8,613
Administration	2018		11,820
	2019		11,667
Total expenditures	2018		86,997
	2019		90,513

* 2018 data: audited / 2019 data: preliminary (as of January 29, 2020)

Program expenditures

In its 2019 fiscal year, the Bertelsmann Stiftung invested €51.9 million directly in its program activities. That represents an increase of €2.5 million over the previous year.

Programs and special projects	2018	2019
Rethinking Work	1,025	1,014
Germany and Asia	1,845	1,786
Europe's Future	4,357	4,693
Integration and Education	3,773	3,761
Competence Center for Leadership and Corporate Culture	1,867	1,873
Living Values	3,296	2,576
Communities for Better Living	5,024	4,419
Learning for Life	4,633	3,992
Megatrends	2,753	3,398
Discovering Music	2,470	2,935
Shaping Sustainable Economies	3,354	4,731
Business in Society	2,348	2,701
Improving Healthcare – Informing Patients	3,041	3,617
Effective Investments in Education	2,423	2,115
Future of Democracy	2,344	3,358
Civil Society	4,223	3,796
Special projects	701	1,184
	49,475	51,949

* 2018 data: audited / 2019 data: preliminary (as of January 29, 2020)

Affiliated nonprofit institutions

In 2019, the Bertelsmann Stiftung's contributions to affiliated nonprofit institutions decreased by approximately €0.7 million from the previous year to €13.6 million.

Affiliated nonprofit institutions	2018	2019
International foundations		
Bertelsmann Foundation North America	3,634	4,099
Fundación Bertelsmann, Barcelona	2,660	2,496
Shareholdings		
CHE Centre for Higher Education	1,730	1,730
Founders Foundation	3,000	3,000
PHINEO	700	600
Weisse Liste	500	650
Center for Digital Education and Schools in Gütersloh	669	411
Partners		
Liz Mohn Foundation for Culture and Music	1,034	279
Reinhard Mohn Institute of Management	317	327
German Stroke Foundation	75	0
Contributions to affiliated nonprofit institutions	14,319	13,592
Total (programs, special projects and affiliated nonprofit institutions)	63,794	65,541

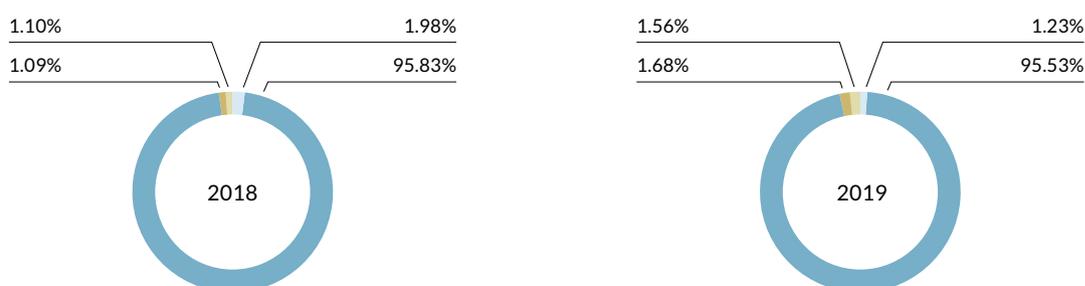
* 2018 data: audited / 2019 data: preliminary (as of January 29, 2020)

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 €124.2 million in fiscal year 2019. An additional €5.8 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 2019 fiscal year, the foundation therefore had €130.0 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 2019, these reserves were increased by €42 million to €534 million.



	2018	2019
● Investment income	120,802.7	124,199.5
● Income from partnerships, donations	1,378.4	2,183.2
● Capital income	1,390.3	2,036.8
● Other income	2,491.0	1,594.9
Total income	126,062.4	130,014.4

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.

* 2018 data: audited / 2019 data: preliminary (as of January 29, 2020)

STATEMENT*

of the Bertelsmann Stiftung's assets and liabilities as of December 31, 2019

ASSETS (€, thousands)	2018	2019
Fixed assets		
Intangible assets and tangible assets	58,247.6	73,989.0
Financial assets:		
Shares	602,472.6	602,431.4
Other securities	513,311.1	590,187.2
Total fixed assets	1,174,031.3	1,266,607.6
Current assets		
Available funds	58.9	78.6
Receivables and other assets	286.1	1,248.6
Securities	30,004.2	32,000.9
Liquid assets	136,737.1	60,469.7
Total current assets	167,086.3	93,797.8
Prepaid expenses	401.2	387.5
Balance from asset management	21.5	67.4
Total balance-sheet assets	1,341,540.3	1,360,860.3
Assets held in trust	5,582.5	5,712.8
LIABILITIES (€, thousands)	2018	2019
Endowment capital	619,497.6	619,497.6
Reserves		
§ 62 Para. 1 No. 3 AO (Free reserves)	492,000.0	534,000.0
§ 62 Para. 1 No. 1 AO (Reserves in acc. with bylaws)	44,190.0	35,471.9
Restructured assets	22,584.5	23,620.2
Total reserves	558,774.5	593,092.1
Funds carried forward	102,990.3	105,931.1
Accrued liabilities		
Provisions for pensions	23,895.8	28,485.1
Other liabilities	32,549.1	8,069.1
Total accrued liabilities	56,444.9	36,554.2
Accounts payable		
Accounts payable for goods and services	2,606.5	3,778.8
Other accounts payable	1,226.6	2,006.5
Total accounts payable	3,833.1	5,785.3
Deferred income and accrued expenses	0.0	0.0
Total balance-sheet liabilities	1,341,540.4	1,360,860.3
Trust accounts payable	5,582.5	5,712.8

* 2018 data: audited / 2019 data: preliminary (as of January 29, 2020)

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 40 new employees in 2019.

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, 47 university students and recent graduates completed internships at the Bertelsmann Stiftung in 2019.

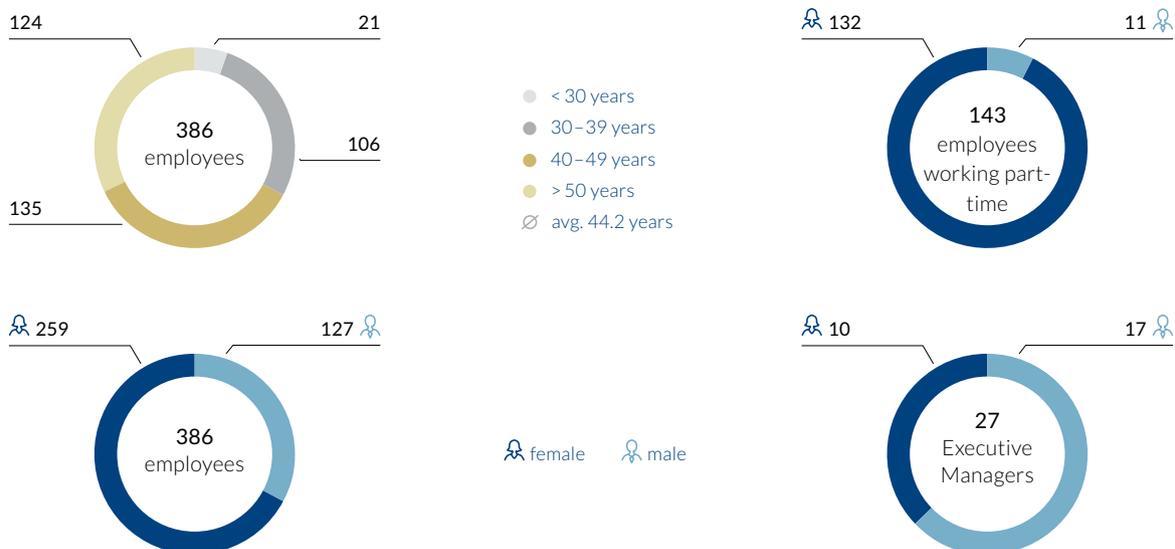
Diversity and work-life balance

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 gender, nationality, ethnic background, religion or worldview, disability, age, and sexual preference and identity."

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, 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



Wolf Bauer



Carsten Coesfeld



Prof. Dr. Ulrike Detmers



Dr. 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. In 2019, the Executive Board members were Aart De Geus (chairman), Liz Mohn (vice-chairwoman), Dr. Jörg Dräger and Dr. Brigitte Mohn. Aart De Geus stepped down as chairman on December 31, 2019 and will be succeeded by Dr. Ralph Heck as of August 1, 2020.

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; CFO of Airbus SE

 Wolf Bauer, former CEO of UFA Film & TV Produktion

 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 Bielefeld University of Applied Sciences

 Dr. 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

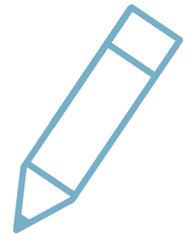
 Prof. Dr. Jürgen Stark, former chief economist and member of the Executive Board of the European Central Bank

As of December 31, 2019

OUR TOPICS AT A GLANCE

Education

For equitable childhood opportunities and quality educational institutions



Europe

For a strong Europe in a global world



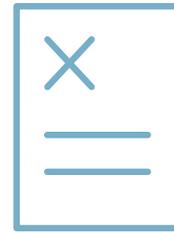
Values

For social cohesion and culture



Democracy

*For democratic participation
and an engaged civil society*



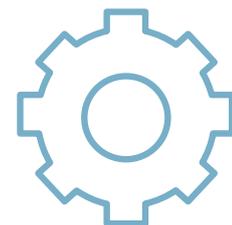
Health

*For people-centered
health care*



Economy

*For a future-oriented social
market economy*



PROGRAMS AND PROJECT ACTIVITIES

Rethinking Work



 Executive Board Member:

Aart De Geus

 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 grow. This program develops responses which ensure that the job market is inclusive and dynamic and that social security systems remain stable.

Selected project activities:

The Changing World of Work

This project focuses on key issues affecting the job market and social welfare programs. In 2019, one study addressed the question of “Who are the winners and losers of labor market trends?” by investigating in detail how employment levels and wages have developed over the last four decades for men and women in eastern and western Germany. It examined different qualification levels and described the required policy responses. A second study analyzed the employment situation for low-skilled individuals, including job types, wages and employee satisfaction. Another study focused on the prospective increase in poverty among Germany’s elderly and the effect different pension reforms would have. One issue examined by the study was the potential impact of the various approaches for creating a basic pension that were considered in the German policy debate in 2019.

A series of events was initiated to promote a dialogue with stakeholders and policy makers in Berlin on the ideas underlying the foundation’s projects and the findings they produce. Three events have been held to date. The topics examined were the employment situation faced by low-skilled workers, the challenges of the low-wage sector and the development of lifetime employment incomes.

 www.bertelsmann-stiftung.de/future-employment

Using Big Data to Analyze the Labor Market

As part of this exploratory project, possibilities were examined for using big data and related methods to analyze issues impacting Germany’s labor market. The focus was on how employers’ demand for digital competencies, such as programming skills, the use of office software suites, and data analysis and visualizations, has developed over time. This included an analysis of several million online employment ads. The findings show that this approach produces new valid types of information. Demand by businesses for digital skills increased markedly from 2014 to 2018 compared to non-digital skills. This is particularly true of occupations that previously required little engagement with information and communications technologies.

A partnership with the OECD in Paris has also been initiated as part of this project. As a member of the Engagement Group on the Future of Work and Skills, the project team continues to work with representatives from academia, the business community and civil society to identify ways for improving how the skills required by the job market are acquired.

Germany and Asia



 Executive Board Member:

Liz Mohn

 Program Director:

Stephan Vopel

 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.

Selected project activities:

Social Cohesion Radar in Asia

Following the analysis of social cohesion in 22 countries in South, Southeast and East Asia, the study *Democratic Accommodations – Minorities in Contemporary India* examined minority policies in culturally and ethnically diverse India.

 www.bertelsmann-stiftung.de/en/our-projects/germany-and-asia/news/on-dealing-with-minorities-in-india

High-Level Roundtables

The program uses roundtables to convene high-level decision makers from the political, social and economic spheres. Dedicated to the topic “Asia and Europe in an Uncertain World,” the first Asia-Europe Symposium took place in Hong Kong in March 2019. The topic “Social Cohesion and Inclusive Innovation” was discussed in Singapore.

 www.bertelsmann-stiftung.de/germany-asia

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 2019, the study *What the West Is Investing along China's New Silk Road* compared Western and Chinese financial flows. The study *Beyond Investment Screening* examined the legal issues and competitive challenges faced by the EU as a result of China's rise. In cooperation

with the German Chambers of Commerce in China, the More than a Market initiative continues to promote CSR among German businesses active in the People's Republic. In 2019, the More than a Market Awards were presented in Shanghai for the fourth time.

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

Regional Focus: India

In 2019, our study *Inclusive Innovation Atlas* explored the potential for inclusive innovation in Asia, i.e. sustainable social and economic development that benefits all social classes and does not harm the environment. India took a top spot among the 21 countries examined.

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

Europe's Future



 Executive Board Member:

Aart De Geus

 Program Director:

Prof. Dr. Christian Kastrop

 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 a more innovative, inclusive economy and must strive for social justice. In addition, it must do more to promote stability and peace in its neighborhood.

Selected project activities:

Repair and Prepare: Strengthening Europe

This project delivers ideas for a stronger Europe. We analyze the potential offered by the European Single Market and outline a reform agenda for a stable Eurozone. We also address the prospects for growth, participation and prosperity in a social Europe.

 www.strengtheningeurope.eu

Strategies for the EU Neighbourhood

We examine how the EU can achieve more security and stability in view of the crises and conflicts taking place in its immediate neighborhood. Key issues include rule of law, combatting and preventing corruption, and deeper economic ties. To achieve these goals, we promote an exchange of experience between East and South, effective policies for key regional powers, and regional cooperation.

 www.bertelsmann-stiftung.de/eu-neighbours

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 surveys of what people expect of the new European Commission and the impact of social polarization on the European election.

 www.eupinions.eu

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-summit-en

Unionslabor

By playing *Unionslabor*, an interactive online game, young people aged 14 and older can learn about the complexities of political decision-making in Europe.

 www.unionslabor.de

European Election Film

In 2019, we produced a humorous short film for the European Parliament elections in order to help young adults understand the importance of Europe. The film has been watched online by over half a million people.

 www.bertelsmann-stiftung.de/europawahl-film

Integration and Education



 Executive Board Member:

Dr. Jörg Dräger

 Program Director:

Ulrich Kober

 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.

Selected project activities:

Making Fair Migration a Reality

We support the Expert Council of German Foundations on Integration and Migration and have published studies examining how welcoming Germany is to immigrants and how attractive OECD member states are for skilled workers. Together with Citizens for Europe, we support initiatives that promote an open society on the local level. As part of NesT, a pilot program conducted by the German government, we work with charitable organizations, churches and community groups to ensure that refugees requiring special protection are admitted to Germany. Supported by the Bertelsmann Stiftung, the Robert Bosch Stiftung and the German Marshall Fund, the Migration Strategy Group has developed recommendations for responding to migration and for effective development in Africa.

 www.bertelsmann-stiftung.de/fair-migration

All Kids Are VIPs

In 2019, more than 200 projects applied to participate in All Kids Are VIPs, a competition for promoting social integration among young people. Germany's federal commissioner for integration serves as the competition's patron.

 www.allekidssindvips.de

Learning Better in Diversity

We are committed to creating a fair and high-performing educational system in Germany. Currently, we are carrying out research on the shortage of teachers and are developing policy responses. Together with partners from civil society, we are promoting high-quality implementation of the legal right entitling primary-school students in Germany to attend an all-day school. The Jakob Muth Award for Inclusive Schools was presented for the ninth time in 2019, the UNDisability Rights Convention's 10th anniversary year. The Forum for Education and Digitalization, which we support, assists schools in undertaking a process of digital transformation. Together with international partners, we are developing a "learning compass" that can guide students toward competencies for the 21st century.

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

 www.jakobmuthpreis.de

Lehrkräfte Plus

This qualification program for refugee teachers at the universities of Bielefeld and Bochum continues to be widely acclaimed.

 www.bised.uni-bielefeld.de/LKplus

 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

Given the impact of globalization and digitalization, the business community and political sector need leaders who can sustainably balance economic, social and environmental interests. Our competence center wants to both inspire leaders and support them in taking action that is sustainable and responsible.

Selected project activities:

Trilogue Salzburg

The Trilogue Salzburg is an interdisciplinary exchange among political, business and cultural leaders from numerous countries on challenges stemming from global developments. In 2019, the participants discussed the topic “Fragmented Realities – Regaining a Common Understanding of Truth,” addressing the question of whether a shared conception of reality still exists. During the discussions, they considered the fragmented perceptions that result from “parallel realities,” among other topics.

 www.bertelsmann-stiftung.de/trilogue

The “Forum Bellevue on the Future of Democracy”

The Federal President’s Forum Bellevue on the Future of Democracy is organized in cooperation with the Bertelsmann Stiftung. In 2019, Federal President Frank-Walter Steinmeier was joined at three forums by German and international thought leaders from the worlds of science, politics, culture, business and civil society. The topics discussed were “Is Everything a Matter of Faith? On the Relationship between Religion and Democracy,” “The European Union: What Is at Stake” and “Which Future? On Democracy and Progress”.

 www.forum-bellevue.de/en/home

Responsible Leadership in Tomorrow’s World of Work

The 2019 Executive Radar, a representative survey of 1,000 managers, was carried out with the Reinhard Mohn Institute of Management at Witten/Herdecke University, as was a case study on diversity in corporate cultures. Another study examined innovation and corporate culture, in cooperation with IW Consult and the blog parade Generationenmanagement.

 www.creating-corporate-cultures.org

Creating Corporate Cultures

Camp Q 2019 brought 200 alumni from our executive training events together with managers from various sectors. This leadership conference for maverick thinkers allowed participants to engage with acclaimed speakers in a discussion of the topic “Leading into the Future with Courage and Confidence.” We also organized executive training sessions on “Future-Ready Leadership” and “Women and Cultural Change.” To mark the latter’s 10th anniversary, a roundtable was held on “Women: Expected Roles and Career Decisions” at which a study on the same topic was presented.

 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. In 2019, the focus was on a study that examined the public's declining trust in politics and political parties, and on a conference dedicated to "Engagement and Cohesion."

 www.gesellschaftlicher-zusammenhalt.de

Conference: "Trying Times - Rethinking Social Cohesion"

The international "Trying Times" conference brought together experts and decision makers in Berlin to discuss the future of social cohesion.

 www.bertelsmann-stiftung.de/tryingtimes

Alliance for Social Cohesion

This alliance promotes cooperation among foundations in order to strengthen social cohesion.

 www.gesellschaftlicher-zusammenhalt.de

Religion Monitor

The Religion Monitor investigates the role played by religion and by religious and cultural diversity in social cohesion. In 2019, the project focused on a study investigating religious pluralization and democracy.

 www.bertelsmann-stiftung.de/religion-monitor

German-Israeli Young Leaders Exchange

By promoting interaction and collaboration, this project is building a network of outstanding individuals that can serve as a foundation for the two countries' long-term relationship. In 2019, the focus was on networking Germany and the "start-up nation" Israel in the area of innovation.

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

Values Education and Cohesion in the Community

This project builds values and social cohesion at the community level. Its main activity in 2019 was scaling up the TeamUp! project.

 www.bertelsmann-stiftung.de/wertebildung

YEF - Young Europeans' Forum 2019

Organized by the Bertelsmann Stiftung in cooperation with The Aladdin Project and UNESCO, YEF19 brought together 100 young adults from throughout Europe to discuss social cohesion.

 www.bertelsmann-stiftung.de/en/our-projects/gesellschaftlicher-zusammenhalt/project-news/yef19-review

Communities for Better Living



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

Communities face major challenges: Society is aging, social divisions are increasing and digitalization is giving rise to new forms of cooperation. Our projects promote shared efforts for creating more equitable access to social participation.

Selected project activities:

Cosmopolitan Communities

Following a study on the opportunities that integrating refugees offers communities, a “self-test” was developed with PHINEO and with financial assistance from Stiftung Mercator. The test was then launched with support from Germany’s federal commissioner for integration.

 www.ankommenindeutschland.de

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. We continue to provide support by participating in ongoing research and disseminating findings throughout Germany.

 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 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/kommunalfinanzen

Sustainable Communities Monitor

Sustainable strategies require transparency. That is why we collaborate with the SDG portal to publish current data on sustainable development for communities in Germany with 5,000 inhabitants or more.

 www.monitor-nachhaltige-kommune.de
 www.sdg-portal.org

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 seeing digital transformation as a valuable opportunity.

 www.bertelsmann-stiftung.de/en/our-projects/smart-country

Community Roadmap

The website wegweiser-kommune.de makes more than 300 socioeconomic indicators, time series, reports and examples of good practice available to communities in Germany with 5,000 inhabitants or more. The site offers information on demographics, sustainability, finances, business and employment, education, nursing care, integration and social conditions.

 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 creating an equitable educational system that promotes successful learning and overcomes social disadvantages. The goal is to ensure every young person completes a vocational training program and every employee can document any skills he or she has acquired on the job.

Selected project activities:

Vocational Training – Opportunities for Everyone

This project works to make Germany's vocational education system more equitable and effective. In 2019, we published a report comparing the vocational education systems in Germany's different states. A position paper was also released on strengthening vocational education programs at businesses, along with a working paper on occupational training in the digital age. Moreover, in a concept paper examining how all young people can be given access to vocational training, an approach was developed that would temporarily augment on-site training in businesses with government-funded training slots. Lessons learned were derived from international cost-benefit analyses of vocational education programs – from the perspective of the businesses offering training – and then presented in Brussels and Madrid.

 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. We also work to ensure that informally and nonformally acquired skills are recognized and that a nationwide system is created allowing trainees to gain partial qualifications. Moreover, we develop tools such as the website

www.meine-berufserfahrung.de that identify occupational competences.

 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 in six languages for 30 occupations. The tests identify job-related knowledge, thereby increasing 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 organizing training courses to further distribute MYSKILLS and are supporting employers who want to use the tests to evaluate job candidates' occupational skills.

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

 www.myskills.de/en

Megatrends



-  Executive Board Member:
Aart De Geus
-  Program Directors:
Andreas Esche, Ralph Müller-Eiselt
-  www.bertelsmann-stiftung.de/MT

The Megatrends program examines new global developments in the political, economic and social contexts. The program focusses 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.

Selected project activities:

Demographic Resilience

This project wants to better prepare the political and social arenas for the multi-faceted responses that will be 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. Our goal is to identify potentials and develop solutions that stabilize the relevant systems and expand opportunities to participate across generations.

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

Shaping Digital Policy

This one-year exploratory project identifies key mechanisms for creating a consistent digital policy, one that can build European values and a regulatory framework, thereby enabling people to participate in the digital society. The goal is to determine concrete starting points and potential leverage for the Bertelsmann Stiftung's future work in this area.

Ethics of Algorithms

The goal of this project is to put algorithms at the service of society. We sensitize the public to the opportunities algorithmic processes offer, the risks they bring and, above all, their relevance. We contribute new ideas and create a space for interdisciplinary, solution-oriented discourse. We also test promising approaches at the intersection of technology and society, such as regulatory guidelines for the ethical development of algorithms and the creation of independent oversight agencies.

-  www.ethicsofalgorithms.org

Global Economic Dynamics (GED)

This project examines global economic developments as they relate to the performance of national economies and the opportunities that social groups have to participate. We use our analyses to identify options for shaping social market economies and international trade in a way that ensures they are sustainable and inclusive.

-  www.ged-project.de

Discovering Music



 Executive Board Member:

Liz Mohn

 Program Director:

Helmut Seidenbusch

 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.

Selected 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/en.html

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 and use their creativity to experiment as they make music with others.

 www.bertelsmann-stiftung.de/musikalische-bildung

This project has four modules:

Musical Primary School

This module 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

MIKA – Music in Child Care Every Day

This module creates a space for children in child care, and their caregivers, to actively experience music, thereby increasing participation in the facility's daily activities.

 www.bertelsmann-stiftung.de/mika

Mobile Music Workshop

At child-care centers and other educational institutions, children build instruments together with parents and teachers to experiment with sound and rhythm.

 www.mobile-musikwerkstatt.de

Music – Language – Participation

This module makes use of music's potential for language learning and for promoting social cohesion among recently immigrated young people.

 www.bertelsmann-stiftung.de/musik-sprache-teilhabe

Focusing on Music Education – Foundations' Alliance

Expert opinions, studies and a cultural-education association stimulate discussion on the role artistic activities can play in society responding to social disparities, digitalization and the quality of classroom instruction.

 www.bertelsmann-stiftung.de/rat-fuer-kulturelle-bildung

Shaping Sustainable Economies



 Executive Board Member:

Aart De Geus

 Program Directors:

Dr. Stefan Emptner, 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 forward-looking 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:

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.

 www.sdgindex.org

Sustainable Governance Indicators

The Sustainable Governance Indicators (SGI) analyze the long-term viability of the 41 OECD and EU member states. The findings reveal that conditions are worsening for achieving sustainable policy solutions. The 2019 Social Justice Index shows that more must be done to ensure future generations have a chance to participate.

 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.

 www.bti-project.org

Reinhard Mohn Prize

The topic of the 2020 Reinhard Mohn Prize is "Fostering Innovation. Unlocking Potential." The project is looking for exemplary initiatives, mechanisms and strategies to help promote innovation in Germany and Europe. On the one hand, the goal is to help Germany remain technologically – and thus economically –

competitive. On the other, the objective is to shape Germany's economic development so that it remains humane and democratic, and offers equal opportunities to all.

 www.bertelsmann-stiftung.de/fostering-innovation

Productivity for Inclusive Growth

This project carries out economic analysis and suggests policy responses for increasing productivity.

 <https://inclusive-productivity.de>

 www.fosteringinnovation.de

Future Social Market Economy

This project's activities include publications on how the social market economy can be further developed, as well as a series of policy briefs and colloquia held in Berlin.

 www.bertelsmann-stiftung.de/berliner-kolloquien

Recognizing Occupational Skills

Our programs Learning for Life and Shaping Sustainable Economies have joined with the Federal Employment Agency to develop computer-assisted tests that can be used to assess the skills of refugees and low-skilled workers for 30 occupations. The tests have been used throughout Germany since April 2019.

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

Business in Society



 Executive Board Member:

Liz Mohn

 Program Director:

Birgit Riess

 www.bertelsmann-stiftung.de/CSR

There is a close connection between social change and the need for sustainable development, especially in times of digitalization. Businesses have a responsibility to help shape these transformation processes. We develop implementation-oriented approaches that activate corporate engagement.

Selected project activities:

Regional Corporate Responsibility

Our platform for corporate engagement and CSR – regionalengagiert.de – showcases the business community's activities in this area and motivates others to join in. It networks actors and pools information on issues relating to social engagement. Conceived as a shared platform, it is now being used by 35 partner organizations throughout Germany to present their own content. Over 250 experts offer tips and helpful information that increase the impact of corporate engagement. More than 200 best practices inspire others to launch their own projects. The project's annual competition honors corporate engagement activities that are particularly innovative and sustainable. The Corporate Citizenship Survey, a joint effort with the umbrella organization Stifterverband, makes representative data available on CSR in Germany.

 www.bertelsmann-stiftung.de/regionale-unternehmensverantwortung

Workplaces in the Age of Digitalization

The global megatrend of digitalization is radically changing the work people do every day and their accustomed business models. This project supports businesses and employees as they engage in digital transformation processes. Our studies on digitalization and its implementation in mid-sized companies analyze how these processes can be shaped to focus on employees and participation. Work-life balance is becoming much more multifaceted, thanks to digitalization. Traditional notions of work face completely new challenges, leading to the question of whether and how new ways of working can be reconciled with existing labor laws. The blog www.zukunftderarbeit.de serves as a central communications platform supporting an exchange among people active in this field.

 www.zukunftderarbeit.de

Improving Health Care – Informing Patients



 Executive Board Member:
Dr. Brigitte Mohn
 Program Director:
Uwe Schwenk
 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.

Selected project activities:

Weisse Liste

This project sheds light on differences in quality in Germany's health-care system, thereby helping reduce them. In 2019, we developed a digital application to collect quality data from health apps. A newly designed questionnaire was used in Hamburg to survey relatives on the quality of nursing homes.

 www.weisse-liste.de

Patients with Impact

We are committed to ensuring both medical professionals and patients are involved in making health-care decisions. Our international conference focused on "Choosing Wisely," an initiative started by doctors that is dedicated to preventing overtreatment and improving doctor-patient interactions.

 www.bertelsmann-stiftung.de/patientswithimpact

The Digital Patient

This project ensures that new technologies are used to meet health-care needs. In 2019, with support from the Federal Ministry of Health, we developed AppQ, a core set of quality criteria for digital health applications. The goal is to make the quality of these apps more transparent.

 www.bertelsmann-stiftung.de/digital-patient

Future of Nursing Care

This project aims to improve working conditions in the German nursing-care industry. Studies carried out in 2019 show how the professional caregivers required for long-term care can be recruited and retained over time. We also developed approaches to adjusting the financing of health-care expenditures as they increase, thereby ensuring intergenerational justice.

 www.bertelsmann-stiftung.de/zukunft-pflege

Reshaping the Hospital Landscape

Germany has too many hospitals. Working with leading experts in the field, we have shown how it is possible to provide better care with fewer hospitals in metropolitan areas. Our findings also show that rural areas need new models if quality of care is to remain high over time.

 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 must 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 2019, the project State by State: Monitoring Early Childhood Education published current data on early childhood education and care (ECEC) in Germany's 16 states. The comparison again reveals enormous differences in ECEC quality. Educational opportunities remain dependent on place of residence. Staffing levels at ECEC centers are burdensome for educators and reduce the profession's attractiveness. We therefore recommend national standards for child-centered care.

 www.laendermonitor.de

If the quality of ECEC centers is to be improved, children's interests must be considered in addition to those of parents and professionals. The project thus surveyed children throughout Germany to identify their views on ECEC quality, and published the findings. Educators can also use the project's Methods Kit to discover what children at their ECEC center feel is important.

 www.kids-perspectives.com/poster

As part of the project EducatorZOOM, 50 ECEC professionals from all 16 German states came together to launch a new forum. As representatives of ECEC practice, they are now developing proposals for reforming ECEC systems.

 www.fachkraeftezoom.de

Families and Education:

Creating Child-Centered Policies

Almost one child in four in Germany now grows up in poverty, something which has serious consequences for these children and society at large. We are therefore developing a new approach for combatting child poverty which gives all children access to fair educational and participatory opportunities. Moreover, we are calling for a new inclusive child benefit, and have used sample calculations to demonstrate how it can be structured and what it would cost. We are also advocating for a regular, representative survey of children and adolescents, since the resulting information is needed if Germany is to implement child- and adolescent-centered policies. The Children's Worlds survey has shown that young people are capable of speaking knowledgeably about their needs, concerns and lives.

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

2GETHERLAND – fair chances for young people

This project is part of an international movement. Together with partner organizations and our Music Education and Civil Society programs, we invited young people and adults to participate in 2GETHERLAND Camp 2019 in order to discuss social inequality in Germany.

 www.2getherland.de

Future of Democracy



-  Executive Board Member:
Aart De Geus
-  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 where changes are needed and leverage exists for increasing the legitimacy of democracy in Germany and in international organizations. In 2019, by analyzing the agreement underlying Germany's current governing coalition, we showed that most of the country's population underestimates what the coalition has achieved: Two-thirds of the measures foreseen in the agreement have been or are being implemented. The public generally fails to recognize this, which can increase its disenchantment with politics. In addition, our pre-election study *Europe's Choice* showed for the first time that people who feel they are poorly represented tend to vote for populist candidates.

International organizations are crucial for solving global problems, yet their legitimacy is increasingly being questioned by populist politicians, among others. In dialogue with researchers and practitioners, we have found that comparative analyses of strengths and weaknesses can serve as the basis for re-establishing and maintaining the democratic legitimacy of international organizations.

-  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. 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 2019, European Commissioner Günther Oettinger spoke about "Democracy's Stress Test" and the European situation at a discussion in Berlin. Prior to the European election, we partnered with the European Commission to organize an innovative, cross-border Citizens' Dialogue in The Hague. The event convened 120 randomly chosen people from Germany, the Netherlands, Belgium, France and Ireland for a discussion with leading EU politicians. We used the participatory Dinner Dialogue in Brussels on "Tomorrow's EU Democracy – Giving Citizens a Say" to anchor possibilities for citizen participation in Europe, thereby helping expand capacities at EU institutions.

-  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 in pre-schools, schools and youth organizations. It also combines political and social learning. Through our online courses “Citizenship Education” and “Helping Decide and Take Action in Preschools,” we make it possible for educators to anchor democracy-building in preschools and schools.

 www.jungbewegt.de

Committed Communities

This project works with 47 cities to establish robust framework conditions and sustainable structures for civic engagement. It is supported by a national consortium of partners.

 www.engagiertestadt.de/en/start-en

Building Local Synergies

In this project, pilot communities and experts identify comprehensive solutions that can create effective partnerships serving young people, refugees and senior citizens. The project has generated new resources for increasing transparency, such as an Internet platform and further education courses that enable participants to professionalize their network management and network coordination activities.

 www.bertelsmann-stiftung.de/en/our-projects/local-synergies

Impact Investing

This project researches the use of new funding options to give young people in Germany and their families access to fair opportunities. The goal is to promote prevention, innovation and scaling in the social sector. Internationally the focus is on strengthening ecosystems.

 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” organized by several German nonprofits, and in CIVITATES – A Philanthropic Initiative for Democracy and Solidarity in Europe.

 <https://civitates-eu.org>

2GETHERLAND

In 2019, three programs of the Bertelsmann Stiftung, together with numerous partner organizations, jointly hosted 2GETHERLAND Germany. During the one-week camp, young people affected by social injustice were encouraged to develop ideas for fair opportunities in Germany and to get involved in their home towns, neighborhoods and schools.

 <https://2getherland.de>

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;

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 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.

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 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.manuellemedizin.de

40

Bertelsmann
FOUNDATION

Founders Foundation

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

41



Fundación Bertelsmann

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

42



PHINEO

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

43



German Stroke Foundation

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

44

STIFTUNG



DEUTSCHE
SCHLAGANFALL
HILFE

Weisse Liste

- Berlin
- Managing Director:
Roland Rischer
- www.weisse-liste.de

45

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

📄 40



CHE Centre for Higher Education

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

📄 41



Liz Mohn Foundation for Culture and Music

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

📄 42



Reinhard Mohn Institute of Management

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

📄 43



Reinhard Mohn Stiftung

- 📍 Gütersloh
- 👤 Executive Board: Christoph Mohn, Dr. Erkan Uysal
- 🌐 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

📄 45



*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.manuellemedizin.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

In Germany, going to university has now become normal. Almost anyone can enroll, and many people who would like to study have difficulty choosing the right program, given the growing number of options. CHE provides detailed information on higher-education institutions, making their numerous offerings more transparent.

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 useful 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. This ranking compares over 1,700 institutions from 96 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

Founders Foundation

The Founders Foundation is one of the largest nonprofit projects for promoting founders and business leaders in Germany. It was established on the initiative of the Bertelsmann Stiftung with the goal of training the next generation of entrepreneurs.

To achieve that goal, it develops unique training formats. Over the long-term, a robust start-up ecosystem is to be realized in the region of East Westphalia-Lippe, where small and mid-sized enterprises (SMEs) currently make up the backbone of the economy and society at large. The ecosystem will provide start-ups with the necessary conditions for creating the next generation of digital SMEs.

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. In three years, the Founders Foundation has trained over 400 up-and-

coming talents to become founders, and its alumni have created 25 start-ups employing over 300 people.



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 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

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. Through its projects, the foundation promotes up-and-coming opera singers and music education. In addition, it aims to increase interactions among children and young people of different cultural backgrounds in Germany. Within these focus areas, the foundation supports the Opera Studio at the Staatsoper Unter den Linden in Berlin and the studio's participants. The projects Cantara and Children's Musical Theater promote 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 Lindemann



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

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.

The Reinhard Mohn Institute of Management (RMI) has been supported by the Bertelsmann Stiftung since it was established in 2010. Its program reflects Reinhard 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 network and alliance strategies; strategic realignment processes; managing openness and transparency; trust in and among organizations; innovation and learning in organizations; new forms of leadership and work in the digital age; and corporate responsibility.

The institute hosts the annual RMI Management Day and partners with the Bertelsmann Stiftung to organize the My Best Practice competition. The institute’s faculty is comprised of a research professor, a professor of strategic organization, and the institute’s director, who holds the Reinhard Mohn Endowed Chair in Management, established in 1991.

 **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 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 educa-

tional system. For example, one project focused on improving math skills among students at over 70 primary schools. All projects are developed and implemented with local partners.



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. In addition, it networks individuals and institutions while identifying partners and advocates.



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, and 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 Berlin-based nonprofit and a wholly owned subsidiary of the Bertelsmann Stiftung, it is responsible for maintaining and developing the site's health-care information services.

The project's main offering is weisse-liste.de, Germany's largest independent online portal for medical patients. The website helps users find the medical service provider that is right for them. It also publishes information on examinations and treatments, and on the range and quality of services offered by health-care

providers. In the future, it will also publish information on digital health apps.

In 2019, roughly 15 million people used the site, and it was again recognized as one of Germany's best online portals.

 **Managing Director:**
Roland Rischer
 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 make use of 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 first five communities signed cooperative agreements and the project

was launched in 56 schools. In 2019, nine local school boards and their schools joined the project. In cooperation with the project partners, training courses were developed for school principals and school-development groups, among others. Training and consulting programs will soon be available for school boards as well. The process is being structured by roundtables which bring together local stakeholders.

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

CONTACTS AT A GLANCE

Programs

Rethinking Work

 Director:
Eric Thode
eric.thode@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/AND

Germany and Asia

 Director:
Stephan Vopel
stephan.vopel@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/DA

Europe's Future

 Director:
Prof. Dr. Christian Kastrop
christian.kastrop@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/EZ

Integration and Education

 Director:
Ulrich Kober
ulrich.kober@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/IB

Competence Center for Leadership and Corporate Culture

 Director:
Martin Spilker
martin.spilker@bertelsmann-stiftung.de
 www.creating-corporate-cultures.org

Living Values

 Director:
Stephan Vopel
stephan.vopel@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/LW

Communities for Better Living

 Director:
Dr. Kirsten Witte
kirsten.witte@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/LK

Learning for Life

 Director:
Frank Frick
frank.frick@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/LL

Megatrends

Directors:
 Andreas Esche
andreas.esche@bertelsmann-stiftung.de
 Ralph Müller-Eiselt
ralph.mueller-eiselt@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/MT

Discovering Music

 Director:
Helmut Seidenbusch
helmut.seidenbusch@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/MF

Shaping Sustainable Economies

Directors:
 Dr. Stefan Empter
stefan.empter@bertelsmann-stiftung.de
 Daniel Schraad-Tischler
daniel.schraad-tischler@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/NW

Business in Society

 Director:
Birgit Riess
birgit.riess@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/CSR

Improving Healthcare – Informing Patients

 **Director:**
Uwe Schwenk
uwe.schwenk@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/VV

Effective Investments in Education

 **Director:**
Anette Stein
anette.stein@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/WB

Future of Democracy

 **Director:**
Christina Tillmann
christina.tillmann@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/ZD

Civil Society

 **Director:**
Bettina Windau
bettina.windau@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/ZZ

Offices in Germany

Bertelsmann Stiftung, Gütersloh

 **Contact:**
info@bertelsmann-stiftung.de
www.bertelsmann-stiftung.org

Bertelsmann Stiftung, Berlin

 **Contact:**
Stephan Vopel
stephan.vopel@bertelsmann-stiftung.de
www.bertelsmann-stiftung.berlin

International Affiliates

Bertelsmann Foundation North America

 **Executive Director:**
Irene Braam
irene.braam@bfna.org
 www.bfna.org

Fundación Bertelsmann in Barcelona

Directors:
 Clara Bassols
clara.bassols@fundacionbertelsmann.org
 Francisco Belil
francisco.belil@fundacionbertelsmann.org
 www.fundacionbertelsmann.org

Bertelsmann Stiftung Brussels Office

 **Head:**
Jürgen Noack
juergen.noack@bertelsmann-stiftung.de

Corporate Communications

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

Media Relations

 **Director:**
Thomas Wittek
thomas.wittek@bertelsmann-stiftung.de

Corporate Brand Management

 **Director:**
Dr. Malva Sucker
malva.sucker@bertelsmann-stiftung.de

Verlag Bertelsmann Stiftung

 **Head:**
Sabine Reimann
sabine.reimann@bertelsmann-stiftung.de
 www.bertelsmann-stiftung.de/publishing

Corporate Operations

 **Director:**
Wilhelm-Friedrich Uhr
wilfried.uhr@bertelsmann-stiftung.de

Finance & Tax

 **Director:**
Anette Singenstroth
anette.singenstroth@bertelsmann-stiftung.de

Human Resources

 **Director:**
Christina Zeyen
christina.zeyen@bertelsmann-stiftung.de

Controlling

 **Director:**
Burkhard Kölsch
burkhard.koelsch@bertelsmann-stiftung.de

Affiliated Nonprofit Institutions

Academy of Manual Medicine

 **Managing Director:**
Martin Spilker
 **Medical Director:**
Prof. Dr. med. Markus Schilgen
 www.akademie-manuelle-medizin.de

Bertelsmann Foundation North America

 **Executive Director:**
Irene Braam
 www.bfna.org

CHE Centre for Higher Education

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

Founders Foundation

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

Fundación Bertelsmann

 **Directors:**
Clara Bassols, Francisco Belil
 www.fundacionbertelsmann.org

Liz Mohn Foundation for Culture and Music

-  Chairwoman:
Liz Mohn
-  Managing Director:
Nadine Lindemann
-  www.kultur-und-musikstiftung.de

PHINEO

-  Chairman:
Dr. Andreas Rickert
-  www.phineo.org

Reinhard Mohn Institute of Management

-  Direktor:
Prof. Dr. Guido Möllering
-  www.reinhard-mohn-institut.de

Reinhard Mohn Stiftung

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

German Stroke Foundation

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

Weisse Liste

-  Managing Director:
Roland Rischer
-  www.weisse-liste.de

Center for Digital Education and Schools in Gütersloh

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



WE WOULD LIKE TO THANK OUR FRIENDS AND PARTNERS
FOR THEIR ENGAGEMENT AND THE SUPPORT THEY HAVE
GIVEN OUR WORK THROUGH THE YEARS.

Production Credits

© 2020 Bertelsmann Stiftung Gütersloh

Executive Editor:

Dr. Malva Sucker
Bertelsmann Stiftung
Carl-Bertelsmann-Straße 256
Postfach 103
33311 Gütersloh
Germany

+49 5241 81-0
info@bertelsmann-stiftung.de

Editing:

Marcel Hellmund

Editorial Assistance:

Tatjana Wanner

English-Language Editing:

Tim Schroder, Frankfurt/Main

Concept and Design:

wirDesign Berlin Braunschweig

Photos:

Ansichtssache_Britta Schröder (pp. 15, 36)
Arne Weyhardt (p. 16)
Astrid Eckert / TU München (p. 16)
Axel Martens / Agentur Focus (cover)
bnenin / stock.adobe.com (p. 19)
Bertelsmann Stiftung (p. 31)
Besim Mazhiqi (p. 16)
European Union (p. 16)
Feel good studio / stock.adobe.com (p. 18)
Fotostudio Clemens (pp. 28, 30)
Halfpoint / stock.adobe.com (p. 19)
Infineon Technologies (p. 16)
Jan Voth (pp. 16, 18, 21, 23, 25, 27)
Kai Uwe Oesterhelweg (pp. 16, 22, 24, 26, 28, 29, 30, 32, 36)
Sebastian Pfütze (pp. 4, 16)
Rawpixel.com – stock.adobe.com (p. 16)
Steffen Krinke (pp. 34, 37)
Thomas Kunsch (p. 20)
Veit Mette (pp. 33, 35)
weforum.org / photo@MarcForzi (p. 16)
weyo / stock.adobe.com (p. 18)



Address | Contact

Bertelsmann Stiftung
Carl-Bertelsmann-Straße 256
Postfach 103
33311 Gütersloh
Germany
Telephone +49 5241 81-0
info@bertelsmann-stiftung.de

-  www.facebook.com/BertelsmannStiftung
-  www.linkedin.com/company/bertelsmann-stiftung
-  www.twitter.com/BertelsmannSt
-  www.xing.com/companies/bertelsmannstiftung
-  www.youtube.com/BertelsmannStiftung

www.bertelsmann-stiftung.org