



Annual Report 2015

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Inspiring people.
Shaping the future.

Dear Friends,

In June 2015, the Bertelsmann Stiftung awarded the Reinhard Mohn Prize to Rita Süßmuth, former president of the German Bundestag, in recognition of her pioneering efforts to create a contemporary immigration and integration policy. At the time, hardly anyone could have foreseen the dramatic developments that would occur over the next six months as hundreds of thousands of refugees made their way to Europe. We honored our prize-winner for her foresight: In the mid-1990s, she was the first prominent member of the CDU/CSU alliance to advocate for Germany's role as an immigration country.

A few weeks after the award ceremony, the first images of people making their way through the Balkans appeared in the global media. After that, the issue was no longer abstract or a vague possibility that might happen in an indefinite future. The persistently high influx of refugees since then is posing tremendous challenges for Germany. There is considerable pressure to implement short-term solutions, and the numerous open questions are a source of concern for many. At the same time, however, this turn of events will offer Germany myriad opportunities in the long run.

In view of this situation, the Bertelsmann Stiftung felt the need to get involved and take action in a way that would have both an immediate and lasting impact. We have therefore increased our refugee-related efforts in those areas where we already have significant expertise. Our goal is to provide practical assistance, to make the public debate about refugees and migration more objective and to develop long-term solutions.

Our work here focuses on five fields of activity. The first looks at the reasons why people are displaced to begin with, as well as at safe migration routes and more effective European Union policies regarding refugees. Our second concern is identifying best practices for assisting refugees as they arrive in local communities. Third, we plan to build on our experience integrating young people of all backgrounds into the educational system. Fourth, we will share our expertise on integration in the workplace by launching a number of practical projects. Finally, we are looking at how to preserve social cohesion in Germany in the face of these major challenges.

We are providing additional funds for these new activities, but will also make use of synergies by coordinating and further developing existing project areas. Besides responding to issues relating to refugees and migration, the Bertelsmann Stiftung will continue to address the other challenges shaping the world around us. This annual report is meant to give you a clear and comprehensive overview of where we have focused our efforts in the past year, the results we have achieved and our plans for the future.

I hope you find it both interesting and informative.

A handwritten signature in black ink, consisting of a large, stylized 'A' followed by 'D' and 'G'.

Aart De Geus

Executive Board

The Executive Board guides the Bertelsmann Stiftung, sharing responsibility for our programs and for our international affiliates in Brussels, Barcelona and Washington, DC.





Reinhard Mohn Prize

A life's work

Prof. Rita Süßmuth was awarded the 2015 Reinhard Mohn Prize for her commitment to fair migration policies.

Standing ovations honored a woman who for decades made the issue of migration and integration her own – and never lost sight of the people involved, their stories, destinies and needs: Prof. Rita Süßmuth. Before awarding her the Reinhard Mohn Prize in the Gütersloh Municipal Theater, the Bertelsmann Stiftung conducted a worldwide search for models of fair migration policy and for an internationally renowned individual who has played a key role in this challenging area. That individual was soon found close at hand. “Quite in keeping with our founder’s motto, we ‘learned from the world,’ talking with many experts in international organizations and in countries such as Sweden, Canada, the United States and the Philippines,” recalled Dr. Jörg Dräger, member of the Bertelsmann Stiftung Executive Board. “We encountered many important ideas for ensuring an equitable approach to migration. And many people told us that Germany – for all its problems – has made great progress in recent years as a destination country for migrants and that it is now one of the most welcoming countries for migrants seeking work. They also said that one person in Germany is highly esteemed around the globe for her commitment to fair migration: Rita Süßmuth.”

Germany, a destination of choice

In the mid-1990s, Süßmuth was the first prominent member of the CDU/CSU alliance to declare that Germany should recognize its role as an immigration country. The Reinhard Mohn Prize thus honors her life’s work and her efforts to create a contemporary immigration and integration policy, as well as her ongoing social commitment. As chair of the commission on immigration that the German government asked her to lead in autumn 2000, Süßmuth provided major impetus for reform and for more favorable attitudes toward immigration. And although the commission’s proposals were not directly implemented by policy makers, many of its recommendations were included in Germany’s 2005 immigration law.

In her tribute to the honoree, North Rhine-Westphalia State Premier Hannelore Kraft declared, “When it comes to immigration and integration policy, I believe it is no exaggeration to speak of a time before Rita Süßmuth and a time after Rita Süßmuth.” And Liz Mohn, vice-chairwoman of the Bertelsmann Stiftung, emphasized, “Courage, goodwill, tolerance and dedication are



OPPOSITE PAGE Aart De Geus, NRW State Premier Hannelore Kraft, prize winner Rita Süßmuth, Liz Mohn, Brigitte Mohn and Jörg Dräger (left to right) before the award ceremony.

ABOVE Keynote speaker Hannelore Kraft, state premier of North Rhine-Westphalia; Rita Süßmuth, former president of the German Bundestag and recipient of the 2015 Reinhard Mohn Prize.

what have made her one of Germany’s leading politicians and earned her considerable recognition even beyond our borders.”

Aart De Geus, chairman and CEO of the Bertelsmann Stiftung, noted that precisely this goodwill is exceptionally important when it comes to the very pressing issue of refugees. “This year, our prize is dedicated to the topic of migration,” he said. “It’s a topic that, like hardly any other, now touches and moves us – a topic that polarizes us and exposes our fears. Migration has many different faces. It is about opportunities and hopes – and most of all, about people.”

De Geus also spoke about the events unfolding in Southern Europe. “What we are now experiencing in the Mediterranean region has shaken us all,” he said. “In the past six months alone, more than 100,000 people have put their fate in the hands of criminal traffickers, boarding decrepit boats in the hope of reaching a safe harbor in Europe. This is about people leaving their own countries not voluntarily, but out of pure desperation, hoping for a new and better life in another. It is also about people who

are willing to welcome newcomers, turning their homeland into a home for others as well.”



The ensemble Popchor Nolimit performed at the award ceremony, accompanied by soloist Steven Ouma, who sang in his native language, Kiswahili.



Rita Süßmuth, former Bundestag president, surrounded by well-wishers.

Supporting integration

Süßmuth used the €200,000 prize money to support initiatives that help refugees enter vocational training programs and the job market. These initiatives include the Sprint mentoring project carried out by the non-profit organization Diakonie in Süßmuth's hometown of Wuppertal and the *Angekommen* program for unaccompanied young refugees, organized by the city of Dortmund, North Rhine-Westphalia's Department of Education and the Walter Blüchert Foundation. Other recipients include the nonprofit organization Caritas Osnabrück, which helps refugees acquire vocational training, and the German branch of Save the Children, the largest independent children's rights organization, which provides assistance to young people from refugee families.

"I've fought my whole life against exclusion," said Süßmuth after being chosen for the Reinhard Mohn Prize. "I can make a difference, on the small and the large scale. Every one of us can." She also emphasized the importance of creating a "fair deal on talent," the motto used for the 2015 Reinhard Mohn Prize: "It's important that we create win-win situations – for the receiving countries, for the countries of origin, and for immigrants and natives alike."

Text by Tanja Breukelchen, originally published in change - The Bertelsmann Stiftung Magazine (3/2015)



Reinhard Mohn Symposium

Migration – An opportunity for global development

How can migration be managed fairly? This question was the focus of the Reinhard Mohn Symposium held on May 6, 2015, in Berlin. Policy experts, government officials, business leaders and representatives of international organizations and civil society discussed how German, European and global policy makers can achieve a triple-win situation, one that benefits countries of origin, destination countries and migrants.

The discussions were based on global research carried out by the 2015 Reinhard Mohn Prize team. The research focused on the question of how the perspectives of receiving countries and countries of origin can be jointly considered for the benefit of both. The team members agreed that what is needed is a shift in perspective at all policy-making levels, one that goes beyond the interests of the destination countries by also considering those of the migrants and their countries of origin. Above all, this requires greater international cooperation.

In her remarks, Andrea Nahles, German minister of labor and social affairs, made it clear that work and employment are key components of successful integration. She also endorsed increased funding from the federal budget to support the integration of refugees. Germany needs immigrants to cushion the effects of demographic change, she said. She also supported the creation of a national immigration law, saying it could simplify the regulations governing immigration, which she, like others, considers too complicated.

“As highly skilled workers, the people who have come to Germany in recent decades – and who continue to come – are the key to our future.”

Andrea Nahles, German Minister of Labor and Social Affairs

Reiner Hoffmann, head of Germany’s Trade Union Confederation, and Ulrich Grillo, president of the Federation of German Industries, presented the views of employers and trade unions. The country’s unions agree that Germany and Europe will need more immigration in the future, Hoffmann said. In addition, he noted, fair mobility must always adhere to the principle of “equal pay for equal work at the same location,” which could help diffuse the fears associated with the topic.

Germany’s Commissioner for Immigration, Refugees and Integration Aydan Özoğuz said that the country’s policy makers must work even harder to make Germany more attractive to newcomers. “In the past, we did too much watching and waiting. I don’t believe it will be enough to



OPPOSITE PAGE Dr. Jörg Dräger, German Labor Minister Andrea Nahles, Liz Mohn and Aart De Geus (left to right).

ABOVE The closing panel, from left to right: Aart De Geus, chairman and CEO of the Bertelsmann Stiftung; Stefan Kapferer, deputy secretary-general of the OECD; Tobias Billström, first deputy speaker of the Swedish parliament; Aydan Özoğuz, German minister of state and federal commissioner for migration, refugees and integration; Demetrios Papademetriou, president of the Migration Policy Institute Europe; and Volker Beck, domestic policy spokesman for Alliance 90/The Greens.

count on the economic difficulties of other countries,” she said. Volker Beck, the domestic policy spokesman for Alliance 90/The Greens, argued for making Germany’s “culture of welcome” as concrete as possible. “It can’t be just a phrase,” he said. “It also means granting German citizenship at birth and allowing dual citizenship. Otherwise we will one day discover companies migrating to find employees instead of migrants coming to find jobs.”

“The world’s ability to control migration is limited,” said Jörg Dräger, member of the Bertelsmann Stiftung Executive Board, summing up the situation. “However, as the ideas presented in the symposium have demonstrated, there are many possibilities for managing migration at the national and international level. Once a fair framework has been put in place, self-determined mobility presents an opportunity for personal, national and global development. Germany could use this opportunity to ensure its long-term prosperity, namely by actively shaping migration and integration policy in keeping with the idea of a ‘social market economy for migration.’”

“Immigration policy must focus on the people involved and their interests.”

Dr. Jörg Dräger, member of the Bertelsmann Stiftung Executive Board

Dräger also noted that, in light of its postwar experience creating a social market economy, Germany could be an international pioneer when it comes to promoting a multilateral order with regulations and institutions that manage migration effectively and fairly. “According to those who established it in Germany after World War II, the social market economy is meant to achieve ‘prosperity for all,’” he said. “Global governance that uses this



Dr. Jörg Dräger, member of the Bertelsmann Stiftung Executive Board, called for a fair migration and integration policy.



Liz Mohn, vice-chairwoman of the Bertelsmann Stiftung Executive Board, emphasized the importance of migration and integration for Germany's future.



Aart De Geus, chairman and CEO of the Bertelsmann Stiftung, talking with migration experts.

model to achieve fair migration would contribute to global development. However, the idea of classifying migrants into different groups – as either ‘seeking work’ or ‘refugees,’ for example – is becoming increasingly obsolete.”

Former Bundestag President Rita Süßmuth concurred. In her poignant closing address, she emphasized that despite promising beginnings, a development-oriented migration policy is still a long way off. It can only be attained, she said, if political, business and social leaders work together on the national and global levels.

“Refugees are also people with potential who want to work.”

Prof. Rita Süßmuth, former Bundestag president, recipient of the 2015 Reinhard Mohn Prize

“The paradigm shift to a system of managing migration that is fair to everyone involved is not just a national concern, but one of the key tasks facing international policy makers,” Süßmuth said. “We need each other. And therein lies the opportunity for using fair migration to achieve a global increase in employment, education and prosperity.”



Global research carried out by the Bertelsmann Stiftung served as a basis for the discussions.



Dr. Brigitte Mohn, member of the Bertelsmann Stiftung Executive Board, with Tobias Billström, first deputy speaker of the Swedish parliament.

Aart De Geus



Aart Jan De Geus was born in 1955. He studied law at Erasmus University in Rotterdam, earning a Master of Laws degree, then pursued post-graduate studies in labor law at the University of Nimwegen. In 1980, he accepted a position with the Christelijk Nationaal Vakverbond (CNV), a trade union confederation in the Netherlands, before becoming a partner in the Amsterdam management consulting firm Boer & Croon in 1998.

From 2002 to 2007, he served under Prime Minister Jan Peter Balkenende as minister of social affairs and employment. In 2007, he was named deputy secretary-general of the Organisation for Economic Co-operation and Development (OECD) with responsibility for public governance, among other areas.

He joined the Bertelsmann Stiftung Executive Board on September 1, 2011, overseeing projects relating to Europe, employment and globalization. He has served as chairman and CEO of the Bertelsmann Stiftung since August 5, 2012.

*“If progress is to be achieved,
everyone must be part of it.”* Aart De Geus

Social injustice seems to have become a much less pressing issue in Germany in recent years. Is this also reflected in the work of the Bertelsmann Stiftung?

No, on the contrary. Germany is an exception to the general trend, owing to its favorable labor market situation and the strength of its public finances. Our data, gathered using tools such as the Social Inclusion Monitor, show that the situation in Europe as a whole has worsened. For years, the gap between Europe’s northern and southern countries has been widening, and now we are seeing a similar gap between the younger and the older generation. Today 26 million children and adolescents in the EU are at risk of poverty and social exclusion, and 5.4 million young people between the ages of 20 and 24 are neither employed nor in education or training. In contrast, the share of individuals over age 65 who are at risk of poverty has declined, from just under 25 percent to 18 percent. Children and young people are the biggest losers in Europe’s economic and debt crisis, and Europe’s southern countries continue to suffer the consequences. Given this state of affairs, it would be a mistake for the Bertelsmann Stiftung to turn away from this issue. A Europe that allows itself to become socially divided and fails to provide personal and professional opportunities for the next generation will no longer have the foundation it needs to build a future.

The world of work is undergoing radical change. The impact of digitization and globalization on labor markets is increasing. What trends are on the horizon? Should we view these developments more as opportunities or as challenges?

It is important to note, first of all, that there is no sign that jobs are disappearing in Germany. On the contrary, since 2005 Germany’s working population has increased to 42.6 million – a record level. The number of high-skilled jobs has increased, but there are also more low-wage service jobs requiring fewer skills. This is due not only to technological change and globalization, but also to structural reforms that have been carried out in Germany’s labor market since the early 2000s. As our studies last year showed, these trends are putting pressure on mid-market jobs, those that involve considerable routine and that can increasingly be done by computers and machines or outsourced to other countries. As the number of low-skilled service jobs has increased,

atypical types of employment have become more common in Germany – temporary work, for example, and what are known as “mini-jobs.” Wages in these sectors have also declined over time despite growing demand. The proper response to technological change is training and more training. Yet we also need smarter labor-market regulations that prevent a further widening of the economic and social divide. If progress is to be achieved, everyone must be part of it.

Europe is facing enormous challenges and increasingly seems to be developing in divergent directions. For example, there is greater integration in the euro area, on the one hand, and the collapse of Schengen and the UK’s possible departure from the EU, on the other. How can the various visions of Europe be reconciled?

European integration has never been a smooth process, nor free of dissonance. What matters is how we deal with the multitude of expectations and hopes people have for Europe. Back in the 1990s there was talk of a “two-speed Europe,” then of “core Europe.” Today integration is highly fragmented, proceeding at different speeds and at different levels – we see this in the euro area, the Schengen and Dublin agreements, Europe’s unitary patent and the financial transaction tax. We have arrived at a multi-track Europe, where specific needs and wishes are determining whether and how integration takes place. The important thing is that those who want to move forward are able to do so. Meanwhile, those who want less integration should not be penalized. A multi-track Europe of this kind has room for countries such as the United Kingdom that prioritize the single market and the subsidiarity principle. But it also has room for countries such as Germany that want to move forward with the integration of the euro area and asylum policy. Not every country needs to proceed in the same direction at the same speed. We must grant individual European nations the flexibility they need, without undermining the rule of law. At the same time, we must create incentives to further deepen the European project.



Conference

Look upon this country!

Meeting in Tunis, 60 experts from Europe and North Africa discussed how a revised European Neighbourhood Policy can facilitate political and socioeconomic transformation among the EU's southern neighbors. Opening the second European Neighbourhood Conference, German President Joachim Gauck praised Tunisia as a model for the North African region.

A conference is a conference. They all tend to be similar in their proceedings and tone, they follow certain rituals, and they can be long-winded. But occasionally they surprise you. "I've been to a lot of conferences in my life, believe me. But this was one of the best I've ever had the pleasure of attending," said the moderator of the Bertelsmann Stiftung's two-day European Neighbourhood Conference in Tunis.

Unfortunately, we're not at liberty to identify the speaker, in keeping with the Chatham House Rule. Codified by the London think tank of the same name, the rule maintains that speakers at meetings may be quoted, preferably indirectly (a suggestion we opted to ignore), but they must never be named (as we refrained from doing). The discretion allows for open and frank discussions. Suffice it to say that the person who bestowed that compliment is a well-travelled veteran of ministries and governments, someone who had the privilege – or duty – of attending innumerable conferences while in office, as well as in the ensuing years. His, therefore, is an opinion we can trust.

Speaking of direct quotations, the following is an observation made at the beginning of the conference, which

was dedicated to the topic "Tunisia's Transformation – Cooperating with the Neighbours: Europe, North Africa and the Gulf Cooperation Council." Here we can reveal that the speaker was none other than German President Joachim Gauck, who spoke during the event's open forum before a half dozen ministers, former ministers, and heads of government, as well as some 300 representatives of the business world, media and social organizations – not to mention dozens of microphones and cameras:

"I should like to start by expressing my gratitude to you, Prime Minister Habib Essid, for honoring me and all of us with your presence. And of course to the Bertelsmann Stiftung for organizing this interesting and important conference. Today you are discussing many questions which are very close to my heart as well: How can democracy emerge from a dictatorship or a despotic regime? How can people learn to deal with freedom once they have achieved it?"

What began as an "interesting conference" (Gauck) ended two days later at the Sheraton Hotel in Tunis as "one of the best I've ever had the pleasure of attending" (anonymous). What happened in the meantime to transform an interesting gathering into a memorable event?



LEFT German President Joachim Gauck, shown here with Liz Mohn, attended the European Neighbourhood Conference on his first official visit to Tunisia.

RIGHT Aart De Geus, chairman and CEO of the Bertelsmann Stiftung, thanked the president, saying, “Your words have touched my heart – indeed, all of our hearts!”

Helping people help themselves

No loud shouts could be heard coming from the hotel’s windowless conference room, nor were there slammed doors. The participants were well behaved, even when expressing disagreement. There were no jeers or hisses. Rarely was there a chance for boredom to set in. There were serious deliberations about the prospects of a young democracy in a troubled, war-torn region, stretching from Libya, Syria and Iraq to Yemen, Mali and Somalia. There were arguments about how best to boost growth and foreign investment, and promote economic cooperation among the EU, the Gulf states and Tunisia, as well as between Tunisia and its North African neighbors, where cooperation is minimal at present. Who is best able to help Tunisia’s young democracy – and how can Tunisia, with a population of almost 11 million, help itself?

What was it that made this relatively subdued conference into a notable occasion? The answer could be found beyond the conference itself and was repeatedly invoked during the discussions. To quote President Gauck once more: “I have the utmost respect for what the people of Tunisia have risked and achieved over the past few years. No one could have known on December 17, 2010, that a Tunisian street vendor, setting himself ablaze, would bring about the downfall of an authoritarian regime. And

certainly no one suspected that mass protests in your country would signal the beginning of an awakening and an uprising that would spread throughout an entire region. Self-serving, corrupt autocrats were toppled, and the cronyism that had persisted for decades was brought to an end. To that extent the so-called Arab Spring was and is the start of a new era.”

The participants in the conference thought long and hard about how that era should continue to unfold. It was a magical moment – and their arguments had to do it justice.

How can people learn to deal with freedom after they have achieved it? That was Gauck’s initial question. Since that day in December 2010, the Tunisians’ response has impressed the world. They adopted the most liberal constitution among their Muslim peers; they held parliamentary and presidential elections. Most recently, after the bloody attack on the Bardo National Museum on March 18, 2015, tens of thousands of Tunisians took to the streets to affirm their desire to live in freedom.

Making freedom work

As the second day of the conference began, Bertelsmann Stiftung Chairman and CEO Aart De Geus posed this question: “Can we Europeans support Tunisia – a beacon of



Tunisian President Beji Caid Essebsi greeted President Gauck at the Tunis-Carthage airport.

hope for the region – in a way that promotes stability and provides encouragement and advice for a democratic transition, and do so in a way that is not condescending?”

European participants repeatedly stressed that help from the EU must be unrestricted, since EU rules and regulations prohibit attaching conditions to such aid. Partnership is the only way forward, they said, and Tunisians must communicate what they want and what they don't.

Money is one important factor, to be sure. More important, however, are good ideas, a long-term commitment and an honest give and take, which was impossible under Tunisia's dictatorship. There was no lack of honesty at the conference. Tunisia wants more foreign investment; 80 percent of all investments still come from within the country. “Europeans know that, but is Tunisia aware of the stiff competition for such investments, for example from Morocco?” one participant asked. Unemployment is near zero for unskilled workers, another pointed out, but close to 25 percent among the highly skilled – suggesting that domestic industries, including the trades, are focusing too much attention on short-term business and not enough on increasing long-term productivity. Before arriving at the conference, President Gauck spent some time in one of Tunisia's underdeveloped rural areas. It was a positive signal, since the company he visited is a successful example of a social partnership, and the local administrative office a model of progressive public-sector service provision.

Everything in Tunisia is interconnected: Making the country safe requires creating jobs and a positive social climate. That, in turn, requires capital from abroad – from Europe and the Gulf states. But, as one participant asked, where does this country, with its abundance of sun and wind, stand when it comes to renewable energy sources? And bringing capital to Tunisia requires

providing stable conditions for investors. That means corruption has to be eradicated, and the labyrinthine bureaucracy that turns obtaining a simple permit into a never-ending process must be dismantled.

These are only a few of the issues discussed in that windowless conference hall, but they shed light on the difficulties of everyday life in Tunisia – and visions of a better future for the country.

When the Soviets imposed a blockade on West Berlin in 1948, the city's mayor, Ernst Reuter, gave a speech that has since become legendary. “People of the world,” he cried, “look upon this city!” After the Tunis conference, it is only fitting to say: Look upon this country! It fought and won its freedom, before the eyes of the world. And now Tunisia needs Europeans to secure and defend that freedom. Germany's president noted that a new chapter in the history of democracy is being written – this time in a country with an Arab and Islamic culture. And that is why this conference was so extraordinary.

Text by Joachim Fritz-Vannahme, originally published in change – The Bertelsmann Stiftung Magazine (2/2015)



Financial Conference in Washington, DC

Growth without prosperity

At the annual conference jointly organized by the Bertelsmann Foundation North America and the *Financial Times*, participants discussed the impact that the labor market, educational systems, monetary and fiscal policy and free trade are having on the distribution of wealth.

The theme of the 2015 conference was “Shifting Gears: Merging Growth and Prosperity.” Why growth and prosperity no longer go hand in hand was the subject of considerable disagreement. Participants discussed the influence of the labor market and educational systems on income distribution, as well as the roles of monetary and fiscal policy and international trade.

In 2015, the International Monetary Fund predicted that the global economy would grow by 3.5 percent – growth that would not be equitably distributed. Many emerging economies, for example, are not expanding at the rate needed to reach the next stage of development. There have been positive signs in the eurozone, but no broader upturn. Greece continues to struggle with its debt crisis and, beyond the EU’s eastern border, Russia’s continuing aggression in Ukraine dampens hopes of lasting peace and prosperity.

The only true success story is the United States, which is exhibiting growth that is impressive for an industrialized country. At the seventh annual Bertelsmann Foundation/*Financial Times* conference, held at the US Chamber of Commerce on April 16, 2015, there was widespread agreement that medium-term prospects for the US economy are bright. Yet, as Aart De Geus, chair-

man and CEO of the Bertelsmann Stiftung, warned at the beginning of the event, “The US alone cannot sustain the global economy.”

China and India are continuing to do well, said Ronnie Chan, chairman of Hong Kong-based Hang Lung Properties. The Europeans on the panel were less optimistic. As Belgium’s Minister of Finance Johan Van Overtveldt pointed out, bond purchases by the European Central Bank and the investment plan launched by European Commission President Jean-Claude Juncker have not managed to solve the eurozone’s debt crisis and structural problems. It would be a mistake to sit back and relax, he said.

Widening prosperity gap

There was also some doubt as to whether Europe will have the strength to pursue the necessary innovations – particularly when measured against technological progress in the United States. Werner Hoyer, president of the European Investment Bank, lamented a difficult-to-close “investment and innovation gap” in the EU.

Even in the United States, which, according to Chan, “will become the manufacturing center of the world, which it once was,” not everything is going smoothly. The pros-

perity gap is widening there, just as it is in Western Europe. Recent growth has done nothing to change that fact.

Former US Secretary of State Colin Powell faulted the American educational system for not keeping pace with innovations in Silicon Valley and for failing to prepare substantial numbers of young people for the working world. Since Powell left office, he and his wife, Alma, have dedicated themselves to introducing young people to new technologies.

He also noted that much of the work created during the recent recovery is insufficient to support a middle-class lifestyle. “Growth has to be accompanied by the creation of jobs, and not just minimum-wage jobs,” he said. Thomas Mayer, Deutsche Bank’s former chief economist, warned against a minimum wage, arguing that labor-market interventions such as minimum-wage laws create “barriers against inclusion” by discouraging companies from hiring new workers.

Mayer, who now runs the research institute of wealth-management company Flossbach von Storch, also questioned the quality of growth that results from an expansive monetary policy. In the years that followed the financial crisis, the US Federal Reserve relied on low interest rates and massive bond purchases to stimulate the economy – a model the European Central Bank is now experimenting with in the eurozone. Mayer and moderator Gillian Tett, managing editor of the US edition of the *Financial Times*, pointed to research in Germany and the United Kingdom showing that such interventions have mainly benefited the wealthiest segments of society, through gains in the stock market, and not middle-class savers, for example, who have been hurt by low interest rates.

The panel on free trade also discussed winners and losers. New Zealand Trade Minister Tim Groser described it as paradoxical that global interest in multilateral trade deals has increased since the 2008 financial crisis. “At a time of slow growth, people are looking for growth opportunities of even modest dimensions wherever they can get them,” he explained.

However, not everyone was convinced that the benefits of reducing trade barriers outweigh the advantages. Democratic US Congressman Sander Levin represents a district in the state of Michigan, home of the automobile industry, which has watched for decades as jobs have been shipped overseas to low-wage countries. Levin worries that the Trans-Pacific Partnership (TPP), which is currently being negotiated by the Obama administration with 11 other Pacific countries, will cause even more damage to his state’s traditional industry.

Conflict with Russia

New Zealand’s Trade Minister Groser cautioned that the results of the TPP negotiations will determine the fate of



Former US Secretary of State Madeleine Albright was one of the participants at the annual Bertelsmann Foundation/*Financial Times* conference.

the United States’ other major trade deal, the Transatlantic Trade and Investment Partnership (TTIP), which it is negotiating with the EU. “If TPP fails, all the forces in Europe not in favor of trade will make the job more difficult,” he said. Viviane Reding, former vice-president of the European Commission, believes that there is indeed cause for concern. “In Europe, the naysayers have taken over,” said Reding, who represents the European People’s Party in the European Parliament. The business community and political leaders need to do more to inform the public of the advantages of such an agreement, she said.

As Reding noted, trade agreement with the US may add to Europe’s growth, but it won’t solve the continent’s structural problems. Hoyer, however, assured the audience that improvements in the integration of the eurozone’s financial sector have made it better able to weather the effects of a so-called “Grexit,” which could still occur. If Greece decided to leave the eurozone, Europe would certainly encounter political spillover effects, but not economic or fiscal effects, said Hoyer.

Yet the problem of Greece pales in comparison with the geopolitical crisis at Europe’s eastern border. No end is in sight to the conflict with Russia in Ukraine, although Ukrainian Finance Minister Natalie Jaresko, reared and educated in the US, did her best to suggest that everything is normal. Jaresko reported on the steps she has taken to consolidate the budget, reform the energy sector and fight corruption, in an effort to equip Ukraine to face current and coming challenges. “At some point the Minsk peace



Aart De Geus, chairman and CEO of the Bertelsmann Stiftung, spoke at the start of the conference.

agreement will work, and at some point we will find peace again,” she explained. “And when we have peace, our investment needs are only going to grow.”

In Washington, many are doubtful that Russia is seriously interested in implementing the Minsk agreement. Among those expressing concern was former US Secretary of State Madeleine Albright, who gave the opening speech at the reception held at the National Portrait Gallery on the eve of the conference. According to Albright, “unity and resolve against Russia’s revisionism” is the greatest challenge facing the transatlantic community. She argued in favor of a more active role by the United States in standing up to Russia.

Albright praised the IMF’s recent loan of billions of dollars to Ukraine, but cautioned, “No matter how ambitious the economic reform program, it cannot succeed as long as there is conflict in the East.” Even the smartest economic policy will prove ineffective if the key prerequisites for growth and prosperity are lacking: peace and political stability.

Text by Sabine Muscat, originally published in *change - The Bertelsmann Stiftung Magazine* (2/2015)



Former US Secretary of State Colin Powell (left) voiced criticism of the American educational system.

PROGRAM

Shaping Sustainable Economies

A dramatic increase in the number of people fleeing the crises at Europe's doorstep, a new kind of terrorism striking at the heart of Europe, and Europe's own economic and political troubles were the issues that dominated the headlines in 2015. In contrast, with its low unemployment and steady growth, the German economy is doing well.

Germany's apparent stability is deceptive, however. Globalization, digitization, demographic change and greater social inequality are affecting the very foundations of its economic prosperity and social cohesion.

What are needed are new, holistic approaches that provide economic growth, while also ensuring quality of life and social participation. A new "growth agenda" is required, one that not only meets the needs of current generations, but also results in economic, political, social and ecological systems that are capable of serving future generations as well. The principles of sustainability, good governance and social justice must inform the efforts taken to build those systems. Creating a socially just market economy is an ongoing process, one that must balance social, economic and environmental concerns while adapting to global changes. We at the Bertelsmann Stiftung embrace this national and international challenge.

To that end, we draft evidence-based proposals for national and global strategies. We then develop them further in cooperation with national and international experts, as well as political, business and social leaders.



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Projects:

Global Economic Dynamics: Costs and Benefits of Globalization

This project seeks to gain a better understanding of globalization's economic impact. The goal is to help ensure Germany's continued economic success despite global challenges, and without losing sight of the need for social and environmental sustainability. Qualitative analyses and econometric calculations are used to formulate recommendations and strategic action plans, which are then made available to the media and policy makers.

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Inclusive Growth for Germany

Germany's economy is doing well. Yet economic growth is not the whole story. Growth has not been inclusive in recent years; increasingly, opportunities to participate in society are unevenly distributed. This, in turn, poses a threat to social cohesion. In its Inclusive Growth for Germany project, the Bertelsmann Stiftung is examining the link between growth and social inequality. In addition, it is developing and discussing concrete strategies for achieving more inclusive growth.

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Developing Successful Sustainability Strategies

The purpose of this project, completed in 2015, was to identify best practices in developing sustainability strategies in the German and international contexts. It also sought to raise awareness of such strategies within Germany by implementing them in the state of North Rhine-Westphalia. The project was sponsored by the NRW Ministry for Climate Protection, Environment, Agriculture, Nature Conservation and Consumer Protection.

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Economic Dynamics and Employment

This project generates ideas for expanding job markets in Germany and Europe and making them more flexible. Its strategies are designed to help integrate migrants into the labor market, promote the mobility of workers within the European Union, improve employment opportunities for older workers, create sustainable pension systems and stabilize employment in a time of widespread digitization.

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Sustainable Governance Indicators (SGI)

The Sustainable Governance Indicators (SGI) assess and compare the long-term viability of developed market-based democracies in the OECD and the EU. In-depth analyses provide the empirical data that policy makers need to strategically advance reforms. As part of this project, the EU Social Justice Index was launched in 2014 to provide an annual comparison of social justice indicators in all 28 EU member states.

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Strategies for Transformation and Development (BTI)

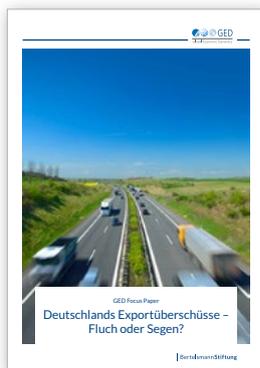
The Bertelsmann Stiftung's Transformation Index (BTI) assesses the quality of political systems, economic development and governance in 129 developing and transition countries. The objective is to identify successful strategies for strengthening democracy and promoting good governance.

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Public discussion of “Inclusive Growth and the Social Market Economy” in Berlin. On the panel: (left to right) Prof. Christoph Schmidt, Dr. Gregor-Peter Schmitz, Prof. Joseph Stiglitz.

2015 Program Report



One of our project publications discusses the causes and consequences of Germany's export surpluses.



A project report examines 10 areas of conflict associated with economic and social change in Germany.



The German labor market is changing, as this study shows.

Global Economic Dynamics (GED)

Our project work focused on analyzing the economic effects of regional free-trade agreements and the possible departure of the United Kingdom from the EU. Findings were disseminated nationally and internationally through the media, policy briefs, blog posts, lectures, discussion events and conferences.

Inclusive Growth for Germany

Despite economic growth, social inequality is increasing in Germany. The wage gap will continue to widen in coming years, a development documented by a study on wage-income trends for the period until 2020. Low-income households, in particular, are being left out. Joseph Stiglitz, Nobel laureate in economics, and Christoph Schmidt, chairman of the German Council of Economic Experts, spoke before an audience of 170 in Berlin about the increase in inequality taking place in developed industrialized countries. At the event, innovative thinkers and practitioners in the fields of policy-making, public administration, business and academia developed ideas about what inclusive growth might look like.

Developing Successful Sustainability Strategies

A study examining what makes sustainability strategies successful was published in early 2015. Later in the year, the state of North Rhine-Westphalia presented a draft of a sustainability strategy. In addition, Saarland has begun work on a sustainability strategy. In Berlin, a sustainability profile was developed to supplement the city's development plan.

Economic Dynamics and Employment

The digitization of the economy will have far-reaching consequences – including for the world of work. The specific challenges stemming from this development were addressed in a number of expert dialogues on topics such as Industry 4.0 and the trend toward a divided job market. Policy recommendations for improving labor mobility within Europe were developed in a joint task force with the Centre for European Policy Studies and discussed in Brussels during presentation of the study *Harnessing European Labour Mobility*. The conference “Pension Reform – Between

Demographic Change and the Financial Market Crisis” and the hearing in the German Bundestag on “Flexible Retirement Based on the Scandinavian Model” addressed the question of how Germany's national pension system could be made more sustainable in light of demographic change.

Sustainable Governance Indicators (SGI)

Sustainable policy outcomes, robust democratic systems and long-term policy-making perspectives are the key dimensions by which the Sustainable Governance Indicators (SGI) project assesses the degree to which governance mechanisms in the 41 OECD and EU countries are sustainable. The new SGI findings attracted considerable national and international attention in 2015, as did two special SGI studies. The first was entitled *Sustainable Development Goals – Are the Rich Countries Ready?* This groundbreaking study offered a systematic comparison of all 34 OECD countries in light of the UN's new global development goals. The second was the EU Social Justice Index, based on SGI data, which was released this year for the second time as part of the interdisciplinary Social Inclusion Monitor Europe (SIM) project. The Social Justice Index shows there is a wide gap between northern and southern European countries as well as between young and old.

Strategies for Transformation and Development (BTI)

Increased repression, greater restriction of civil and political rights, more intense social conflict, further polarization – this is the situation in many of the 129 developing and transition countries that were included in the 2016 BTI. Many governments are failing to respond constructively to their citizens' demands to participate more fully in political, social and economic life. And yet there is a growing need to find better ways of resolving conflicts, fighting corruption and establishing a new consensus between governments and the governed, so that faith can be restored in the political elites. In cooperation with the Club of Madrid, International IDEA and think tanks from all over the world, the Next Generation Democracy project held regional workshops in Bogota, Dubai and Stockholm to discuss these and other

trends identified in the BTI, as well as innovative approaches for promoting democracy around the world.

National and International Forums

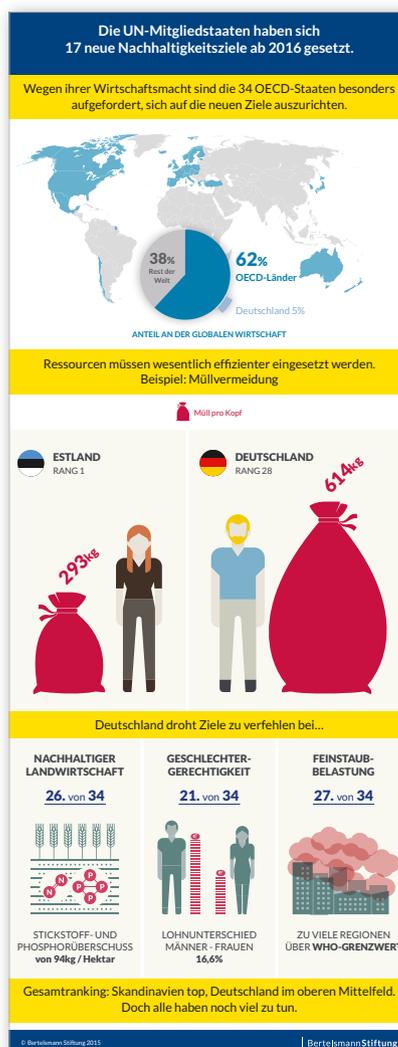
With its colloquiums on “The Future of the Social Market Economy,” the Bertelsmann Stiftung holds regular public forums in Berlin on selected issues. Topics in 2015 included investing in the future, sustainable entrepreneurship and the economic contribution made by immigrant-owned companies in Germany. The Bertelsmann Stiftung also participated in a number of high-profile international forums, including the OECD Forum, the Global Economic Symposium (GES), the Young Economic Summit (YES!), the Asia Europe Economic Forum (AEEF), the European Forum Alpbach and the Salzburg Global Seminar. Key issues discussed were social inequality, international trade and global sustainability goals.



Panel members at the conference on “The Labor Market and the Social Order – Getting Ready for the Digital Future” included (left to right) Prof. Michael Hüther, Eva-Maria Welskop-Deffaa, Annette Kramme, Dr. Carsten Linnemann, Dr. Axel Reimann and Aart De Geus.



A recent SGI study compares the 34 OECD members in terms of their success in meeting the UN’s new global development goals.



Infographics show the progress OECD countries have made in meeting the UN’s sustainable development goals.

PROGRAM

Europe's Future

Europeans can look back with pride on over 60 years of peaceful integration. But in a rapidly changing world, this success does not guarantee a bright future. The European Union needs to vigorously pursue its goal of “unity in diversity,” particularly in view of the continuing economic crisis and the numerous conflicts and wars in its immediate neighborhood. Only an effective, cohesive Europe will be able to hold its own internationally, preserving its values and defending its interests.

How can Europe's political union be better organized, strengthening its ability to act? A European system of government must be structured as a federal democracy in which the separation of powers is ensured and citizens are given a bigger say than in the past. We also believe completing the single market will provide the stimulus for growth that the European economy needs. In addition, the Economic and Monetary Union must be stabilized, flanked by a Fiscal and Banking Union. In this regard, how Europe shapes its social policies is of central importance, for they are the key to maintaining broad-based support for the European project.

The Bertelsmann Stiftung actively supports the process of European integration by drafting recommendations for forward-looking European policies in both internal and external affairs.



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Projects:

Strengthening Europe

In view of low voter turnout, the rise of populist and anti-European parties, and the fallout from the economic crisis, the EU must improve its ability to take effective action – since that is the only way it will regain the trust of its citizens. In the Strengthening Europe project, we investigate how the division of responsibilities between the EU and its member states could be made more efficient and citizen-oriented. We also develop strategies for completing the Economic and Monetary Union and for improving social cohesion within Europe.

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Connecting Europe

The refugee crisis is having a profound effect on relations within the European Union and with its southern and eastern neighbors. In our Connecting Europe project, we develop strategies that can help the European Union stabilize its neighborhood while also preventing the refugee situation from creating divisions within the EU. We are focusing in particular on promoting neighborly relations among EU member states, following the example of the relationship between Germany and France.

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Brussels Office

In addition to contributing to the Europe's Future project, our Brussels office functions as a liaison between the Bertelsmann Stiftung and other groups and institutions. The Brussels office provides substantive support for the foundation and its programs at the European level while promoting dialogue with EU institutions and stakeholders. To that end, the office organizes events and bilateral meetings and maintains contact with international media representatives. More information about the Brussels office and its activities can be found on page 84.

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www.bertelsmann-stiftung.de/europaszukunft

2015 Program Report

Strengthening Europe

In cooperation with the Jacques Delors Institute in Berlin, we launched the Repair and Prepare – Strengthen the Euro project. Its purpose is to find ways to strengthen the eurozone and make it less vulnerable to crises. We are developing strategies to promote economic convergence, deepen the single market and carry out structural reforms in member states. We have published two studies and a series of policy briefs on these issues.

www.strengthentheeuro.eu

In October, the Social Inclusion Monitor Europe project released the *Reform Barometer* pilot study, which assesses social reforms in the EU member states. We also held three public SIM Europe Debates. An event in Berlin examined the effects of the economic and financial crisis on Portugal. Prominent speakers included Germany's Finance Minister Wolfgang Schäuble and his Portuguese counterpart Maria Luis Albuquerque. This was followed by a discussion in Athens held in cooperation with the Greek foundation Eliamep and the newspaper *Ta Nea*. Together with the Fundación Bertelsmann, the Bertelsmann Stiftung also organized an event in Madrid.

www.social-inclusion-monitor.eu

An EU-wide survey in the new eupinions series revealed that Europe's citizens are divided in their attitudes toward the European Union. On the one hand, most respondents support the EU and are in favor of greater political and economic integration. On the other, most also expressed criticism of the EU's current policies and feel it is moving in the wrong direction.

Connecting Europe

A strategy paper with suggestions for a revised European Neighbourhood Policy was included in consultations held by the European Commission and in hearings before the European Parliament and the European Economic and Social Committee.

The second European Neighbourhood Conference, attended by more than 300 participants, was held in Tunis on April 28–30, 2015. Discussions focused on the question of how a reformed European Neighbourhood Policy might promote transformation processes in the EU's southern neighbor states. German Presi-



Participants in the second European Neighbourhood Conference in Tunis: (left to right) Volker Treier, DIHK International; Liz Mohn, Bertelsmann Stiftung; German President Joachim Gauck; Daniela Schadt; and Tunisian Prime Minister Habib Essid.

dent Joachim Gauck praised Tunisia's efforts to become a modern democracy as a model for the entire North African region.

A reformed European Neighbourhood Policy was also the subject of the Young Leaders for Europe conference that was held in Neuhardenberg, near Berlin. At the event, 30 young leaders from EU member states, Eastern Partnership countries and Russia held discussions with policy experts.

The conflict between Ukraine and Russia was another focus of our activities relating to the European Neighbourhood Policy. Two surveys shed light on how Germans, Poles, Russians and Ukrainians view both the conflict and their governments' policies.

In cooperation with the Institut Français, the Goethe-Institut and the sister cities of Cologne and Lille, we organized a public discussion in Cologne as part of a series examining the kind of growth that would best serve Europe. During the event, the mayors of Cologne and Lille discussed current political and social challenges before an audience of 150.

Brussels Office

The project report can be found on page 84 in the International Affiliates section.



What will Europe's future look like? A publication from our Strengthening Europe project seeks answers.



Greater eurozone convergence was the subject of a Bertelsmann Stiftung study in 2015.

CENTER

International Forums and Trends

Today's economic and social challenges are rarely limited to a single country; many nations face similar issues. Increasingly, problems can only be solved when multiple countries work together. Often, moreover, innovative solutions can be developed by looking at what other societies have achieved.

Many aspects of life, both in Germany and abroad, are being impacted by a number of megatrends. Four are of particular importance for the work carried out by the Bertelsmann Stiftung: globalization, digitization, increasing social inequality, and demographic change, which is also being affected by migration and refugee movements. As a result, in 2015 we established the Center for International Forums and Trends. Its purpose is to increase the foundation's international focus by drawing on resources from multiple Bertelsmann Stiftung programs and to contribute ideas for responding to the above megatrends.

Our international Vision Europe Summit forums and the Reinhard Mohn Prize symposium bring together high-ranking international leaders from the political, business, academic and social spheres to seek solutions to the pressing challenges of our time. In 2015, the focus was on the future of Europe's social security systems and the opportunities international migration offers not only destination countries and countries of origin, but also migrants themselves.

The effects of digitization go far beyond technological change. This megatrend is already being felt in all areas of life. Of particular interest to us are its effects on social participation. For example, how can we ensure that digitization does not result in certain segments of society being denied access to education, jobs, health care and political processes? How can it provide disadvantaged groups with new opportunities for participation instead? And how must the institutional framework be changed to achieve that goal? We are examining these issues in close cooperation with other Bertelsmann Stiftung programs. Our quarterly Change of the Season forums promote an in-house exchange of views by bringing together our specialists to discuss the impact of social megatrends on the foundation's work.



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Projects:

Participation in a Digitized World – Taskforce on Digitization

This project expands on the public discussion of digitization, which is often limited to technological issues and potential dangers, by drawing greater attention to the opportunities digitization affords and considering how this trend might be shaped. Without losing sight of risks and negative consequences, it identifies areas where action is needed and offers innovative solutions for increasing social participation and promoting equitable opportunities. The Taskforce on Digitization acts as a foundation-wide forum with special emphasis on activities related to education.

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Vision Europe Summit

This project brings together seven leading European think tanks to discuss issues impacting Europe's future. Participants jointly develop proposals for reforms that address urgent socioeconomic challenges before presenting them at the national and European levels. As a new venue and opportunity for cooperation, the Vision Europe Summit encourages dialogue among think tanks in Europe that deal with similar issues. It also synthesizes national perspectives into a common European perspective.

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2015 Program Report

Participation in a Digitized World – Taskforce on Digitization

Consisting of two modules, this project addresses the consequences of digitization for society and the effect it has on social participation, especially in terms of equity. Last year, the Digitization Forum facilitated a foundation-wide dialogue, provided a transparent look at ongoing activities, identified shared themes and assisted other programs throughout the foundation in developing strategies for addressing the multifaceted topic of digitization.

Through the blog www.digitalisierung-bildung.de, the Digitization in Education module brings together the operational activities of other foundation projects under the empirical umbrella of the Digital Education Monitor. Its findings on the use and benefits of digital learning in schools, vocational training, universities and continuing education will be made available for the first time in 2016. Published in 2015, the book *Digitale Bildungsrevolution (Education's Digital Revolution)* raises awareness among the wider public of the future of learning in a digitized world.

Vision Europe Summit

In January 2015, the Bertelsmann Stiftung and six other European foundations and think tanks began their first year of collaboration. Three working groups with experts from all of the participating organizations drew up discussion papers on different aspects of the year's focus topic, "The Future of the Welfare State." They identified the various challenges facing the welfare state and analyzed reforms for responding to them. Key themes included a stronger focus on prevention,



Signatories to the Vision Europe Summit declaration: (left to right) Artur Santos Silva, president of the Calouste Gulbenkian Foundation; Frank Vandenbroucke, social policy advisor at the Jacques Delors Institute; Robin Niblett, director of Chatham House; Aart De Geus, chairman and CEO of the Bertelsmann Stiftung; Izabela Styczynska, vice-president of CASE Center for Social and Economic Research; Guntram Wolff, director of Bruegel; Piero Gastaldo, secretary general of Compagnia di San Paolo; Mikko Kosonen, president of Finnish Innovation Fund Sitra.

so that situations of individual hardship can be avoided whenever possible, and improved cooperation in all relevant areas. Particular attention was given to a division of responsibilities between individual countries and the EU. A representative survey conducted in eight countries showed that a majority of the population favors a larger role for the European Union.

The Vision Europe Summit 2015 held in Berlin brought together policy makers, academic experts and civil society leaders from the national and European levels. In a declaration released at the end of the conference, the participants called for comprehensive reforms to ensure that Europe's welfare states are able to meet current and coming challenges.



From schools to lifelong learning, the online platform www.digitalisierung-bildung.de provides comprehensive information about the Bertelsmann Stiftung's activities in the area of education.

Liz Mohn



Following the death of her husband, Reinhard Mohn, Liz Mohn represents the fifth generation of the Bertelsmann/Mohn family, owner of the Bertelsmann media group. She is vice-chairwoman of the Bertelsmann Stiftung's Executive Board and its Board of Trustees. She is also chairwoman of the Bertelsmann Verwaltungsgesellschaft Executive Board and a member of the Supervisory Board at Bertelsmann SE. She serves as president of the German Stroke Foundation, an organization she founded, and chairs the board of the Liz Mohn Foundation for Culture and Music. She is also chairwoman of the Board of Trustees of the Association of German Music Schools.

In 1999, she became the first female member of the Club of Rome from Germany. In 1996, she received Germany's Cross of Merit, First Class, and in 2008 the organization Atlantik-Brücke selected her as the first woman to receive the Vernon A. Walters Award. In 2010, she was also honored with the Global Economy Prize by the Kiel Institute for the World Economy. She received an ECHO Klassik award in 2002 and again in 2012. In 2013, she was named an officer of the French Legion of Honor.

“We need role models who can provide guidance and promote positive values.” Liz Mohn

How is the increasing complexity and faster pace of modern life impacting society?

Asked five years ago what the world would look like today, few people in Germany would have anticipated the kinds of technological, economic and social changes that are taking place, or the magnitude of those changes. This shows that it is almost impossible to make reliable predictions, since the world is changing more quickly and fundamentally than ever before. We are living in a time of transformation. Models that were once successful no longer apply. There is no single solution to the multitude of challenges we face, and it's becoming increasingly difficult to respond effectively to many of today's crises. We need to learn to live with change and uncertainty. With all of the transformation taking place, the question is how we can build a world where nations, cultures and religions can coexist peacefully.

We need role models who can provide guidance and promote positive values. We also need opportunities that can help people feel confident about their abilities and talents. Values like courage, integrity, discipline, honesty and openness are what the world needs today, along with the ability to listen to one another and to participate in and support social change. By promoting those values we can build the trust that is essential for a modern society to function as it should.

What is the role of the business community in this transformation?

Few issues are as polarizing for decision makers as the effects of digitization on people's personal and professional lives. Digitization has long been a reality in the business world. Many jobs are being directly impacted by technological change. Studies show that over the next 10 years, technological innovations will eliminate roughly half of today's occupations. This raises the question of whether there will be enough new jobs to replace them. New forms of corporate social responsibility are needed to give executives better guidance in these disorienting times and to counteract uncertainty among the workforce. We need to make sure that as many people as possible participate in the changes that are taking place, while also making them aware of their responsibility for shaping their own lives.

What kinds of leaders and leadership will we need in coming years in the fields of politics and business? At the Bertelsmann Stiftung's 2015 Trilogue Salzburg, the consensus was that the problem is not a lack of leadership, but rather a lack of confidence in leadership itself. How can that confidence be established, or regained, if it has been lost? The answer, first and foremost, is that leaders must act in accordance with certain fundamental principles. They need to delegate responsibility within decentralized structures, give employees a voice in the workplace and allow them to share in the company's success. They must also promote substantive dialogue among the relevant interest groups. Finally, companies must be willing to do their part and contribute to society. All of this strengthens the confidence employees have in their corporate leaders.

What role does culture play in a world undergoing dramatic change?

People all around the world share the same concerns about social cohesion and living together in peace. We must ensure they have the opportunities that make it possible for them to lead a self-sufficient life. This means jobs and education – since education is what will allow us to network our knowledge to the greatest extent possible in coming years. No single country can solve the world's problems. We are not living in an American, European or Asian century – ours is a global century! In such turbulent times, music and culture become increasingly important, and not merely in a symbolic sense. They play a significant role in personal development and help shape an individual's values. They promote tolerance and a sense of community, lead to greater understanding between cultures and encourage people to listen to one another. Music connects people across national and linguistic borders. It builds bridges between nations, cultures and religions. Over and over again, it has become evident that music is the world's only language capable of reaching everyone. We need to remind ourselves of that fact more often.



NEUE STIMMEN

career = voice + x

NEUE STIMMEN, the Bertelsmann Stiftung's international singing competition, not only discovers new talent, it also offers encouragement and support as young singers pursue their careers.

If you would expect everyone to sleep in on the day after the semifinals in Gütersloh, you would be mistaken. By ten o'clock, the corridors of the community center are already bustling with activity. Members of the Duisburg Philharmonic Orchestra are hurrying to the concert hall, wishing the contestants luck in the finals, which will be held the next day. Darren Pati, who was born in Samoa but grew up in New Zealand, sits off to the side, waiting for his first rehearsal. He had to make a difficult decision at a young age: to stay or to go. "There are no opportunities in New Zealand if you want to become an opera singer," he explains. "There are hardly any opera houses. So I had no choice but to leave New Zealand – as did my brother, who is also a singer." He set out from Auckland to study in the United Kingdom. After earning a master's degree in Cardiff, he moved to San Francisco. "This is my first trip to Germany," he says. "Singing at a German opera house would be a dream come true."

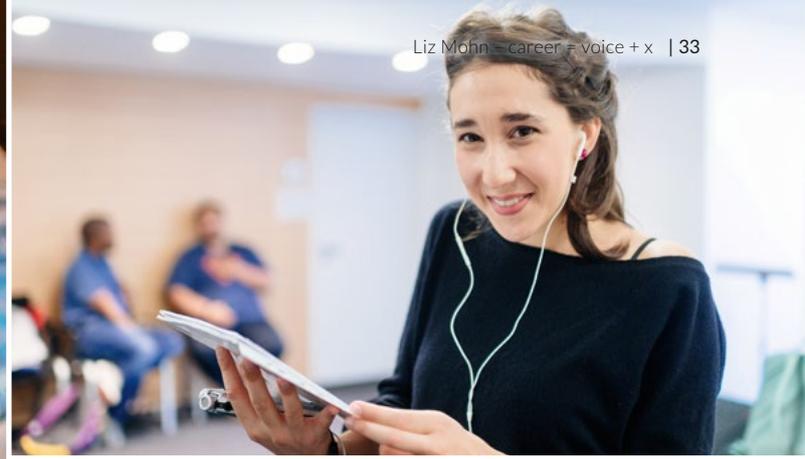
Like Darren Pati, Italian mezzo-soprano Miriam Albano, who studied in Venice and Vienna, is hoping to take part in as many competitions and auditions as possible. "In our profession, it's important not to be shy and to learn as much as you can," she says. "I hope that my voice will attract the attention of someone from a first-rate opera house. I turned down an offer from Teatro La Fenice in Venice, deciding that the part wasn't right for me." Today

Albano lives in Vienna. "Whenever I pass by the Vienna State Opera, I think, wow, singing here would be fantastic."

As singers pursue their dreams, a number of factors play a role in addition to their voices: making the right decisions, marketing themselves, managing their careers, learning how the opera world works. That's why the NEUE STIMMEN team does more than search the world for new talent. It also provides performers with attentive encouragement and support as they launch their careers. During the final week of the competition, which brought 42 talented young artists from 30 countries to Gütersloh, contestants who do not make it to the finals have the opportunity to participate in a coaching workshop.

Discussing "Beyond Talent – Career Development," Kathrin Hauser-Schmolck offers insights into the business of opera and valuable tips for daily life. "Cultivate contacts, and not only when you want something," she advises. Finding the right people to work with at the right time is also crucial, she explains, adding that people are always important, not only on stage. Advice is also offered befitting the digital age: "Believe me, nothing on the Internet is private!"

A PR expert who studied music and political science, she was responsible for music-related activities at the



OPPOSITE PAGE First-place winners Elsa Dreisig (eighth from left) and Anatoli Sivko (fifth from right) with Liz Mohn (sixth from left) and jury chairman Dominique Meyer (sixth from right) and the other prizewinners.

ABOVE German contestant Clara Corinna Scheurle (left) received answers to her many questions. Italian mezzo-soprano Miriam Albano preparing for the finals. Darren Pati left New Zealand to pursue his career.

Goethe-Institut before opening her own media relations office. She is a much sought after speaker on career development issues and is therefore not surprised by the contestants' questions. But some of her answers prove unexpected. "The various ways I might present myself – these were all very new ideas for me," says Japanese singer Emiri Nakagawa.

The voice is just the beginning

Leonor Amaral, from Portugal, leafs through her papers. "It's wonderful, all of this information they've given us," she says. "We were able to ask anything we wanted, and we got clear answers to all of our questions." The topics ranged from how singers can assess their strengths and weaknesses and how they can present themselves in their resumes, website or social networks, to the best way to choose an agent. Amaral's enthusiasm is palpable. "I studied management before switching to voice, so I'm fairly organized," she explains. "But that doesn't mean that I get more job offers than anyone else. I think I could do a lot more to market myself. After all, a great voice isn't enough."

The questions are myriad: How should singers dress? How are they expected to conduct themselves in different countries? Why is it crucial to learn the local language as soon as possible? In the world of opera, who matters

most? What are the best websites for young singers? What should performers keep in mind when being interviewed, and what do they need to know about photographs? How do they make and maintain contacts? And why is a good agent so important?

The last question is of particular interest to David Ostrek. A bass-baritone from Croatia, Ostrek asks why singers like Anna Netrebko need an agent. After all, stars have their pick of jobs. Hauser-Schmolck explains that this is precisely why it's so important to have a good agent, someone to serve as an advisor and manager. "I thought the seminar was great. And all of my questions were answered," Ostrek says later. South African tenor Thobela Ntshanyana found the meeting equally helpful. "Now I finally understand why an agent is important," he says. "And I see that I definitely need to learn the language if I want to work in Germany."

"A seminar like this is important, because it makes you realize that it's not enough to learn to sing well, you also need to market yourself," explains German contestant Clara Corinna Scheurle. "Women, in particular, should ask themselves: Do I want to have children? If so, when? Where do I see myself in 10 years? Do I want to do a lot of traveling? You need to ask yourself all these things when you're in your early to mid-20s."



At the “Beyond Talent – Career Development” workshop, Kathrin Hauser-Schmolck offered NEUE STIMMEN participants valuable tips for the next steps in their careers.

The next day, the importance of a good agent is underscored yet again by Marina Rebeka. Now a celebrated performer, she took first prize at the 2007 NEUE STIMMEN competition. Two years later she gave her debut performance at the Salzburg Festival, followed by engagements at the Bavarian State Opera, the Vienna State Opera, the Zurich Opera House, London’s Royal Opera House, the Teatro alla Scala in Milan, the Chicago Lyric Opera, Carnegie Hall and the Metropolitan Opera in New York. But even Rebeka, who had her first child in 2011, has repeatedly had to make important career decisions. She now takes the time to discuss them with her young colleagues.



Marina Rebeka, winner of the 2007 NEUE STIMMEN competition, spoke with contestants.

“There were a lot of questions about choosing a repertoire,” she says later – questions like when a singer should take on certain roles. “Many of the female contestants wanted to know how your career changes after you have a child. And of course they wanted to know how a competition like NEUE STIMMEN can affect your career.” Asked what she would do differently, knowing then what she knows now, she says with a broad smile, “I wouldn’t change a thing!”

Closer to the goal

Some day Darren Pati and Miriam Albano might well echo her response. While the contestants who were eliminated from the competition are attending the career workshop and meeting with Rebeka, Pati and Albano prepare for the finals. Their efforts pay off: They take second place, behind Elsa Dreisig from France and Anatoli Sivko from Belarus. That means Pati is now a bit closer to his dream of singing at a German opera house. As for Albano, the Vienna State Opera is no doubt a step closer as well.

Text by Tanja Breukelchen, originally published in change – The Bertelsmann Stiftung Magazine (4/2015)



Musical Primary School

There's music in the air

Can daily contact with music make it easier for migrant children with little command of the local language to feel at home in a new school? Can music help them adjust to life in their new country in general? A day spent visiting a Musical Primary School provides some answers.

“Doom-chi-ka!” shouts Robert, beating his hands on his chest, then on his thighs – faster, slower, again and again. “Doom-chi-ka!” Robert, who is 10 years old, looks around a bit timidly, and out of the corner of his eyes he watches the other children in the room as they, too, take part in this rhythmic exercise under the direction of their music teacher, Ann Kathrin Hollmann. Robert’s movements gradually become more relaxed, until finally he settles into a happy mixture of loud cries and the smooth rhythms of a rap song. His eyes shining, he lets himself go, shouting twice more: “Doom-chi-kaaa, doom-chi-kaaa!” He then notices that his teacher is holding her index finger over her lips, signaling that the children in the Musical Primary School in Herford, located just west of Hannover, are to be quiet for a moment.

Robert is wearing a blue and red Spiderman suit, with casual aplomb. He obviously loves the idea of being a superhero. Superheroes don’t need to talk very much, and they can simply fly away if life becomes too complicated. Robert isn’t anxious; he wants to be noticed. It is quickly clear from interactions with his classmates that he has already made friends, despite being in Germany for only a short time. But confronted with a direct question about why he likes Spiderman so much, he remains silent, a bit embarrassed. You can sense he feels uncomfortable being unable to

express himself as well as he would like. Robert arrived in Germany just four weeks ago as a refugee from Romania.

Theresa Nolte, a teacher at the school as well as its vice-principal and the coordinator of its Musical Primary School program, later explains, “Robert is still unsure of himself. He hasn’t been with us very long, and he doesn’t speak much German. He’s really a great kid with a lot of talent, but he’s very frustrated that he often doesn’t understand what’s going on. He spends a lot of time listening and doesn’t talk very much. But he’s already able to make jokes. Sometimes it’s hard for him to make friends with other children. It’s difficult for them when he can’t tell them what he wants. It takes a lot of patience, both for him and the others. But when it comes to music he loves to participate. That’s one area where he can shine.”

Feeling at home at school

But can music really help young people who have just arrived in a new country, youngsters who don’t yet understand the language and who might still be traumatized by their past experiences? Can a Musical Primary School truly help them become part of their new world more easily and quickly?

There's no question about it, according to Nolte. "Of course music is helpful, particularly for refugee children who have such difficulty expressing themselves when they first arrive," she says with a smile. Then she gestures toward the schoolyard. "It's 10 o'clock," she says, leading me to the door. "I'd be happy to tell you more later, but right now we need to go outside. It's time for a flash mob!"

A what? Nolte laughs. "You must have seen flash mobs on YouTube?" Yes, of course, everyone knows the seemingly spontaneous performances, when a group of people seems to appear out of nowhere. Often it has some cultural or political purpose. But you wouldn't necessarily expect to see a flash mob at a primary school in Herford – a school in a troubled neighborhood, with 280 students, 114 of whom are from economically disadvantaged families. According to the school's principal, Sabine Zülka, well over half of the students are non-natives. Since 2004 the school has been part of a nationwide program promoting forward-looking learning methods, and its innovations have made it a role model for others. Today, both students and teachers are indisputably in a good mood. In the schoolyard, the youngsters have started dancing to a catchy tune by Pharrell Williams – named, fittingly, "Happy."

Teacher Natali Rompa has rehearsed the choreography with every class, and their efforts have paid off. The whole school is smiling and dancing in time to the music – the sun is even shining. It's getting louder and louder in the schoolyard. The children are giving off so much energy, they seem ready to take flight. The joyous atmosphere continues as they finish their performance and move on to their school song, written by their teachers. The school philosophy is reflected in lyrics like "We come from all over, and that's a good thing / How we speak may be different, but everyone can sing." The goal is harmony, achieved using a gentle, no-pressure approach.

"Many of our students come from unstable family backgrounds," says Vice-Principal Nolte. "We try to make them feel at home and give them a sense of belonging." In case this sounds a bit too abstract, she adds, "We want them to like coming to school. We want them to feel safe here, and to have fun." Music, it turns out, is an important tool for achieving that goal.

The sound of drums

Henning Niedergesäss is a self-employed music teacher and percussionist. When he laughs – and he loves to laugh – you can almost feel the walls vibrate. It seems appropriate that Niedergesäss, a musician through and through, is drawn to the drums. The children of Herford love him. As he spurs them on, they beat and bang on their instruments. According to the percussionist, this teaches them coordination and social structures while imparting a sense of rhythm – and community. Not least,



Sarah speaks three languages, but has not yet learned German. It doesn't matter when she's playing the xylophone.

music is a pathway to language learning. "It's not about making perfect music," he explains. "It's not about technical proficiency. We just want the children to come out of their shell. We want them to feel comfortable and express themselves." And they certainly do that. "A wild cow says MOO, how 'bout you!" they cry, beating their drums. Later, they transform the old Queen song "We Will Rock You!" into a playful appreciation of ducklings. It's a bold rewriting of the lyrics, but clearly a lot of fun. One look at Sarah, a girl with glasses and dreadlocks who always has a smile on her face, makes it clear how much fun the song really is. Sarah, whose mother is from Ghana, was born in England, lived in Switzerland for a long time, and is now trying to learn German. She already speaks English, French and Spanish.

"It's never easy for the children at first," says Nolte. "Believe me, I know what it feels like to be constantly frustrated and to be underestimated by those around you because you don't speak the language." As is true of many of her charges, German isn't Nolte's first language. The daughter of an American soldier, she was five years old when she left Chicago to return to Germany with her mother. For her, too, music was a lifeline in a childhood spent living in many different places. "My grandmother grew up among Native Americans, my grandfather was Irish – so I was introduced to many different kinds of music at an early age." After she returned to Germany, the German part of the family made sure classical music was added to the mix.



Henning Niedergesäss get the children to express themselves using drums.

She has one more thing in common with her students. “In Germany, I got off to a really bad start in school – I literally had no idea what I was supposed to do,” she says. “So I was initially assigned to a special-needs class.” Nolte is the first to admit she was lucky. “One of my teachers recognized my hidden potential.” Today she is passionate about teaching. When necessary, she helps her students even outside of regular school hours. But that’s not what she wants to talk about. She has more important things to show us – a group of young dancers, for example, and the songs she’s going to sing with class 4B. Out in the hallway we run into Robert once again, still dressed in his Spiderman suit. I smile and point at his costume, then give him a “thumbs up.” He grins, embarrassed. Then, hurrying off, he manages to find a response: “Doom-chi-kaaa!”

Text by Harold Braun, originally published (unabridged) in *change – The Bertelsmann Stiftung Magazine* (4/2015)



Robert arrived four weeks ago from Romania, and only knows a few words of German. Luckily, music doesn't require much talking.

PROGRAM

Discovering Music

Singing and other kinds of music are a primal form of human communication, something cultural policies need to take into account, particularly in an era of increasing globalization. Music is a universal language that touches us, moves us and connects us, regardless of our age, gender or background. As a result, music can be an especially powerful inspiration for promoting learning, social participation and mutual understanding – between cultures as well as between nations. It fascinates even the very youngest among us. Exploring the world of sounds, experimenting with different tones and noises, singing songs together, playing games that combine music and motor skills – all of these activities promote personal development and a sense of belonging.

Because we consider music fundamental to holistic education, the Bertelsmann Stiftung uses music-related projects to enrich children's musical experiences and enable them to pursue their own interests in this area. Our projects expand the role of music in schools and child-care facilities, thereby making it an ongoing part of children's everyday lives and a source of new ways of learning.

Our NEUE STIMMEN program increases international understanding by promoting the principle of tolerance of individual and cultural differences. Through the NEUE STIMMEN International Singing Competition, the Bertelsmann Stiftung offers talented young singers from all over the world the chance to pursue their dream of having a career in the world of opera. With the help of master classes and workshops, the NEUE STIMMEN program supports opera singers as they develop professionally, thereby helping to preserve and advance this venerable musical tradition.



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Projects:

MIKA – Music in Child Care Every Day

This pilot project seeks to give all children access to music, thereby taking a holistic approach to their education and development. Focusing on activities in child-care centers and on teacher training, it works with universities, training colleges, child-care providers and other organizations to develop new ways of making music a regular feature in every child-care facility.

Upon request, our Mobile Music Workshop visits child-care centers, schools and other educational facilities, helping children, parents and teachers to experiment with music, build “sound spaces” and repair instruments. Through these activities, they learn more about how music and other sounds are produced.

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Musical Primary School

For the past 10 years, the motto of this school development project has been “more music by more participants at more times.” Approximately 400 schools in six of Germany's states are participating in the project, making music a central part of the school day. Working with the project team, educational authorities in Hesse, Berlin, Bavaria, Thuringia, Lower Saxony and North Rhine-Westphalia have put support structures in place to help schools promote inclusion and participation through music.

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NEUE STIMMEN International Singing Competition

Founded by Liz Mohn in 1987, the NEUE STIMMEN International Singing Competition is widely recognized as one of the premier international forums for opera singers. The competition seeks out talented young singers, offers support and helps them launch national and international careers. The competition takes place every two years. Preliminary auditions are held all over the world, followed by a week of semifinals and finals in Gütersloh.

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NEUE STIMMEN Master Class

Inaugurated in 1997, the NEUE STIMMEN Master Class is held every two years, alternating with the singing competition. Its goal is to promote the careers and personal development of talented opera singers even after the competition ends. The master class is designed to provide long-term support for singers as they pursue their careers. As part of the Creating Careers initiative, it undergoes further development on an ongoing basis.

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2015 Program Report

MIKA – Music in Child Care Every Day

MIKA representatives lead professional development classes in which child-care educators learn to integrate music into their daily activities. The classes are part of the ongoing training offered by child-care organizations. Bielefeld's University of Applied Sciences now hosts both the MIKA network and the network of students and alumni who are in or have completed the university's Music Development in Primary Education program. Based on the Neuss Declaration – drawn up in cooperation with North Rhine-Westphalia's State Music Academy, the NRW State Association of Music Schools and the Peter Gläsel Foundation – an initiative has been launched to promote music in child-care centers throughout the state. Mobile Music Workshops were introduced in Berlin and the Münsterland region offering a range of events, including programs that bring young Germans and refugees together.

Musical Primary School

The Musical Primary School marked its 10th anniversary in 2015. Launched in the state of Hesse in 2005, this program now includes some 400 schools and over 200,000 students, and has been adopted by six of Germany's states. The concept is still going strong, with new participants in Berlin and Thuringia. To celebrate the project's anniversary, a special event was held at Hannover's Opera Square and at participating schools. A social media campaign designed to promote music and cultural education in schools was also launched. In another initiative, 19 schools made videos to show the role music plays in their daily activities. The Musical Primary School concept is constantly revised to reflect changing educational needs. In 2015, for example, the program focused on methods for integrating refugee children into primary schools and for using music in language teaching.

NEUE STIMMEN International Singing Competition

In the spring of 2015, 1,318 singers from 72 countries applied to compete in the 16th NEUE STIMMEN International Singing Competition. More than 1,000 candidates traveled to preliminary auditions in 26 cities around the globe. Of these, 42 young singers qualified for the competition's



The Musical Primary School project celebrated its 10th anniversary on October 1, 2015, at Hannover's Opera Square. The high point of the celebration was when the crowd joined together in song, accompanied by jazz trumpeter Till Brönner.

final week in Gütersloh, where 19 reached the semifinals and 11 advanced to the final round. Accompanied by an orchestra, they performed for a jury led by Dominique Meyer, director of the Vienna State Opera. The first, second and third place winners in the men's and women's divisions received cash awards totaling €60,000. Special prizes were awarded to five finalists, and one performer received the People's Choice Award. In addition to being able to interact directly with opera house directors, festival managers and agents, the singers invited to Gütersloh received individual feedback from the jury and had the opportunity to attend a workshop and coaching sessions on career planning and marketing. In 2015, a number of activities took place that provided ongoing support for former NEUE STIMMEN participants. They included a concert at the German ambassador's residence in Washington, DC and the appearance of past prizewinners on German television, at a summer concert in North Rhine-Westphalia and at an AIDS benefit.

NEUE STIMMEN Master Class

The Creating Careers initiative, which spans multiple projects, takes the master class one step further by providing long-term support for singers as they pursue their careers. It uses digital and social media to give more singers access to our network of partners and to information relevant to their careers.



One of our project publications offers practical ideas for exploring music with children.



NEUE STIMMEN 2015: Poster for the preliminary auditions in Shanghai.

PROGRAM

Living Values

In modern societies, individuals are largely on their own when it comes to defining their values. They are faced with an increasing amount of information, transmitted at ever greater speeds. In addition, the world of work is becoming more dynamic, while societal institutions – family, church, political parties and businesses – are changing as well, often becoming less important than they once were. Many societies today are becoming more heterogeneous, as people live in close proximity to others with very different value systems. Conflict is one potential result. In light of the various interest groups, lifestyles and values present today, polarization is increasing.

Against this background, it is important to ask what the necessary conditions are for ensuring social cohesion. After all, a cohesive society is the precondition for satisfaction and fulfillment, on both the personal and collective levels. A free, open and heterogeneous society must be founded on certain basic values that allow for diversity and that permit people to develop to their full potential. In a diverse society, agreement on fundamental values can only be achieved through open communication. Mindful of these issues, we are examining the current state of social cohesion, both nationally and internationally. We are also looking at the role religion and societal institutions play in the development of key values. In particular, we are interested in learning more about how young people develop their values and how role models affect them as they do so.

The role that values play when people of different backgrounds and beliefs enter into dialogue is also a fundamental consideration in our efforts to promote German-Israeli relations. Our goal is that people with different views will understand each other better and, in turn, be better able to address the common challenges they face.



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Projects:**Social Cohesion Radar**

This project comprehensively measures and analyzes trends in social cohesion in Germany. It provides insight into social change in a broad range of contexts – shedding light on interactions in local communities, comparing developments in different regions and even identifying changes taking place in Asian countries. The project also offers systematic analyses of the causes and consequences of social cohesion, both when it is present and when it is lacking. Inequality and diversity are two areas of special interest.
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Religion Monitor

The Religion Monitor investigates the role played by religious and cultural diversity in social cohesion. It explains religious and cultural diversity and related developments in real-world terms. It also identifies tensions between groups while highlighting the ways religion can help achieve and maintain social harmony. It systematically examines how different values and socio-economic factors can potentially promote conflict or cohesion. Findings are based on representative surveys conducted in Germany and other countries.

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Imparting Values

To thrive in modern society, people need the guidance provided by basic democratic values, not to mention the skills required for dealing with diversity. We therefore help young people develop these values and skills and support other people and organizations pursuing the same goal. We develop recommendations and resources for building values, encourage an exchange of experiences among those active in the field, and test best practices in our own pilot project.

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German-Israeli Young Leaders Exchange

This project seeks to build a network of young professionals and executives to serve as a foundation for the long-term relationship between Germany and Israel. It promotes interaction and dialogue by focusing on topics of common interest.
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2015 Program Report

Social Cohesion Radar

Employing both qualitative and quantitative methods, the project is examining social cohesion in individual neighborhoods in the city of Bremen. The main questions being investigated are: What effect do social, economic and structural conditions have on how people live and interact in these neighborhoods? How can cohesion be strengthened, even under the difficult conditions found in troubled areas? Finally, what effect is the inflow of refugees having on these neighborhoods?

Religion Monitor

A special study analyzing findings from the 2015 Religion Monitor received considerable media attention. The study's central finding was that there is a gap between the lives Muslims actually lead in Germany and how the country's non-Muslim majority views Islam. The study shows that despite their strong religious ties, most Muslims feel closely connected to Germany. There is no empirical evidence to support the widespread view that Islam prevents Muslims from becoming integrated into German society. However, a majority of the population is hardly aware of these positive findings. Indeed, animosity toward Islam is growing. The study has become an important source of information for public discussions of this subject.

Imparting Values

Working with experts, we compiled a handbook documenting the theoretical and practical aspects of educational activities in Germany designed to teach values. The handbook also describes international trends in this area. The national network established in 2014 was expanded to include additional mission-critical participants. A central focus of the network's activities in 2015 was developing guidelines for values education for children and young people, which will be published in 2016. A related model project was also developed.



Participants in the 2015 German-Israeli Young Leaders Exchange, which examined the topic of "Entrepreneurship & Innovation," visited the Reichstag in Berlin.

German-Israeli Young Leaders Exchange

In 2015, Israel and Germany marked the 50th anniversary of the establishment of diplomatic relations. What is the current state of relations between Germans and Israeli Jews? How do people in the two countries perceive one another? What importance do they attach to the past, and how do they feel about German and Israeli policy-making? The study *United by Their Past, Divided by Their Present?* provided answers to these questions, thereby becoming the most significant source of information in this anniversary year. The topic was also addressed in a number of public forums held in early 2015 in cooperation with broadcaster Deutschlandradio.

The theme of the 2015 German-Israeli Young Leaders Exchange was "Entrepreneurship & Innovation." Next-generation executives and experts from Israel and Germany discussed the factors that lead to innovation in business, politics and society.

In November, a group of school principals and directors of child-care centers traveled to Israel to examine best practices in the areas of integration and education. Among their destinations was the Bialik-Rogozin School in Tel Aviv, where refugees make up a majority of the student population.



A special Religion Monitor study examined the role Islam plays in the lives of Muslims in Germany.



A representative survey served as the basis for a study providing insight into German-Israeli relations.

PROGRAM

Business in Society

The business sector is changing society. Business organizations affect our lives and the environment in numerous ways: through their products and services, and in their role as employers. As a result, they bear responsibility not only for the economic effects of their actions, but for the social and environmental impacts as well. Moreover, the business community is increasingly expected to use its expertise and resources to develop innovative solutions that can address the social changes taking place today.

The Business in Society program is developing new strategies for addressing the changing role of business in a globalized world. Working closely with the relevant organizations and institutions, we test innovative methods for integrating the business community into political and social processes. We also support companies as they develop sustainable approaches to corporate management.



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Projects:

2016 Reinhard Mohn Prize: “Responsible Entrepreneurship”

We are carrying out a global search for initiatives and best practices that demonstrate how social changes – such as those resulting from globalization and demographic trends – can be addressed more effectively using the business world’s resources and expertise. We will also identify an internationally recognized individual to receive the prize, someone who exemplifies responsible entrepreneurship.

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Expert Commission on Living and Working in Germany

How flexible does the world of work need to be? And how flexible can it be, as it seeks to meet the needs of individuals and society? The expert commission has developed scenarios for exploring issues of leadership, social participation and the challenges of the modern workplace.

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Regional Corporate Responsibility

Social challenges such as demographic change and inequality manifest themselves in different ways in Germany’s various regions – and regional solutions are therefore required. Businesses can get involved by becoming partners in regional development. The project’s goal

is to help companies contribute in a way that is more focused, more based on actual needs and more effective.

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INQA Audit for a Sustainable Corporate Culture

Companies demonstrate social responsibility by creating a fair, employee-oriented working environment. Supported by both the business community and trade unions, the INQA Audit for a Sustainable Corporate Culture encourages companies and other organizations to create working conditions that are stable and fair. Sponsored by Germany’s Ministry of Labor and Social Affairs, the project is collaborating with the Demographic Network and the Great Place to Work institute.

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“Family-Friendly Workplaces” Quality Seal

For mid-sized businesses in particular, being a good employer means adopting family-friendly HR policies that reflect the various stages of an employee’s life. The quality seal helps companies to develop flexible work arrangements and family-friendly programs. These in turn help companies recruit and retain quality employees.

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Benchmarking CSR – Corporate Responsibility Index

How do companies make sustainability part of their everyday activities? The index seeks to reconcile society’s expectations with the conditions that govern corporate actions. The data-based measurement and management tool provides companies with practical recommendations for effective sustainability management.

www.cr-index.de

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2015 Program Report

2016 Reinhard Mohn Prize: "Responsible Entrepreneurship"

The panel for the 2016 Reinhard Mohn Prize was made up of both experts from the fields of corporate social responsibility and social innovation and experienced practitioners from the business world. Their discussions focused on responsible entrepreneurship as a response to social megatrends and the impact those trends are having on society. The panel assisted us in our global search for exemplary initiatives both by ensuring that our research criteria were evidence-based and by sharing their practical knowledge. Notable examples of corporate responsibility were found in the following focus areas: Promoting Social Participation, Creating Jobs, Providing Educational Opportunities, Promoting Diversity and Creating the Conditions for Entrepreneurship. At the annual meeting of the European UN Global Compact Network, we were able to present the results of our research and offer some initial hypotheses on the role of the business community in social innovation, based on interviews conducted for a study of these issues. The research results were compiled in autumn 2015 and again submitted to the expert panel, as well as to the Bertelsmann Stiftung's Board of Trustees. Based on the findings, the Executive Board then selected the recipient of the 2016 Reinhard Mohn Prize.

Expert Commission on Living and Working in Germany

The commission's final report described what a value-creating society looks like. It focused on three areas requiring action. First, there is a growing need for flexibility, on the part of companies as well as employees. Meeting the resulting demands will require, second, the ongoing promotion of social solidarity. Finally, jobs will change at an ever faster pace; new kinds of jobs will emerge, while others will disappear. The report also notes that people must be given the tools they need to acquire knowledge independently, outside of educational institutions, and to reflect on that knowledge and apply it in practice. This requires a new leadership culture, both in the business world and society at large. Leaders must serve as facilitators and networkers, as sources of new ideas and as coaches. In many organizations,



BarCamp Work 4.0 in Berlin: Former IBM executive and author Gunter Dueck gave the keynote speech.

hierarchical structures will largely disappear as situational and temporary leadership models take their place.

Regional Corporate Responsibility

The resources, capacities and expertise companies have at their disposal are still not being used systematically to the extent they should be. In an effort to promote regional corporate responsibility, the project is developing a monitoring tool that will gather and analyze information about regional challenges in Germany. It will include examples of good practices in the realm of corporate engagement. Case studies will also be published to document practical initiatives at the regional level. In addition, we are supporting practice-based projects while conducting our own. The focus is on innovation and securing the supply of skilled workers.

INQA Audit for a Sustainable Corporate Culture

The world of work is undergoing profound changes. This project helps companies and institutions adopt employee-oriented HR policies so they can better compete for qualified workers. As part of the New Quality of Work Initiative, the Bertelsmann Stiftung assists companies in their efforts to reexamine their corporate culture, for example by actively embracing "Industry 4.0." During the current pilot phase, the first 100 companies are receiving support as they participate in the audit. The companies range from a small nursing-care provider to an internationally active hidden champion.



Digitization is transforming companies and society. This publication offers suggestions for managing changes in the world of work.



The Expert Commission on Living and Working in Germany published its findings in 2015.

COMPETENCE CENTER

Leadership and Corporate Culture

Globalization and digitization are rapidly transforming the world. Dramatic changes in business models and work structures are leading to a more diverse workforce; they are also giving rise to more heterogeneous employment and organizational models. Shaping these developments in a way that fosters economic success and promotes social responsibility requires innovative forms of cooperation and leadership.

At the same time, executives are experiencing increasing uncertainty as events become less predictable, and in light of the power vacuum that can arise when employees demand the right to greater participation. These disruptive changes have triggered a debate about what makes leadership effective, how today's leaders should be developed and whether leaders can truly manage change. Expectations are also changing among executives, particularly regarding the plans they have for their own careers and lives.

In addition to promoting the leadership model developed by Reinhard Mohn, we support managers in exercising responsible leadership and preparing their organizations for current and coming challenges. As working conditions become increasingly flexible and complex, our activities focus on making the organizational framework for effective leadership more transparent, while highlighting the positive impact that framework can have on motivation and creativity, as well as on employees' willingness to identify with the organization. In addition, we disseminate innovative ideas to assist executives leading organizations that are flexible and diverse. We also support managers in reflecting on their leadership values and skills.



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Projects:

Leadership Dialogues

Since 2015, the Competence Center on Leadership and Corporate Culture has been responsible for high-level international events that examine social and economic policy issues. These include the German-Spanish Forum, attended by the German president and the King of Spain, the Trilogue Salzburg and expert talks on such issues as "Crisis Management in the 21st Century."

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Executive Training

Our executive training courses encourage next leaders to reflect on leadership values and styles and to develop leadership skills, thereby expanding their opportunities to shape their organization's corporate culture. To that end, our courses make use of peer-group learning and experiences in the field. Topics include "Sustainable Leadership" and "Women and Cultural Change," which has been specially developed for female executives.

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Study: Diversity on Corporate Boards

As internationalization and digitization increase, corporate boards must offer the right combination of skills and values if they are to increase their organization's attractiveness as a place to work and ensure its long-term success. In order to promote equal opportunity and career prospects, our studies identify what is required to lengthen the tenure of women on corporate boards. They also explore methods for managing multigenerational workforces and cultural diversity.

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Study: New Perspectives on Corporate Culture: The Key to Sustainable Success

In 2003, three companies – the BMW Group, Hilti and Novo Nordisk – were chosen as finalists for the Carl Bertelsmann Prize in recognition of their exemplary corporate cultures. Ten years later, this study, conducted in cooperation with the Reinhard Mohn Institute, is investigating leadership and organizational culture in terms of developmental trends and success factors at seven European companies.

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Study: Leadership in Flexible Work Environments

Conducted jointly with Fraunhofer IAO, this study draws on surveys and case studies to evaluate the opportunities and risks involved in blurring the boundary between private life and the world of work. The goal is to create recommendations for further advancing executive development programs.

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Developing a Leadership Radar

With the help of existing online tools and surveys conducted in cooperation with the United Leaders Association, we are developing a monitoring system based on annual representative surveys. The goal is to identify the conditions required for effective leadership and to offer decision makers ideas for driving change.

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2015 Program Report

Executive Training

Executive Training: Sustainable Leadership

Building on a focus-group workshop, the Future-Ready Leadership program was developed from existing training courses for male and female executives. It focuses on the demands that digitized work environments are placing on managers and familiarizes participants with cutting-edge leadership models and the skills they will need in tomorrow's workplaces. Speakers at the first session included Dr. Jörg Dräger, Bertelsmann Stiftung; Brigitte Ederer, Austrian Railways; trend researcher and futurologist Birgit Gebhardt; Prof. Martin Plendl, Deloitte Germany; brain researcher Prof. Ernst Pöppel; and Dr. Rudolf Staudigl, Wacker Chemie AG.

www.creating-corporate-cultures.org/AmLimit

www.creating-corporate-cultures.org/exectZF

Executive Training: Women and Cultural Change

Responding to the considerable demand, in 2015 the competence center hosted two seminars for female executives on the topic of "Women and Cultural Change." Speakers included Dr. Ariane Reinhart, Continental AG; Ute Wolf, Evonik Industries AG; Dorothee Blessing, JP Morgan; Roland Boekhout, ING-DiBa AG; Dr. Heike Hanagarth, formerly of Deutsche Bahn AG; and Lencke Steiner, Bundesverband Junger Unternehmer. Alumna Jasmin Kölbl-Vogt, Citigroup Global Markets, attributes her appointment to the executive board to her participation in the executive training program in 2010. She is now one of the speakers at the training sessions and serves as a role model for female participants.

www.creating-corporate-cultures.org/exectWomen

Study: Diversity on Corporate Boards

Board members, both male and female, are being interviewed to learn more about their experiences appointing women to corporate boards. Participating companies include Continental, OTTO, Henkel and Fraport. The study's design and the questionnaire were developed together with author and coach Cornelia Edding, based on the publication *Führungsfrauen – wie man sie findet und wie man sie bindet* (Women in Leadership – How to Recruit and Retain Them).



Policy makers, business executives, military leaders and academic experts participated in the discussion "Crisis Management in the 21st Century." On the panel: (left to right) Germany's Defense Minister Ursula von der Leyen, Liz Mohn and Prof. Rita Süssmuth.

Study: New Perspectives on Corporate Culture: The Key to Sustainable Success

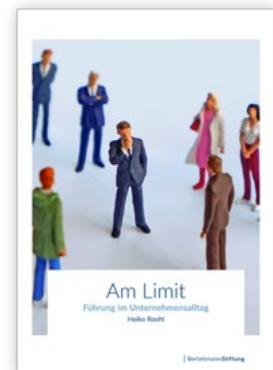
The project concluded with a report of its findings, which were based on interviews with board members and employees at BASF, BMW, B. Braun, Henkel, Hilti, INGDiBa and Nestlé, as well as on-site visits to those companies.

Study: Leadership in Flexible Work Environments

The project concluded with the publication of a study examining opportunities for increasing flexibility in the workplace. The study was based on online surveys and in-depth interviews with executives carried out in cooperation with Fraunhofer IAO. The findings underscore the motivational effect flexible work arrangements have. They also show that these arrangements require managers to devote more time to coordinating and communicating.

Developing a Leadership Radar

Carried out in cooperation with the United Leaders Association, our Executive Monitor concluded after a sixth survey of 1,200 executives in May. Respondents expressed satisfaction with the number of business orders currently received, but voiced concern about their career prospects and about how their organizations deal with resource allocation and with failure. To further develop the Leadership Radar, a workshop was held to examine the conditions needed for effective leadership. Twenty business leaders and academic experts attended, including Prof. Heike Bruch of the University of St. Gallen.



A recent Bertelsmann Stiftung publication documents what executives have to say about their daily working lives.



Flexible workplaces are the focus of this Verlag Bertelsmann Stiftung publication.

Leadership Dialogues

German-Spanish Forum

The eighth German-Spanish Forum, held in Berlin on November 17 and 18, 2015, brought together 60 German and Spanish policy makers, business leaders and representatives of civil society to discuss the challenges European integration poses for both countries.

Topics included education and employability in Germany and Spain, competitiveness in a digital age and future economic cooperation between the two countries. The event concluded with a luncheon at Bellevue Palace, given by German President Joachim Gauck and attended by King Felipe VI of Spain. The Spanish monarch underscored the importance of this bilateral exchange, saying, “This forum, which serves as a framework for ongoing dialogue, gives us the opportunity to better understand each of our national realities and to consider together the joint challenges we face.”

The German-Spanish Forum serves as a platform for a bilateral exchange of views. Since 2002, it has been held every two years in Germany and Spain. It is organized by the Bertelsmann Stiftung in cooperation with the foundation's Spanish partners.

www.bertelsmann-stiftung.de/deutsch-spanisches-forum



King Felipe VI of Spain and German President Joachim Gauck serve as patrons for the German-Spanish Forum.

Trilogue Salzburg

Once again, the Bertelsmann Stiftung invited international decision makers and thought leaders from politics, business, society and the arts to meet for discussions in Salzburg, Austria. The 14th Trilogue Salzburg, held on August 6 and 7, 2015, was devoted to the topic of leadership and the current and future challenges faced by political, business and social leaders. Led by Dr. Wolfgang Schüssel, former Austrian chancellor, the participants discussed the changes affecting management activities and other aspects of leadership. They also examined innovative approaches to cooperation and conflict management.

A series of articles by leading academic experts formed the basis for the discussions, which concluded again this year with the Salzburg Recommendations for Europe's policy makers.

The Trilogue Salzburg brings together political, business, social and cultural leaders once a year. The goal of the meeting is to promote an interdisciplinary and intercultural discussion of global developments and the challenges they pose.

www.bertelsmann-stiftung.de/salzburgertrilog

Viviane Reding,
Luxembourg politician
and journalist, took part
in the discussions.



The 2015 Trilogue Salzburg participants.

PROGRAM

Germany and Asia

Asia is certain to leave its mark on the 21st century. The rapid changes taking place there, especially in China and India, are altering the global balance of power. For Germany, this brings both opportunities and risks. Whether the issues are labor market developments or immigration policy, resource security or the competition for talent, Germany's success in meeting the major challenges of the future will largely depend on events in Asia. In order to find the right responses, political, business and social leaders need a solid understanding of the causes and consequences of what is happening there.

The Germany and Asia program analyzes the changes taking place in Asia in order to develop recommendations for German and European policy makers. It promotes an objective and constructive dialogue on the ramifications of Asia's development and ensures that the relevant issues are given due consideration in discussions of Germany's future. The program uses academic studies, policy briefs and public events to help organizations and institutions in Germany gain a better understanding of what is happening in the east. It also helps them to network with each other and to cooperate with partners in Asia so that both sides can benefit from their growing interdependence. Through these efforts, the Bertelsmann Stiftung is helping to build a solid foundation for relations between Germany and its Asian partners.



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Projects:

Social Cohesion Radar in Asia

This study looks at how social cohesion is changing in Asia. It examines 22 countries in South, Southeast and East Asia, focusing on the causes and consequences of stronger and weaker social cohesion. It also analyzes the impact of social inequality and heterogeneity on cohesion in the respective countries.

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Regional Focus: China

China is Germany's most important Asian partner. No other European country has closer political ties to Beijing than Germany. The Bertelsmann Stiftung's projects at the interface of business and society help to promote mutual understanding, establish networks and generate ideas for cooperation.

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Regional Focus: India

As a large, densely populated country with the world's highest rate of economic growth, India is one of the few non-EU countries with which Germany has established a strategic partnership. The Bertelsmann Stiftung is promoting mutual understanding, laying the foundation for ongoing cooperation and generating ideas for on-site initiatives.

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Asia Policy Briefs and Asia Briefings

In the foundation's Asia Policy Briefs, recognized experts analyze important political and economic developments in Asia and their implications for Germany and Europe. At our Asia Briefings, political, business and social leaders come together with specialists in the field to discuss the challenges currently facing Asia.

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Young Leaders Forum

The Asian-European Young Leaders Forum, organized every two years by the Bertelsmann Stiftung and the Asia-Pacific Committee of German Business, brings together young leaders from Asia and Europe to discuss current and coming challenges. Alumni meetings help participants maintain contact beyond the forum.

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Examining how China is impacting business conditions in Germany, one recent Bertelsmann Stiftung publication is a study, forecasting tool and strategic planning instrument in one.

2015 Program Report

In cooperation with Jacobs University Bremen and Otto von Guericke University in Magdeburg, the **Social Cohesion Radar in Asia** project provides an index of social cohesion in 22 countries in South, South-east and East Asia. The theoretical basis is provided by the foundation's Social Cohesion Radar project, expanding and applying it to Asian societies.

The **China – More than a Market** initiative was launched in Shanghai in March 2015 to promote corporate social responsibility among German companies in China. The initiative's partners are the German Chamber of Commerce in Shanghai and Germany's Consulate General. The initiative provides a platform for German companies to discuss best practices for social engagement in China. Starting in 2016, an award will be given to recognize exemplary projects.

In cooperation with the Fraunhofer Institute for Systems and Innovation Research, the Bertelsmann Stiftung has launched a project entitled **Szenario 2030: Wie verändert China den Wirtschaftsstandort Deutschland?** (Scenario 2030: How Is China Changing Germany as a Business Location?). The project is a study, forecasting tool and strategy-planning instrument in one, relying on the knowledge of numerous political, business, academic and media experts. Its scenarios provide a way of thinking through various developments in China and their possible impact on Germany.

In 2015, we began a study of **innovation in India**, interviewing 600 managers there and in Germany. In addition to analyzing India's innovation landscape, the study will offer recommendations for German policy makers and the German business community. Another study is examining the opportunities offered by the migration of high-skilled workers from India to Germany.

Four issues of the foundation's **Asia Policy Briefs** appeared in 2015. Topics included the results of Japan's parliamentary elections and their implications for the country's economic and political development; the political situation in Thailand one year after the military coup; sluggish economic



Liz Mohn, vice-chairwoman of the Bertelsmann Stiftung Executive Board, and Aart De Geus, chairman and CEO of the Bertelsmann Stiftung, with participants in the China – More than a Market conference in Shanghai.

growth in China and the challenges this poses to China's leaders; and the current state of economic reforms in India and the prospects for a successful implementation of Prime Minister Narendra Modi's reform agenda.

As part of the **Asia Briefings** series, two panel discussions were held in 2015 in cooperation with the magazine *Internationale Politik*. The first, in March, focused on political and social trends in Japan, while the second looked at the current state of economic reform in India. In May, author Pankaj Mishra spoke about how Asia's rise is changing the world and what that means for Germany. In August, author and journalist Ian Buruma discussed nationalism and unresolved issues from the past that continue to threaten Asia's stability, 70 years after the end of World War II.

In August 2015, the Bertelsmann Stiftung held the first alumni meeting of the **Asian-European Young Leaders Forum**. Participants from Asia and Europe addressed the topic of "Shaping Tomorrow's World – How Global Can We Get?" In particular, they discussed coming to terms with the past and the refugee situation.



The Asia Policy Briefs analyze political, economic and social trends in Asia and their impact on Germany and Europe.

Dr. Jörg Dräger



Jörg Dräger received a PhD in theoretical physics from Cornell University in Ithaca, New York. After beginning his career with the management consulting firm Roland Berger, he became executive director of the Northern Institute of Technology in Hamburg.

In 2001, at the age of 33, he took office as Hamburg's minister of science and research, and later also as its minister of health and consumer protection. In 2008, he was appointed to the Executive Board of the Bertelsmann Stiftung, where he is responsible for the areas of education, integration and democracy. He also serves as director of the CHE Centre for Higher Education.

“Digitization is transforming how we teach and learn.” Dr. Jörg Dräger

Dr. Dräger, as a global megatrend digitization has become an essential part of our lives. It is also transforming the world of education. How is this affecting the work of the Bertelsmann Stiftung?

The digitization of education brings with it many opportunities, but it also raises a number of important questions: What implications does online learning have for data protection? What role will teachers and professors play in the future? How can technology help us achieve educational goals? Our work seeks to answer such questions. It also encourages debate and raises awareness of the costs and benefits of digitization.

To that end, we are taking a three-step approach. First, we are contributing to the educational debate in Germany by sharing what other countries have learned. Our new book *Die digitale Bildungsrevolution (Education's Digital Revolution)* describes how the Internet and big data are changing schools, universities and ultimately society itself – all over the world. Second, with the help of academic studies and practical projects we are examining the opportunities and risks of digital education. In cooperation with the German Institute for Adult Education, we launched the platform *wb-web.de*, the first online portal for teachers of further-training courses. We are collaborating with schools in Berlin on the Flip Your Class project, which encourages students to use materials such as educational videos at home to familiarize themselves with subject matter that will be covered in class. This leaves more time for teachers to facilitate in-depth discussions in the classroom and to provide one-on-one support for individual students. Third, we are collaborating with other German foundations to create an education and digitization forum, which will provide policy makers, academics and educators with an opportunity for mutual exchange and learning.

Some people have expressed concern about the impact digitization will have on participation and equitable access to educational opportunities. In your opinion, what does the future of education look like in a digital world?

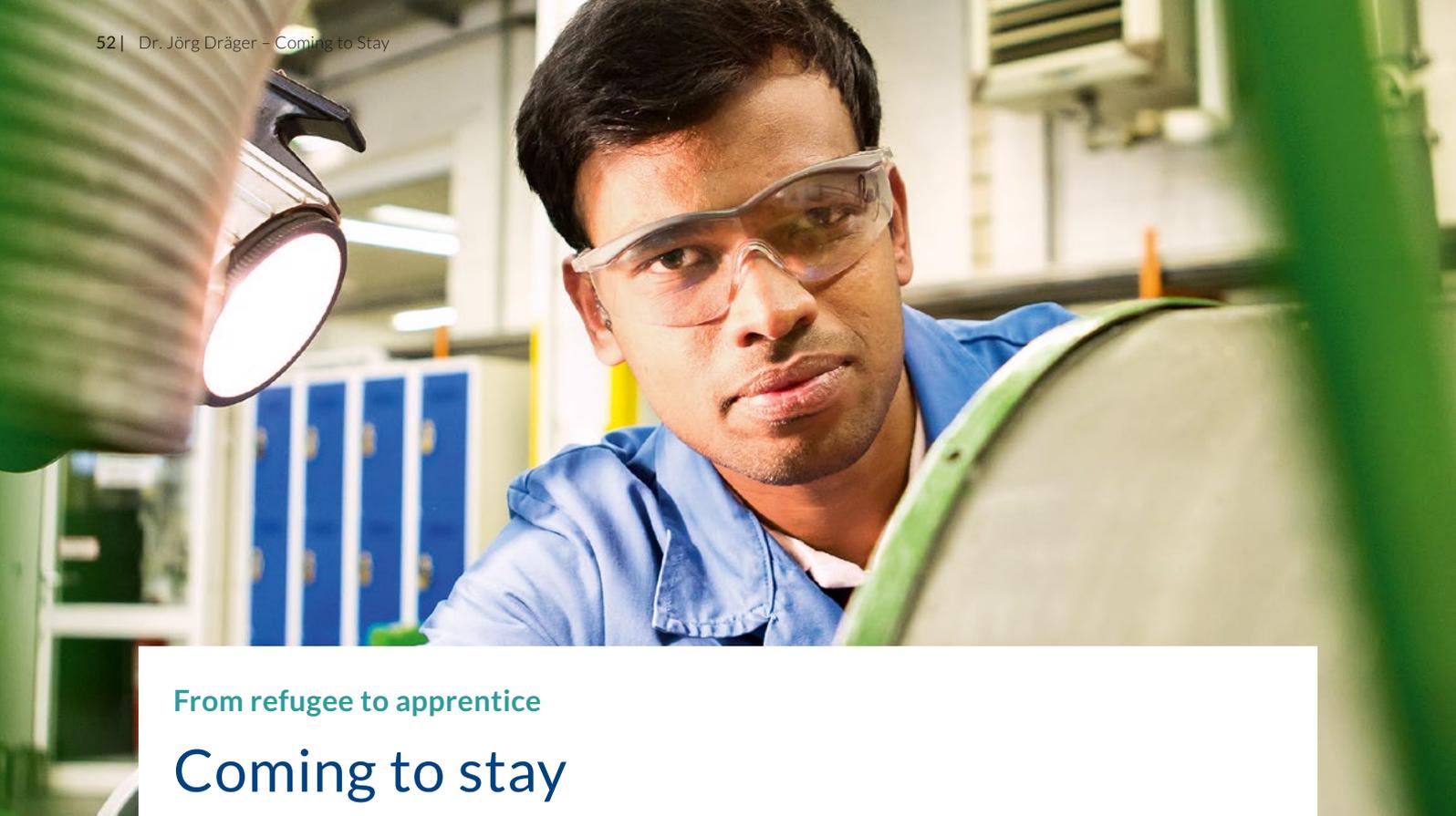
Digitization is not an end in itself. Not everything that is technologically feasible makes sense in an educational context. It is therefore not just a matter of distributing tablets or Smart Boards to schools and universities. Digitization is transforming how we teach and learn.

The trend is moving us away from exclusive educational opportunities for relatively few people in the Western world and toward globally accessible mass products. We are also moving from standardized, curriculum-based learning toward individualized instruction, and from focusing on the prestige associated with elite institutions toward looking at the skills each individual actually has.

Digital learning makes it possible to offer high-quality teaching and learning to large groups while also adjusting content and pace to reflect individual needs. Some schools in the United States are already testing this approach, notably in math. Each student is given a daily assignment based on how well he or she has understood the material being taught. The results have been impressive: These students are learning 50 percent more than the average student nationwide. In Germany, this approach could help us meet the challenges that come with increasingly diverse classes. The first steps would be to provide wireless Internet access at every school, clarify legal issues relating to copyrights and data use, and provide systematic training, initial and ongoing, for teachers. Computers and algorithms could thus be used to promote more equitable opportunities for today's learners and increase participation in educational systems in general.

Not only education, but democracy itself is affected by digitization. What changes can we expect in this area?

Our analyses of German election results – after the recent state-level elections, for example – show a steady decline in voter turnout and a growing participation gap among social groups. In particular, socially and educationally disadvantaged young people are much less likely to vote. Digitization can play an important role in boosting voter turnout, especially among the young. Our findings show that given the opportunity, over half of 16- to 44-year-olds in Germany would choose to vote electronically. This also applies to 42 percent of non-voters. Electronic voting would allow adolescents, who have grown up with smartphones and the Internet, to play a more active role in democratic processes. But here, too, technology alone is not enough. While digitization can make it easier to submit a ballot, we need to invest in political education in schools if we want to convince young people of the importance of politics and voting.



From refugee to apprentice

Coming to stay

Arriving from all over the world, more and more refugees are seeking a permanent home in Germany. Some 200,000 people, many of them children and adolescents, applied for asylum in 2014. The stories of Kapilraj Muththurasa, from Sri Lanka, and Neshwan Hamid, from Iraq, show that these newcomers represent a great opportunity for Germany – if they are welcomed and receive the support they need.

Kapilraj Muththurasa was 16 when the torturers arrived. He is a Tamil, born in the city of Jaffna in Sri Lanka, where the conflict between the Sinhalese majority and the Tamil minority has flared up repeatedly since 1983. His father had been forced to go into hiding in 2008, and now Sinhalese thugs wanted him to reveal his father's whereabouts. Muththurasa told them nothing; he couldn't. "No one in my family knew where my father was – it would have been too dangerous for him," Muththurasa explains. So the 16-year-old boy, with his soft face and gentle eyes, was thrown into a filthy, black, windowless cell. Day and night, they would come to get him for repeated beatings – for an entire week. When Muththurasa tells of his ordeal, his eyes drift to the ceiling, as if searching for support. He seems to be forcing himself to return to a place he hoped never to see again. He speaks slowly, painfully, describing the worst days of his young life in a tone that is laconic and even mechanical, avoiding eye contact. It is almost physically painful to watch.

Today he is 22 years old and living in Germany – full of hope for a good life, one he can determine himself. It is a

life that he is prepared to work hard for; he proves that every single day. He is an apprentice at one of the production sites in Duisburg owned by Grillo-Werke AG, the metals and chemical company, where he is training to become an industrial mechanic. His trainer, Peter Spelleken, says, "He has impressed us all with his ambition, his work ethic – and his character."

This echoes what political scientist Johanna Boettcher has to say about refugees on the website of the German Interior Ministry's Office for Intercultural Skill Development and Anti-Discrimination: "Refugees have taken huge risks, even putting their lives on the line, and paid enormous sums of money to escape danger – not knowing what might await them at their destinations. That alone shows a great deal of initiative, a strong will and determination. To reach Europe and Germany, they have to demonstrate persistence and the flexibility required to deal with all kinds of situations. We see this particularly among young refugees. Teachers at vocational schools and trainers in the private sector tell us that these young people are extremely motivated and have exemplary



LEFT Kapilraj Muththurasa survived torture in Sri Lanka and a perilous journey to Germany. Today, at the age of 22, he is an apprentice at Grillo-Werke AG in Duisburg. Apprenticeships are a great opportunity for him and many other young migrants in Germany.

RIGHT Kapilraj Muththurasa has passed his first test and is very likely to be hired after completing his three-year apprenticeship. In his spare time, he is taking night classes so he can apply to a technical college. He also serves as spokesman for Grillo's apprentices and works part-time in a pizzeria.

social skills, and that they often have a positive impact on their peers. They know that going to school and learning a trade are a privilege, and that they need both to build a future in Germany.”

This all sounds wonderful and seems straightforward. In fact, it's more complicated – something borne out by the stories of refugees like Muththurasa, whose mother sold her house as soon as her son, her oldest, was released from his week of captivity. It was a big house that had been in the family for generations. She paid €25,000 of the sale's proceeds to a professional smuggler so that Muththurasa could leave for Germany – for freedom – as soon as possible. There was every reason to fear for his life – that becomes very clear when Muththurasa is asked about his parents. “They are dead,” he replies. And his siblings? He looks imploringly at his trainer. “He would rather not talk about that,” says Spelleken. The trainer later adds, “We don't know what happened to his family. It's such an emotional subject that he doesn't even want to think about it.”

Don't you have a son?

Neshwan Hamid is equally reluctant to talk about his past. His family was desperately poor; his father was ill and unemployed. There was no future for Hamid in Iraq. He speaks as if it were difficult to remember. Scenes from his childhood, anecdotes, friends? Hamid seems irritated. Why such questions? He wishes people would be satisfied with the explanation that he left Iraq at the age of 17. He had to leave; he had no choice. He was living in northern Iraq, near Tel Kassab. He and his family were Yazidi Kurds, a group targeted by fundamentalist Muslims since the end of the Iraq War in 2003. Living in constant fear for their lives, members of the Yazidi minority have been fleeing in large numbers to Europe and the United States for many years. They are people like Hamid, whose family paid nearly €10,000 to a smuggler. In 2010, he was taken first to a refugee camp in Turkey, then a few days later to Frankfurt. He was a 17-year-old boy who didn't speak a word of German, but who was fortunate enough to have a brother, eight years older, who lived in Bielefeld. He's still living with his



Neshwan Hamid is an apprentice at a hair salon in Bielefeld. “He was quite persistent. I liked that,” says his trainer Hans Wieghorst.

brother, and his brother’s wife and two small children. Hamid now speaks German well. In only a few short years, he has managed to gain a foothold in Germany.

“He was quite persistent,” says Hans Wieghorst, smiling. “I liked that.” Wieghorst runs a hair salon in the heart of Bielefeld. One evening at closing time, Hamid appeared at the door as Wieghorst was tidying up. He had two questions: “Can I train with you?” and “Don’t you have a son to sweep the floors?” Wieghorst smiles as he recalls how hard it was for Hamid to understand that while Wieghorst did indeed have a son, he didn’t work in his father’s salon. “Family ties are the most important thing for him,” says Wieghorst. The two of them clearly have a warm, trusting relationship. “I was impressed that he kept coming back, over and over again – despite one setback after another. He was determined!”

Wieghorst was immediately willing to allow Hamid to become an apprentice in his salon. But bureaucratic obstacles kept getting in the way. “Neshwan didn’t even exist for the German authorities,” says Wieghorst. “He didn’t have a social security number, so he wasn’t insured. And I couldn’t let him work here without insurance.” After applying for asylum, he was assigned to so-called

integration classes, along with refugees who spoke neither German nor Kurdish or Arabic. It was a farce.

“I wanted to learn quickly, but it wasn’t possible in that class,” says Hamid. “We were just killing time.” He kept asking the local school authorities to let him start “real” training, pestering them so long that they finally let him enroll in a school in Bielefeld so he could earn secondary diploma. He graduated a year later. He continued to learn German on his own, and did his friends’ hair at home to prepare for his dream career as a hair stylist. For a while he helped out in a salon run by Kurdish friends, but that didn’t satisfy him. “They always gave people the same haircut – I didn’t learn anything,” he explains. Wieghorst laughs, and adds, “That’s typical of Neshwan. He’s ambitious and impatient, and I never have to push him – if anything, I have to put on the brakes.” And it is thanks to Wieghorst that Hamid was finally able to start an apprenticeship. “After talking to a number of lower-level staffers, with no success, I eventually called someone higher up at the Federal Employment Agency to explain Neshwan’s situation. Suddenly it was possible after all.” He laughs. “But the future of kids like Neshwan really shouldn’t have to depend on someone like me taking the initiative. We need to make it easier for such highly



Neshwan Hamid had no doubt he would eventually find an apprenticeship. He enjoys his work, as his customers and colleagues can clearly see.

motivated young people to create a life for themselves here in Germany.”

Hamid is now enrolled in a one-year program to prepare him for a regular apprenticeship. “If he does well, his time in the program will count as part of his training,” says Wieghorst. “This arrangement is for his own good. In terms of practical skills, Neshwan is outstanding. He’s doing a fantastic job and is well liked by his colleagues. But sometimes the theoretical material is still difficult for him because of his language issues, and that’s why he won’t start the second year of training until he’s ready. But I’m confident that he’ll succeed.” Hamid looks at him with a slight smile and furrows his brow, as if to say: So where is the problem?

Much more than an apprentice

Kapilraj Muththurasas alarm goes off at four o’clock in the morning, every day. He leaves his tiny apartment in Mülheim an der Ruhr to catch a bus, a train and, finally, another bus. If all goes according to schedule, he arrives at the Grillo factory in Duisburg by 5 a.m. He landed an apprenticeship there in 2013; every year 200 applicants compete for just four slots. He did very well on his

tests, his supervisor Peter Spelleken recalls. He was good in math and good with his hands, and he had a friendly, engaging manner. “But what most impressed us was his determination to make something of his life,” Spelleken says.

Germany didn’t make it easy for him. After his arrival, he was assigned to a home for refugees where eight men shared a single room. He was given a monthly stipend of €183 but no opportunity to do something useful with his time. For six months, he tried unsuccessfully to start school. He took so-called “one-euro jobs” and helped recycle newspapers – just to have something to do. Six months later he was issued a visa, and a local social services officer helped him find an apartment. But every day he had to spend two hours walking to school because he lacked the money for train and bus fare. He found a job in a pizzeria and enrolled in German classes at the local adult education center. Despite all of these challenges, he managed to graduate from secondary school. He also applied for an apprenticeship at all of the companies in the Ruhr region that matched his interests and skills – 70 in all. Roughly half of them invited him to come for an interview, and eventually he received 11 offers. Eleven! Muththurasas smiles shyly, but his pride is obvious. He went to work for Grillo because it was the first to accept him, and because he liked the company, a family-run enterprise. The atmosphere is warm, and Spelleken is a jovial, friendly man. “We make sure that our employees are a good fit on all levels,” he says. “We haven’t made a mistake in the past 20 years!” Muththurasas is more than just “not a mistake.” He is very likely to be hired after completing his three-year apprenticeship. He has already passed his first test, scoring 88 percent. “The average was about 70 percent,” his trainer says.

The only question is whether Muththurasas will choose to stay. Every day, after finishing work, he still attends German classes at the adult education center. His fellow apprentices at Grillo have elected him to represent them within the company. He is also taking evening classes so he can apply to a technical college, and on the weekends he plays cricket on a team in Bochum. And he’s still working at the pizzeria when time allows. How can he handle such a packed schedule? Spelleken says, “Once he mentioned, just in passing, that he wanted to be an engineer.” Spelleken smiles and gives a slight shrug, as if to say: If anyone can do it...

*Text by Harald Braun, originally published in
change – The Bertelsmann Stiftung Magazine (2/2015)*

PROGRAM

Integration and Education

Diversity is now the norm in German society – something that is both a challenge and an opportunity. Whether they are native-born, a migrant from another country, or a refugee needing assistance, everyone deserves an equal chance to contribute, and a good education is what makes contributing possible.

We are committed to establishing a culture that welcomes newcomers to Germany and encourages them to get involved. We develop innovative, practice-oriented solutions that manage migration fairly, deal effectively with diversity and promote inclusion. We also work to ensure that young people, whatever their background, realize their potential by succeeding in school and assuming social responsibility. We therefore support educators and schools in their efforts to meet the individual needs of every child.



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Projects:

Immigration and Diversity

Based on international analyses, we are developing strategies for a sustainable immigration, refugee and integration policy and working to ensure that Germany welcomes and recognizes newcomers. We also support the work of the Expert Council of German Foundations on Migration and Integration. Our goal is to raise public awareness of the challenges and opportunities immigration offers.

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2015 Reinhard Mohn Prize: “A Fair Deal on Talent – Fostering Just Migration Governance”

We conducted a global study to determine how migration can provide a “triple win” for countries of origin, destination countries and immigrants. In selecting Prof. Rita Süßmuth to receive the 2015 Reinhard Mohn Prize, we recognized someone who has made an outstanding contribution, both in Germany and internationally, to ensuring that migration flows are managed fairly. The insights gained from our international research are benefiting our ongoing project work and helping us as we focus on related topics, such as the global governance of migration and development strategies for countries of origin.

www.reinhard-mohn-preis.de/2015
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Better Learning Through Diversity

Together with our partners from the political and social spheres, we are helping to create a fair and effective educational system in Germany. We are cooperating with educational representatives at the state level to establish a culture that takes into account each student’s unique needs.

To do so, we focus on improving teacher training, expanding the number of all-day schools in Germany, helping children with and without special needs to learn together, and integrating refugees into the country’s schools. Together with the German Commission for UNESCO and the German government’s commissioner for matters relating to disabled persons, we use the Jakob Muth Award to recognize schools and educational networks for their achievements in the area of inclusion.

www.jakobmuthpreis.de
www.vielfalt-lernen.de
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All Kids Are VIPs

“Diversity Is Our Strength” is this competition’s motto as it encourages young people to develop ideas for promoting social integration both in school and society at large. Celebrity ambassadors of non-German heritage visit the schools that have submitted winning ideas.

www.allekidssindvips.de
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Celebrity in Gütersloh: Singer Andreas Bourani, an ambassador for the All Kids Are VIPs initiative, visited the Bertelsmann Stiftung.

2015 Program Report

Immigration and Diversity and 2015 Reinhard Mohn Prize

At a time of increasing immigration and dramatic refugee movements, the issue of migration increasingly dominated the public debate in 2015. Our studies on a variety of topics – how newcomers can be made to feel welcome, Germany’s need for immigrants, integrating refugees into the labor market and strategies for recruiting nursing-care workers – have triggered considerable discussion, both in Germany and abroad. Participants in the Reinhard Mohn Symposium, held in Berlin in May, discussed strategies for managing migration fairly. International experts such as Peter Sutherland, the UN special representative for international migration, called attention to the challenges facing the world today. German Labor Minister Andrea Nahles and representatives of business and labor discussed the opportunities afforded by work-related migration.

The 2015 Reinhard Mohn Prize was awarded to Rita Süßmuth in June. In her acceptance speech, she highlighted the challenges posed by the current refugee crisis, the largest since World War II. She donated her prize money to civil society initiatives that help integrate refugees into German society. During the second half of the year, our work focused on fair and effective procedures for granting asylum, based in part on research carried out in the UK, Sweden, Switzerland and the Netherlands.

In November, Dr. Jörg Dräger was elected deputy chair of the Board of Trustees of the Expert Council of German Foundations on Migration and Immigration. We supported a project in the greater Hannover area aimed at making international students feel welcome, along with a national network that provides advisory services in other regions.

Better Learning Through Diversity and Jakob Muth Award for Inclusive Schools

In May, we presented the **2014/2015 Jakob Muth Award** at Bremen’s city hall. The award was given to three schools, one each in Bremen, Baden-Württemberg and North Rhine-Westphalia, and to the State Outreach Center for the Visually Impaired in Schleswig-Holstein. A national survey showed that parents are more open to the idea of inclusive education if they have encountered it in their own children’s schools.



The 2015 Jakob Muth Award was presented at a ceremony held at Bremen’s city hall.

Together with other foundations, the Bertelsmann Stiftung will be participating in a summit meeting for teachers in 2016, organized by the Standing Conference of the Ministers of Education and Cultural Affairs of Germany’s states in cooperation with the OECD, international educational authorities and teachers’ associations. A national steering committee was formed in the summer. A study conducted in September showed that inclusion declines as children in Germany move up the educational ladder, and that it is still the exception at the secondary level.

The topic of the **2015/2016 Jakob Muth Award** was announced in the autumn. Teacher training organized by the project *Vielfalt fördern (Engaging Every Student)* can now be offered at academically advanced secondary schools in the state of North Rhine-Westphalia. To make it available to all interested schools, the program is being managed by the state’s educational-support institute in Soest. At a Learning Lab in Berlin, school administrators and educators met with academics and practitioners to discuss how digital media can be used to facilitate individualized instruction. The *Chancenspiegel (Equity and Excellence Monitor)* advisory board presented ideas for using the monitor to make schools more equitable and effective.

All Kids Are VIPs

Ambassadors Bülent Ceylan, Rebecca Mir and Andreas Bourani participated in “project days” together with young people from prizewinning initiatives. The 2016 competition was launched in the autumn. Over 150 projects, most dedicated to helping refugees, registered to compete.



A book on fostering just migration governance was published in connection with the 2015 Reinhard Mohn Prize.



One of our publications in 2015 explored how digital media can promote individualized learning.

PROGRAM

Learning for Life

Germany's vocational education system is under pressure. Many young people – particularly those of non-German heritage and those of lower academic achievement – are unable to find an apprenticeship. At the same time, young people of higher academic achievement are becoming less interested in learning a skilled trade. The number of training opportunities, moreover, has been declining for years, and apprenticeships are now offered by less than 20 percent of German businesses. A government-funded “training guarantee” would give even previously unsuccessful applicants a chance in the vocational training market. The possibility of extending, shortening or interrupting training would provide greater flexibility, as would the option of training in multiple stages. Germany must implement educational policies that ensure every young person who leaves the educational system has a vocational qualification. In addition, more high-achieving students might consider vocational training if it were easier to transition between training programs and higher education institutions.

Less qualified workers, migrants and people in temporary or part-time jobs are at a disadvantage when it comes to further training. The public sector must therefore do more to provide opportunities for advancement. Low-skilled individuals must be given comprehensive counseling about their training options; they must also have access to practical, individualized forms of learning. Moreover, the skills people have acquired over time, sometimes informally, are often not officially recognized. In an era when workers are constantly acquiring new expertise, the initial training they received, often long ago, cannot be allowed to limit their occupational prospects. For example, certification should be possible for those people who add to their skill set by participating in on-the-job training programs. Such certification is essential if the many refugees now arriving in Germany are to be integrated into the workforce. Most come from countries without formal vocational education systems and therefore lack certification recognized in Germany. Many, however, have acquired valuable skills through years of practical experience. Recognizing informally acquired skills would not only benefit Germany's economy, it would also help many people become part of society and get ahead.



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Projects:

Vocational Training: Opportunities for Everyone

Since 2013, this project has been working to make Germany's vocational education system more equitable and effective. In an initiative of the same name, the Bertelsmann Stiftung collaborates with state-level authorities and the Federal Employment Agency to draft responses to current challenges relating to vocational education. Topics include inclusion, integration and possibilities for combining vocational training and higher education. Empirical studies, surveys, forecasts and simulations are used to shed light on these topics. We are also helping develop practice-oriented training systems at the international level.
www.chance-ausbildung.de
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ReformCompass

It takes more than a good idea to achieve reform; content and process are equally important for success. The ReformCompass therefore provides a clear and comprehensive set of questions designed to assist reformers throughout the public sector. The goal is to help agents of social change improve their ability to develop effective strategies.
www.reformkompass.de
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Further Education for All

Lifelong learning is a challenge – for the individual, the educational system and the business community. But everyone can learn, regardless of any negative educational experiences they may have had in the past. In this project we develop practical career advisory programs and effective, personalized learning opportunities. We also work to ensure that informal and non-formal job qualifications are recognized. The goal is to make further education and an occupational qualification more accessible to the educationally disadvantaged, individuals in temporary or part-time jobs, and migrants, thereby opening new avenues to career development.
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2015 Program Report

Vocational Training: Opportunities for Everyone

This initiative focused on identifying ways to help people transition between vocational training and higher education. Working with the Federal Employment Agency and educational authorities in 12 states, we developed a position paper on this issue. We also forecast the number of people in Germany who will participate in vocational programs or attend higher education institutions between now and the year 2030. Our vocational training monitor compares excellence and equity in Germany's 16 states. In cooperation with the Fundación Bertelsmann, we published a simulation study on the costs and benefits of vocational training at Spanish companies. This study is available in Spanish and English.

ReformCompass

The Bertelsmann Stiftung and its project partners have made the ReformCompass available online in German and English at www.reformkompass.de. University students, instructors and individuals engaged in reform can access this strategic instrument, along with selected tools, case studies, teaching materials and other resources. The ReformCompass has proved successful in teaching and practice, and both contexts have been used to develop it further. Together with the Fundación Bertelsmann, we revised a textbook on the subject of policy-making reform by Dr. Jörg Dräger, Christina Tillmann and Frank Frick, adding new case studies of reforms that have been implemented in the area of vocational training. The book has also been translated into Spanish.

Further Education for All

Working with seven charitable organizations that operate over 500 information centers for migrants throughout Germany, the project has developed “competence cards” that allow counselors to identify skills which will help migrants integrate into German society. The online portal wb-web.de, developed in cooperation with the Leibniz Centre for Lifelong Learning, provides trainers with information on methods for personalizing further training opportunities. The study *Adult Learners in Digital Learning Environments*, conducted for the European Commission, compares EU member states, underscoring the potential benefits of digitization for further training and identifying areas



Frank Frick presented studies from the Further Education for All project at a conference in Berlin on “Recognizing Skills.”

where reforms are needed. A study examining how eight European countries recognize informally or non-formally acquired skills analyzed best practices and showed how they might be adapted for use in Germany. The study and country reports were also published in English and presented in Brussels. To raise public awareness of the disadvantages suffered by low-skilled workers, the project collaborated with the Leibniz Centre to publish an atlas that provides information on participation rates and the availability of further training in 96 regions in Germany. Another study showed that public funding for further training has declined by 41 percent in 20 years – despite extensive discussion of the topic of lifelong learning.



A recent Bertelsmann Stiftung study forecasts the number of individuals who will enter vocational, academic and transitional programs between now and 2030.



The further training sector and how it is funded was the focus of a project publication in 2015.



Students, instructors and individuals engaged in reform can access case studies and other educational materials at www.reformkompass.de.

PROGRAM

Effective Investments in Education

Our projects seek to promote fair educational opportunities right from the start. From the moment they are born, children learn every minute of the day, wherever they are. The family – the most important learning environment – has an enormous impact on a child's development. Children need strong families, high-quality child-care centers and schools, as well as a stimulating living environment.

Policy makers, public administrators and civil society face the common challenge of guaranteeing that children can develop to their full potential and that equal opportunities are available to all. The social environments experienced by children and their families – especially early education facilities such as child-care centers – play a crucial role in this regard and are therefore the focus of our project work.

Our program addresses the question of how to invest in education effectively in order to create quality infrastructure and help families. Achieving equal educational opportunity requires an unequal allocation of resources. Until now, however, there has been a lack of knowledge and transparency about which resources are needed for ensuring high-quality educational opportunities that are also fair – and where those resources must be deployed. In our projects, we therefore provide a foundation for strategic, evidence-based management practices and quality-development activities, especially in the field of early education. We are committed to policies that are child-centered. We also advocate for dovetailing family and educational policies to make them more successful. We make challenges transparent and develop management tools that allow for effective investments.



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Projects:

State by State:

Monitoring Early Childhood Education

Early participation in high-quality educational programs gives children an opportunity to make the most of their strengths. This requires appropriate settings and structures. Our website and annual report provide all of the relevant facts and figures, making direct state-by-state comparisons of Germany's early childhood educational systems possible.

www.laendermonitor.de
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The fifth State by State report sheds light on current conditions and new trends in early childhood education and care.

KECK: Community Development – Opportunities for Children

Children's opportunities for education and participation are unevenly distributed within each community. KECK therefore provides free tools that show what conditions are like in individual neighborhoods. This allows experts to exchange information and ideas locally, and communities to develop high-quality learning environments for all children.

www.keck-atlas.de
christina.kruse@bertelsmann-stiftung.de

KiTa ZOOM – Financing Child-Care Centers Effectively

Equal educational opportunities for all children are the foundation of an equitable educational system. At the same time, each child is unique and needs individualized learning experiences. This project offers innovative planning tools to ensure that child-care centers are well equipped to provide high-quality, individual attention to each child.

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Families and Education: Creating Child-Centered Policies

The family – no matter what form it takes – is the most important setting for a child's development. Family policies must be more child-centered and ensure all children have the opportunity to develop to their full potential. In this project, we seek effective methods for combating child poverty and providing infrastructure that meets the needs of families.

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Transatlantic Forum on Inclusive Early Years

This network of 14 international foundations organizes conferences for policy makers and public administrators. Discussions with academic experts and practitioners address innovative strategies for reform and for providing equal educational opportunities to children from immigrant and low-income families.

www.inclusive-early-years.org
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2015 Program Report

State by State:

Monitoring Early Childhood Education

Our annual report and the updated website www.laendermonitor.de make it possible to compare current conditions and trends in Germany's states with regard to funding, participation and quality in early childhood education and care (ECEC).

Focus areas include child-staff ratios and capacities for leadership tasks, since they are key factors for ensuring high quality. Surveys of the relevant state-level ministries provide valuable information about advisory services, educational concepts and evaluative measures in ECEC facilities. In cooperation with the komba trade union, we organized a conference on how all interested parties can work together to create a "system of competence" that ensures high-quality ECEC.

KECK: Community Development – Opportunities for Children

A network of 19 communities in eight German states is now working with the KECK atlas. Even after the project's conclusion, interested communities can use its field-tested online tool, free of charge, to generate a comprehensive report. KOMPIK (www.kompik.de) is another free tool that many child-care centers are using to carry out observations and offer children individualized support. An evaluation at the end of the pilot phase showed that the two tools not only provide useful information; they also raise awareness of the varying needs of different neighborhoods and increase coordinated planning. In the communities of Herne and Rosenheim, data are regularly analyzed by local experts and used to offer youth welfare programs that reflect young people's actual social environments. The communities also use this information to allocate resources. In 2016, responsibility for the KECK atlas was transferred to the Communities for Better Living program, while KOMPIK is now overseen by the State Institute of Early Childhood Research in Munich. The publication *KECK konkret* (*KECK in Practice*) summarizes lessons learned over the past seven years.

KiTa ZOOM – Financing Child-Care Centers Effectively

Discussions continued in Brandenburg, focusing on reforming the system for funding early childhood education and care (ECEC) facilities. Representatives of state- and local-level governments, community



To promote educational opportunities and social participation, child-centered family policies must focus on the needs of children.

organizations and educational associations joined with practitioners in workshops aimed at developing a common strategy for improving conditions at ECEC centers. Key factors for achieving this are improving staffing levels, hiring an adequate number of administrators and having sufficient staff to cover extended hours of operation. An analysis of data from three pilot regions – Potsdam, Brandenburg an der Havel and Märkisch Oderland – is providing the necessary foundation for fact-based reform proposals. The three regions are using the project's funding concept, simulation tool and system for determining operating costs to further develop fact-based budgets for ECEC facilities at the community level. Parallel to the project, processes are being examined and documented that show what effective ECEC reforms might look like at the state and community levels.

Families and Education: Creating Child-Centered Policies

In Germany, 2.1 million children under the age of 15 are growing up in families with incomes below the poverty line. Two project studies show what poverty means for children and families: material deprivation and a lack of participation in cultural activities and society in general. Interviews with affected families reveal the kinds of support they would like to have, and why many programs do not achieve their intended aims. The project's goal is to combat child poverty effectively and enable all children to participate in society. To that end, we are working with experts to develop a new approach for ensuring a socially inclusive minimum standard of living. Another study takes a critical look at the ideal of educational partnerships between parents and teachers.



A KECK project publication provides information gleaned from practical experience and local-level policies. It also describes how communities have successfully used the KECK atlas.



Interviews with disadvantaged families reveal what it means to be poor in Germany.

PROGRAM

Future of Democracy

In Germany, too, representative democracy is under pressure to change. Voter turnout is both declining and becoming a function of social class. Political parties are losing members, while government representatives lament that their influence and effectiveness are increasingly limited. There is also widespread dissatisfaction with political parties, parliaments and politicians. Populist movements are gaining strength, and not just in Germany. At the same time, more people would like to get involved in the decision-making process, and Germany's political culture has become more participatory. The time has come, therefore, to make the country's system of representative democracy broader and more inclusive. By integrating forms of direct democracy and processes that increase citizen participation, the country can transform what is a purely representative system into one that is much more diverse.

The Future of Democracy program is therefore working with experts, practitioners and the public to develop, test and implement new standards and methods of citizen participation that are as timely, inclusive and solution-oriented as possible.

In addition, the program is addressing important challenges facing democracies as a result of social inequality, demographic shifts and digitization. To that end, it is creating solutions for further developing Germany's democratic processes and institutions.



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A Bertelsmann Stiftung report documents the informal procedures used in a major German road construction project.



Projects:

Democracy Audit

In past decades, German society has become increasingly inequitable, individualized and digital, as well as older and more diverse. Germany's democracy, however, has failed to adjust to the resulting changes in the country's social and political culture. We are therefore systematically analyzing the strengths and weaknesses of German democracy to determine where change and reform are most needed and to develop appropriate solutions.

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Shaping a Diverse Democracy

Germany's democracy has become more diverse. Direct democracy and dialogue-based participation are becoming increasingly important. The goal of this project is to integrate these new opportunities for participation more fully into the existing system of representative democracy by combining them with traditional decision-making mechanisms. We are therefore developing practical solutions that can strengthen and integrate direct-democratic, dialogue-based and representative forms of participation. In addition, academic experts are researching and evaluating new ways of combining these participatory forms in order to increase their overall impact. We are also working with policy makers, public administrators and civil society representatives to achieve a consensus on quality standards for citizen participation. Finally, we are making the topic of participation more transparent and helping policy makers and public administrators develop their participation-related skills.

www.buerger-forum.info

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2015 Program Report

Democracy Audit

Two studies of voter turnout in the 2015 state elections in Hamburg and Bremen confirmed the results of earlier Bertelsmann Stiftung studies showing that the more precarious a neighborhood's social conditions are, the lower its voter participation rate will be. People in Germany's socially disadvantaged communities are exercising their right to vote less and less frequently. As a result, they are underrepresented in election results – which are, in turn, no longer representative of society.

An EINWURF policy brief reveals that this is also true at the federal level. Voter participation rates are as much as 40 percentage points higher in areas with high socioeconomic status than in less well-off areas. The latter are therefore underrepresented by up to one-third.

A recent project study suggests that lowering the voting age to 16 could increase voter participation over the long term and reduce the disparity in turnout rates found among social classes. Participation by first-time voters is a major factor determining overall turnout. The sooner and more often first-time and young voters go to the polls, the higher the long-term voter participation rate will be. By lowering the voting age to 16, Germany could increase voter turnout over time to as much as 80 percent and reduce the gap in participation by social class.

Shaping a Diverse Democracy

The project's efforts centered on establishing a national Alliance for a Diverse Democracy by networking thought leaders and practitioners in the policy-making, administrative and social sectors. More than 100 state- and local-level public officials came together with representatives of community groups and civil society to launch the alliance. The participants used the inaugural meeting to set common goals and formalize a plan for the next two years. The alliance will focus on facilitating a multilevel, nationwide exchange of views and developing practice-oriented strategies for shaping a diverse democracy.



In 2015, a national alliance of thought leaders and practitioners was established to promote citizen participation.

Pilot projects were also used to test new ways of making citizen participation part of representative decision-making structures. The project team supported and evaluated the procedure for allowing citizens to voice their opinions of Rhine-Palatinate's planned transparency law, as well as participatory mechanisms for drafting legislation in Baden-Württemberg and possibilities for including citizen input in the federal government's climate protection plan. Evaluation activities in the pilot projects focused on the "participatory footprint," i.e. how to ensure that not only interest groups are heard, but also those citizens who do not usually participate.

Since early 2015, the **Citizens Forum** project has made available to every policy maker, administrative official and civil-society representative in Germany a planning tool and standardized dialogue platform for designing, organizing and carrying out a local Citizens Forum (www.buerger-forum.info).

In two model projects targeting road construction activities, we tested and evaluated new ways of encouraging public input on infrastructure projects. Insights gained from the model projects – now successfully concluded – were published and can be used in future efforts to encourage citizen participation when infrastructure projects are planned.



An EINWURF policy brief examines differences in voter participation rates by social class.



A recent study shows how lowering the voting age and mobilizing first-time voters could increase voter turnout in Germany.

PROGRAM

CHE Centre for Higher Education

Germany's higher education institutions are using their autonomy to develop their own identities and to expand beyond their traditional roles. Yet they also face a key challenge, namely the fact that going to university is now the norm in Germany. That means in addition to dealing with a growing number of students, institutions of higher education must also serve a more diverse student population. A CHE brochure published in 2014 examines this development and the reasons for it, and offers recommendations for policy makers and universities. Updated facts and figures published in autumn 2015 highlighted emerging trends.

In 1994, the Bertelsmann Stiftung and the German Rectors' Conference founded the nonprofit Centre for Higher Education (CHE) as a means of encouraging and implementing change. CHE seeks to improve the quality, performance and diversity of higher education institutions in Germany and Europe. It collaborates with a variety of partners to develop and test new ideas for the higher education system. In addition, it works to enhance transparency in research and teaching, having introduced Europe's most frequently used university ranking, among other innovations. CHE also identifies examples of good practice and promotes reform, while taking a critical look at the risks, opportunities and outcomes of change processes. As Europe creates a uniform university system, international contacts and partnerships have become central to CHE's work.

CHE is headed by co-directors Prof. Dr. Frank Ziegele and Dr. Jörg Dräger.



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Projects:

CHE University Ranking

The annual CHE University Ranking is published each spring in cooperation with the German weekly *Die Zeit*. It is the most comprehensive assessment of universities available in Germany, Austria and Switzerland. A free Internet tool also allows users to define their own parameters and identify the university that is most appropriate for their needs.
www.che-ranking.de
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U-Multirank International University Ranking

U-Multirank, the multidimensional tool for ranking higher education institutions worldwide, is based on the methodology used for the CHE University Ranking. It was developed on behalf of the European Commission in collaboration with international partners.
www.umultirank.org
gero.federkeil@che.de

Transitioning Between Higher Education and Employment

CHE examines various possibilities for combining higher education and employment: university-level work-study programs, for example, as well as higher-education programs for working adults or individuals with vocational qualifications. The website www.studieren-ohne-abitur.de provides information for people in Germany who would like to study at university but lack the required educational background. It also explains the requirements set by each of Germany's states.
www.studieren-ohne-abitur.de
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Monitoring Teacher Training

This online platform is a joint initiative of the Bertelsmann Stiftung, CHE, the Deutsche Telekom Foundation and Stifterverband für die Deutsche Wissenschaft. It assists educators responsible for planning teacher training by ensuring greater transparency during the first phase of training.
www.monitor-lehrerbildung.de
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Digitization of Teaching

CHE is working with Stifterverband für die Deutsche Wissenschaft and the German Rectors' Conference to examine issues relating to digitization in higher education. It highlights the opportunities made possible by online learning – as well as the risks. It also drafts strategic recommendations for further developing Germany's higher education landscape.
www.che.de/digitalisierung
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Professional Education and Training

The CHE Faculty Management Forum is an interuniversity continuing education program for executives at higher education and research institutions. It conducts workshops as well as year-long programs.
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2015 Program Report

2015 CHE University Ranking

In the 2015 CHE University Ranking, information was updated for the natural sciences, medicine, computer science, mathematics, political science and sports science. The results were published in May in the *ZEIT Studienführer (Study Guide)* and online. The ranking provided information on more than 2,500 departments at over 300 higher education institutions. In December, the results of a survey of master's students in the field of computer science were published online and in the magazine *ZEIT CAMPUS*. The CHE University Ranking has been designated "IREG approved" by the IREG Observatory on Academic Ranking and Excellence.

U-Multirank International University Ranking

The latest U-Multirank international ranking was published in March. It ranks individual subject areas and universities as a whole. In addition to the subjects included in the 2014 survey (physics, mechanical engineering, electrical engineering, information technology and business administration) the 2015 survey also ranks computer science, medicine and psychology. On the interactive, English-language website, users can select from over 30 indicators in the categories of teaching and learning, research, knowledge transfer, international orientation and regional engagement. Information is available on more than 1,200 higher education institutions in 83 countries. With 21,000 data entries at the university level and 37,000 at the subject level, U-Multirank is the most comprehensive international source of information in the higher education sector.

Transitioning Between Higher Education and Employment

The online guide www.studieren-ohne-abitur.de offers a detailed overview of the requirements for university study mandated by Germany's states, as well as a regularly updated databank covering developments at both the national and state level. More than 6,500 degree programs are now open to individuals from nontraditional backgrounds. In October, a handbook was published by Stifterverband für die Deutsche Wissenschaft containing strategies and practical tools for improving the quality of work-study programs.



Best practices for recruiting instructors at technical universities were examined at a workshop held in April 2015 in Kassel. The discussion was moderated by CHE co-director Frank Ziegele.

Monitoring Teacher Training

The online platform offers a comparative overview of facts and figures relating to the first phase of teacher training, as well as articles on select topics. A brochure was published on making "inclusion-oriented teacher training" a reality.

Digitization of Teaching

Participants in the German Forum for Higher Education in the Digital Age presented their results at a mid-term conference in September. A position paper examines the opportunities and challenges digitization offers for academic teaching, the policy-making framework and further developing the higher education landscape.

Professional Education and Training

Jointly organized by the German Rectors' Conference and CHE, the year-long program Führung als Chance (Leadership as Opportunity), the only one of its kind in Germany, gives vice-presidents from higher education institutions the opportunity to improve their leadership skills. Other year-long programs were offered on such topics as faculty and quality management and human resources development at universities. A unique program was also developed for promoting cooperation and exchange among higher education executives.

Focus on Young Academics

In the book *Die Juniorprofessur (The Assistant Professorship)*, CHE and the Institut für Hochschulforschung Halle-Wittenberg compare new and traditional career paths for young academics. The book focuses on the strengths and weaknesses of the Juniorprofessur, a position introduced in Germany in 2002, relative to other academic career paths.



The CHE University Ranking is published by CHE in cooperation with the German weekly *Die Zeit*.



A recent CHE publication provides information on inclusion-oriented teacher training.



New and traditional career pathways for young academics are compared in a book published by CHE in 2015.

Dr. Brigitte Mohn



Born in 1964, Dr. Brigitte Mohn is the daughter of Bertelsmann Stiftung founders Liz Mohn and the late Reinhard Mohn (1921–2009). She studied political science, art history and German philology at the universities of Bamberg, Munster and Augsburg, earning a Master of Arts in 1991 and subsequently a doctorate. In 2001, she earned an MBA from the Otto Beisheim School of Management in Koblenz and the Kellogg Institute in the United States.

Her career has included positions with the Kiel Institute for World Economics; Bantam, Doubleday and Dell Publishing in New York; McKinsey in Hamburg; and Pixelpark in Switzerland.

From 2002 to 2013, she served as chairwoman of the German Stroke Foundation's Executive Board. She has been chairwoman of its Board of Trustees since 2014.

In 2002, she joined the Bertelsmann Stiftung as a senior manager and has been a member of its Executive Board since January 2005. She oversees the program areas Communities for Better Living, Improving Health Care – Informing Patients, and Civil Society.

“We want to prevent social disadvantages from occurring – first and foremost, by markedly improving the conditions that children and families face. If we act early, we can help children and young people get a better start in life.” Dr. Brigitte Mohn

Dr. Mohn, what do children and young people in Germany need today?

Many children and young people in Germany still lack the opportunity to participate fully in society. For example, more than 17 percent of children under age three live in families that rely on long-term public assistance. This means they face a number of personal disadvantages in addition to financial challenges. Moreover, nearly 6 percent of young people in Germany do not finish their secondary education, thereby missing out on the opportunity to learn an occupation or trade or start a career. We want to prevent social disadvantages from occurring – first and foremost, by markedly improving the conditions that children and families face. If we act early, we can help children and young people get a better start in life.

Are policy makers and public administrators on the right path?

The Bertelsmann Stiftung partnered with the government of North Rhine-Westphalia to launch the Leave No Child Behind pilot project in 18 of the state’s cities and towns. The goal is to help local policy makers and public administrators network better so they can address numerous issues, such as health promotion and disease prevention, early childhood and primary education, and vocational training. Other key areas are child and youth welfare, social services, sports and culture. The resulting “chains of prevention” make it possible to target children who need help – seamlessly, from the time they are born until they leave school to begin working.

This year, I visited many of the communities participating in the pilot project. One of the recognizable changes was that, in many places, redundant structures had been eliminated and responsibilities had been delegated differently. In every case, one critical factor was convincing senior policy makers and public administrators to change their established ways of thinking, since it’s important to see things from the child’s perspective and not adhere to “institutional logic.”

Policy makers and public administrators are increasingly recognizing the urgent need to realign the system that

supports children, young people and families so that the emphasis is on prevention. Three-fourths (75.2 percent) of the local-level officials we surveyed say it is important or very important to prevent the disadvantages and costs that can occur later if we don’t take the appropriate steps now. Five years ago – before we started the program – the figure was only 38.6 percent. This change in awareness is also related to the dramatic rise in the cost of educational measures that has occurred (an increase of 54 percent from 2006 to 2013), which we must curb by offering support sooner.

Ultimately, however, it is not just about money. Even communities with tight budgets and high unemployment can use well-managed social policies to significantly improve opportunities for disadvantaged children. For example, they can promote early attendance at child-care centers and participation in club sports. They can also ensure that disadvantaged and more privileged children attend the same child-care facilities.

Where must we work together to do better?

Resources in many communities are scarce, so they must be applied where they are actually needed. They should be used to improve opportunities, which are not equally accessible by everyone.

More should be done to involve people who interact with children and their families, people such as midwives and health-care professionals. Midwives, in particular, play a key role in identifying when support is needed and helping people take advantage of available services. Including them in the prevention network must become a priority. One model community, for example, developed a cooperative program with both of the local maternity wards, thereby reaching more than 95 percent of soon-to-be parents.

During my visits to the communities, I encountered widespread support among practitioners for this networking approach. That and the findings from current research make us confident that we should continue along this path together.



A closer look

Making the system healthier

More and more patients in Germany are finding that the country's health-care system lacks transparency. Many, for example, undergo unnecessary tests and surgery. The list of problems is long. Yet there are also people who haven't let this overwhelm them, people who are focusing on innovation and the patients themselves.

The young woman is anything but complacent. "Could I please just have some antibiotics?" she asks. With a friendly smile, Dr. Angela Warnecke inquires again about her symptoms, reexamines the lab report and the woman's urine strip. "I'm absolutely certain you don't have a bladder infection," she says. "The pain could be coming from your back. It might also be a good idea to see your gynecologist. But I'm not going to give you a prescription for antibiotics just like that." It's a typical conversation in this doctor's office in Hamburg, and also typical for Dr. Warnecke. She listens to her patients very carefully and makes sure the treatment is commensurate with the problem. "Many of them want to go back to work right away, because they can't afford to take the time to get well. Especially when they have to juggle a family and a career," she explains.

It's one of so many changes she's seen in the past years, says Warnecke, a general practitioner who also specializes in homeopathy and naturopathic medicine. Moreover, her patients are increasingly better informed. "I think that's good," she says. "Recently a patient came in with a stack of documents that he had found online. They all made sense. We then jointly considered how we would proceed."

There is also a greater call for holistic approaches. For Warnecke, who has multiple certifications in homeopathic medicine, this is a welcome development. "Over the years, I have learned that much can be achieved with natural therapies. However, we also need conventional medicine. For many illnesses, things could get tricky without antibiotics," she says.

Although she is aware of the mitigating factors, Warnecke is critical of the many surgeries that take place these days in Germany. "For example, we perform many more cardiac catheter examinations than physicians in other countries do," she says. "We do it to be on the safe side, but also because it brings in money. The same is true for other procedures that we could certainly postpone until they are truly necessary."

Health literacy for patients

The Bertelsmann Stiftung's Improving Health Care – Informing Patients program has often come to the same conclusion. For example, eight times as many tonsillectomies are performed in some cities and rural areas in



OPPOSITE PAGE Andreas Sund and Katy Steufmehl are in charge of nursing in the intensive care unit at Charité, the university clinic in Berlin. They know how important it is for everyone to be well trained and work together as one team – especially in situations where the patient’s life is at stake.

ABOVE LEFT Dr. Karl Reif, a professor in the Health and Diversity Studies program at the Hochschule für Gesundheit in Bochum, understands the positive impact interprofessional care can have – which is why his students know all about it by the time they graduate.

ABOVE RIGHT More and more patients at Dr. Angela Warnecke’s medical practice in Hamburg are well informed and value a holistic approach.

Germany than is the case elsewhere in the country. Similar regional discrepancies can be found in the number of appendectomies, prostate surgeries, hysterectomies and knee replacements. The significantly different rates cannot be explained by medical reasons alone, or by demographic factors such as age or gender, says program director Uwe Schwenk. “Although the level of care is high overall, it does not always lead to a direct benefit for the patient,” he explains. “Certain treatments are administered much too often, others too rarely or incorrectly. Furthermore, some treatment outcomes are only average. When a patient seeks medical care, what is much more important are the differences in quality that definitely exist among individual physicians, hospitals and nursing-care facilities, because here people are generally free to choose their provider.”

What Germany’s health-care system needs is more transparency and, above all, patients who are willing and able to make informed choices. Prof. Doris Schaeffer, who heads the Institute of Nursing Science at Bielefeld University, carries out research in the field of health literacy, among other areas. “The older the person, the harder it is to make good health-care decisions,” she explains.

“Older people, individuals of immigrant background and the less educated can have a difficult time finding and evaluating information on their own. They often view their doctor as their main point of contact and don’t question what they are told.” Yet blind trust, she says, is less appropriate today than ever before. “Because of the increased role economic considerations are playing in health care, doctors no longer know which path to follow – whether to act for the good of the patient or for the financial benefit of their hospital or practice. And then there are the unintended consequences of the guidelines that are meant to serve as quality standards. These can put doctors in a difficult situation. If the doctor doesn’t follow the guidelines, the patient could sue, even though it may be that a certain guideline is less appropriate for one patient’s situation than for another’s.”

In addition to patients with low health literacy, there are those who understand their situation and are particularly well informed and engaged, but sometimes also uncertain. It is the physician’s responsibility to respond to this, Schaeffer says. “Much has happened in the realm of medical training, but the communication skills learned there are not always applied in practice, because time is



Professor Claudia Spies, director of the clinic for anesthesiology and intensive care surgery at Charité in Berlin, is all in favor of a cultural change in intensive care medicine. She learned about the possibilities for change years ago while treating children in a pediatric intensive care unit.

short,” she explains. “Germany’s health-care system is not designed to give doctors the time they need to impart information and communicate well.”

Time. It’s a vicious circle, and not just for physicians. It’s a problem midwife Wibke Klug also faces, on many fronts. For example, the rate of caesarian sections. In Germany, nearly one-third of babies are delivered by C-section, with the local rate varying from 17 to 51 percent, depending on the city or town. The Hamburg clinic where Klug works as an attending midwife has a rate of 28 percent. In terms of the mothers she assists, the rate is far lower, at 12 percent. “It’s because I give individual care around the clock,” she explains. “I want to be able to attend to one woman throughout her delivery, and I never have more than five patients in a month. In the long run, that’s the safest practice. Otherwise, mistakes happen.” In particular, the consequences can be prolonged labor, unnecessary C-sections, and mothers who are traumatized by giving birth. “Many women I meet tell me about previous childbirths, how bad it was,” Klug says. “By contrast, I often have parents who come out of the delivery room and thank me for the beautiful experience.”

Klug gives up a lot for her profession. “My daughter is almost five. She had a ballet performance that I couldn’t attend because I had two deliveries in a row,” she recalls.

“I usually have to work weekends. And when I tuck her in at night, she doesn’t know whether I’ll be there when she wakes up in the morning.” Nevertheless, Klug loves her work. And she would never take care of 10 women in one month, as some of her colleagues do. “I know midwives who say the baby has to be delivered and in the mother’s arms by 10:30 because they have to leave at 10:40. Those midwives earn good money. And in principle I would too – but it doesn’t work out that way.”

The reason is that Klug earns €30 per visit before taxes and sometimes has to stay for two hours. And then there’s insurance. “When I started working as a midwife in 2008, my liability insurance cost €1,800 a year,” she says. “Now it’s €6,500. That means I pay about €3,000 a month for pension, health and liability insurance. At the same time, I earn €280 per birth. That means I have to assist at 17 births each year before I take home any money, and I’m on call 24 hours a day, seven days a week. It’s really no wonder that so many of my colleagues become disenchanted and give up.”

Impact of demographic change

Loving the job and yet not being able to live on the pay – that’s a problem Dr. Jörg Blettenberg of Lindlar, a small town east of Cologne, knows well. Blettenberg, 57, has



Dr. Jörg Blettenberg treats patients in a rural community in Germany and has faced six-figure penalty payments in recent years.

been a familiar name in the rural region for years, as his father was also a general practitioner. Blettenberg took over the practice in 1992, and four other doctors now work there as well. The community they serve is large, and includes nearby villages that have gone without a doctor for years. Blettenberg works 80 hours a week. He has about 2,500 patients. Many are elderly; 8 percent are over 75, and 38 percent are retired. Many are chronically ill. In short, the impact of demographic change is something Blettenberg confronts every day. And then there's the facility for the mentally ill in Berghausen, where he treats patients – at one time, together with a neurologist. “When she retired and nobody replaced her, the whole burden fell on me,” he explains. “I was responsible for prescribing neurology treatments, psychiatric treatments, occupational therapy, physical therapy and very expensive medications.” He was told not to worry about his budget, a new neurologist would be there soon. “But six months later, there was still no replacement. Three years later, still nobody,” he recalls. “It took pressure from the media to get the position filled. It was just me doing it all for six years.”

And then, in April 2011, came the shocking news: Blettenberg was informed he would have to pay a penalty of €86,000 for the year 2008, since he had exceeded his budget, which in Germany's health-care system is based

on the average amount that similar practices prescribe for treatments and medication. Subsequent penalties followed, totaling €600,000. Blettenberg challenged the decisions and after several nerve-wracking years, a settlement was reached. “All the claims have been rescinded, retroactive to 2012. But I fully expect to receive the next penalty by the end of the year,” he says, pointing to a stack of ring binders, which contain correspondence for the past five years and 36,000 pages of prescriptions. “I have looked at and reviewed every single page. It became clear that some circumstances that should have been taken into consideration because of the types of patients I care for were simply ignored.”

Blettenberg's patients supported him in those difficult years by signing online petitions and forming networks. Fellow physicians from all over Germany called him with similar hair-raising stories. He refers to a study from Bavaria that demonstrates the huge difference between the situation doctors in cities face and those in rural areas. “A general practitioner in the city usually accounts for 30 percent of his patients' total prescription costs, but in rural areas it's 78 percent. This means that if you practice in a rural area, you're pretty sure to be hit with a penalty, because you're already 25 percent above the average for your peer group.” Add to that the shortage of specialists. “Before someone drives 30 kilometers to the nearest pulmonologist, he'll come to me and have me prescribe his asthma spray,” Blettenberg says. “I end up earning half of what a senior physician does working in a hospital – and then I have to pay a penalty.”

The group practice model

Community health centers like those found in Canada and Finland are also appearing in Germany's rural areas – an innovation that is worth expanding. Dr. Christian Waiblinger serves several communities near Kisdorf in northern Germany, though he does so with colleagues in a group practice. He enjoys breathing the fresh country air, but at day's end he drives back to the city – Hamburg – which he also enjoys. “A solo practice as a country doctor? I don't think that would be possible,” he says. “Given the amount of time and work involved, I can't imagine doing it in my current situation – at the age of 39, with two young children and a wife who has a career of her own.”

Demographic change is increasing the pressure for reform in every industrialized country, says Uwe Schwenk of the Bertelsmann Stiftung. “People are living longer, and the number of people with chronic degenerative diseases is growing. More and more people need medical treatment and nursing care for many years of their life. At the same time, advances in medical technology are driving up costs. The question is how we can manage the financial burden, whether it's through standard health and nursing-care insurance, through supplementary insurance or – if these are not enough – through public

assistance programs. This is a challenge for both policy makers and society at large, and both must respond.”

But demographic change also means changes in social structures and an increasingly international population. The Health and Diversity Studies program at Hochschule für Gesundheit, a technical university in Bochum specializing in health-related subjects, is looking at just this development. “Our students go into mosques, for example, to interact with the people there and get a first-hand look at the problems they face,” explains Prof. Katrin Janhsen, dean of the Department of Community Health. “We also go into local neighborhoods. Especially here in the Ruhr region, there are many communities that are doing their best to promote multigenerational living and make it possible for the elderly to remain at home in the neighborhood.” There other reasons for the extra effort. “Certain groups not only have difficulty gaining access to the health-care system, they also have a higher risk of getting sick in the first place, as well as less access to information about prevention and other health-related topics,” Janhsen explains. “And language barriers are still a major problem – not just for patients, but also for non-native doctors, nurses and other caregivers.”

Focus on teamwork

Speaking of caregivers, according to a recent Bertelsmann Stiftung report, Germany will face a shortage of approximately 500,000 nurses by 2030. In addition, patients are increasingly older, which means disease profiles are changing. And that means caregivers face bigger challenges. Take Katy Steufmehl and Andreas Sund, for example. They are the directors of nursing services in the intensive care unit at Charité, the university clinic in Berlin. They see a need not only to increase the number of caregivers, but also to change the relevant skill sets. They need to promote teamwork, they say, since everyone on their staff is highly specialized in their own specific area.

At the Hochschule für Gesundheit, nurses, physical therapists, occupational therapists, midwives and speech therapists receive interprofessional training even as undergraduates. Prof. Karl Reif, who teaches in the nursing program, considers this an essential step. “The courses of study are organized in such a way that all of the theory is presented in the classroom and the hands-on training happens at various placement sites,” he says. “A third learning venue is SkillsLabs, where we work with simulators, actors playing patients, and video analysis.” The collaboration among students has the greatest effect on learning, he explains. The school has also initiated projects with Ruhr University in Bochum, where its students take classes with medical students. This, too, is in response to demographic change. “People are living longer – with their illnesses. They might even have one or two illnesses that were rare in the past, because few people lived as long as they do today. A stroke, for example, can only be treated effectively with an interprofessional



Prof. Katrin Janhsen is dean of the Department of Community Health at the Hochschule für Gesundheit in Bochum. Her students go out into local neighborhoods to learn about the problems people currently face and about risk factors such as inadequate access to health care.

approach. Patients arrive at a stroke unit where doctors, nurses and speech, physical and occupational therapists all cooperate closely together,” Reif explains. “The results have been very positive. Our graduates are very knowledgeable and can quickly improve the processes they encounter when they begin working.”

For Prof. Claudia Spies, director of the Charité clinic for anesthesiology and intensive care surgery, where Katy Steufmehl and Andreas Sund work, such teamwork is not only important, it’s vital – in the truest sense of the word. Spies is all in favor of innovations in intensive care medicine, since they can promote survival and make life worth living again even after a severe health crisis. “Someone who comes to intensive care is confronted with a lot of technology. Moreover, they are often afraid and feel helpless,” says Spies. “Patients know they might die, but they also have other concerns – the loss of cognitive function, for example.” Organ failure, severe cardiovascular damage and respiratory failure can also affect the brain or the muscles, and a patient can end up needing long-term care. “It depends on the person’s age, but as we get older, illness brings with it a form of vulnerability,” Spies explains. “At some point in life, the process of dying begins. And when acute illness sets in, we don’t



Midwife Wibke Klug has to attend 17 births each year just to cover her insurance costs. Even so, she loves her profession and takes the time needed to help soon-to-be parents.

know how far along this process is. But before we do surgery, we take a good look at how we can make the patient stronger and reduce the risk.”

Seeing the individual

It’s essential to look closely at each individual person, Spies explains. “Someone might benefit from cognitive training or physical therapy. Or, many older people have low hemoglobin levels, and iron supplements can be helpful. Before surgery on the upper abdomen, there are special breathing exercises that make the patient stronger and reduce the likelihood of pneumonia following surgery. All of these create a better starting point.”

In addition to about 65,000 operations conducted under anesthesia at Charité each year, emergency patients arrive every day. The hospital also offers specialized procedures; for example, it treats patients with severe respiratory failure from both Germany and other countries. And these patients, too, have a better chance of survival. “For one thing, technology has improved,” Spies says. “In the late 1980s, patients had a hard time breathing with a ventilator and were always short of breath. Today, it’s very easy to breathe with one. Patients no longer

have to work at it. We’ve seen the advantage of this in intensive care, because patients can now remain awake. The patient knows they have organ damage, but they can cope with it. This in turn stimulates their immune system and helps them develop the ability to heal themselves.” Sedation is avoided as much as possible, since it is better for patients to be alert and cooperative. The environment is also modified accordingly. “In one pilot project,” explains Spies, “we have rooms in which we use architectural elements, light, LED streams and mobility devices to help restore patients’ physical and mental abilities as quickly as possible.”

Less sedation, less mortality, less cognitive damage, less long-term disability – intensive care is undergoing a cultural shift, Spies says. In view of the rapid changes taking place in health care today, reforms and innovations like these are essential, in this and other areas. Above all, they must focus on one goal: increasing the wellbeing of each and every patient.

Text by Tanja Breukelchen, originally published in *change – The Bertelsmann Stiftung Magazine* (3/2015)

PROGRAM

Communities for Better Living

Social cohesion is determined primarily by what happens in communities – the place where people interact with their neighbors day in and day out. Currently, however, Germany's communities face major challenges. Demographic change is increasing the disparities between regions that are growing and those that are shrinking. Moreover, thanks to globalization, crises and disasters around the world are having a direct and immediate impact at the local level. We therefore support community leaders and local organizations in recognizing and responding to social developments. Our project work is designed to create communities with multiple strengths: sustainable communities that anticipate demographic trends and implement long-term strategies; socially responsive communities that take the steps needed to promote social cohesion; proactive communities that build partnerships with the business community, civil society and the public, so that everyone can work together to identify opportunities and shape the future; and open communities that align with European and global developments by implementing practical solutions for welcoming and including newcomers.

In 2015, by far the most important challenge for Germany's communities was responding to the inflow of refugees. As a result, we launched a project at the end of the year that will provide ongoing support for this demanding task.



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Projects:

Community Roadmap – Communities Shaping Demographic Change

The core component of this project is the website www.wegweiser-kommune.de, which we use to provide communities with sociodemographic data, strategic action plans and examples of good practice.
www.wegweiser-kommune.de
carsten.grosse.starmann@bertelsmann-stiftung.de

Communities in North Rhine-Westphalia are putting the conditions in place that allow children and young people to thrive. A recent Bertelsmann Stiftung publication identifies communities that face similar challenges and highlights possibilities for implementing prevention strategies.

Sustainable Communities Monitor

The goal of this project is to make sustainability levels and sustainability management efforts in Germany's communities more transparent, thereby supporting local-level leaders as they promote sustainability.

www.monitor-nachhaltige-kommune.de
oliver.haubner@bertelsmann-stiftung.de
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Leave No Child Behind!

Community Prevention in NRW

In partnership with North Rhine-Westphalia's state government, we help communities focus on prevention in their programs for children, youth and families.

www.kein-kind-zuruecklassen.de
karl.janssen@bertelsmann-stiftung.de

Sustainable Local Government Finances

In some regions of Germany, local budget crises have become entrenched. With our publication *Kommunaler Finanzreport (Report on Community Finances)* and our Community Roadmap, we provide data and proposals for reforming public funding at the local level.

www.doppikvergleich.de
www.wegweiser-kommune.de
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Local Government Congress

Every two years, we host an expert forum for community leaders and local-level politicians where we present our current project results and discuss the challenges communities face.

www.kommunalkongress.de
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2015 Program Report

Community Roadmap – Communities Shaping Demographic Change

In 2015, the Community Roadmap website released updated population forecasts with data through 2030 for some 3,000 German communities. The projections show increasing differences between growing urban communities and shrinking, aging rural communities. One key concern is providing rural areas with access to the opportunities that result from digitization. The project is also drafting recommendations for developing infrastructure in areas where the population is declining.

A joint study with the University of Potsdam examined the options communities have for managing nursing-care services. Other studies produced recommendations for combating poverty among the elderly and increasing quality of life in general.

Sustainable Communities Monitor

The Sustainable Communities Monitor is based on a survey of sustainable development indicators at the community level, along with a questionnaire for public administrators that examines their organizations, processes and tools, as well as their efforts in the area of sustainability management. The project worked with the German Institute of Urban Affairs to develop an initial set of indicators and a sustainability survey.

Leave No Child Behind! Community Prevention in NRW

The project's initial research findings are now available. They show how even communities with limited funds and high unemployment can use well-managed social welfare policies to significantly improve opportunities for disadvantaged children. A number of key levers were identified, including monitoring mechanisms that show where prevention must begin, networks that include parents, and closer cooperation with the health-care system.

At the start of the year, the Bertelsmann Stiftung and the NRW Ministry for Health, Equalities, Care and Ageing co-hosted a



At the ninth Bertelsmann Stiftung Local Government Congress: (left to right) Dr. Ursula Weidenfeld (co-moderator), Aart De Geus, Dr. Brigitte Mohn and Wolfram Kons (co-moderator).

forum at which some 200 participants discussed strategies for sustainable, preventive health care at the community level.

Sustainable Local Government Finances

The steadily increasing expenditures of local governments are not merely evidence that Germany's national family and social policies are misguided; they are also the reason that many communities are taking on excessive debt. This project explored how the federal government can provide targeted financial assistance.

The 2015 *Kommunaler Finanzreport* (*Report on Community Finances*) confirmed the growing disparity between strong and weak communities using, for the first time, financial data. To produce the report, the project analyzed the tax base, social expenditures and cash flow in every German city and administrative district.

Local Government Congress

The Bertelsmann Stiftung's ninth Local Government Congress was held on March 16–17, 2015. Some 500 participants discussed a range of factors impacting public finance at the local level, from planned measures for redistributing funds within Germany's federal system to budgets for child-care centers.



A Community Roadmap report presents updated population forecasts for Germany's communities through the year 2030.

PROGRAM

Improving Health Care – Informing Patients

Germany's health-care system is considered one of the best in the world, but it is under great pressure because of rising costs. Reforms are needed to ensure that high-quality, affordable health care will continue to be available over the long term. At the same time, the system must focus on its key constituency: the people who finance it as members of health plans and those who use it as patients. Those requiring care also need readily understandable, reliable information if they are to act as responsible, empowered patients.

The Bertelsmann Stiftung is committed to ensuring that Germany has an effective, inclusive health-care system that guarantees everyone, regardless of social status, access to appropriate care. Meeting the new demands being put on the system will require having both a stable financial foundation and structures that deliver the care that is actually needed. Our aim is to provide patients with clear, objective information and ensure that their perspective is taken into account during the policy-making process.



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Projects:

Weisse Liste – Comparing Health-Care Providers

As a source of clear, independent information, the Weisse Liste (White List) website helps patients find the right hospital, physician or nursing care. By creating transparency about the quality of health-care providers, it promotes competition and thus increases the quality of care. The portal is a joint project of the Bertelsmann Stiftung and the umbrella associations of the major patients' and consumers' organizations.

www.weisse-liste.de
timo.thranberend@bertelsmann-stiftung.de

Topics addressed by the 2015 Health-Care Monitor include psychosocial stress in the workplace, protection for nonsmokers and the effectiveness of preventive measures.

Health-Care Fact Check

This project is helping Germany's health-care system become more patient-centered. It provides facts and figures, sheds light on regional variations and develops solutions to structural shortcomings. It also publishes clear, practical information that allows patients to make informed choices.

www.faktencheck-gesundheit.de
claudia.haschke@bertelsmann-stiftung.de

Health-Care Monitor

The Gesundheitsmonitor (Health-Care Monitor) regularly interviews people about their experiences with Germany's health-care system. By highlighting the perspective of those who pay for and use the system, the project provides policy makers with information that would otherwise be lacking.

www.gesundheitsmonitor.de
jan.boecken@bertelsmann-stiftung.de

The Digital Patient

This project examines the opportunities and risks associated with the digitization of health care. Using analyses, innovative approaches and a variety of discussion formats, it aims to put technology at the service of health. The goal of digital developments should always be to maximize the benefit to patients.

www.der-digitale-patient.de
timo.thranberend@bertelsmann-stiftung.de



2015 Program Report

Weisse Liste – Comparing Health-Care Providers

The www.weisse-liste.de portal was updated in 2015 and now offers a simpler search function, clearer results and a new design. Weisse Liste gGmbH, a non-profit organization wholly owned by the Bertelsmann Stiftung, is responsible for operating and improving the website’s search tools.

A “diagnosis interpreter” was expanded and integrated into the Weisse Liste site. A joint project with the “Was hab ich?” (“What do I have?”) initiative, this online tool helps patients translate medical findings into easily understandable language. The tool offers explanations of approximately 7,000 medical terms.

Weisse Liste and broadcaster ZDF launched an extensive online survey called “My Hospital Story.” Over the course of two months, some 2,000 patients, family members and health-care workers took the opportunity to share their experiences. The survey was part of a ZDF series on hospital quality.

In 2015, the project focused on various issues, including how to make nursing care more transparent, joining with the German Ministry of Consumer Affairs to host an expert discussion on the topic. A new Weisse Liste project called Der digitale Patient (The Digital Patient) will address the opportunities and risks resulting from the digitization of health care.

Health-Care Fact Check

In 2015, the Health-Care Fact Check analyzed palliative care in Germany. The study’s authors noted that only one in three patients who need palliative care receive it and identified a shortage of out-patient services as one reason for this. Another finding was that regional care structures determine where the elderly die and that the terminally ill are more likely to be cared for and die at home if their region has a greater number of palliative care professionals.

For the second time, the project examined physicians density in Germany. The Fact Check on this topic confirmed findings from an initial study in 2014 for five



Health promotion is an important part of holistic health care.

specialist groups, namely that the revised system of allocating medical practices does not achieve a fairer distribution between urban and rural areas. A summary of the study was published as the first in a new series of cross-program discussion papers. Appearing several times a year, the series addresses current challenges and other topics in the area of health care.

The Fact Check website has a new look and new content. Now more user-friendly and optimized for mobile devices, the portal offers robust facts and figures about health care for policy makers and experts. Via the Weisse Liste portal, the website also provides access to decision-making tools that explain the benefits and risks of various treatments.

Health-Care Monitor

How do people in Germany experience the country’s health-care system? Where do they think reforms are needed? As in the past, the 2015 Health-Care Monitor sheds light on these and other questions, providing policy makers, researchers and the public with meaningful data for improving health care. Topics included prenatal care and work-related psychosocial stress. The Bertelsmann Stiftung has been conducting this project together with statutory health fund BARMER GEK since 2011.



The Health-Care Fact Check took a detailed look at palliative care in Germany. The findings were summarized in the first of a new series of discussion papers.



The Health-Care Fact Check website has been relaunched with a new design.

PROGRAM

Civil Society

Solidarity and democratic diversity, freedom and community, unbureaucratic assistance and quality of life – those are just some of the issues that Germany’s volunteers and nonprofit organizations addressed in 2015. As the year’s events made clear, civil society has a crucial role to play aiding newly arrived refugees and making it possible for them to integrate into society.

Civil society has long provided a wide range of services, day after day and on all fronts: through sports and cultural activities; on behalf of children and the elderly; in hospitals and nursing homes, fire departments and rescue squads; by protecting the environment and caring for animals; locally through historical preservation and globally through international partnerships. Small neighborhood initiatives are just as much a part of civil society as charitable organizations active on a national scale – not to mention faith communities, community groups and foundations.

Throughout Germany, people are getting involved. We help them do so by promoting cooperation at the local and national level, and by increasing transparency and the recognition civil society receives. Our projects show where more funding is needed and where continuing education would add value. They also ensure that the framework required for civic engagement is in place in the communities themselves. In addition, we examine international trends affecting civil society and make our findings available to the public.



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Projects:**European Endowment Fund for Unaccompanied Minor Refugees**

Together with foundations from all over Europe, the Bertelsmann Stiftung is acting on behalf of this most vulnerable of refugee groups. In selected countries – including Greece, Italy and Germany – we are supporting family-like host organizations, increasing emergency aid efforts and promoting safer transit and other assistance for these young people.

gerd.placke@bertelsmann-stiftung.de

Refugee Aid in Gütersloh

The Bertelsmann Stiftung is contributing to the Gütersloh Community Foundation as a way of supporting volunteer organizations that aid refugees in and near Gütersloh.

www.buergerstiftung-guetersloh.de

“jungbewegt – Your Contribution Counts.”

Children and young people need opportunities to get involved – regardless of their age, background or educational level. This project has developed training and coaching programs for child-care centers, schools and youth organizations.

www.jungbewegt.de
sigrid.meinhold-henschel@bertelsmann-stiftung.de

Social Investment

How can private investment capital be used for prevention, innovation and scaling in the German social sector? This project is developing feasibility studies, pilot projects and its own financing instruments.

jake.benford@bertelsmann-stiftung.de

Building Local Synergies

Social services in German communities are provided by a wide variety of institutions, organizations and individuals. This project develops innovative models of impact-oriented cooperation.

www.synergien-vor-ort.de
alexander.koop@bertelsmann-stiftung.de

Children.Giving.Future.

Numerous public, private and nonprofit organizations in Germany are working on behalf of young people and their families. The Children.Giving.Future conferences are designed to help them network and cooperate.

www.kinder-stiften-zukunft.de
susanne.bendicks@bertelsmann-stiftung.de

Committed Communities

This project is developing a network to promote volunteer activities in cities and towns across Germany. The goal is to create long-term partnerships and provide support for individuals and organizations at the local level on their shared journey to becoming strong and responsible communities.

www.engagiertestadt.de
mahnken@koerber-stiftung.de

Placing Civil Society on the Economic Map

This project provides data on civil society organizations and the work they do. After six years, it is now being permanently managed by Stifterverband für die Deutsche Wissenschaft in Berlin.

www.ziviz.info
holger.krimmer@stifterverband.de

PHINEO gAG – act to impact

PHINEO’s detailed reports, handbooks for donors and individualized consulting services provide guidance for social investors. The Bertelsmann Stiftung supports PHINEO’s analytical and consulting activities.

www.phineo.org
andreas.rickert@phineo.org

2015 Program Report

European Endowment Fund for Unaccompanied Minor Refugees

Following establishment of the fund and the cooperative structure, we will begin providing support in 2016 for nonprofit organizations and public institutions that offer targeted assistance to young refugees. We are currently disseminating knowledge and best practices throughout Europe, while raising awareness among policy makers and public administrators in individual countries and at the EU level. The fund is coordinated by the Network of European Foundations (NEF) in Brussels.

Refugee Aid in Gütersloh

Gütersloh, like the rest of Germany, is facing the challenge of assisting recently arrived refugees. Community groups and individuals are all offering their support. The fund makes financial resources available to people and organizations that are providing immediate aid and promoting long-term integration.

“jungbewegt – Your Contribution Counts.”

Evaluation of the initial project phase, which ended in 2015, has confirmed that this approach to promoting civic engagement is working. More than 500 school teachers, early childhood educators and youth workers have participated in its training courses and are promoting its principles at child-care facilities, schools and youth centers. The project’s principles are set to become a standard part of teacher training by 2019.

Social Investment

The project team collaborated with the National Advisory Board for Germany and the OECD to publish reports on the impact investing market. Working with the Federal Employment Agency, a framework document was written on social impact bonds, a specialized financial instrument for addressing social challenges. Analyses for implementing social impact investing in the German social sector were also prepared.

Building Local Synergies

The cities of Dessau-Roßlau, Hannover, Langenfeld and Pirmasens were selected to help develop impact-oriented partnerships that bring together nonprofit organizations, public administrators, volunteers and people in need. Initial findings were presented in a publication and at a kickoff event in Hannover.



The first Committed Communities network meeting was held in Berlin on June 18–19, 2015.

Children.Giving.Future.

Children.Giving.Future. conferences were held in Wolfsburg, Munich, Märkisch-Oderland and the Hochtanus region. Topics included child poverty, education and the transition from school to work. The events produced partnerships among nonprofit, public- and private-sector organizations and, as a result, more and better services for young people.

Committed Communities

Fifty cities and towns throughout Germany are participating in this network, which increases access to civic engagement programs and enhances support for volunteers. During the start-up phase, the networking process is being promoted through training courses, events, peer exchange and the ongoing monitoring of outcomes. Program partners are the German Ministry of Family Affairs, the Bertelsmann Stiftung, the BMW Foundation Herbert Quandt, Generali Zukunftsfonds, the Herbert Quandt Foundation, the Körber Foundation and the Robert Bosch Foundation.

Placing Civil Society on the Economic Map

The project’s comprehensive survey-generated database provided the basis for special analyses and for events on financing civil society and the work done by nonprofit organizations in the fields of education and demographic change.

PHINEO gAG – act to impact

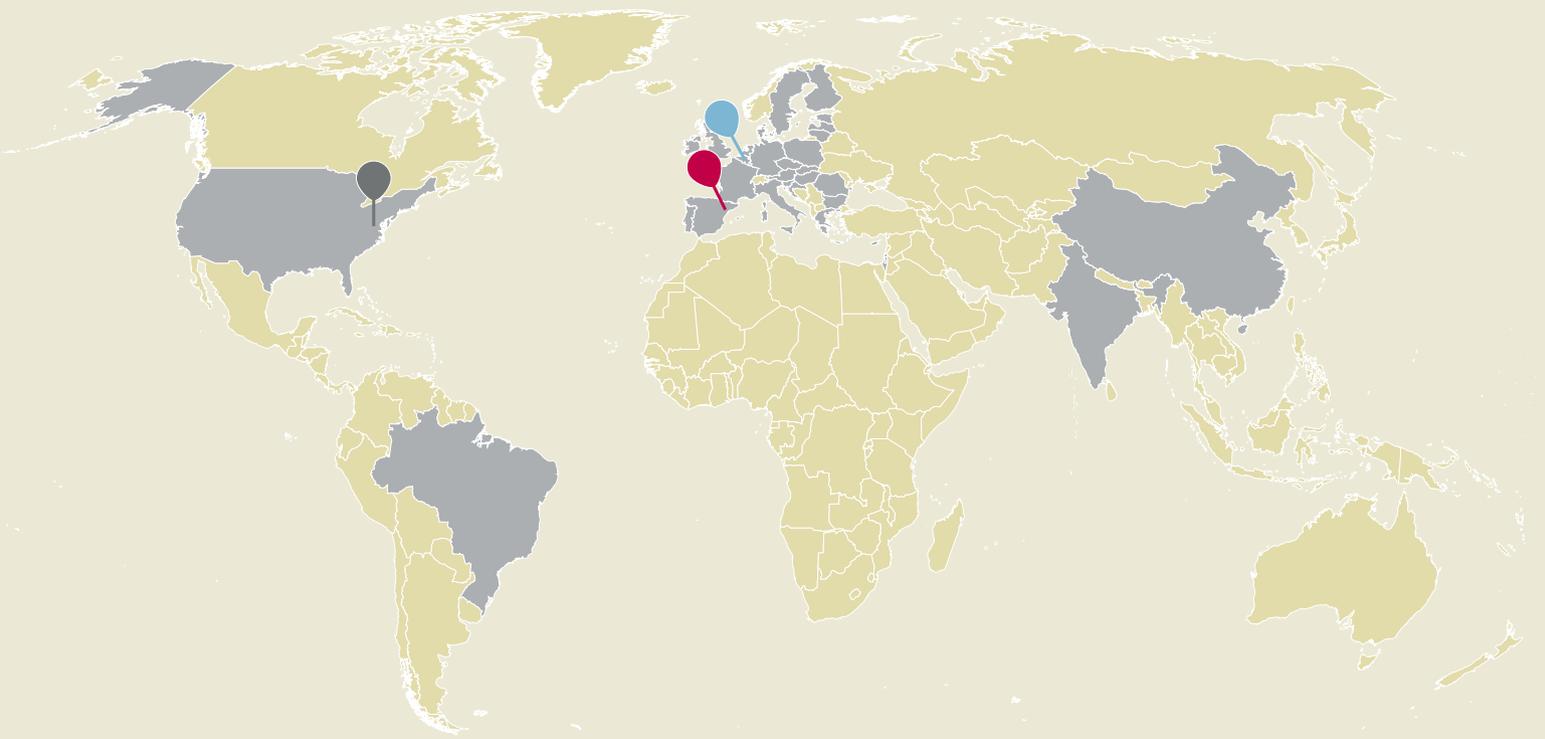
The project’s handbook has now become a standard reference work. More than 800 nonprofit organizations have benefited from its free analyses.



A “jungbewegt” publication presents project outcomes and lessons learned.



A 2015 project report examines civic engagement in the area of education.



International Affiliates

INTERNATIONAL AFFILIATES

Fundación Bertelsmann in Barcelona

Founded in 1995 and based in Barcelona, the Fundació Bertelsmann develops and carries out independent projects for promoting social change in Spain.

Since the start of the recession, Spain has ranked second only to Greece in youth unemployment in the eurozone. The Fundació Bertelsmann has therefore dedicated all of its efforts since 2014 to this critically important issue by supporting the country's business community in improving the employment situation of young people. In addition to helping establish a dual vocational education system that offers both classroom instruction and on-the-job training, its activities focus on providing coordinated career guidance that can help young people make the transition from school to work.

An Alliance for Dual Vocational Training is currently being created that brings together stakeholders from the business, political, academic and social spheres to ensure a dual system takes root in Spain. With support from the Fundació Princesa de Girona, the Confederation of Spanish Business Organizations and the Spanish Chamber of Commerce, 100 companies had joined the alliance by the end of 2015. The participating organizations are working together to improve the quality of vocational education and training by developing and implementing model projects and other effective initiatives that can increase employment among the young.

In addition to a career-advising handbook developed especially career-orientation activities in schools, the Fundació Bertelsmann joined with Comillas Pontifical University in 2015 to publish a new handbook for parents. As part of its practical activities focusing on career guidance



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fundacionbertelsmann.org



The Fundació Bertelsmann team.

and development, the foundation conducted pilot projects at more than 30 schools and founded a network of trainers in Catalonia, Madrid and Andalusia. With websites such as "MY WAYPASS – My Career Development Journey," the Fundació Bertelsmann offers timely, target-group-specific answers to questions young people have about choosing an occupation.

In October, the Fundació Bertelsmann organized its inaugural Alliance for Dual Vocational Training forum. At the forum, a cost-benefit analysis of vocational education and training was presented that had been developed under the leadership of Prof. Stefan C. Wolter. The forum also focused on the quality of vocational training, regulation of the educational system and the role trainers play in training.

Fundación Bertelsmann
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08021 Barcelona
+34 93 268-7444
www.fundacionbertelsmann.org



Presenting the Alliance for Dual Vocational Training to King Felipe VI of Spain.

INTERNATIONAL AFFILIATES

Bertelsmann Foundation North America

The work of the Bertelsmann Foundation North America focuses on transatlantic relationships and economic developments in Latin America. In 2015, its activities centered on negotiations for the Transatlantic Trade and Investment Partnership (TTIP). In light of Europe's refugee crisis, the topics of migration and the integration of immigrants were also addressed, as were other challenges affecting Europe, such as the possible withdrawal of the UK from the EU, mechanisms for managing the eurozone and strategies for overcoming social inequality.

The Bertelsmann Foundation North America is an independent affiliate of the Bertelsmann Stiftung. It offers an international platform for its parent foundation's projects and for expanding networks with US-based partners from various sectors of society.



Annette Heuser

The activities described here were carried out under the leadership of Annette Heuser, executive director of the Bertelsmann Foundation North America.



US Congressman Sander Levin.

In 2015, the Bertelsmann Foundation hosted its seventh annual conference in cooperation with the *Financial Times*, under the title "**Shifting Gears: Merging Growth and Prosperity.**" The participants discussed a number of growth-related topics, such as inequality within and among nations, the significance of regional trade pacts and the prospects for economic growth, particularly within the eurozone. Featured speakers included Werner Hoyer, president of the European Investment Bank; Colin Powell, former US secretary of state; Viviane Reding, former vice-president of the European Commission; US Congressman Sander Levin; and Natalie Jaresko, Ukraine's minister of finance.

Prior to the conference, the Bertelsmann Foundation hosted a discussion of the effects international sanctions have had on the Russian economy. The discussion was based on a study by renowned economist Prof. Anders Åslund of the current economic situation in Russia. During the conference, participants proposed new approaches the West could use to deal with the Kremlin.

In its sixth year, the **Congressional European Parliamentary Initiative (CEPI)** invited staff members of the US Congress, the European Parliament and the German Bundestag to a two-week exchange program held in Washington, Brussels and Berlin. The Bundestag members participated for the first time, courtesy of the German Embassy in Washington. This year's program addressed international and transatlantic trade issues.

The Transatlantic Trade and Investment Partnership was also the focus of the TTIP Town Hall Meetings organized by the Bertelsmann Foundation in Alabama, California and Massachusetts. The meetings gave representatives of trade unions, the business community and consumer groups, as well as interested citizens, the



The seventh annual Bertelsmann Foundation–*Financial Times* conference addressed the question of how stronger global growth can promote more widely distributed prosperity. Panel members included (left to right) Gillian Tett, Marcelo Giugale, Colin Powell, Thomas Mayer and Branko Milanovic.

opportunity to learn about and discuss the planned agreement.

The Bertelsmann Foundation has updated the country reports, first published in November 2012, used to develop the **International Nonprofit Credit Rating Agency (INCRA)**. New ratings are now available for Brazil, France, Germany, Italy, Mexico and the United States. First proposed in 2012, INCRA offers an alternative to traditional rating agencies, particularly the three leading US-based agencies. The INCRA model uses a wider range of factors in its evaluations and increases the transparency of the rating process.

The Bertelsmann Foundation was also active in Latin America. Among other activities, it presented the Spanish-language version of the foundation's study *The Pacific Pumas: An Emerging Model for Emerging Markets* at a number of locations. The event in Mexico City, held at the Mexican Foreign Ministry, highlighted the considerable progress made by the "Pacific Pumas" – Chile, Colombia, Mexico and Peru. According to the study, these

four countries are poised to emerge as regional leaders.

Irene Braam will become executive director of the Bertelsmann Foundation North America on April 1, 2016.

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www.bfna.org



Information about the Bertelsmann Foundation North America, including publications and events, is available at www.bfna.org.

INTERNATIONAL AFFILIATES

Bertelsmann Stiftung in Brussels

With its office in Brussels, headquarters of the EU institutions, the Bertelsmann Stiftung has positioned itself as a European think tank. The work of the office is guided by the three principles that underlie the foundation's international activities: learn, connect and transfer.

The Brussels team monitors developments in Europe that are relevant to the foundation's work in Germany and communicates them back to the experts there. It also supports the foundation as it expands its partnerships with leading think tanks and other organizations throughout Europe. Finally, it contributes the Bertelsmann Stiftung's expertise to the political debate in Brussels and offers suggestions for reforms in EU member states.

The goal of the foundation's activities in Brussels is to promote awareness of the Bertelsmann Stiftung as a source of new ideas. The Brussels team achieves this by cooperating closely with the major EU institutions and with experts from the foundation's programs and projects. Topics addressed by the Brussels office include overcoming the euro crisis, achieving a competitive, socially just market economy and developing strategies for building an effective, democratic Europe.



European Commissioner for the Internal Market Elżbieta Bienkowska and Bertelsmann Stiftung Chairman and CEO Aart De Geus at the conference in Brussels on "Making the EU Services Market an Engine for Growth."

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Panel members at the discussion in Brussels on "How to Stabilise and Reform Ukraine's Economy" included (left to right) Wolfgang Schüssel, member of the Bertelsmann Stiftung Board of Trustees; Hryhoriy Nemyria, member of the Ukrainian parliament; Peter Havlik, senior economist at the Vienna Institute for International Economic Studies; and Johannes Hahn, European commissioner for the European Neighbourhood Policy.

approx. **€60** million
for **project work**
and **communications**
approx. €10 million
for administration



4,000,000

Nearly **4 million** visits to our website
www.bertelsmann-stiftung.de,
averaging just under **5** minutes
per user – a new record.
Compared to the previous year
the number of page views has risen
by **75** percent.

Facts and Figures 2015

FACTS AND FIGURES 2015

Financial Information

Total expenditures

Expenditures for the 2015 fiscal year totaled €71.8 million (preliminary figure). Since its inception, the Bertelsmann Stiftung has invested some €1.27 billion in nonprofit work.



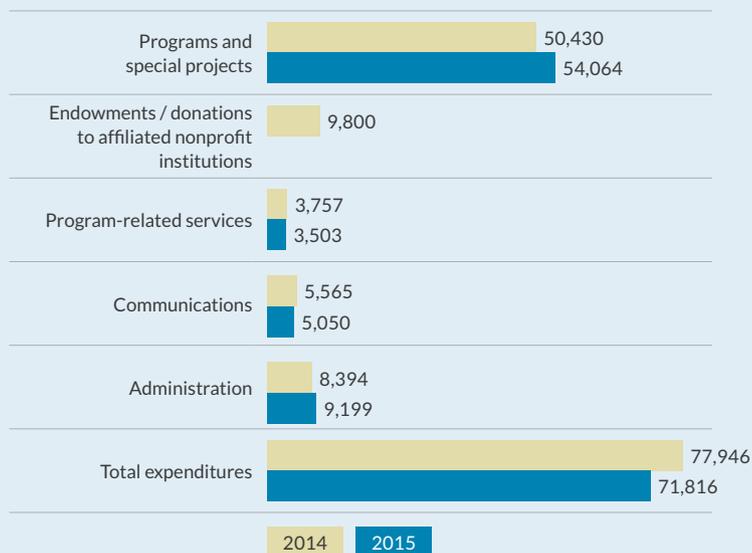
Wilhelm-Friedrich Uhr,
Senior Vice President
Corporate Operations
at the Bertelsmann Stiftung.

Total expenditures ¹⁾ (€, thousands)

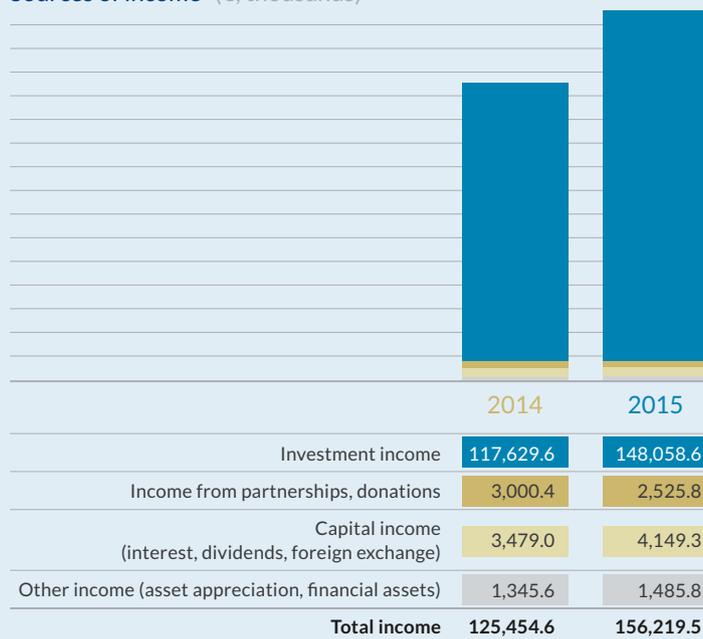
Programs and special projects	2014	2015
International affiliates ²⁾	4,543	4,681
CHE Centre for Higher Education	1,682	1,667
Germany and Asia	1,385	1,419
Europe's Future	3,297	3,757
Integration and Education	3,035	3,632
Competence Center for Leadership and Corporate Culture	1,222	1,665
Living Values	1,320	1,336
Communities for Better Living	4,784	5,101
Learning for Life	3,158	3,273
Discovering Music	2,208	2,601
Shaping Sustainable Economies	5,095	5,302
Business in Society	3,805	3,165
Improving Health Care – Informing Patients	5,047	4,260
Effective Investments in Education	2,244	2,265
Center for International Forums and Trends	1,405	2,955
Future of Democracy	2,104	1,839
Civil Society	4,096	4,106
Special projects		1,040
	50,430	54,064

¹⁾ Financial data for 2014 audited / Financial data for 2015 not audited
(as of February 12, 2016)

²⁾ Brussels office included in the Europe's Future program

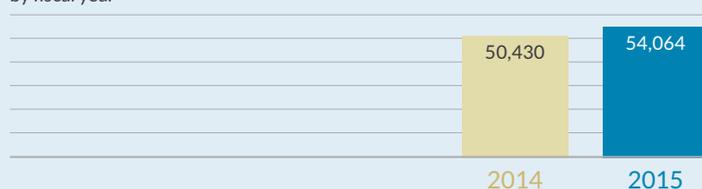


Sources of income* (€, thousands)



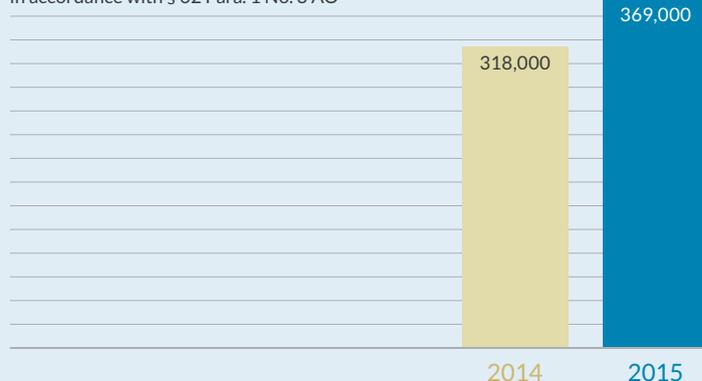
Program expenditures* (€, thousands)

by fiscal year



Reserves* (€, thousands)

in accordance with § 62 Para. 1 No. 3 AO



Program expenditures

The Bertelsmann Stiftung invested €54.1 million directly in program activities in fiscal year 2015. This was €3.6 million more than in the previous year.

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 €148.1 million in fiscal year 2015. Additional funds are available to the Bertelsmann Stiftung from its cooperative partnerships, such as those with other nonprofit organizations, and from the management of its financial reserves. In the 2015 fiscal year, the foundation's financial resources totaled approximately €156.2 million.

Reserves

Under its bylaws, the Bertelsmann Stiftung is required to transfer 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 2015, €51 million were transferred to the reserve fund, so that it held €369 million as of December 31, 2015.

Asset management strategy

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 diversified investment portfolio and a balanced risk-return ratio. We therefore use a weighted allocation among the asset classes of stocks, bonds, real estate and cash. Bonds – corporate, government and other public-sector issues – make up approximately 77 percent of our total holdings. In keeping with our holistic risk management approach, credit rating and maturity are key factors determining our investment choices, as is having a portfolio of investments covering a wide range of sectors and countries. Accounting for approximately 16 percent of our holdings, the stocks we invest in are largely those of major European enterprises, but include international blue chips as well. Tactical over- and underweighting of various asset classes and of foreign currencies is

* Financial data for 2014 audited / Financial data for 2015 not audited
(as of February 12, 2016)

used to respond to current market conditions as well as to developments of particular importance. The remaining 7 percent of our holdings are invested in the real estate sector and in near-cash assets.

This largely conservative investment strategy has allowed the Bertelsmann Stiftung to achieve an overall annual return of 1.55 percent.

Statement* of the Bertelsmann Stiftung's assets and liabilities as of December 31, 2015

ASSETS (€, thousands)	Dec. 31, 2014	Dec. 31, 2015
Fixed assets		
Intangible assets and tangible assets	30,941.6	28,875.4
Financial assets:		
Shares	592,178.9	592,186.8
Other securities	363,177.0	419,154.2
Total fixed assets	986,297.5	1,040,216.4
Current assets		
Available funds	44.1	77.4
Receivables and other assets	894.5	2,208.0
Securities	0.0	20,000.0
Liquid assets	101,530.1	111,016.4
Total current assets	102,468.7	133,301.8
Prepaid expenses	192.5	226.5
Balance from asset management	457.5	303.7
Total balance-sheet assets	1,089,416.2	1,174,048.4
Assets held in trust	5,063.0	5,260.5
LIABILITIES (€, thousands)	Dec. 31, 2014	Dec. 31, 2015
Endowment capital	618,997.6	619,497.6
Reserves		
§ 62 Para. 1 No. 3 AO (Free reserves)	318,000.0	369,000.0
§ 62 Para. 1 No. 1 AO (Reserves in acc. with bylaws)	3,850.0	51,491.7
Restructured assets	13,913.3	13,817.8
Total reserves	335,763.3	434,309.5
Funds carried forward	111,557.3	94,569.4
Accrued liabilities		
Provisions for pensions	14,140.8	17,020.8
Other liabilities	4,621.8	4,042.3
Total accrued liabilities	18,762.6	21,063.1
Accounts payable		
Accounts payable for goods and services	3,223.6	3,532.5
Other accounts payable	1,007.5	1,020.2
Total accounts payable	4,231.1	4,552.7
Deferred income	104.3	56.1
Total balance-sheet liabilities	1,089,416.2	1,174,048.4
Trust accounts payable	5,063.0	5,260.5

* Financial data for 2014 audited/Financial data for 2015 not audited (as of February 12, 2016)

FACTS AND FIGURES 2015

Human Resources

Our Human Resources department focuses on people. Its contemporary HR practices create the conditions that allow the foundation's project teams to work efficiently and effectively, developing innovative solutions to social challenges.

Human resource policies

The Bertelsmann Stiftung's overall strategy serves as the basis for our HR policies. The HR department's key responsibility is to recruit committed employees for the challenging work done at the Bertelsmann Stiftung and then support their ongoing professional development. The HR department also designs policies that create a partnership-based culture of working and learning.

The main areas of activity in 2015 were the annual planning of HR capacity; HR planning for ongoing activities; systematic HR development with a focus on promoting new talent and international and cultural diversity; increasing the Bertelsmann Stiftung's attractiveness as an employer; HR-related organizational development measures; and promoting work-life balance and employee health.

Strategic HR planning

One of our key goals is recruiting, supporting and retaining the brightest and best. HR planning begins as soon as project ideas are proposed, since getting our HR specialists involved at an early stage makes it possible to find the best people for a given project. Ongoing dialogue with the Executive Board and senior managers makes it possible to meet that challenge.

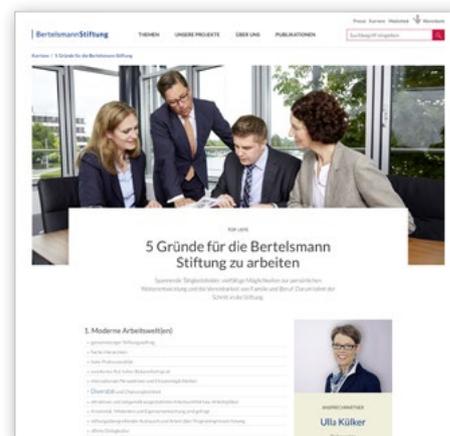
The Bertelsmann Stiftung – an attractive employer

In 2015, 2,259 applicants expressed interest in working at the Bertelsmann Stiftung. Over the course of the year 23 new employees were hired. In addition, 60 university students and recent graduates had an opportunity to intern at the foundation and learn more about its projects.

www.karriere.bertelsmann-stiftung.de

Systematic HR development

The Bertelsmann Stiftung offers exciting professional challenges and a wide range of development opportunities. We start early to initiate a dialogue that allows employees, supervisors and HR managers to discuss personal development options, thereby determining possible career paths and suitable development measures. The aim is to prepare each employee to carry out their current and future responsibilities at the foundation. A broad portfolio of development tools is used, from strategic training, such as coaching and mentoring, to job shadowing, job rotation and assignment at one of our international affiliates. Employees also receive individualized support that increases their employability outside the foundation.



The Careers page on our website (www.bertelsmann-stiftung.de) offers information for potential applicants.



The Bertelsmann Stiftung's overall strategy serves as the basis for our HR policies.



Program experts and staff members.

Supporting new talent – the Junior Professionals program

The Bertelsmann Stiftung has offered its Junior Professionals program since 2009, providing targeted support for developing new talent in the nonprofit sector. Over the course of 18 months, participants qualify as project managers with an international and interdisciplinary focus. In addition to gaining hands-on experience in various projects, Junior Professionals participate in an extensive training and mentoring program. The training program can also include an assignment at one of our international affiliates.

After completing the program, Junior Professionals have excellent opportunities for further development within the foundation. Overall, eight program graduates currently hold the position of project manager at the Bertelsmann Stiftung, two of whom have already advanced to the position of senior project manager.

Work-life balance

Putting conditions in place that allow employees to balance professional and personal commitments not only makes the Bertelsmann Stiftung more attractive to job applicants, it also increases loyalty among existing employees and helps them maintain their health.

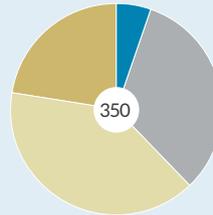
The foundation's HR policies are designed to promote flexibility and provide employees with comprehensive support, making it easier for them to carry out their professional duties. This includes flexible working hours, the opportunity to take a sabbatical, and possibilities for telecommuting and working part-time. The Bertelsmann Stiftung also provides individualized and affordable family support services, such as a parent/child workroom, which allows employees to bring a child to the office when necessary. In addition to supporting child-care centers in Gütersloh, the foundation offers child-care services when schools are not in session and for up to five working days per year in emergency situations. The costs are shared by the foundation and the employee making use of the services. An external family-service agency provides information and support in finding child-care providers and nursing-care options for family members needing assistance.

Promoting health

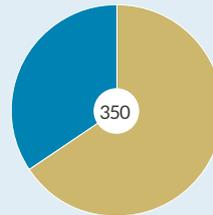
The topic of health is a particularly important aspect of our HR activities, especially in light of demographic changes and the increasingly rapid pace of working life. In cooperation with employee representatives, we create the conditions that promote the long-term performance and health of our employees.

In addition to providing state-of-the-art workplaces that enhance well-being, the Bertelsmann Stiftung partners with health insurance companies and in-house health managers to offer a range of preventive measures. Regular health screenings help employees identify potential health risks at an early stage, thereby improving their quality of life and performance at work. In addition, in-company social services provide mental health support for all employees. Finally, an extensive exercise and wellness program promotes physical fitness, stress reduction and overall well-being.

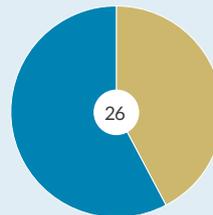
Promoting health is also a management task. Our managers are therefore trained to recognize health-threatening factors in the workplace early on and to identify appropriate solutions together with employees.



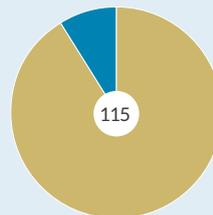
Employees		by age
19	< 30 years	average age: 42.7 years
114	30 – 39 years	
139	40 – 49 years	
78	> 50 years	



Employees		by gender
230	female	
120	male	



Senior Managers		by gender
11	female	
15	male	



Part-time		by gender
105	female	
10	male	

Of all Bertelsmann Stiftung employees, 32.9% work part-time.

FACTS AND FIGURES 2015

Communications

Maintaining transparency and ensuring openness are central principles underlying the Bertelsmann Stiftung's work. The foundation therefore provides in-depth information to anyone interested in learning more about its activities.



Klaus-Henning Groth,
Senior Vice President
Communications at the
Bertelsmann Stiftung.

Media relations

Through its extensive media relations work, the Bertelsmann Stiftung informs the public about its activities and findings. In addition to issuing press releases, the press office arranges for behind-the-scenes interviews with members of the Executive Board and experts involved in the foundation's programs. We regularly invite journalists to participate in our discussions with representatives from all areas of society.

We are pleased to provide television and radio journalists with broadcast-ready video and audio materials on our events and activities.

www.bertelsmann-stiftung.de/presse

Head of External Communications / Press Office:

André Zimmermann
pressestelle@bertelsmann-stiftung.de

Contact for television and radio journalists:

Andrea Rohden
andrea.rohden@bertelsmann-stiftung.de

Arme Kinder sind schon beim Schulstart im Nachteil

Studie zeigt massive Defizite bei Fünf- bis Sechsjährigen

(Düsseldorf) Mit dem 2015, das in die erste Hälfte des Jahres von Herbst auf Frühling über den Winter geht, beginnt die Schulpflicht. Die Kinder werden in den Schulen eingeschult. Doch die Schulpflicht ist nicht nur eine Pflicht, sondern auch eine Chance. Denn die Schulen sind ein Ort, an dem Kinder lernen können. Doch die Schulpflicht ist nicht nur eine Pflicht, sondern auch eine Chance. Denn die Schulen sind ein Ort, an dem Kinder lernen können.

Großer Bearbeitungsstau bei Asylverfahren

Das erschwert die Integration und lockt Bewerber an

In Berlin. In der Asylverfahrensreform ist ein großer Schritt gemacht worden. Doch die Bearbeitung der Asylverfahren dauert immer noch zu lange. Das erschwert die Integration und lockt Bewerber an.

Süddeutsche Zeitung

1. September 2015 Ausgabe 1 Seite 5

Kitas im Westen haben deutlich mehr Personal

Dabei machen die Länder fast nichts für den Personalmangel.

Deutschland hat einen Personalmangel bei den Kitas. Die Länder machen fast nichts für den Personalmangel.

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Press releases inform the public about the results of our project work.



Members of the Executive Board and program experts are available for background interviews.



BERTELSMANN-STUDIEN
Umfrage zum Islam in Deutschland
 Tagesschau

Digital communications

Website

Nearly four million page views, approximately one-sixth of all interactions via mobile devices, and an average visit of nearly five minutes per user – these are the record statistics tallied one year after our completely re-designed website, bertelsmann-stiftung.de, was re-launched in December 2014. Compared to the previous year, the number of page views rose by 75 percent.

In a usability test in autumn 2015, external users gave feedback on the site. In particular, they praised the availability of information, the images and the overall appearance. In October, our website received a bronze Econ Award.

Both the technology and the content of our website are further developed on an ongoing basis.
www.bertelsmann-stiftung.de

Social media

We are also present on social media, with a focus on Facebook, SlideShare, Twitter, Xing and YouTube. In addition, many of our projects and employees maintain their own social media profiles.

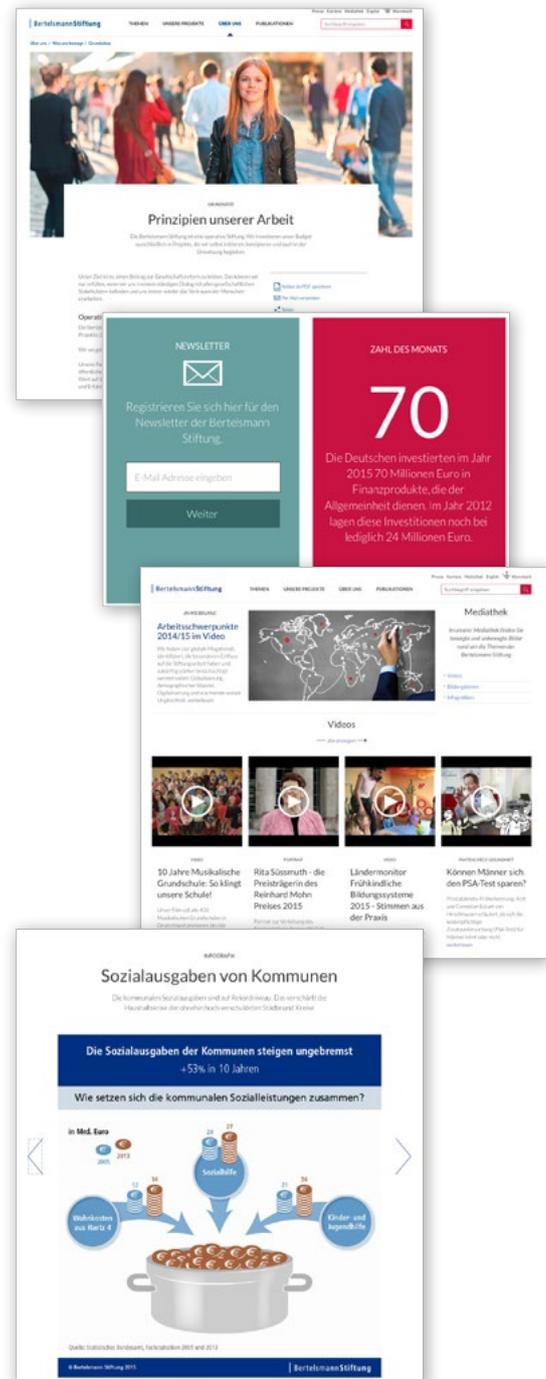
In December 2015, we completed the development of our own blog tool, which permits the seamless integration of new and existing blogs into our website. For an overview, see www.bertelsmann-stiftung.de/blogs

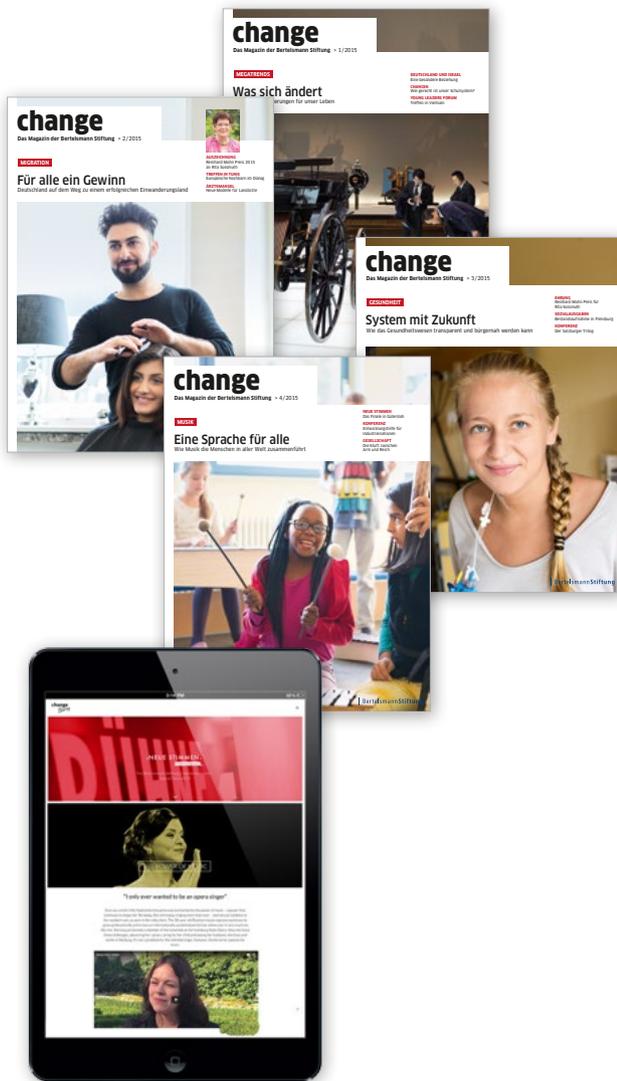
Intranet

The re-launch of our intranet officially began in June 2015. A project team from Corporate IT and Strategic Communications is working with intranet specialists to develop a centralized, user-oriented portal that meets the needs of the Bertelsmann Stiftung's digital workplace.

Digital Communications:

Peter Diekmann
peter.diekmann@bertelsmann-stiftung.de





Magazine and informational materials

change – The Bertelsmann Stiftung Magazine

Proposals for reform need to be explained so they can be understood by a broader public. The name of our corporate magazine, *change*, is therefore highly fitting, since the Bertelsmann Stiftung stands for social change. Our aim is to address topics that are important to, and center on, people. We seek to make our ideas and activities more visible. *change* helps us inform people about policy issues that are of critical importance to society.

change is published quarterly and has a circulation of approximately 90,000. Each issue focuses on a specific topic and is accompanied by a digital edition, which provides additional information about our project work.

change Story

The first issue of our new digital magazine *change Story* is dedicated to the NEUE STIMMEN International Singing Competition. The English-language publication accompanies Russian mezzo-soprano Nadezhda Karyazina on her journey through the fascinating world of opera.

www.story.change-magazin.de/neue-stimmen

Annual report

A look back, a look ahead, contact information, facts and figures – our annual report offers an account of our activities as a nonprofit foundation, describing our work and its outcomes. It provides an in-depth look at what we do and makes our programs more transparent. In addition, it allows the members of the Executive Board to discuss their roles and describe their projects. It also allows them to provide an accounting, together with our program managers, of the foundation's activities during the past year. Our annual report is available in German and English.

Bertelsmann Stiftung – At a Glance

This brief summary provides an overview of our programs and current projects.

Head of Corporate Communications:

Dr. Malva Kemnitz

malva.kemnitz@bertelsmann-stiftung.de



Verlag Bertelsmann Stiftung

Making good ideas known

Innovation is what we are all about. In our books, we ask new questions and provide unexpected answers. We get involved in the political debate, analyze processes of social change and propose solutions that can help society meet its current and coming challenges.

New releases from Verlag Bertelsmann Stiftung

Published every spring, our annual catalogue provides an overview of our planned book releases, along with our backlist and e-book editions. We also publish a brochure containing an overview of our English-language titles. Further information is available at www.bertelsmann-stiftung.de/verlag

E-Books

All our publications are also available in electronic form. A list of digital titles and information on how to order them can be found at www.bertelsmann-stiftung.de/ebooks

Newsletter

The quarterly newsletter “Neues aus dem Verlag Bertelsmann Stiftung” (News from Verlag Bertelsmann Stiftung) provides information on current books, topics and events. To subscribe, please visit www.bertelsmann-stiftung.de/newsletter

Frankfurt Book Fair

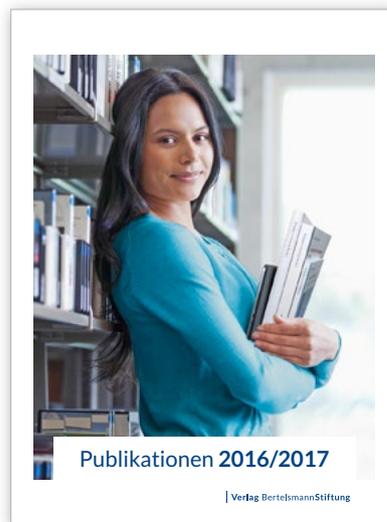
Each year Verlag Bertelsmann Stiftung has its own booth at the Frankfurt Book Fair, where it organizes a range of events. For more information, please visit www.bertelsmann-stiftung.de/verlag

Director of Publishing:

Sabine Reimann
sabine.reimann@bertelsmann-stiftung.de



Bertelsmann Stiftung publications on display at the Gütersloh Municipal Theater during the award ceremony for the 2015 Reinhard Mohn Prize.



Bestseller 2015



Governance



Aart De Geus



Liz Mohn



Dr. Jörg Dräger



Dr. Brigitte Mohn

Executive Board

The members of the Bertelsmann Stiftung Executive Board are Aart De Geus (chairman), Liz Mohn (vice-chairwoman), Dr. Jörg Dräger and Dr. Brigitte Mohn.

Board of Trustees

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

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

Dr. Thomas Buberl and Prof. Dr. Dr. h.c. mult. Wolfgang A. Herrmann joined the Board of Trustees as of January 1, 2016.

Prof. Dr. Thomas Rauschenbach and Rolf Schmidt-Holtz left the Board of Trustees as of December 31, 2015.

- Prof. Dr. Werner J. Bauer (chairman), 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
- Wolf Bauer, CEO of UFA Film & TV Produktion GmbH
- Dr. Wulf H. Bernotat, former chairman of the Board of Management of E.ON AG
- Dr. Thomas Buberl, CEO of Axa Germany and board member of the Axa Group (member as of January 1, 2016)
- Dr. Ralph Heck, director of McKinsey & Company, Inc.

- Prof. Dr. Dr. h.c. mult. Wolfgang A. Herrmann, president of the Technical University of Munich (member as of January 1, 2016)
- Christoph Mohn, chairman of the Supervisory Board of Bertelsmann SE & Co. KGaA and of Bertelsmann Management SE; shareholder and member of the Steering Committee of Bertelsmann Verwaltungsgesellschaft mbH; chairman of the Executive Board of the Reinhard Mohn Stiftung; CEO of Christoph Mohn Internet Holding GmbH
- Carolina Müller-Möhl, president of the Müller-Möhl Group and the Müller-Möhl Foundation; member of the Board of Directors of Orascom Development Holding AG and of Neue Zürcher Zeitung AG
- Prof. Dr. Thomas Rauschenbach, chairman and director of the German Youth Institute (member until December 31, 2015)
- Dr. Viviane Reding, former vice-president of the European Commission; member of the European Parliament
- Rolf Schmidt-Holtz, chairman of the Supervisory Board of Just Software AG (member until December 31, 2015)
- Dr. Wolfgang Schüssel, former chancellor of the Republic of Austria
- Prof. Dr. Jürgen Stark, former chief economist and member of the Executive Board of the European Central Bank
- Dr. Guido Westerwelle, former German foreign minister; founder of the Westerwelle Foundation for International Understanding



Prof. Dr. Werner J. Bauer
(chairman)



Liz Mohn
(vice-chairwoman)



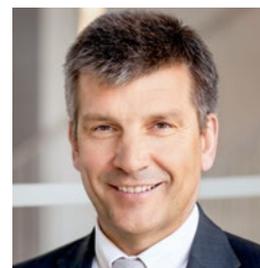
Wolf Bauer



Dr. Wulf H. Bernotat



Dr. Thomas Buberl



Dr. Ralph Heck



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



Christoph Mohn



Carolina Müller-Möhl



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Dr. Wolfgang Schüssel



Prof. Dr. Jürgen Stark



Dr. Guido Westerwelle
(† March 2016)

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