

2013

Annual Report – Bertelsmann Stiftung

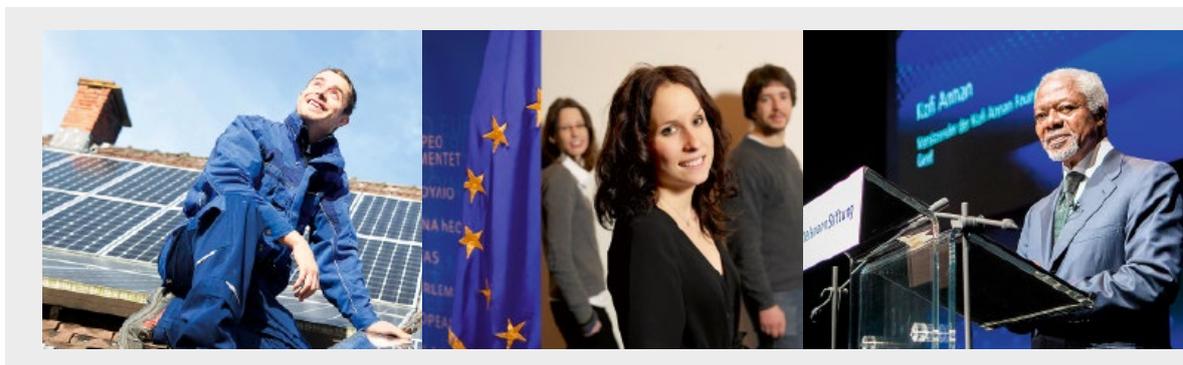
Inspiring People.
Shaping the Future.



| BertelsmannStiftung

2013

Annual Report – Bertelsmann Stiftung



Bertelsmann Stiftung 2013

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**Inspiring People.
Shaping the Future.**

Dear Friends,

We take pride and pleasure in sharing the results of our work with you. In keeping with our guiding principle of “thinking ahead to shape the future,” we use our projects, studies and events to stimulate debate among the general public. Moreover, by disseminating evidence-based findings, we promote social change.

Once a year, our annual report offers an opportunity to give you an overview of our activities and tell you about some of the specific sociopolitical issues we are focusing on. A highlight of the past year was the awarding of the Reinhard Mohn Prize, given in memory of our founder. In 2013 the prize was dedicated to “Winning Strategies for a Sustainable Future.” The topic reflects our conviction that policymaking must become sustainable if the world’s diverse societies are to have a viable future, and that sustainable, intergenerationally just development must become policymaking’s overriding goal.

The award allowed us to honor a man who has very much distinguished himself in the field of sustainable development: Kofi Annan. As secretary-general of the United Nations from 1997 to 2006, he launched a great many initiatives that still shape our lives today. Examples include the United Nations Global Compact and the Millennium Development Goals, whose post-2015 agenda is now being discussed at the international level. His efforts demonstrate that sustainability is achievable and that we can all make a difference if we choose to get involved.

In the 21st century, sustainability is but one of many goals that no country can achieve on its own. Peace, security, globalization, social solidarity, environmental protection, migration, demographic change – we must address these issues together, across national borders and cultural differences. In 2012, the Bertelsmann Stiftung therefore decided to broaden its international activities and engage more fully with affiliate organizations around the world. Now, after more than a year, we can look back with satisfaction on the results of this approach, which range from the development of a new program focusing on Germany and Asia to a variety of international projects dedicated to promoting education, improving governance and creating socially just market economies. In this effort, we are working with a variety of partners from Asia, Europe, South America and the United States.

On behalf of the Bertelsmann Stiftung, I encourage you to give serious thought to the sociopolitical topics that inspire our efforts and to join us in a constructive dialogue about them. We trust that the information presented in this annual report will offer ample food for thought.

Sincerely,

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

Aart De Geus

Executive Board

The team that guides the Bertelsmann Stiftung and shares responsibility for our programs and our international offices in Brussels, Barcelona and Washington, DC.



Liz Mohn
Vice-Chair

Dr. Jörg Dräger



Dr. Brigitte Mohn

*Aart De Geus
Chair*



2013 Kaleidoscope



Our Musical Primary School project turns music into an essential part of learning.

Flyers, brochures and magazines offer a wealth of information about community governance at the Local Government Congress in Berlin.



Dirk Niebel, Dr. Angela Merkel, Jim Yong Kim, Liz Mohn and Aart De Geus met at the World Bank Forum in Berlin (top photo, left to right). Klaus Müller of KfW Group, Martina Erlwein of Berenberg Bank and Brigitte Mohn (above, left to right) participated in the expert roundtable on "Social Investment from the Perspective of German Financial Services Providers and Investors."

Silvia Löhrmann, Dr. Jörg Dräger and Prof. Olga Zlatkin-Troitschanskia (top photo, left to right) at the Promoting Diversity conference on "Regional School Advancement and Curriculum Development." The Women and Cultural Change executive training courses are designed for female business leaders (above).



Celebrity chef Tim Mälzer and German Agricultural Minister Ilse Aigner lend their support to the national competition KLASSE, KOCHEN! (Cooking at School is Cool).



Discussions at the 2013 Salzburg Trilogue focused on the global competition for talent. Members of the panel included Aart De Geus, Cardinal Reinhard Marx, Liz Mohn and Prof. Jürgen Strube (top photo, left to right). Participants in the Contemporary Carlowitz Conference, held at the Federal Chancellery, presented their ideas for achieving greater sustainability (above).

EU Commissioner Günther Oettinger spoke at the Summer Academy on Europe's annual alumni meeting (top photo). Dr. Werner Bauer, chair of the Bertelsmann Stiftung Board of Trustees, led a meeting of the working committee for the 2013 Reinhard Mohn Prize (above).



Participants had much to discuss at the symposium on "Winning Strategies for a Sustainable Future," held prior to the award ceremony for the 2013 Reinhard Mohn Prize.



2013 Kaleidoscope



Singer Maite Kelly (top photo) and German national soccer player Celia Okoyino da Mbabi (above, right) are just two celebrities of immigrant background who support the All Kids Are VIPs competition, organized by the Bertelsmann Stiftung.

Aart De Geus

Aart Jan De Geus was born in 1955. He studied law at Erasmus University in Rotterdam, then pursued postgraduate 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, and he became 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 employment, entrepreneurship, social affairs, health, education and public governance.

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



“We want to develop convincing ideas for reorganizing responsibilities within the EU.”

Aart De Geus

The European Union is in a state of severe crisis. Critics of the EU think Brussels already has far too much power, while proponents believe the EU should be given more room for maneuver. What solution does the Bertelsmann Stiftung propose?

Power is not an end in itself; in democracies, it is granted for a time, to serve the common good. What will the future of the EU look like? Answering this question will be an ongoing effort, one we need to engage in if we are to counter growing anti-European populism with evidence-based arguments.

In the past year, the Bertelsmann Stiftung developed three empirical models, which we plan to test in 2014. One is based on an optimized distribution of powers, one emphasizes the expertise of the political elite and the third emphasizes participation by Europe’s citizens. The goal is to ascertain who is better at doing what when it comes to addressing different responsibilities, and to examine what the political elite wants, what citizens want, and why. It’s interesting to compare these models to see where they are congruent and where they are contradictory.

The public debate is fueled by various attitudes toward these issues, attitudes we all must live with. That is why we are exploring the various viewpoints analytically and empirically for the first time. Building on our findings, we want to develop convincing ideas for reorganizing how responsibilities are distributed within the EU. Any proposed reorganization would be based on facts, and precisely that would encourage politicians to make decisions that are not immediately popular with the public. Our policy recommendations could be especially relevant during deliberations on the EU treaty reforms to be adopted by the next European Convention, which could conceivably take place within the next few years.

Among the factors contributing to the EU’s unpopularity are the social dislocations in many EU countries. As a former Dutch minister of social affairs and employment and a deputy secretary-general of the OECD, you are quite familiar with these problems. Where do you see solutions?

The EU is currently trapped in a vicious circle that reveals many of the flaws in its original design. Let me explain: The EU’s lack of executive function in a number of areas – such as a common economic and social policy – stems from a treaty that received only a half-hearted

mandate. That lack of support, in turn, both contributes to the social dislocations and makes it virtually impossible to address them. The main reason for the dislocations is Europe’s weak economic growth. This can be traced back not only to a lack of reforms at the national level, but to two main factors. First, the Single Market has not yet been fully achieved and, second, the EU still lacks a banking union. These two factors then exacerbate the EU’s shortcomings in executive function. Finding ways to break out of this cycle is one of today’s key challenges. For example, increasing the mobility of labor across Europe would make it possible to create new jobs despite stagnant economic growth.

Developments in the EU’s southern member states – meaning the drastically deteriorating social situation there – continue to be a problem. On the one hand, according to its charter, the EU is responsible for ensuring social participation. On the other, the member states have not given the EU the necessary authority to do so. And the member states, for their part, face a similar problem. They are responsible for ensuring equitable participation, but are less and less able to do so. The euro crisis has clearly aggravated the situation: The member states must trim their budgets, which entails short-term social costs that threaten, over the long term, to exclude people from participating in society at all.

To escape from this dilemma, we must first examine the extent to which social policy mechanisms and national reform efforts have been effective. The Bertelsmann Stiftung is therefore focusing on two core questions: How can social imbalances in EU member states be identified and remedied? And how can we show – both qualitatively and quantitatively – where national influence is dwindling and where there is a need for increased governance on the part of the EU?

Over the past year, while seeking to answer these questions, we developed a new instrument: the Social Inclusion Monitor Europe. It allows us to measure social justice and evaluate national reform efforts while taking economic considerations into account. We will soon be in a position to offer policy recommendations as a result. Applicable to all 28 EU member states, the monitor affords new opportunities for engaging in an informed dialogue about options for social reform, in keeping with the Bertelsmann Stiftung’s commitment to promoting a social market economy and social participation for all.

2013 Reinhard Mohn Prize

For generations to come

Dedicated to the topic “Winning Strategies for a Sustainable Future,” the Reinhard Mohn Prize was awarded in 2013 for the second time. It was presented to a man who, more than any other, has focused attention on the responsibility we all bear for future generations: Nobel Peace Prize laureate Kofi Annan.

The images that greeted the audience attending the award ceremony at the Gütersloh Theater were impressive: the Grand Prismatic Spring in Yellowstone National Park, the statue of Jesus atop the Corcovado in Rio, shimmering blue oceans, vast wind farms, solar parks, rain forests, megacities. Those were just some of the sights included in the documentary, “Living Together,” created by renowned filmmaker Yann Arthus-Bertrand especially for the occasion. All, however, were chosen to reflect the topic of the 2013 Reinhard Mohn Prize: “Winning Strategies for a Sustainable Future.”

Kofi Annan, a friend of the filmmaker, had been chosen to receive the €200,000 award, since he has never stopped asking the question posed in the film: How can we take a long-term, prudent perspective when we think and act, across borders and generations, keeping the future of our children in mind and never losing sight of the present? More importantly, he has found answers to that question – answers that have changed the world. The 75-year-old diplomat was present in the audience. Born in 1938 as the son of an export manager in the Gold Coast, then a British colony and today’s Ghana, he grew up in privileged circumstances, attending an elite boarding school and later earning a number of university degrees. With quiet humility, he listened as speakers described his life and work.

Making a difference

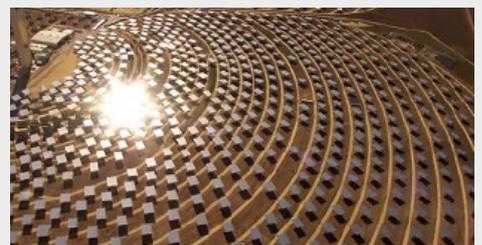
When Ghana became independent in 1957, Annan realized that ordinary individuals can accomplish far more than most people are often willing to imagine – a realization that led him to the civil service. His path took him from the UN’s World Health Organization (WHO) to the head of its peacekeeping operations and, later, to its top post. As the organization’s seventh secretary-general, Annan was an unparalleled advocate for responsibility, social justice and the sustainable use of national resources. In 2001, he and the United Nations were jointly awarded the Nobel Peace Prize “for their work for a better organized and more peaceful world.” In 2013, Annan was honored with the Reinhard Mohn Prize for his long and successful engagement in the field of sustainable development. According to the official citation, “Many of the programs and institutions developed by Mr. Annan while he was UN secretary-general continue to impact sustainability initiatives to this day.”

Nobody deserves this prize more than Annan, noted Luxembourg’s prime minister, Jean-Claude Juncker, who gave the keynote address at the award ceremony to an audience of more than 500 guests. As Juncker pointed out, Annan’s efforts to promote sustainability have been a key part of his life’s work. “Sustainability is not just a fashionable buzzword,” he said. “It means leading a life, professionally and personally, that takes responsibility





Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board, presents the 2013 Reinhard Mohn Prize to Kofi Annan in recognition of his commitment to sustainability.





Addressing the audience, Kofi Annan warned against further exploitation of our world's limited resources.

for the world of tomorrow by networking and thereby creating a world community, as a way of addressing the holistic realities of today. Sustainability thus becomes part of the goodwill people are increasingly showing each other all around the globe.”

As Juncker also noted, the profound humanity exemplified by Annan was also a hallmark of the prize's namesake, entrepreneur Reinhard Mohn, who died in 2009. “His sense of corporate responsibility permeated his entire being, his entire work, his entire range of activity - and thus his company as well,” Juncker said. “He never gave top priority to the blind, unsustainable maximization of short-term economic success. No, he instead sought the maximization of humanity.”

Inspiring progress

That humanity ultimately wins is borne out by Annan's career. His name has been invoked to summon aid for refugees, or peacekeepers, or antipoverty programs.

And it was he who successfully fought for the Millennium Goals that were approved by the 189 UN member states in the year 2000. In approving those goals, the globe finally made an official long-term commitment to work for equality, to fight poverty and to promote educational opportunity. Even now, Annan stands for sustainability - as chair of the Alliance for a Green Revolution in Africa (AGRA), as a founding member of Global Elders, and as founder and president of the Kofi Annan Foundation.

“What Annan has already accomplished in his lifetime is an incredible achievement, said Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board, in presenting the award. “Like few other figures in recent decades, he has, in a variety of roles, succeeded in advancing understanding between peoples, cultures and religions. He has always devoted himself to promoting sustainable development for individuals and society as a whole.”



Aart De Geus and Liz Mohn, chair and vice-chair, respectively, of the Bertelsmann Stiftung Executive Board; prizewinner Kofi Annan; and Jean-Claude Juncker, prime minister of Luxembourg (left to right).

Striving for justice

Annan has always followed his chosen path, undeterred by setbacks. His vision was, and remains, to ensure that people in even the most remote villages have access to education and thus to prosperity. “His goal is to diminish the gap that still all too often exists between rich and poor,” Mohn said, adding that Annan’s work has made our world a bit more humane, more just, more socially conscious and more peaceful. As she put it, “Sustainability is nothing less than the attempt to create a just and benevolent world – between nations, within societies, across generations and, as a result, for each individual person. For decades Kofi Annan has exhibited great commitment and expertise in achieving these goals on an international scale.”

Creating a just world is a continuing challenge, noted Aart De Geus, chairman and CEO of the Bertelsmann Stiftung. As he also pointed out, it’s an effort that usually pays off. “Yet if sustainability is to become a reality, we must take the long view,” he said. “We must keep

in mind what our actions entail for future generations.” That means acknowledging we are part of a globalized world and ensuring that people everywhere have fair opportunities for development. It also means viewing progress in holistic terms and thereby striking a balance between political, economic and social concerns.

The Millennium Development Goals, which Annan did a great deal to create, have already made a difference, De Geus declared. “The percentage of people who live in extreme poverty has been cut in half, and there has been a similar reduction in the mortality rate of children under five years of age. The list goes on,” he said. As the Bertelsmann Stiftung CEO also made clear, it is not only a matter of global initiatives; individual countries must also do their part to bring about change. Fortunately, that has begun to happen, as an international study conducted by the Bertelsmann Stiftung has shown. The study examined successful sustainability initiatives in 35 countries to show how economic, environmental and social considerations can be reconciled. Best practices were found in Bhutan, Costa Rica, Finland, Ghana and

“Kofi Annan has made our world more humane, more just, more socially conscious and more peaceful.”

Liz Mohn

the Australian state of Tasmania. “The study allowed us to identify key success factors,” De Geus noted. “For example, a country needs a strong mission statement that views progress in holistic terms. It also needs robust institutions, the courage to be a pioneer and to launch pilot projects, and intelligent leadership that is willing to involve stakeholders and the broader public in these projects.”

A sustainable Germany

Germany, too, has good ideas and excellent prospects for improvement, De Geus noted. With its fact-finding committee on growth, prosperity and quality of life, the country has begun to move forward, he said, even if policymakers must continue the effort. “The Council for Sustainable Development and the debt ceiling provided for in the Basic Law are additional steps in the right direction. Yet more can be done. For example, a better review mechanism could prevent us from passing legislation that burdens future generations with additional debt,” he explained.

De Geus urged Germans to be willing to take the lead, observing that the country’s transition to cleaner forms of energy is a positive development in this area. The new energy policy is meant to strike a healthy balance

between economy and ecology. “If these efforts are successful, Germany will prosper for decades to come. If, however, they do not include social concerns in the balance, they are sure to fail,” he said. “It is up to the new government, which must act rather than argue. Let us hope that the ruling coalition creates a framework for tackling these important issues and does not get bogged down in trivialities. A conscious decision to engage in sustainable policymaking would not only be good for Germany, it would be good for the world.”

Thinking about tomorrow, today

Annan sat quietly in the audience listening to the other speakers before accepting his prize with characteristic humility. In his remarks, he agreed that sustainability is a goal that must be fought for, every day. “Inequality is growing both within and between countries,” he said. “Current production and consumption patterns are putting tremendous pressure on limited resources and our planet – pressure which will only grow, thanks to rising populations and consumer expectations. We cannot continue to exploit the world’s resources as if there were no tomorrow.”

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Prizewinner Kofi Annan and Aart De Geus discussing sustainability strategies.



Jean-Claude Juncker, prime minister of Luxembourg, giving the keynote address.



Kofi Annan talks with Liz Mohn and Dr. Jörg Dräger.



A standing ovation for Kofi Annan.



The prizewinner is congratulated by Klaus Töpfer, former executive director of the United Nations Environment Program.

Program

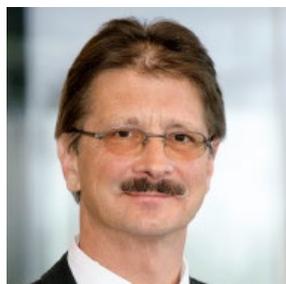
Shaping Sustainable Economies >

Globalization is continuing at an ever-increasing pace. Its effects, however, are mixed. They include growth and increasing prosperity for many, but also unexpected political and social upheaval, not to mention crises that endanger the global economic and financial system. We therefore need new, holistic approaches that reconcile two goals: economic performance, on the one hand, and improved quality of life and participation for all, on the other. The needs of future generations for viable economic, social and ecological systems must also be taken into account.

Social policy around the world must be guided by the principles of sustainable growth and social justice, both of which are intimately linked with democracy and good governance. The enduring task of a sustainable market economy is thus to balance social, economic and environmental concerns while adapting to global changes.

To that end, the Bertelsmann Stiftung is developing evidence-based proposals on the national and global levels. It then fine-tunes them in cooperation with international partners, including researchers, practitioners, policymakers, business leaders and representatives of civil society.

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Projects:

Future Challenges

How does globalization affect people's lives? How do individuals view this topic, which is ordinarily discussed only as facts and figures? The online platform future-challenges.org brings together an international network of bloggers to discuss the relevant issues from the standpoint of each contributor's specific region. Supported by leading individuals and institutions around the globe, the project also carries out empirical studies and organizes conferences.

www.futurechallenges.org
ole.wintermann@bertelsmann-stiftung.de

Global Economic Dynamics: Costs and Benefits of Globalization

It is important that we gain a better understanding of globalization's economic consequences in general, as well as its impact on national economies and individual lives. Using econometric models, we are working with external project partners on macroeconomic analyses to assess the costs and benefits of economic globalization.

www.ged-project.de
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Global Economic Dynamics: Interdependencies and Their Consequences

This project creates data labs to collect and analyze information that can provide a better understanding of the dynamics of the global economy. Focus areas include the relationships, interdependencies and communications among countries. It also uses interactive visualizations to present complex issues in an accessible manner.

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Global Economic Symposium

Since 2010, the Bertelsmann Stiftung has participated in the annual Global Economic Symposium (GES) organized by the Kiel Institute for the World Economy. The GES is a forum for interdisciplinary dialogue among academics, business leaders, policymakers and representatives of civil society, allowing them to discuss global challenges and develop concrete responses.

www.global-economic-symposium.org
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Strategies for Transformation and Development

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.

www.bti-project.de

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Sustainable Governance Indicators

Our Sustainable Governance Indicators (SGI) allow us to assess and compare the long-term viability of developed market-based democracies in the OECD and the EU. They provide the empirical data, in-depth analysis and international benchmarks that policymakers need to strategically advance reforms.

www.sgi-network.org

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2013 Reinhard Mohn Prize

In keeping with the vision of Reinhard Mohn – the Bertelsmann Stiftung's founder, who died in 2009 – the Reinhard Mohn Prize is awarded every two years in recognition of innovative ideas for addressing social and political challenges. The theme of the 2013 prize was "Winning Strategies for a Sustainable Future."

www.bertelsmann-stiftung.de/rmp2013

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Developing Successful Sustainability Strategies

This project identifies best practices in developing sustainability strategies in national and international contexts.

For example, it raises awareness of such strategies in Germany by implementing them in the state of North Rhine-Westphalia. The project is sponsored by the state's Ministry for Climate Protection, Environment, Agriculture, Nature Conservation and Consumer Protection.

www.bertelsmann-stiftung.de/nachhaltigkeitsstrategien

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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 help promote the mobility of workers in the European Union, improve employment opportunities for older workers, create sustainable pension systems and stabilize employment in a time of structural change.

www.beschaeftigungsdynamik.de

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At the Contemporary Carlowitz conference in Berlin, young people from all across Germany came together to generate ideas for enhancing sustainability.



Members of the panel at the second NRW Sustainability Conference included (left to right) Dr. Imme Scholz, Johannes Rimmel, Tanja Busse (moderator), Aart De Geus and Reinhard Bütikofer.

2013 Program Report



An international network of bloggers discusses current and future trends at www.futurechallenges.org.

Report: Future Challenges

Approximately 160 bloggers from 65 countries are active participants in the Global Realities Forum. Their reporting on various issues, studies and possible solutions generated by international projects and initiatives is read by the global social media community as well as international experts and decision makers. This provides valuable feedback on the Bertelsmann Stiftung's work. In 2013, for example, posts on globalization, governance, sustainability and inclusive growth averaged about 50,000 page views per month, and attracted 1,400 Twitter followers and 12,000 Facebook friends. External partners included the Club of Rome, the United Nations, the Rockefeller Foundation, the Kiel Institute for the World Economy and the Google CoLab.

Report: Global Economic Dynamics (GED)

Project work focused on analyses of the euro crisis and the economic effects of a transatlantic free-trade agreement. Findings were disseminated nationally and internationally through the press, policy briefs, lectures, discussion programs and a new digital information format (GED Shorts). In addition, the web tool GED VIZ, used for visualizing global economic dynamics, was developed and made available to the public.



GED VIZ is a new web tool for visualizing global economic dynamics.

Report: Global Economic Symposium (GES)

Held October 1 and 2, the 2013 Global Economic Symposium drew high-ranking representatives from the political, business, academic and social spheres to Kiel, where they discussed solutions to global problems. The overall theme was "Redefining Success." Representatives from several Bertelsmann Stiftung projects took part in nine sessions, discussing and developing concrete proposals for sustainable economic and social development.

Report: Strategies for Transformation and Development

The 2014 release of the Bertelsmann Stiftung's Transformation Index (BTI) shows no improvement over the past two years. Despite the political upheaval in the Arab world, no overall trend toward democracy is discernible. Inequality and poverty remain a significant problem in more than half the world's countries. As social polarization and the influence of religious dogma grow, the capacity for effective conflict management declines. Deutsche Welle correspondents investigated these core BTI findings on site. The results of this collaborative multimedia project, "Secrets of Transformation," are available at www.dw.de/sot.

Report: Sustainable Governance Indicators (SGI)

Using a comprehensive dataset, the Sustainable Governance Indicators (SGI) examine three key objectives: sustainable policy outcomes, robust democratic structures and long-term policymaking perspectives. The goal is to assess the degree to which governance mechanisms in 41 highly developed countries (the OECD and EU member states) are sustainable or not. Several special SGI studies were published in 2013: *Intergenerational Justice in Aging Societies*, *Sustainable Governance in the BRICS* and an analysis of sustainable governance in eight emerging Asian nations.

Report: 2013 Reinhard Mohn Prize

Kofi Annan, former secretary-general of the United Nations, was awarded the 2013 Reinhard Mohn Prize on November 7, 2013. Dedicated to the topic "Winning Strategies for a Sustainable Future," the award recognized Annan's exemplary efforts to promote sustainable development around the world (see pages 14–19).



The book *Winning Strategies for a Sustainable Future* provided insight into the 2013 Reinhard Mohn Prize.

At the Global Economic Symposium, participants engaged in discussion during the Bertelsmann Stiftung session on “Generating Finance for Social Impact.”



A Bertelsmann Stiftung study published in 2013 addressed challenges for pension insurance in Germany.

Report: Developing Successful Sustainability Strategies

In 2013, the project team looked for good examples of sustainability strategy development in Germany and abroad and discussed their findings with experts. They focused on organizational questions as well as substantive issues, such as sustainable management, sustainable fiscal policy and sustainable social participation.

Report: Economic Dynamics and Employment

Innovation creates growth and new jobs, but it also does away with existing jobs. Under the heading “Innovation 4 Jobs,” experts from Silicon Valley and Munich came together in two meetings to discuss methods for enabling workers to keep pace with accelerated structural change. Held in partnership with the Konrad Adenauer Foundation, the conference “Fair Labor Market Regulation – Pure Utopia?” addressed Germany’s current employment policy agenda. The study *Alterssicherung, Arbeitsmarktdynamik und neue Reformen (Pensions, Labor Market Dynamics and New Reforms)* addressed challenges for pension insurance in Germany. An international group of experts drew up policy recommendations for improving labor mobility in Europe.



Aart De Geus (front row, left) spoke with secondary school students at a panel discussion held as part of the Global Economic Symposium.

Program

Europe's Future >

Europeans can look back with pride on a half century of peaceful integration. That success, however, is no guarantee that Europe will continue to be able to meet the challenges arising in a rapidly changing world. Moreover, a Europe dominated by expert elites is a thing of the past, since Europe's citizens are now clamoring for a more active role.

The European Union needs to vigorously pursue its goal of unity in diversity, despite being hit by the worst economic crisis in memory. Whether the issue is energy or the euro, climate protection or conflicts unlike any seen before, Europe must rest on a strong foundation at home if it is to defend its interests abroad. The EU must therefore pay particular attention to how it shapes its social programs, since they will play a key role in ensuring broad-based support for expansion of the Economic and Monetary Union. Only by promoting solidarity will Europe be able to uphold its values and defend its interests while competing with powers old and new. For much of the world, the EU is already a model of how diverse cultures can live together freely and in peace.

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:

United States of Europe

The financial crisis and the financial markets are putting pressure on the European Union to strengthen its political union. Rather than standing passively by as events occur, Europe needs to take an active role. The United States of Europe project is devising solutions and strategies for dealing with this challenge. The project focuses on strengthening Europe's democratic base, promoting social cohesion and developing the Union's economic structures. The very name of this project reflects an ambitious goal that will require further explanation and elaboration as the process unfolds.
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Summer Academy on Europe

Each year the Bertelsmann Stiftung and the Heinz Nixdorf Foundation invite next-generation leaders to participate in this one-week forum. It gives up-and-coming decision makers the opportunity to contribute to in-depth discussions of the political, economic and social developments impacting Europe.
www.sommerakademie-europa.de
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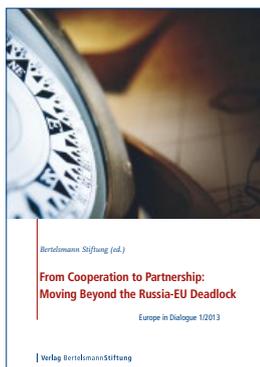
International Dialogue

Europe is committed to international understanding with its neighbors in the Mediterranean region and the Middle East. The Bertelsmann Stiftung's Kronberg Middle East Talks provide a platform for achieving that goal, enabling Europeans to exchange views with the many key actors from this region. The talks have been organized in cooperation with partners from the region – first in Saudi Arabia, then in Morocco and, in 2012, in Turkey.
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2013 Program Report



As part of its ongoing project work, the Bertelsmann Stiftung published a brochure in 2013 on how to increase support for the EU.



From Cooperation to Partnership: Moving Beyond the Russia-EU Deadlock was published in conjunction with the Aleksanteri Conference in Helsinki.

Speakers at the discussion of the study *The Europeanization of the Bundestag*, held in Berlin in February 2013, included (left to right) Aart De Geus, Prof. Christian Calliess, Prof. Andreas Vosskuhle, Dr. Norbert Lammert and Martin Klingst.

Report: United States of Europe

The project continued to focus on overcoming the economic and monetary crisis and its consequences. At the start of the year, Bundestag President Norbert Lammert, German Constitutional Court President Andreas Vosskuhle and Bertelsmann Stiftung Chairman and CEO Aart De Geus met in Berlin to discuss the study *The Europeanization of the Bundestag* and how national parliaments can meet their responsibilities for promoting integration. In Brussels, De Geus presented the study *The European Added Value of EU Spending*, which addressed the question of how effective the EU is, or can be, in helping its member states save money.

After 18 events in 12 cities throughout Germany, the Franco-German series of debates entitled "Growth and/or Prosperity" concluded with a plenary discussion in Berlin. Demand for German expertise on European policy increased in light of Germany's national election and members of the project team were sought-after interview subjects. The project's publications, *Spotlight Europe* and *Europe in Dialogue*, appeared on a regular basis. An evaluation of the project by e-fect, a Trier-based consultancy, yielded very positive results.

Report: Summer Academy on Europe

The 15th Summer Academy on Europe, hosted in partnership with the Heinz Nixdorf Foundation, took place June 17-21. Political, business and media representatives engaged in discussions with former Polish President Aleksander Kwaśniewski, among other guests. The high point of the Summer Academy alumni network gathering in Brussels was a meeting with Günther Oettinger, European Commissioner for Energy. The event drew 70 alumni from 15 different years.

Report: International Dialogue

In 2013 once again, Germany's neighbors to the east and south - Egypt, Tunisia, Turkey, Russia and Ukraine, in particular - experienced social unrest and demands for greater democracy. The project issued publications and held events in connection with these developments. Shortly after the military coup in Egypt, the Bertelsmann Stiftung and the German Council on Foreign Relations co-hosted a public forum entitled "Egypt Adrift - How Will Europe Respond?" which was attended by more than 100 people. The Bertelsmann Stiftung also served as an official partner for the 2013 Aleksanteri Conference in Helsinki, which examined the topic "Russia and the World," including Russian-European relations on the eve of the EU summit in Vilnius. In advance of the conference, a new volume of the Europe in Dialogue series was published: *From Cooperation to Partnership: Moving Beyond the Russia-EU Deadlock*.



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-chair of the Bertelsmann Stiftung's Executive Board and its Board of Trustees. She is also chair 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 also chairs 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 2000, 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.



“International understanding is important at every level.”

Liz Mohn

What can be done to counter the crisis of values society is undergoing?

For some time, the world has been experiencing a financial and economic crisis of the gravest proportions – with unforeseeable consequences. In addition to the loss of billions of euros, trust in political, economic and social leaders has declined significantly. Many people have lost role models, many have lost their bearings. And yet every society requires stable relationships based on mutual trust! Two studies conducted by the Bertelsmann Stiftung – the Social Cohesion Radar and the Religion Monitor – have shown for the first time the degree to which peaceful coexistence depends on trust, solidarity and tolerance. Those qualities make it possible for people to feel connected and to identify with their community and country, despite cultural, religious or other differences. People also need role models – like Kofi Annan, recipient of the 2013 Reinhard Mohn Prize – who demonstrate that each individual can play a role in building a better, more just and more peaceful world.

What about the business community? How can it take responsibility?

Globalization and new communication technologies are increasingly knitting our world together. Trade and entrepreneurial activity are helping many people in emerging nations boost their income and their economic participation. All societies need competitive, forward-looking companies that can generate the innovations and growth that lead to jobs and prosperity. Above all, however, they need companies that view themselves as part of society – companies that go beyond the required focus on performance and competition and take their social responsibility seriously, companies that treat the markets and cultures they encounter with respect. As the projects in our Business in Society program demonstrate, business organizations that work with civil society, offer fair working conditions and respond to ecological issues can significantly influence the stakeholder dialogue in our world. The Executive Training project that I initiated underscores not only what business leaders can do in this area, but also their function as role models.

What leads to greater international understanding?

The political and economic ascent of countries in Asia, the Middle East and Latin America, as well as the crises in the Middle East and Eastern Europe, have been unsettling for many people. We must take care that fear does not lead to intolerance or xenophobia. International understanding is important at every level – whether it’s a matter of political and business leaders meeting globally, or people interacting with other cultures and religions in their everyday lives. Our projects in Asia, the Trilogue Salzburg, the German-Spanish Forum and our exchange programs are making an important contribution in this regard. We hope they will help people become more open to other lifestyles, philosophies, values and traditions. In addition, music and the arts promote international understanding in ways that are often underestimated. We see this in the NEUE STIMMEN International Singing Competition and our music education programs, where friendship and tolerance become lived values.

NEUE STIMMEN

Young opera singers from three continents take top prizes at NEUE STIMMEN 2013

For a full week, 40 performers from 24 countries competed in the final round of this prestigious international competition.

Every time Myong-Hyun Lee came onstage at the Gütersloh Community Center, audience members began murmuring, “It’s going to be him.” In the end, they were right. The 24-year-old tenor from South Korea, who had just earned his master’s degree at the Seoul National University College of Music, won the €15,000 first prize in the men’s competition. Second place (€10,000) went to Moldavian bass Oleg Tibulco, while Oleksandr Kyreiev of Ukraine, a baritone, placed third (€5,000). Lee was just four years old when he started taking music lessons in South Korea – and he often cried when his mother’s return signaled the lesson was over.

With five contestants remaining in the final round of the women’s competition, the decision was not so clear. In the end, two shared first prize, each receiving €15,000. One was Nadine Sierra of the United States, who studied in New York and had already performed in Florida, San Francisco, Boston and Naples. The other was Nicole Car of Australia, who began her musical training as a jazz singer but switched to classical opera after hearing a performance of *Tosca*. She studied at the University of Melbourne and made her debut as Donna Anna at the Victorian Opera in Melbourne in 2009. Kristina Mkhitarian, a soprano from Russia, was awarded the €5,000 third prize.

Either way, a career boost

Is his tailcoat hanging properly? What time is that TV interview again? And why can’t someone design cufflinks that are easy to put on? Sebastian Wartig, 23, is in overdrive. A baritone from Dresden, he has just finished warming up. Now he strides through the corridors of the Gütersloh Community Center toward the stage – tense, focused, professional. Out of 1,428 singers from 69 countries, he was one of the 40 invited to

the competition’s final week. One other singer from Germany was selected: Raffaella Lintl of Freising, also 23. But while Lintl was eliminated after her second audition in Gütersloh, Wartig made it to the semifinals, thereby joining seven other men and 11 women, representing 17 nations in all.

“The ones who reach the semifinal round are first-rate singers, with excellent chances for an outstanding career,” says Liz Mohn, cofounder and president of the Bertelsmann Stiftung’s NEUE STIMMEN International Singing Competition. Those are encouraging words, but they also underscore the importance of this occasion for the young contestants. Their audience includes representatives of major agencies, as well as many artistic directors and managers of Europe’s leading opera houses. Not to mention the distinguished jury: Vienna State Opera director Dominique Meyer; Francisco Araiza, Kammersänger; Brian Dickie, former general director of the Chicago Opera Theater; Siegfried Jerusalem, Kammersänger; music critic Jürgen Kesting; Prof. Gustav Kuhn, conductor and director of the Tyrolean Festival Erl; Bernd Loebe, director of the Frankfurt Opera; Christoph Meyer, general director of Deutsche Oper am Rhein Düsseldorf/Duisburg; Nicholas Payne, director of Opera Europa, the association of European opera houses and opera festivals; Anja Silja, Kammer-sängerin; and Evamaria Wieser, artistic consultant for Chicago’s Lyric Opera and the Salzburg Easter Festival.

This roster of prominent figures was one reason why Wartig had long focused his attention on the NEUE STIMMEN competition. The only son of a construction worker and a civil engineer, he had tried out two years earlier but had not advanced beyond the first round. “At the time, I said I would definitely try again. After all, I was only 21 and still completing my studies,” he explains. “Now I’ve finished and have joined the



Liz Mohn with the three first-place winners of the 2013 NEUE STIMMEN competition: (left to right) Nadine Sierra of the United States, Myong-Hyun Lee of South Korea and Nicole Car of Australia.



Sebastian Wartig (above) and Raffaella Lintl (right) were the only German singers to make it to the competition's final week in Gütersloh.

Semper Opera's Youth Ensemble in Dresden. I've come a long way in the past two years, and this time around I had a completely different feeling about entering the competition. I have much more self-confidence. After the audition in Berlin, one of the jury members said, 'We'll be seeing you again.' Three days later, I got the letter inviting me to the finals."

The first days at the Flussbett Hotel, where all 40 contestants were housed, were very exciting but also strenuous, Wartig says. There were talented young singers from more than 20 countries. At first, they tended to cluster by nationality. "But then people relaxed and



Raffaella Lintl took the opportunity to listen to other singers and to network.



Waiting, waiting and more waiting: Wartig before the semifinal round. Afterwards there was more waiting backstage – for the results.



Performing an aria from Lortzing's *Der Wildschütz* in the semifinals.



Liz Mohn offers a few words of consolation after Wartig learns he has not been chosen for the finals.

mingled more. We began to see how different we all are and we discovered how young singers are when they begin to train in certain countries," he explains.

On pins and needles

The experience of testing himself at the international level was important in itself, Wartig says. Suddenly it was clear how good the other singers were, and how much support many had received in their earliest years. So he was all the more pleased to learn that, of the 40 in Gütersloh, he had actually been chosen as one of the 19 semifinalists.

Now, standing on the stage, he's no longer jittery. Instead, he's calm and fully present. Accompanied by the Duisburg Philharmonic, he sings the aria "Heiterkeit und Fröhlichkeit" from Albert Lortzing's *Der Wildschütz*. His voice fills the hall. And then he waits – very quietly, backstage. After all 19 contestants have sung and the jury members have conferred, Liz Mohn and Dominique Meyer come to the stage to announce the finalists. "We have decided to base our decision on all that we have heard so far, not just today's performances," Meyer explains. "Each candidate sang two arias in the first round. We think it's better to consider all three, rather than just a single performance." Meyer reads the names of the five women and four men slowly, in alphabetical order, inviting the chosen singers to the stage one at a time.

The letter W comes late in the alphabet. For Wartig, the wait seems endless. "I was incredibly excited when I heard that I was in the semifinals. But I didn't have such a good feeling about the finals," he recalls later. "Your own perceptions and the jury's decision can be very different. For example, the jury looks at your stage presence, and that's something I still have trouble with, but I was hoping I had earned points for my vocal range and technique."

Then comes the bad news: His name is not on the list. "I was very disappointed. It's hard to express it in words," he says later, his voice halting. "So many people had encouraged me and watched the live stream, rooting for me. My wife, my parents, my in-laws – and my professor. I'm still taking a master class with him. He was driving, listening on his mobile phone, and he pulled over for my performance."

People called with their condolences. But many also wondered why so few Germans even make it to the final rounds. In Wartig's opinion, the issue is not the training singers receive in Germany. "Our training is among the best in the world," he says. "I just think



Liz Mohn, president of the NEUE STIMMEN competition, and Dominique Meyer, chairman of the jury, are joined on stage by the winners of the 2013 competition: (left to right) Oleg Tibulco (2nd prize), Oleksandr Kyreiev (3rd prize), Myong-Hyun Lee (1st prize), Liz Mohn, Dominique Meyer, Kristina Mkhitarian (3rd prize), Nadine Sierra and Nicole Car (both 1st prize).

that in Russia and many Asian countries, they demand more of students. Many German voice students don't finish in five years. They're still in the program after seven years, with no end in sight." Jury member Siegfried Jerusalem, until 2009 director of the College of Music in Nuremberg, can only agree, noting that the motivation often isn't there. German students "don't have the commitment that many Russians and Asians do," he says.

Time well spent

Lintl and Wartig were two who did have the commitment, and their hard work resulted in an invitation to Gütersloh. Lintl was disappointed that the semifinals proved out of reach. But as Wartig was digesting the news of his elimination, the young soprano was already busy networking and listening to other singers. Later she participated in a workshop with movement coach John Norris and stopped by the theater next door to watch Austrian mezzo-soprano Angelika Kirchschrager lead members of the lied master class in a rehearsal for their recital.

Like Wartig, Lintl - who has been a student at the Franz Liszt School of Music in Weimar since 2008 - has already won prizes at international singing competitions. "That's become more or less a requirement if you want to improve your chances in the job market," she says. "But this competition was really something special, with a particularly prestigious jury. And it's the first competition that made me feel so welcome right from the start."

The soprano, who met Wartig at the initial auditions in Berlin, has an older brother. Her mother is an architect,



"Many German singers don't have the commitment." Jury members Siegfried Jerusalem (right), Anja Silja (center) and Bernd Loebe.

her father a dentist. "Singing wasn't really part of our daily lives. But my experiences inspired my father to take up singing in his spare time," she says. She was thrilled to have advanced to the final week in Gütersloh, and of course a little nervous as well. "Suddenly I realized just how big a deal this is," she admits. Being eliminated after the first two arias was a disappointment, "but I could see that the others have more experience than I do, and many of them already have full-time jobs as singers," she says. Nevertheless, she learned a lot - from conversations with other participants from around the world, people she plans to stay in touch with, and from the jury's feedback. "They've given me some good advice. This week was a great experience for me, and it's given me the encouragement I need to go on," the soprano says.



Austrian mezzo-soprano Angelika Kirchschrager led the lied master class that was held during the final week of the 2013 NEUE STIMMEN competition. With Liz Mohn (left photo) and rehearsing with contestants (right).

Her dream is to join the ensemble at the Bavarian State Opera in Munich. After thinking for a moment, she adds, “But what I’d really like is to be a soloist who performs in a variety of venues.”

Also in attendance in Gütersloh was someone who had achieved the kind of career Lintl was hoping for: soprano Christiane Karg. Dressed in an elegant evening gown, Karg joined Prof. Holger Noltze as a host for the semifinals. She seemed calm and relaxed – in contrast to six years ago, undoubtedly, when she was singing on this very stage. It was the finals, and she finished in sixth place. Clearly, NEUE STIMMEN can boost a singer’s career even if she doesn’t win first prize.

After competing in the competition, Karg first went to Hamburg and then joined the ensemble of the Frankfurt Opera, where she now sings major roles. And she has succeeded in striking out on her own. Karg has become one of the world’s most sought-after opera singers, performing in Munich, Vienna and London, and at events such as the Kissinger Summer, the Grafenegg Festival, the Mostly Mozart Festival in New York and the Schleswig-Holstein Music Festival, which she opened in 2013. In 2009, *Opernwelt* magazine named her Young Performer of the Year, and in 2010 she received an ECHO Klassik award for the first of her two recordings of German lieder.

Voice of experience

According to Karg, all of this is possible for Lintl and Wartig, too. “German singers are like German cars,” she says. “When you buy one, you know it’s safe, and you know it’s reliable. It just might take longer to build,

that’s all. It took me longer to develop as a singer. I would still find some of the arias challenging that were performed in the semifinals.”

And that’s a good thing, Karg adds, since overreaching at the start can take its toll. “Through the years I’ve seen singers lose their voices by the time they were 40. In your early twenties, your voice has to be fresh. I heard Sebastian in the semifinals – his voice was clear and vibrant, and his enunciation was excellent,” she says.

Karg believes that reaching the finals is less important than being heard. “Both of the German contestants had such great exposure. Now they need to take their time and learn what it means to be an opera singer on a day-to-day basis,” she says. “I don’t think it’s a good idea for a singer to go straight from a competition to singing major roles at a world-class opera house. It’s better if they have a chance to make their way slowly and steadily.” And who can say, perhaps Lintl’s dream of being a guest artist may eventually come true. “I worked for six years to get there. And I needed those six years,” Karg says.

Lintl is now back in Weimar, finishing her studies. Sebastian returned to the Semper Opera, appearing in *The Magic Flute* and in *Carmen*. He wants to see what he is capable of. In two years, with more experience under his belt, he may even audition for NEUE STIMMEN once again.

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The singers explore new techniques with movement coach John Norris (left photo) and demonstrate what they've learned in a final concert (right).



The Duisburg Philharmonic, conducted by Giordano Bellincampi, accompanied singers during the final round.



Program

Discovering Music >

Music, including singing, is 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, music speaks directly to our emotions, fascinating even the very youngest. 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 help children develop their senses and express themselves through language and movement, thereby promoting 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 childcare facilities, thereby making it an ongoing part of children's everyday lives and a source of new ways of learning.

Based on the principle of tolerance for individual and cultural differences, our NEUE STIMMEN program promotes international understanding. Its international singing competition, master classes, lied master classes and concerts foster the development of up-and-coming opera singers from all over the world, helping to cultivate and advance this venerable musical tradition.

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Projects:

MIKA – Music in Childcare 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 childcare centers and on teacher training, it works with universities, training colleges, childcare providers and other organizations to develop new ways of making music a regular feature in every childcare facility.

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Musical Primary School

This project is helping the participating primary schools make musical activities an essential part of school life. Approximately 300 schools in Hesse, Berlin, Bavaria, Thuringia, Lower Saxony and North Rhine–Westphalia are thus helping more teachers include more music in more subjects. The project is conducted in cooperation with local educational authorities.

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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. This 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.

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NEUE STIMMEN Lied Master Class

In addition to the singing competition and master class, the program now organizes the NEUE STIMMEN Lied Master Class, first held in 2012. Concluding with multiple concerts, it is designed to cultivate this longstanding musical tradition and encourage audiences to discover the richness and beauty of the lied.

www.neue-stimmen.liedmeisterklasse
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Liz Mohn welcomed Ludwig Hecke, state secretary at North Rhine–Westphalia’s Ministry for Schools and Education, to the kickoff event for the Musical Primary School project in Eastern Westphalia/Lippe.



In a recently published brochure, the Bertelsmann Stiftung offers information on the mobile musical workshop organized by the MIKA project.



Some 350 schools in Germany participate in the Musical Primary School project.



In a public concert held at the conclusion of the NEUE STIMMEN Lied Master Class, participants demonstrated what they had learned.

2013 Program Report

Report: MIKA – Music in Childcare Every Day

Project modules include a BA program at Bielefeld University of Applied Sciences (which combines a major in primary education with a special focus on music), the practice-based MIKA network, a mobile musical workshop and training courses for thought leaders. In 2013, the modules were successfully expanded, making MIKA a standard feature in the Eastern Westphalia/Lippe region. Expert discussions and symposiums organized with the Peter Gläsel Foundation, the North Rhine–Westphalia State Music Academy, the NRW State Association of Music Schools and additional partners are raising awareness of the importance of early music education among policymakers, professional organizations and the public.

In 2013, the MIKA and Musical Primary School projects were partners in the 6th annual Kinder zum Olymp! (Children to Olympus!) conference in Hannover, where more than 500 participants discussed cultural education programs for young people.

Report: Musical Primary School

This project, which received the ECHO Klassik Jury Award in 2012, was carried out in a second round of schools in Thuringia and Bavaria in 2013, while 20 schools in North Rhine–Westphalia joined for the first time. Nationwide, some 350 schools with more than 100,000 students are now participating in the project, which continues to improve the quality of its offerings thanks to input from educational authorities, state-level coordinators and training staff. The project’s design is being further refined in light of current policy requirements relating to issues such as integration, language teaching, inclusive learning and Germany’s need for high-quality, full-day school programs.

Report: NEUE STIMMEN International Singing Competition

In the spring of 2013, 1,428 singers from 69 countries applied to compete in the 15th NEUE STIMMEN International Singing Competition. At 22 preliminary auditions held around the globe, more than 1,000 candidates were given the opportunity to demonstrate their talent. Of these, 40 young singers qualified for the competition’s final week in Gütersloh, where 19 reached the semifinals and nine advanced to the final round.

Accompanied by the Duisburg Philharmonic, they performed for a jury led by Dominique Meyer, director of the Vienna State Opera. For the first time, three singers were awarded first prize. Other contestants were recognized with special prizes and a People’s Choice award.

The semifinals and finals were streamed live on the Internet. YouTube videos of the winning arias were viewed more than 40,000 times in October. In addition, Unitel CLASSICA broadcast the two concerts in 20 countries, and copies of the competition CD were sent to 600 project partners.

Report: NEUE STIMMEN Lied Master Class

The second NEUE STIMMEN Lied Master Class was held in October 2013, led by Austrian mezzo-soprano Angelika Kirchschräger. Four participants gave final concerts in Gütersloh and Berlin to showcase what they had learned. The NEUE STIMMEN Lied Master Class will continue next year, taught by Dietrich Henschel, concluding the partnership with the Konzerthaus Berlin.



Program

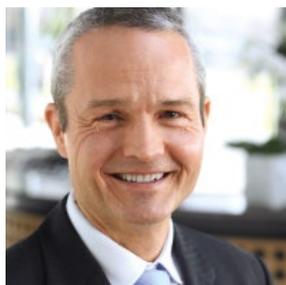
Living Values >

In modern societies, individuals are largely on their own when it comes to determining their values. They are faced with an increasing volume of information, transmitted at ever greater speeds. In addition, the world of work is becoming more and more dynamic, while social institutions – family, church, political parties and businesses – are also changing, often becoming less important than they once were. Many societies today are growing more heterogeneous, with people living in close proximity to others who have very different value systems. In light of the various interest groups, lifestyles and values present today, polarization is increasing and, with it, the likelihood of conflict.

Against this background, it's 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. Ultimately, these values ensure society not only survives, but thrives. In a heterogeneous society, agreement on fundamental values can only be achieved through open communication. Mindful of these issues, we are examining how a number of countries are faring in terms of their social cohesion and looking at the role religion and other institutions are playing 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 of different views will understand each other better and, in turn, be better able to address the challenges they have in common.

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Projects:

Social Cohesion Radar

This is the first in-depth international comparison to analyze trends in social cohesion. The project uses various data sources to determine levels of social cohesion in selected industrialized countries and countries with a significant inflow of immigrants. Systematic impact analyses investigate the causes and consequences of social cohesion, both when it is present and when it is lacking.

www.social-cohesion.net

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Religion Monitor

The redesigned Religion Monitor investigates how religious beliefs impact cohesion in societies that differ in their religious, ethnic, cultural and social composition. It explores the conditions under which religion strengthens or undermines social cohesion, the relevance of religion for developing values in the modern world, and which other institutions play a major role in conveying values. The Religion Monitor is based on representative surveys conducted in industrialized countries and countries with significant immigrant populations.

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Imparting Values Through Role Models

Psychological research has shown the importance of role models for imparting values to children and young people and for promoting social cohesion. Numerous projects are already focusing on role models as a means of developing values. In this project, we are working with other organizations and institutions to develop standards in this area. We are identifying good practices at the national and international level and formulating principles and recommendations for projects capable of providing young people with role models.

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German-Israeli Young Leaders Exchange

Young Germans and Israelis find it particularly difficult to relate to one another, owing to their history and differences in their life circumstances. Designed to promote interaction and dialogue, this project seeks to build a network of young people that can help ensure a solid, long-term relationship between the two countries.

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Alumni of the Bertelsmann Stiftung's
German-Israeli Young Leaders Exchange
met in Berlin in September 2013.

2013 Program Report



The Social Cohesion Radar study published in 2013 compares various aspects of social relations in 34 Western industrialized nations.

Report: Social Cohesion Radar

In 2013, the project work focused on a study, *An International Comparison of Social Cohesion*, published in July. The study looks at trends in social cohesion in 34 western industrialized nations. Its results indicate that social cohesion is especially strong in the Nordic countries (Denmark, Sweden, Norway and Finland) and non-European English-speaking countries with a history of immigration (Canada, Australia, New Zealand and the United States). Germany exhibits only an average level of cohesion; improvement is needed particularly with regard to acceptance of diversity. The study also shows that greater prosperity, an equal distribution of income, and transformative trends which result in a knowledge-based society are factors significantly increasing social cohesion. Globalization and immigration, moreover, do not preclude high levels of social cohesion.

Report: Religion Monitor

The revised Religion Monitor, which explores the relationships between religion, values and social cohesion, published a multi-country comparison in 2013 as well as two overviews of the situation in Germany. Focus areas include the relationship between values and religiosity, responses to religious diversity and the role religion plays in social cohesion. The findings show that stereotypical perceptions of Islam are a cause for concern in both Germany and many other Western nations. They also show that responses are needed that can overcome prejudices, that encourage native-born populations to welcome immigrants and that promote dialogue between cultures and religions.

Report: Imparting Values Through Role Models

Through studies, workshops and expert opinions, the project analyzed the concept of the role model in terms of its social significance, function and impact, using aspects of both social and developmental psychology. Building on initial research on projects in Germany, an international study was conducted to identify and analyze exemplary initiatives that address the issue of role models. A comparable study within Germany is underway and, based on its findings, specific recommendations for good practice will be developed and published in early 2014.



The Religion Monitor examines changing attitudes toward religion and religious diversity in 12 countries.

Report: German-Israeli Young Leaders Exchange

Together with the German-Israeli Future Forum Foundation, the Young Leaders Exchange is offering a training course called "X-Change for Competence" to develop the skills of leaders, particularly those active in the two countries' civil society organizations. The focus for 2013 was social justice.

We also upgraded the content and methodology used in our first survey, conducted in 2007, which examined how Germans and Israelis perceive one another. These changes were made so that we could more precisely identify trends and factors likely to influence future attitudes. The survey was conducted in both countries in 2013, with the findings scheduled for publication in early 2014.

An alumni reunion was held in Berlin in September 2013. Some 100 participants discussed the future of German-Israeli relations and other topics with former Israeli ambassador to Germany, Shimon Stein; Israeli historian Dan Diner; former state minister in the German Chancellery, Hildegard Müller; and former vice-chairman of the Bundestag's Committee on Foreign Affairs, Hans-Ulrich Klose.



Program

Business in Society >

Sustainable business activity is critical for ensuring that social progress is socially just. Business organizations have special responsibilities in this regard. They can promote sustainable social development through resource-efficient products and production methods, technological and social innovations and socially responsible, employee-oriented activities. More than ever before, the business community must find new ways of balancing economic, environmental and social objectives. In addition, by positioning themselves between the business world, the political sphere and civil society, individual companies can help shape their local environments and promote social cohesion.

The Business in Society program is developing new approaches that make clear how the role of business is changing in a globalized world. Working closely with the relevant organizations and institutions, we are testing innovative methods for integrating business organizations into political and social processes. Moreover, we are supporting companies as they develop sustainable approaches to corporate management. This includes implementing employee-oriented, family-friendly human resources policies that are mindful of demographic changes, and getting involved in the community, in educational activities and in projects aimed at promoting integration.

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Projects:

Expert Commission on Living and Working in Germany

Given the fundamental changes that are taking place in the German economy and society, the commission is seeking new ideas for a future-oriented labor market that takes into account the needs of both individuals and society as a whole.

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Setting the CSR Framework

What can policymakers do to encourage social engagement in the business community? This project looks at existing political approaches and tools, determining when they are effective and how policymakers can contribute to their success.

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Regional Corporate Responsibility

With its innovative "responsible partners" approach, this project helps small and mid-sized businesses work with institutions and public authorities to address challenges in their communities. These include demographic change, the shortage of skilled workers and integrating immigrants and their children. The Bertelsmann Stiftung is scaling the approach to 15 regions throughout Germany as part of the Social Responsibility in SMEs program, which is being implemented by the German Ministry of Labor and Social Affairs and financed by the European Social Fund.

www.unternehmen-fuer-die-region.de

www.verantwortungspartner.de

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INQA Audit for a Sustainable Corporate Culture

A fair, employee-oriented working environment is the tangible expression of a company's social responsibility. 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.

www.inqa-audit.de

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Benchmarking CSR – Corporate Responsibility Index

How do companies make sustainability part of their everyday activities? The Corporate Responsibility Index identifies the relevant leverage and success factors and provides companies with practical recommendations for effective sustainability management.

www.cr-index.de

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Winners of the 2013 Good Example competition receive their awards from Liz Mohn in Berlin.

2013 Program Report

Report: Expert Commission on Living and Working in Germany

In 2013 the members of the commission – leaders from the political, business, academic and social spheres – continued their work, discussing the impact more flexible working conditions are having and the forms they might potentially take. The commission drew up recommendations for policy-makers, the business community and trade unions on how to respond to this greater flexibility and to developments such as the growing use of temporary work contracts and the increased stress employees face.

As part of the commission's activities, experienced business and labor representatives came together with young people to discuss what the world of work might look like in 2025. The issues they examined were what today's trainees expect from the working world, what they would like their future jobs to offer and the significance work has in their lives. Answers included the freedom to take responsibility, and teamwork that is fun and flexible. The participants also stressed they want to be able to identify with the company they work for.

Report: Setting the CSR Framework

With its publication *Corporate Responsibility in Europe: Government Involvement in Sector-specific Initiatives*, written in cooperation with the Institute for Business Ethics at the University of St. Gallen, this project provides an overview of CSR initiatives in five economic sectors across eight European countries. The study *Fostering Corporate Responsibility through Self- and Co-regulation* offers an in-depth analysis of 65 industry-specific initiatives, identifies factors contributing to the success of the initiatives and provides recommendations for decision makers. At a conference in Brussels, representatives from the political, business, and civil society sectors at the European and national levels discussed the potential for industry-specific self- and co-regulation as a new approach to addressing social problems.

Report: Regional Corporate Responsibility

As part of the Companies in the Community initiative, an association has been established under the same name to serve as a network for small and mid-sized businesses in Germany. The association provides a platform for highlighting corporate engagement and encouraging others to become involved as well. To that end, its 2013 conference again recognized outstanding businesses that are engaged in their communities. In addition, 6 of the 15 "Partners in Responsibility" regions have successfully completed their one-year project phase, while additional regions have joined the project. Regional efforts have focused on a range of topics: the shortage of skilled labor, helping immigrants integrate into the community, the transition from school to work and achieving a work-life balance.



Fostering Corporate Responsibility through Self- and Co-regulation analyzes industry-specific CSR initiatives.



The goal of the INQA Audit is to encourage companies and other organizations to create working conditions that are stable and fair.

Report: Life-Friendly Workplace – Companies Leading the Way

Preparations were completed for the pilot phase of the INQA Audit for a Sustainable Corporate Culture. Procedures and structures for the two-stage auditing process were developed and coordinated with the participating institutions (businesses, trade unions, trade associations, etc.). Initial pretests in selected companies demonstrated that the tool can help business organizations create a positive work environment. Preparations are underway for the pilot phase in 100 companies.

Report: Benchmarking CSR – Corporate Responsibility Index

The first survey for the Corporate Responsibility Index was completed, with many family-owned enterprises and major companies participating in the comprehensive data collection process. The survey made it possible to clarify the extent to which companies are committed to and actively engaging in CSR in Germany. At regional workshops, individuals responsible for CSR at participating companies discussed factors that promote effective CSR management, along with successful implementation strategies.

Competence Center

Leadership and Corporate Culture >

To meet the challenges of the future, society needs innovative businesses that can ensure prosperity by providing jobs and growth. At the same time, globalization, changing values, technological advances and demographic shifts are increasing the pressure on companies – and within them – to adapt. All of this leads to more complex corporate management and the need for greater flexibility. It also places new demands on executives, especially when it comes to implementing management techniques and creating a corporate culture that reflect both employee needs and current market realities.

The competence center addresses the challenge of creating effective corporate cultures by helping managers:

- Exercise responsible leadership
- Shape their organization's culture
- Manage diversity
- Break with old patterns of thinking
- Develop as individuals

By drawing on findings from real-world studies and the experiences of international corporate networks, the center helps executives, HR managers and employee representatives develop their leadership structures and corporate culture. It communicates this information using executive training courses, coaching sessions, conferences and publications. In addition, it helps managers explore new approaches to gender issues, make the most of opportunities for change management, and develop both personally and professionally.

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Projects:

Executive Training

Executive training courses encourage “next leaders” to develop their leadership skills and make the most of opportunities for shaping their organization's corporate culture. Topics include “Management and Corporate Culture” and “Life and Career Planning,” as well as “Women and Cultural Change,” targeted specifically to female executives.

www.creating-corporate-cultures.org
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Website: Creating Corporate Cultures

The website www.creating-corporate-cultures.org contains information about the competence center's latest activities and findings as well as trends in corporate culture and management.

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Gender-Oriented Leadership

Corporate cultures must change if more women are to rise to permanent positions of leadership, an issue that must be addressed by business leaders and women themselves. The project's publications, studies and training courses are designed to help achieve this goal.

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Study: 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 at 14 European companies.

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Bertelsmann Stiftung Leadership Series

The project is conducting a survey of leading managers, asking them about the current business climate, economic conditions, employee attitudes and their personal well-being. Strategic recommendations will be formulated based on the findings and made available on the Creating Corporate Cultures website.

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Agenda for a Modern HR Policy

The project develops strategic solutions for aligning human resources policies with today's corporate management requirements and for making HR development part of a values-based corporate culture. Its findings are published in book form and in the magazine *side step*.

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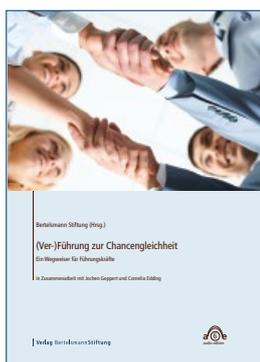
To remain successful, companies must ensure their corporate culture changes to reflect to new challenges.



2013 Program Report

Report: Executive Training

In response to considerable demand, the project hosted two seminars for female executives on “Women and Cultural Change.” Speakers included Marion Schick, Deutsche Telekom; Petra Justenhoven, PricewaterhouseCoopers; German national news anchor Susanne Holst; and fashion entrepreneur Jette Joop. Speakers at the project’s seminar on “Corporate and Management Culture” included Rüdiger Grube, Deutsche Bahn; Jürgen Hambrecht, BASF; Frank Appel, Deutsche Post; and Stefan Schulte, Fraport. Four months after the seminars, a follow-up event provided advice on implementing action plans, using innovative approaches to self-management, and possibilities for participants to continue meeting on their own.



A Bertelsmann Stiftung audiobook released in 2013 helps managers address issues relating to HR development.

Report: Gender-Oriented Leadership

The audiobook *Der Erfolg steht Ihnen gut (Success Becomes You)* offered women concrete tips for designing their own personal career strategies. A sequel, *(Ver-)Führung zur Chancengleichheit (Leading to Equal Opportunity)*, addresses human resource managers and other business leaders. In a parallel study, *Führungsfrauen – wie man sie findet und wie man sie bindet (Women in Leadership – How to Find and Keep Them)*, the authors provide recommendations for successfully changing corporate cultures by examining the topics leadership, organization, career planning and work-life balance.

Report: Corporate Culture: The Key to Sustainable Success

The first phase of the study *Nachhaltiger Erfolg durch Unternehmenskultur (Corporate Culture: The Key to Sustainable Success)* was devoted primarily to desktop research on 14 European companies, which was documented in factbooks. The interim results suggest that employees are consistently aware of corporate values, corporate governance mechanisms include effective possibilities for dialogue, and considerable openness exists for learning and change – even, and perhaps especially, in times of crisis. Research will continue on site at selected companies in 2014, in partnership with the Reinhard Mohn Institute.

Report: Creating Corporate Cultures

The website www.creating-corporate-cultures.org contains information about the latest trends in corporate culture and management, as well as upcoming training courses and publications, including audiobooks. Interactive elements were added in 2013, such as a comments section open to the public. The interactive area for alumni of our executive training courses allows users to share recommendations for books worth reading, places worth visiting and causes worth supporting.

Report: Bertelsmann Stiftung Leadership Series

In cooperation with the German Managers’ Confederation, 1,200 managers were surveyed twice in 2013. The respondents expressed frustration over unsatisfactory career opportunities, increasing bureaucracy and the lack of transparency in crisis management efforts. They also reported that morale had deteriorated, despite the positive business outlook.

Report: Agenda for a Modern HR Policy

The project concluded with publication of the book *Die Akte Personal (The HR File)*. Its recommendations call for updating HR activities, including HR development, and for making HR a more strategic component within companies. Participating business organizations intend to continue discussions following conclusion of the project. Special issues of the magazine *side step* published interviews with film producer Nico Hofmann and management consultant Arne Gillert, among others, in order to give HR specialists and other managers a look at innovative leadership styles and forward-looking organizational cultures.



The authors of *Die Akte Personal (The HR File)* argue that companies must place a greater focus on human resources management.

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 in Asia.

The Germany and Asia program analyzes the changes taking place in Asia in order to develop recommendations for German and European policymakers. 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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In 2013, the Germany and Asia program released a study examining China's growing interest in doing business in Germany.



The Project:

In cooperation with China's Ministry of Culture, the Bertelsmann Stiftung hosted the **"Vertrauen wagen" (Daring to Trust) conference** in Beijing in September 2013. Led by Liz Mohn and Aart De Geus, more than 100 high-ranking participants from the political, business, cultural and academic spheres – including China's minister of culture, Cai Wu, and Germany's former justice minister, Herta Däubler-Gmelin – discussed opportunities for promoting mutual understanding between China and Germany.

The **Asia Briefings series** serves as a German forum for discussing current developments in Asia. In 2013, the series examined a number of topics, including Chinese investments in Germany. Among the participants were China's ambassador to Germany, Shi Mingde, and Martin Brudermüller, vice-chairman of the BASF Executive Board and China spokesman for the Asia-Pacific Committee of German Business. The agenda also included the conflict between North and South Korea and how German reunification might set an example for the two countries.

The Bertelsmann Stiftung conducts **academic studies** to explore how Asia's economic rise and political transformation might affect Germany in the long term. Together with the Prognos research institute, it is looking at the economic relationship between Germany and China in particular. The study *Aufbruch nach Westen – Chinesische Direktinvestitionen in Deutschland (Heading West – Chinese Direct Investment in Germany)* examines China's growing interest in doing business in Germany.

In the foundation's **Asia Policy Briefs**, Bertelsmann Stiftung authors and international experts discuss current events in Asia. Topics in 2013 included German perceptions of Asia, China's new government, the growing rivalry between China and Japan, North Korea's nuclear capabilities and the impact a transatlantic free-trade agreement would have on Asia.
www.bertelsmann-stiftung.de/asien



As part of the Asia Briefings series, Martin Bruder Müller (left), vice-chairman of the BASF Executive Board and China spokesman for the Asia-Pacific Committee of German Business, discusses Chinese investments in Germany with Chinese Ambassador Shi Mingde (right).



China's minister of culture, Cai Wu (left), meets with Bertelsmann Stiftung Executive Board members Liz Mohn and Aart de Geus at the "Daring to Trust" conference in Berlin, which examined relations between Germany and China.



In a workshop at the "Daring to Trust" conference, Germany's former justice minister, Herta Däubler-Gmelin (left), talks about creative approaches to improving relations between Germany and China.

Bertelsmann Stiftung International

Trilogue Salzburg >

Europe must become more attractive for international talent. That was the conclusion reached by political, business, social and cultural leaders from 11 countries who participated in the 2013 Trilogue Salzburg, organized by the Bertelsmann Stiftung and held in Salzburg, Austria.

Led by Dr. Wolfgang Schüssel, former Austrian chancellor, participants discussed the global race for human capital – one of the world’s most precious resources. As a result of dramatic demographic changes, Europe has no choice but to assume a leadership role in developing strategic solutions that address the emerging gaps in global labor markets. The participants concluded the event with the Salzburg Recommendations, detailing the urgent action that needs to be taken.

At the annual Trilogue Salzburg, opinion and thought leaders from politics, business and the arts discuss major issues that will affect the globe’s future.

The goal of the meeting is to promote an interdisciplinary and intercultural discussion of global trends and the challenges they pose.

The 2013 Trilogue Salzburg Recommendations are available at www.bertelsmann-stiftung.de/salzburgertrilog

Contact: Dr. Jörg Habich



Participants at the 2013 Trilogue Salzburg.

Bertelsmann Stiftung International

German-Spanish Forum >

At the 7th German-Spanish Forum, held at the Casino de Madrid in the Spanish capital, participants discussed a number of topics, including mutual understanding between the two countries, vocational training and how to foster SMEs.

The forum concluded with a reception and dinner honoring Felipe, Prince of Asturias. The event was attended by high-ranking German and Spanish representatives.

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Organized by the Bertelsmann Stiftung in cooperation with partners in Spain, the forum has become one of the most important platforms for political, business, cultural and academic exchange.
www.bertelsmann-stiftung.de/deutsch-spanisches-forum



At the 2013 German-Spanish Forum, Felipe, Prince of Asturias, spoke about opportunities for young people in his country.



At the German-Spanish Forum in Madrid: (left to right) Felipe, Prince of Asturias; Liz Mohn, vice-chair of the Bertelsmann Stiftung Executive Board; and Spanish Minister for European Affairs Íñigo Méndez de Vigo.

Dr. Jörg Dräger

Dr. 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 joined the Bertelsmann Stiftung as a member of its Executive Board and director of the CHE Centre for Higher Education.



“Ensuring more equitable opportunities remains the greatest challenge.”

Jörg Dräger

Dr. Dräger, your work with the Bertelsmann Stiftung promotes equity and excellence in Germany's educational system. What progress has the country made in this regard?

Germany's educational system is moving in the right direction. The reforms of recent years are bearing fruit, and the latest PISA study reflects these advances. Our schools have improved. We see the effects particularly among the at-risk group of weaker students. Their numbers have fallen considerably since 2003, although it is still true that nearly one student in six in Germany does not succeed in school. In addition, the performance of our top students has not noticeably improved.

Ensuring more equitable opportunities remains the greatest challenge, and this is an area where Germany needs to do more. Our *Chancenspiegel (Equity and Excellence Monitor)* has shown that educational outcomes are still too closely associated with social background. The same is true in working life. The majority of people who work part time or have temporary jobs find it difficult to gain access to additional career training. We cannot afford to let this situation continue over the long term, as a recent study sponsored by the Bertelsmann Stiftung has demonstrated.

Social background is also a factor in voter turnout in Germany. Less than three-fourths of those entitled to vote participated in the 2013 national elections. What does that mean for German democracy?

Upon closer inspection, it is striking that of the 17 million people who fail to vote, a disproportionate number are living in difficult economic and social circumstances – a situation that is causing growing divisions within Germany's democracy. The top two-thirds of society had a significantly greater influence on the composition of Germany's current parliament than the bottom third. Our studies have also found that the strongest motivator for going to the polls is a person's immediate environment.

The fact that voter participation and social status are so closely linked is cause for concern. We need policies to counteract this. The Bertelsmann Stiftung is one of a number of organizations looking for ways to increase political participation. Our Students' Budget project is a prime example of the kind of culture we hope to achieve. In this project, students have a say in how their school's funds are allocated. In the town of Rietberg, for example, about 90 percent of the students took part in the project – a participation rate that politicians can only dream of.

What topic do you plan to focus on in the future?

Certainly the issue of immigration. Right now, German policymakers are not paying enough attention to developing a long-term, forward-looking immigration policy. Skilled workers from other countries are already in demand in Germany, and given the swift pace of demographic change, this need will only grow. Moreover, the global competition for talent will most likely intensify in the medium term as countries that have traditionally supplied the international labor market realize they need their own people at home. The question we have to address is how Germany can manage the immigration of urgently needed labor as efficiently and fairly as possible.

At our 2013 Trilogue Salzburg, it became clear that to ensure a positive outcome we must take into account the interests of everyone involved: the countries immigrants come from, the destination countries and the immigrants themselves. The search committee for the 2015 Reinhard Mohn Prize will be looking for “triple-win” solutions of this sort and will award the prize to an international figure who is committed to managing migration in a way that is both forward-looking and fair.

Equity and Excellence in Education

Moving forward at a snail's pace

The correlation between socioeconomic background and educational outcome is higher in Germany than almost anywhere else in the world. Creating more equitable conditions thus remains the defining problem of the country's school system, as the current issue of the Bertelsmann Stiftung's *Chancenspiegel (Equity and Excellence Monitor)* makes clear.

It has been more than ten years since the first PISA study shocked German parents, teachers and policymakers alike. The world suddenly discovered that educational outcomes are less equitable and more closely linked to social background in Germany than in any other OECD country, resulting in widespread discussion. In Germany, success in school continues to depend on a child's social circumstances and family environment. More than ten years after the first PISA study, little has changed.

Together with universities in Dortmund and Jena, the Bertelsmann Stiftung has now published the second issue of *Chancenspiegel*, which poses crucial questions about how equitable Germany's educational institutions are: Can young people with and without special needs learn together? Do elementary and secondary students have the option of attending a school with an all-day program? How great is the risk of repeating a grade or being moved to a less challenging school? When young people attend a lower-level school, what are

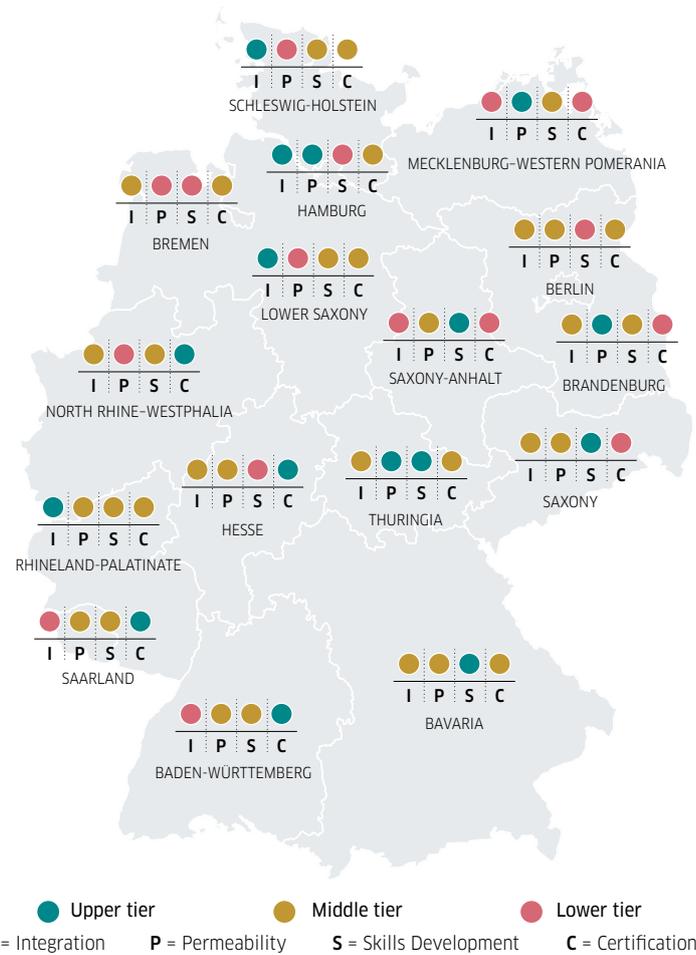
their prospects for acceptance into a vocational training program? How likely are they to fully develop their all-important literacy skills? What is the probability they will qualify to enroll in a university? And how great is the risk that they will not complete their secondary education? While the *Chancenspiegel* findings document certain positive trends, much of Germany's educational system has failed to make any significant progress. While it is true that fewer young people are failing to complete school, even at the primary level success still depends largely on a child's socioeconomic background. There has also been little progress in promoting upward mobility between Germany's different types of educational institutions, and far more secondary school students transfer down to a less challenging school than move up. "Overall, the effort to create educational opportunities that are equitable is advancing at a snail's pace," says Dr. Jörg Dräger, education expert and member of the Bertelsmann Stiftung's Executive Board. The latest issue of *Chancenspiegel* examines four factors that



"What matters most is the quality of instruction," notes Prof. Wilfried Bos of TU Dortmund University.

At Brüder Grimm School in Ingelheim (left), children learn in an inclusive setting, an approach that allows everyone to develop to their fullest.

Equity and excellence in Germany's states



Source: Bertelsmann Stiftung / Graphic: Dieter Duneka

The *Chancenspiegel (Equity and Excellence Monitor)* analyzes how equitable educational opportunities are in Germany's schools. www.chancen-spiegel.de

determine a child's ability to overcome social disadvantages and develop to his or her full potential.

The first, integrative capability, looks at special-needs children and whether they have the option of attending a regular school, as well as the possibilities all young people have for attending an all-day school, not yet the norm in Germany. Permeability looks at opportunities young people have for enrolling in the most challenging schools, the risk that they will repeat a grade or be transferred to a less challenging school, and their prospects for beginning a vocation or trade after attending a lower-level school. Skills development analyzes four aspects: average literacy levels in primary school, the performance of the highest-achieving students, the performance of the lowest achievers and the gap between socioeconomically advantaged and disadvantaged students. Finally, certification measures the risk that children will not complete their secondary education, as well as their prospects of qualifying for post-secondary education.

Always room for improvement

"What matters most are the quality of instruction and the individual support given to every student. Of course, a strong institutional framework can also make a difference," explains Prof. Wilfried Bos, director of the Institute for School Development Research at TU Dortmund University. Moreover, Germany's 16 states differ tremendously in the factors investigated. "Each state has its strengths and weaknesses, but all need to do better," Bos notes. Some states, for example, could boost social integration by offering more all-day programs. "In Berlin, Hamburg, Saxony and Thuringia, nearly 60 percent of students attend an all-day school. In contrast, in Baden-Württemberg, Bavaria, Rhineland-Palatinate and Saarland the average is just under 15 percent," the researcher explains.

According to Bos, some states also need improvement when it comes to permeability. "Baden-Württemberg has managed to reduce its rate of grade repetition to 1.5 percent of all secondary school students, whereas in Bavaria it's 4.4 percent," he says. "Dropout rates also vary widely. In Mecklenburg-Western Pomerania, for example, 13.3 percent of secondary students don't complete their schooling, nearly three times the rate in Saarland."

Overall, the school completion rate offers a ray of hope. The proportion of students not finishing school fell by more than one-tenth, from 6.9 to 6.2 percent. At the same time, of those who completed their secondary education, more were eligible to continue on to university: 51.1 percent, an all-time high.

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2013/2014 Jakob Muth Award

Learning together – with or without disabilities

Schools that teach all children in the same classroom face a range of challenges. In 2013/2014, the Jakob Muth Award once again recognizes outstanding institutions in the area of inclusive education.

Located in four different states, this year's winners of the Jakob Muth Award for Inclusive Schools are an impressive lot: Wolperath-Schönau Community Primary School in Neunkirchen-Seelscheid near Cologne, Erich Kästner School in Hamburg's Farmsen district, Brüder Grimm School in Ingelheim near Mainz, and a network of schools in the southern Schleswig-Flensburg district near the Danish border.

The three individual schools have all-day programs, not yet the norm in Germany. They use various forms of open learning to help each child develop to his or her fullest. Care is also taken to maintain a balance between individual and group learning. Finally, interdisciplinary teams of teachers and specialists work with the learning groups to create an environment in which each child is valued as a unique individual.

In the Schleswig-Flensburg network, 26 schools of all types work together. The heart of the network is the Schleswig-Kropp Special Needs Center, which declared itself a "school without students" and now sends its students and teachers to the district's regular schools. That means all of the children it serves can now learn in inclusive classrooms located near their homes.

Inclusion does not compromise quality

All of the prizewinners are leaders, pointing the way for schools throughout the country. "Inclusion is becoming the norm in German schools," says Dr. Jörg Dräger, member of the Bertelsmann Stiftung Executive Board. "The prizewinners have clearly demonstrated that inclusion does not compromise quality. Germany's schools need well-trained staff, among other kinds of support, if they are to meet the considerable challenges they face."



As classrooms at **Brüder Grimm School** in Ingelheim show, inclusion and quality go hand in hand.



At **Erich Kästner School** in Hamburg, everyone learns together in inclusive settings.



Winners and sponsors of the 2013/2014 Jakob Muth Prize for Inclusive Schools.

Since 2009, every child in Germany has had the right to attend a regular school, in accordance with the UN Convention on the Rights of Persons with Disabilities. Inclusive education has therefore become more common, although teaching all children together still poses substantial challenges, since each school is expected to provide the best possible education for all students, whatever their disability status. Since

2009, the Jakob Muth Award for Inclusive Schools has recognized outstanding educational institutions in Germany in the area of inclusive education, honoring both individual schools, which receive €3,000, and networks, which receive €5,000.

Originally published in *change – The Bertelsmann Stiftung Magazine* (1/2014)



Everyone works together to learn at **Volperath-Schönau Primary School** in Neuenkirchen-Seelscheid near Cologne.



The school network in the southern **Schleswig-Flensburg** district sends students with disabilities to regular schools.

Dr. Jörg Dräger, member of the Bertelsmann Stiftung Executive Board, at the conference held in Cologne on “Promoting Diversity in the Context of Regional Curriculum and School Development.”



Program

Integration and Education >

Germany is becoming increasingly diverse as people from other nations move there. Moreover, given the demographic shifts the country is experiencing, immigration and integration are becoming increasingly important topics for German society. The challenge lies in providing everyone with opportunities for contributing, whatever their background. Above all, a good education is what makes those contributions possible.

Against that background, we are committed to establishing a culture in Germany that welcomes newcomers and that encourages them to get involved – a culture that views diversity as beneficial to society, making it attractive for the native- and foreign-born alike. Based on initiatives that have worked elsewhere, we are developing new approaches to managing immigration and promoting inclusion in Germany – in ways that are both effective and equitable. We also want to ensure that the country’s young people succeed in school and become socially responsible, thereby developing to their full potential. We therefore support educators and schools so they can meet the individual needs of every child.

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Members of FanatiX, an urban dance group from Berlin, visited the Youth and Cultural Center in Aschaffenburg, one of the winners of the 2013 All Kids Are VIPs competition.

Projects:

Immigration and Diversity

We develop new ideas that lead to forward-looking policies on immigration and integration. Working with the Migration Policy Institute in the United States, the worldwide Cities of Migration network and other global partners, we identify approaches that successfully manage immigration and promote cohesion in societies with significant immigrant populations. We then share these ideas with Germany’s policymakers and civil society. We support the Expert Council of German Foundations on Migration and Integration and work to ensure German society welcomes and appreciates newcomers. As part of these efforts, we increase awareness of the opportunities that result from immigration and diversity.

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Diversity and Education

Together with our partners from the political, economic 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 emphasizes each student’s individual needs. To do so, we focus on improving teacher training, increasing inclusiveness and expanding the number of all-day schools in Germany.

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Jakob Muth Award for Inclusive Schools

We work with the German government’s Commissioner for Matters relating to Disabled Persons, the German Commission for UNESCO and other partners to promote inclusion and quality in Germany’s schools. The Jakob Muth Award recognizes inclusive schools for their achievements, thereby encouraging others to join the effort.

www.jakobmuthpreis.de

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All Kids Are VIPs

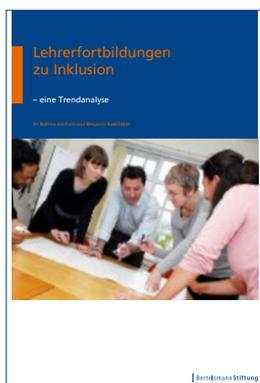
Using the motto “Diversity Is Our Strength,” this competition encourages young people to develop ideas for promoting social integration in their schools and in society at large. Celebrity ambassadors – who are immigrants to Germany themselves or the children of immigrants – visit schools that have submitted winning ideas.

www.alle-kids-sind-vips.de

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The book *Vielfältiges Deutschland (Diverse Germany)* analyzes the country's approach to immigration.



A brochure published by the Diversity and Education project helps teachers in Germany provide inclusive education.



In 2014, the All Kids Are VIPs competition is once again asking young people to submit ideas for promoting social integration in Germany's schools.

2013 Program Report

Report: Immigration and Diversity

Using data from our Wegweiser Kommune (Community Guide), we published a study of integration in Eastern Westphalia/Lippe.

After consulting with legal experts, the Bertelsmann Stiftung issued a statement opposing the obligation many young people in Germany face who have a foreign-born parent: choosing between German citizenship and citizenship of their parent's native country. Working with trade unions, religious institutions and civil society organizations, we established a legal fund for Germans subject to this requirement.

In early 2013, the Expert Council of German Foundations on Integration and Migration published its annual report on migration flows in the EU. As part of its own project work, the Bertelsmann Stiftung, a member of the council, presented a simplified and transparent approach to managing immigration using a "black-red-gold card" (based on Germany's national colors) for qualified workers. We also published a study confirming that education levels continue to rise among immigrants coming to Germany.

This year's Trilogue Salzburg, hosted by the Bertelsmann Stiftung, addressed the global race for talent and how migration flows can be managed in a way that is fair for everyone involved. In addition, our network of next-generation business leaders from immigrant organizations held its annual meeting, with its patron, Prof. Rita Süßmuth, former president of the German Bundestag, in attendance. Our analysis of political participation among immigrants received considerable media attention prior to Germany's national elections. Building on the success of our integration workshops for communities, we developed methods for transferring this approach to other communities. Finally, in December 2013, we hosted a conference for public administrators on how to help Germany do more to welcome immigrants.

Reports: Diversity and Education and the Jakob Muth Award

In 2013, our work focused on helping children with and without disabilities learn together. A study published in March found that although there are more inclusive-learning schools in Germany, the percentage of special-needs students excluded from regular classrooms has declined only slightly. The 2013/2014 Jakob Muth Award for Inclusive Schools was given to Erich Kästner School in Hamburg, Brüde Grimm School in Ingelheim, Wolperath-Schönau School in Neunkirchen-Seelscheid and a network of schools in the southern Schleswig-Flensburg district.

Presented at the Federal Press Conference in Berlin, the second edition of *Chancenspiegel (Equity and Excellence Monitor)* showed that, despite progress in some areas such as the declining dropout rate, Germany's educational system still faces major challenges when it comes to equitability. Another study made clear that the demand for all-day schools in Germany continues to outpace availability. Our call for a legal right to all-day schooling received national coverage.

Our professional development initiative Vielfalt fördern (Promoting Diversity) supports teachers in the state of North Rhine-Westphalia in developing methods of individualized instruction. It has been expanded to other regions and, by the end of 2013, 18 cities and towns offered training through the initiative or were preparing to do so. Following its successful pilot phase, our partnership with North Rhine-Westphalia was extended for another three years.

Report: All Kids Are VIPs

During 2013, celebrity ambassadors Bülent Ceylan, Maite Kelly, Daniel Aminati and Andreas Bourani visited the schools recognized by All Kids Are VIPs to learn about their ideas for promoting social integration. The competition has proven so popular that it has been extended for another three years. In addition, Gerald Asamoah, the first African-born member of the German national soccer team, joined the roster of celebrity ambassadors.



Program

Learning for Life >

Education is essential if people are to participate fully in society. Formal, non-formal and informal learning are all important, whether they take place at school, at work or in social settings. And yet, educational opportunities in Germany are not nearly as equally accessible to everyone in society as they are in other European countries. As a result, Germany's policymakers and practitioners must do more to identify where educational reforms are needed, then develop and implement effective solutions.

We advocate an excellent and equitable educational system, with structures that support individual learning and help learners overcome social disadvantages.

We want each young person in Germany to be guaranteed a position in the country's vocational training system. We also want to make the system more flexible, in order to integrate young people into the labor market more directly and successfully than is currently the case. In addition, we are working to improve continuing education and guidance options, especially for the less qualified, and to ensure that even informally acquired skills are recognized and accepted, so that more people succeed in finding better, stable jobs.

Working with our partners, we develop solutions capable of achieving these goals. We also publish studies that identify the challenges and opportunities relating to vocational and career training. By shedding light on learning conditions in specific environments, we promote the ongoing development of knowledge and skills.

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Projects:

Vocational Training: Opportunities for Everyone

The project's goal is to offer all young people in Germany a vocational training position that matches their individual capabilities, thereby helping overcome the country's skilled labor shortage. This requires making the country's training systems more flexible. The project therefore focuses on three core areas: We are developing training reforms together with authorities in 12 state-level ministries and with the Federal Employment Agency. With our Ausbildungsmonitor (Vocational Training Monitor), we shed light on how fair and effective Germany's training systems are. Finally, we assist countries wanting to adopt Germany's work-study training system, and we promote an international exchange of ideas on career training in order to stimulate debate on the need for reform in Germany.

www.chance-ausbildung.de

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ReformCompass

The ReformCompass allows government officials and representatives of civil society to improve their strategic and organizational skills. A set of questions helps public-sector reformers maintain their focus on three strategic areas – competence, communication and carry-through – and thereby avoid the problems that typically derail reform efforts. The project also works with public-sector training centers in Germany and abroad.

www.reformkompass.de

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Continuing Education for All

Lifelong learning is a challenge – for the individual, the educational system and the business community. This project therefore develops practical career advisory programs and creates effective learning opportunities. It also works to ensure that informal and non-formal job qualifications are recognized and accepted. The goal is to make continuing education more accessible to the educationally disadvantaged, thereby opening new avenues to career advancement. After all, everyone can learn, regardless of any negative educational experiences they might have had.

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To succeed in the job market, young people need training opportunities that are both flexible and effective.



The study *Germany's Dual Vocational System – A Model for Other Countries?* investigates whether and how the German system might be adopted elsewhere.



Reformkompass II (Reform Compass II) helps government officials and civil society representatives improve their strategic and organizational skills.

2013 Program Report

Report: Vocational Training: Opportunities for Everyone

Launched in 2013, this project brings together experts from 12 government ministries in 8 German states and specialists from the Federal Labor Office to participate in a process for advancing reform. An initial paper focused on inclusion, examining the many and varied consequences for career and workforce training stemming from the UN Convention on the Rights of Persons with Disabilities.

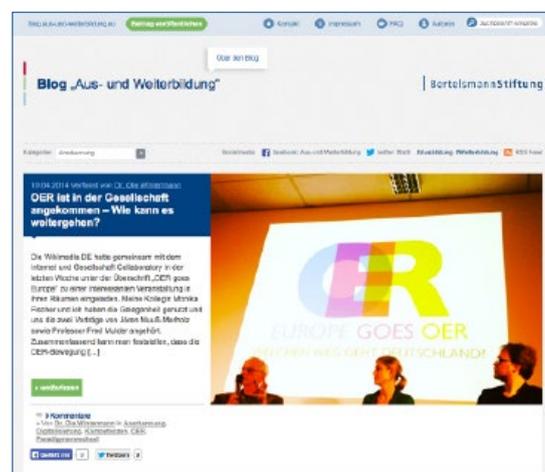
In the international arena, the study *Germany's Dual Vocational System – A Model for Other Countries?* by Prof. Dieter Euler was published in German, English and Spanish in early 2013. Identifying the 11 essential elements of Germany's work-study system, the study discussed how individual elements might be transferred to other countries. From the findings, it is clear that while the German system is an example that can be adapted, it is not a blueprint that can be copied directly. Organizations in Germany and elsewhere have begun citing the publication and using it in their own work.

Report: ReformCompass

The ReformCompass has been online in German and English at www.reformkompass.de since early 2013. University students, instructors and people engaged in reform can access the strategy instrument on the website, along with selected tools, case studies, teaching materials and other resources. The website is gradually being expanded in cooperation with several universities and governance organizations. German partners include the NRW School of Governance and the University of Potsdam. International partners are Princeton University in the United States and the Belgrade Fund for Political Excellence (BFPE) in Serbia. All partners are continuing to develop the ReformCompass as we use it in the classroom and in the field.

Report: Continuing Education for All

The follow-up to a previous Bertelsmann Stiftung initiative, this project examines key areas relating to the future of continuing education, as discussed for the first time with experts at a hearing in the Bavarian parliament. In the first area, adaptive learning, the project submitted the winning proposal for a European Commission study on "Adult Learners in Digital Learning Environments"; it also hosted an Education Innovation Circle on digitization, entitled "Are Germany's Continuing Education Programs Keeping Up?" In the second area, educational counseling, the focus was on counseling for immigrants and how counseling services can be adapted to reflect the public debate on increased immigration inflows, the need to recognize foreign qualifications, and efforts to make newcomers feel more welcome. In the third area, recognizing qualifications, the project hosted a colloquium in Berlin on skilled labor shortages, demographic change and the need to acknowledge immigrants' professional qualifications. In addition to these areas, the project published a study calling attention to the lack of training opportunities for part-time and temporary employees. Finally, a workshop held in Gütersloh brought together national education experts to discuss *Lebenslanges Lernen in Deutschland* (Lifelong Learning in Germany), a planned tool for data collection at the regional level.



Experts from the Bertelsmann Stiftung and other organizations discuss continuing education using Facebook and the program's blog (www.blog.aus-und-weiterbildung.eu).

A good early childhood education center can broaden learning opportunities and minimize developmental risks.



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. Yet society as a whole also bears responsibility for how successfully children learn and develop. This means that people at all levels of government and civil society face the common challenge of providing the best possible support for each child and guaranteeing fair educational opportunities for all. The social environments of children and their families – especially early education programs in childcare facilities and family centers – play a crucial role in this regard, since they can broaden opportunities and minimize risks.

Our program addresses the question of how to invest in education effectively. 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 they must be deployed. In our projects, we therefore provide a foundation for strategic management and quality-development activities, especially in early education, that are evidence-based. 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 investment. Not least, we raise awareness that, when it comes to education, cost-saving measures can prove expensive in the long run.

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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 an appropriate setting and structures. Our annual report and website provide all of the relevant facts and figures, making direct state-by-state comparisons of Germany’s early child educational systems possible.

www.laendermonitor.de

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KECK: Community Development – Opportunities for Children

Children’s opportunities for development and participation are unevenly distributed within each community. KECK therefore provides free tools that show what conditions are like in individual neighborhoods, making it possible for communities to offer effective learning opportunities to all children.

www.keck-atlas.de

www.kompik.de

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carina.schnirch@bertelsmann-stiftung.de

KiTa ZOOM – Financing Childcare Facilities Effectively

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

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Effective Investments in Education: Strengthening Families and Institutions

Secure families and high-quality institutions are needed if children are to have equal educational opportunities. The family is the most important learning environment. This project is therefore dedicated to developing new, child-centered family policies. Working with experts, we seek effective methods for combating child and family poverty and strengthening cooperation between parents and (educational) institutions.

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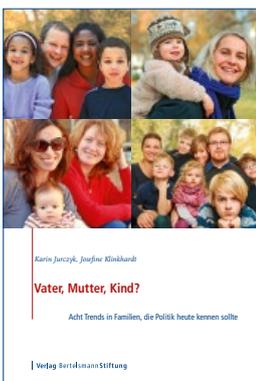
A Bertelsmann Stiftung poster provides information on important aspects of quality childcare.



The data on early childhood education in Germany presented in the 2013 State by State report can also be compared nationally at www.laendermonitor.de.



A Bertelsmann Stiftung study released in 2013 draws attention to how the high cost of living, especially housing costs, negatively affects children and families.



A trend analysis shows that family life has changed tremendously, and Germany's family policies have not kept pace.

2013 Program Report

Report: State by State: Monitoring Early Childhood Education

The website www.laendermonitor.de and the fourth edition of our project report have once again made it possible to compare Germany's states in terms of funding, social participation, quality standards and other factors relating to early childhood education and care. As of August 2013, every child in Germany over the age of one is entitled by law to early childhood education, and interest has increased in the quality of early childhood programs as a result. A key factor affecting quality, for example, is how childcare facilities are staffed. Our project report is now regarded as a standard reference for decision makers, providing the facts that underpin policymaking debates, parliamentary hearings and position papers.

Report: KECK: Community Development – Opportunities for Children

Thirteen communities in eight German states are now working with the KECK Atlas. The online tool has been further developed, allowing communities to create a system capable of monitoring children's social environments. In addition, childcare centers are using KOMPIK, another project tool, to carry out structured observations and support children's individual development. Some towns, such as Herne and Rosenheim, are using the KECK Atlas and KOMPIK to observe socioeconomic living conditions in specific neighborhoods and the developmental status of children living there. Local experts interpret the data on site, and the findings serve as the basis for developing new approaches to need-based resource management and child welfare programs that reflect children's actual social environments. Moreover, a study carried out by the project on the topic of poverty and housing found that the ability of families to secure affordable housing in Germany varies considerably by region. The findings triggered ongoing debate at the local, state and national levels about the need to improve housing and living conditions for families.

Report: KiTa ZOOM – Financing Childcare Facilities Effectively

The city of Potsdam began working with the KiTa ZOOM planning instruments, with good results. Planners are using the project's funding concept, simulation tool and system for determining operating costs to develop fact-based budgets for early childhood facilities. Spurred by the success in Potsdam, additional pilot regions in the state of Brandenburg have joined the project. This will yield a broader database for statewide analysis and action strategies. Educational authorities, communities and sponsoring organizations interested in using the project's innovative tools can do so at no cost.

Report: Effective Investments in Education: Strengthening Families and Institutions

A trend analysis developed in cooperation with the German Youth Institute shows that family life has changed significantly in the past 20 years and families now face complex challenges in their everyday lives. In many respects, policymakers have not yet identified appropriate responses to these developments. In consultation with experts, the project is therefore formulating reform proposals that benefit children by dovetailing family and education policies. Since 2013, academic specialists and legal experts have been working together on the interdisciplinary project. They include Sabine Andresen (Frankfurt University), Tanja Betz (Frankfurt University), Jürgen Borchert (Hessian State Court for Social Affairs), Karin Jurczyk (German Youth Institute), Thorsten Kingreen (Regensburg University), Anne Lenze (Darmstadt University of Applied Science), Christian Seiler (Tübingen University) and Martin Werding (Ruhr University Bochum). One focus has been the persistently high poverty rate for children and families in Germany, caused in part by the existing social insurance system. An initial study of Germany's statutory health insurance system will raise awareness of the ways the system is disadvantageous to families.



Program

Future of Democracy >

Representative democracy is under pressure to change. Voter turnout is declining, political parties are losing members, government representatives lament that their influence and effectiveness are increasingly limited, and the public has less and less confidence in the ability of policymakers to make decisions and solve problems. As in other countries, Germany needs a new culture of participation; its democratic system requires new methods of getting everyone involved. German democracy needs to be reinvigorated by including the public in decision-making processes in a way that is timely and continuous and that results in usable solutions.

The Zukunft der Demokratie (Future of Democracy) program brings together all of the foundation's projects that relate to political participation. Its purpose is to develop, test and implement new approaches to deliberative democracy that are as inclusive and effective as possible. Program activities focus on innovative and web-based methods for promoting civic participation at the community level and in large-scale infrastructure projects.

In addition, the program addresses important challenges democracies face as a result of globalization, demographic shifts and digitalization. Focus areas include wide-scale participation and inter-generational justice in democratic decision-making processes, and support for government representatives and institutions in response to democracy's globalization.

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Projects:

Engaging Citizens in Governance

Differences in voter participation rates are increasing significantly among Germany's various social groups. As a result, some groups are now less involved in the political process, a situation which is detrimental to the country's democracy and which was made evident by voter-turnout studies conducted by this project before and after national elections in 2013. The project is also focusing on innovative ways to encourage citizen participation in large-scale infrastructure projects. As part of the Schülerhaushalt (Students' Budget) initiative, the project has also developed and tested processes that enable young people to play an active role in shaping school life.

www.politik-gemeinsam-gestalten.de

www.schuelerhaushalt.de

christina.tillmann@bertelsmann-stiftung.de

Citizens' Forum

Developed in partnership with the Heinz Nixdorf Foundation, the Citizens' Forum is a new approach to civic engagement: an innovative, web-based opportunity for people to participate in politics at the community level. The 2011 Citizens' Forum was a pilot project organized at the invitation of Germany's president. Since 2013, every community in Germany has been able to organize its own Citizens' Forum to promote community-level participation.

www.buerger-forum.info

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Civic Dialogue

In cooperation with the German Adult Education Association, the Bertelsmann Stiftung has developed a new approach to engaging with the public. In Civic Dialogues, politicians and citizens meet to discuss specific ideas and policy recommendations. The goal of the project is to develop a uniform, innovative procedure at Germany's adult education centers for encouraging deliberative democracy.

www.vhs-buergerdialog.de

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The Students' Budget is an innovative participatory program for young people. School students develop proposals for using available funds, vote for their favorites and then implement the most popular ideas. In the process, they learn about democracy in action.

2013 Program Report



A Future of Democracy policy brief discusses current topics and outcomes of the program's activities.



The study *Prekäre Wahlen (Elections at Risk)* analyzes voter turnout in Germany's 2013 national elections.



An interactive website was developed for the Schülerhaushalt (Students' Budget) project.

Report: Engaging Citizens in Governance

The study *Gespaltene Demokratie (Divided Democracy)* examined voter turnout and satisfaction with Germany's democracy in advance of the 2013 national elections. The findings showed that people with low incomes and lower levels of education are staying away from the polls. The study *Prekäre Wahlen (Elections at Risk)* then investigated this trend as reflected in the 2013 elections. A uniform pattern emerged across Germany: The more precarious the social conditions in a voting district or neighborhood, the lower the voter participation rate.

Various pilot projects were also carried out to develop new ways of getting citizens involved in major infrastructure projects. Organized in cooperation with the state of Lower Saxony, the A33 Nord dialogue forum, for example, is supporting the process for extending the A33 highway. By providing transparent information and specific ideas for cooperation, the forum is including the public in a process that was not originally open to citizen participation.

A similar pilot project addressed plans to create a bypass around the city of Waren in Mecklenburg-Western Pomerania by working with state authorities to encourage public participation right from the start. As a result, the public was given an opportunity to vote on the planned bypass in September 2013.

The project's two-year study on innovative approaches to civic participation in infrastructure projects ended in November with a closing event and publication of the study's findings.

In the Schülerhaushalt (Students' Budget) project, a new interactive website (www.schuelerhaushalt.de) was developed and made available to all communities and schools in Germany. Additional communities signed up to implement Students' Budgets in their schools.

Report: Citizens' Forum

Upon conclusion of the nationwide pilot project, the Citizens' Forum online platform was standardized and further developed in 2013 for use by all interested communities in Germany. The tool now allows communities to plan, organize and carry out their own Citizens' Forum; five towns have signed up to hold their own event. An interactive website was developed for use by communities (www.buergerforum.info) and a standardized dialogue platform has also been available since early 2014.

Report: Civic Dialogues

In cooperation with the German Adult Education Association and local adult education centers, the project conducted Civic Dialogues throughout Germany. After an initial round in 2012, the events held in 2013 focused on the topic "The Future of Europe." The proposals generated at these events will be presented to the German chancellor and European policymakers in 2014.

Protocols and planning aids are being developed so that Civic Dialogues can be offered by all interested adult education centers in Germany (www.vhs-buergerdialog.de). Plans are already underway for another round of dialogues on the topic "Equitable Cities."



Program

CHE Centre for Higher Education >

Germany's higher education institutions are using their new autonomy to develop their own identities and to expand beyond their traditional roles. Modern management tools are now commonplace at all administrative levels. Past challenges, however, have not diminished: Universities must welcome new target groups and learn to serve a more diverse student population. They need to make the most of the opportunities offered by online learning in order to meet a growing number of individual needs – at a time when the funding provided by Germany's states is declining and government spending is being limited by law.

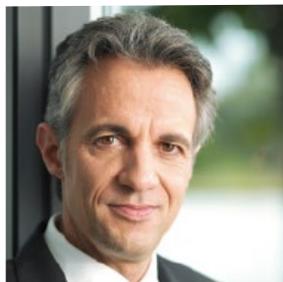
In 1994, the Bertelsmann Stiftung and the German Rectors' Conference founded the nonprofit Centre for Higher Education (CHE) as a means of encouraging and implementing change. CHE thus seeks to improve the quality, performance and diversity of higher education institutions in Germany and Europe. It collaborates with forward-looking partners to develop new ideas for the higher education system and formulate recommendations for decision makers. In addition, it works to enhance transparency in research and teaching, having introduced Europe's most highly regarded university ranking, among other innovations. CHE also identifies examples of good practice and helps implement reforms, while taking a critical look at the risks, opportunities and outcomes of change processes. At the same time, it highlights the special contributions that higher education institutions make. Finally, as Europe creates a uniform university system, CHE continues to expand its network of international contacts and partnerships.

CHE is headed by co-directors Prof. 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*. Intended primarily for current and incoming students, it is the most comprehensive assessment available of universities 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

petra.giebisch@che.de

International University Ranking

On behalf of the EU Commission and in collaboration with international partners, CHE is developing a multidimensional global ranking system called U-Multirank, based on the CHE methodology. This innovative approach will eliminate many of the shortcomings of existing global rankings.

www.u-multirank.eu

gero.federkeil@che.de

Online Guide:

Studying Without University-Entrance Exams

Alternative pathways to a university degree are necessary if there is to be more equal opportunity in Germany's educational system. The CHE website www.studieren-ohne-abitur.de summarizes the requirements mandated by Germany's states. It also offers information for individuals who would like to study at the university level but do not have the required educational background.

www.studieren-ohne-abitur.de

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Teacher Training Monitor

This program website (see below) is ensuring greater transparency during the first phase of teacher training.

www.monitor-lehrerbildung.de

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Digitalization of Teaching

CHE is highlighting the opportunities made possible by online learning – along with its risks. It is also developing detailed recommendations for Germany's higher education institutions in this area.

www.che.de/digitalisierung

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CHE Faculty Management Forum

The CHE Faculty Management Forum is a continuing education program for executives at higher education and research institutions.

www.hochschulkurs.de

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German universities must deal with a boom in student enrollment while opening their doors to new target groups.

2013 Program Report



The CHE University Ranking is structured to help young people choose the higher education institution that is right for them.



A CHE brochure shows that there are many options allowing teachers-in-training to gain work experience – and no standardized programs.

Report: 2013 CHE University Ranking

The following disciplines were updated for the 2013 CHE University Ranking: English/American studies, German studies, Romance studies, history, education, psychology and engineering. 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 October 2013, the results of a survey of mechanical engineering and electrical engineering students were added to the online CHE ranking and published in the magazine *ZEIT Campus*.

Report: U-Multirank International University Ranking

A great many higher education institutions have expressed interest in being part of U-Multirank, the new international university ranking system. Of the institutions being evaluated for the first round, about three-quarters are in the European Union, with the remainder fairly equally divided between non-EU countries within and outside Europe. The ranking will assess leading research universities as well as technical universities and specialized institutions such as business schools. The result will be a balanced representation of countries and institutional profiles. The first edition of U-Multirank will be published in early 2014 and will include rankings for the universities as a whole as well as for the fields of mechanical engineering, electrical engineering, information technology, physics and business/management.

Report: Online Guide: Studying Without University-Entrance Exams

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 100,000 users visited the site in the first 12 months after its launch in January 2013. The integrated databank lists more than 6,000 degree programs open to individuals with non-traditional backgrounds.

Report: Teacher Training Monitor

Jointly organized by the Bertelsmann Stiftung, CHE, the Deutsche Telekom Foundation and the Stifterverband für die Deutsche Wissenschaft, this project offers a comparative overview of facts and figures relating to the first phase of teacher training, as well as articles on select topics. Two brochures have been published examining the topics of mobility in teacher training and practical aspects that teachers-in-training should be aware of.

Report: Digitalization of Teaching

A CHE study published in October 2013 showed that German higher education institutions are still not making the most of the opportunities online learning offers. The study produced 10 theses that were discussed by policymakers, business leaders and academic specialists at the conference "MOOCs and Beyond," held in November 2013 in Berlin.

Report: CHE Faculty Management Forum

Germany had many continuing education programs for research managers, but none for senior executives in academia – until May 2013. That's when the program Führung als Chance (Leadership as Opportunity) began giving executives from higher education institutions the opportunity to improve their management skills and discuss their experiences with their peers. Jointly organized by the German Rectors' Conference and CHE, the forum now conducts three workshops held over the course of 12 months. In 2013, CHE also offered year-long programs on topics such as faculty and quality management. In addition, CHE forums addressed issues currently impacting the financing of higher education institutions, including funding strategies in times of limited public spending and methods for managing endowments and other financial reserves.

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 received 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 the World Economy; Bantam, Doubleday and Dell Publishing in New York; McKinsey in Hamburg; and Pixelpark in Switzerland.

Since 2001, she has served as chair of the German Stroke Foundation's Executive Board. In 2002, she also became director of the Health program at the Bertelsmann Stiftung. She has been a member of the Bertelsmann Stiftung Executive Board since January 1, 2005.

“We are gaining a new understanding of how the government, nonprofit sector and business community can work together.”

Brigitte Mohn

Dr. Mohn, what was the most important thing you learned last year?

We are gaining a new understanding of how the government, nonprofit sector and business community can work together to solve urgent social and economic problems. This applies to a number of crucial issues, including child poverty, youth unemployment, migration and the integration of immigrants into German society – as well as demographic change and the programs needed to care for an aging population.

Many small initiatives are solving parts of a larger problem, but that’s not enough to bring about lasting change. What we need is coordinated, cross-sector cooperation among the relevant organizations and policymakers. This is the only way, over the long term, to improve structural conditions and solve the problems we face. We need to take coordinated and decisive action – based on a common vision – if we want to make a lasting difference.

How could we take joint action, for example?

Providing care for the elderly is one of today’s most pressing social issues. According to a study we’ve done on this issue, the number of people requiring nursing care in Germany will increase by nearly 50 percent by 2030. At the same time, there will be a shortage of some 500,000 caregivers. The situation is eased somewhat by the fact that more elderly people are remaining in their homes longer. But to meet the increasing demand for care, we need a broad alliance that includes the government, policymakers, civil society and the business community. To give an example, the Bertelsmann Stiftung is promoting regional budgets for care-related services. That means available funds are administered at the local level, creating incentives for cross-sector cooperation. As a result, it is possible to provide care that suits people’s needs and reflects their living situations. The goal is to work together to make sure that people receive the care they are looking for, so they can grow older in dignity.

What has the Bertelsmann Stiftung done over the past year to promote this sort of joint action?

Our project, Placing Civil Society on the Economic Map, released statistics documenting all of civil society, allowing us to present a clear and transparent picture of this sector. We are giving organizations and decision makers the information they need to network across different sectors. We promote cooperation, the sharing of good ideas and the targeted use of resources for scaling up social impacts. Specifically, we are involved in two groundbreaking initiatives – Local Network for Education and Leave No Child Behind – that promote joint action in the educational sphere. Whether it’s a matter of designing individualized educational pathways or community-based prevention programs, we’re confident that when government agencies, childcare centers, schools and other educational institutions work together, people’s opportunities for growth and development increase dramatically.

What trends do you see taking place in 2014, and what projects will you be working on?

We need to promote discussion of a number of issues: what the appropriate structures are in key areas of society, how we can help organizations active in those areas become more professional, and which additional changes to the policy framework need to be made. This will make it easier to achieve social impacts and scale them appropriately. Our work focuses on building strategic alliances to solve or alleviate social problems, and improving our ability to analyze outcomes so we can better evaluate the progress that has been made. We need to promote ongoing dialogue among social sectors, and then agree on the coordinated action that should be taken. In the political sphere, the local elections in Germany in 2014 will be an opportunity to emphasize the importance of working together.

New Directions in Nursing Care

Providing help where it's needed

It's always difficult when a loved one needs ongoing care. The good news is that more can now be done outside of traditional nursing homes, with options ranging from outpatient services and in-family assistance to adapted living spaces and community residences.

Longevity, the new normal

People are getting older. For example, the average life expectancy of a girl born in Germany in 2008 is 82.7 years. Yet as life expectancies rise, birth rates are falling, and the number of people needing nursing care continues to grow. In 2011, there were 2.5 million people in Germany requiring some form of care. By 2030 that number is expected to increase by roughly 50 percent, according to a recently published Bertelsmann Stiftung report. At the same time, the number of unfilled positions for caregivers will increase to 500,000. When people need nursing care, they are often forced to leave their accustomed environments. In the worst-case scenario they also face financial hardship. There are, however, ways to ensure that those who need care are not simply cast aside. Help is increasingly being brought to those who need it, allowing them to continue living their lives where they are. For this to be possible, networks must be in place that can provide assistance when money is tight.

Participating in life

"My catamaran is falling apart," laments Milena, 4, as she holds out to Horst Bertuleit the little boat she has made. "You need more glue," he says, and sets to work. Milena knows that she has to speak loudly. Bertuleit's hearing is no longer what it used to be. "At 85, I'm the oldest one in preschool," he jokes. Since he and his wife, Helga, 86, moved from their house to their new apartment in one of Bremen's residential communities for seniors, he has spent time nearly every day with children from the nearby Montessori preschool. And Bertuleit isn't the only one. Some of the other seniors read to the children, sing with them or tell them stories from the past. Other residents organize activities such as game nights and history workshops. Normalcy and neighborliness are essential aspects of the residential community, which is run by Bremer Heimstiftung, a local organization devoted to improving quality of life

for the elderly. The building which houses the community is located in Bremen's lively Steintor neighborhood and is home to nearly 90 people, with an average age of nearly 83. Some need various levels of ongoing care; many require occasional assistance. Bertuleit, for example, only needs help putting on his socks in the morning.

How the elderly live differs considerably from place to place, something made clear by a visit to Schwachhausen, another Bremen neighborhood. Located among other well-kept, attractive buildings is the Riensberg residence, also operated by Bremer Heimstiftung. It is an elegant complex that includes an exercise room, a hairdressing salon, a rooftop garden, a library and even a park, in addition to upscale apartments. It is home to some 270 residents. The oldest is over 100 years old, the youngest is in his early 60s. The complex also houses a care center that is divided into five sections with 15 to 20 people in each. It also has a short-term care facility and an adult daycare center. Monika and Klaus Schmidt, 73 and 76 years old, respectively, have moved from their house to an apartment in the complex. "We have no family, so we wanted to make the change before we were too old," says Klaus Schmidt. The two of them are now able to enjoy their elegant surroundings together. If you look at the courses listed on the notice board, old age is the last thing that comes to mind: Fit and Fun with the Wii, Get Fit, Film Club. How would Schmidt describe his everyday life? "Stressful!" he says with a laugh. In addition to taking frequent trips with his wife, he serves as chairman of the residents' advisory board.

Staying true to her roots

Gertrud Wehking, 84, raises a glass of schnapps in a toast to her nurse. She begins reciting the lyrics of an old German song - verse after verse praising spring's inevitable return. "I had to do a lot of memorizing when I was a schoolgirl," she explains. "I enjoy it even today." She lived her entire life on her parents' farm in Petershagen, near Hannover. "And it wasn't so long ago that



Milena (left), 4, and her 5-year-old friends Ronja, Maximilian and Mathilda proudly show off the boats they have made with Horst Bertuleit's help. Bertuleit, 85, is teaching them how to work with tools.

"I was still mowing the grass with a scythe!" she says. But then she started having heart trouble. She grew increasingly weak and eventually needed care. She is now living in a retirement home only a few minutes from the family farm. It has approximately 50 residents, who live in single and double rooms. Businesses in Petershagen cooperate with the facility; among them are a little pub with an old jukebox and a restaurant that serves home-style meals. There are also regular sporting and singing events – not to mention a pony that the seniors like to visit. For the facility's residents, it's about having fun and staying active, not just marking time.

Anything is possible

A pair of shoes stand before the doors of the prayer room at Haus am Sandberg, the multicultural nursing home in Duisburg. Osman Aydin, 80, is praying – perhaps that everything might return to the way it used to be. Despite his advanced age, Aydin is not a resident, but a visiting family member. His son Ekrem, 50, has required nursing care since sustaining a head injury in a fall. Ekrem is lying in his room, in front of him a drinking cup with a spout. The television is tuned to a Turkish channel

showing people walking around the Kaaba in Mecca. The procession is part of the sugar festival, marking the end of Ramadan, one of the times when Aydin takes his son home for a few days with the help of Ralf Krause, the nursing home's director. As Krause says, "It's bad enough for the family to know that their son will always require care. Occasionally we're able to bend the rules a bit, for example by sending one of our aides home with him."

Krause is willing to compromise. He takes everything in stride, whether it's that someone has given his dog a piece of chocolate, or the dishwasher has broken down, or the last-minute news that a family member needs a place to stay. More than 90 residents live in the bright, sunny building. They include people from Turkey, Albania, Macedonia, Russia, Croatia, Nigeria, Spain, the Netherlands, Algeria and Germany. Haus am Sandberg, which is sponsored by a local Red Cross affiliate, has prayer rooms for Muslims as well as for Christian groups. Meals without pork are available, and the home has a hodja – an Islamic religious teacher – and both Catholic and Protestant religious services. Preschoolers regularly come for arts and crafts; other visitors include a children's dance group that performs during carnival season. "The only thing we

ask is that they be loud,” says Krause. “There’s nothing worse than a home for the elderly that is too quiet.”

In-home assistance

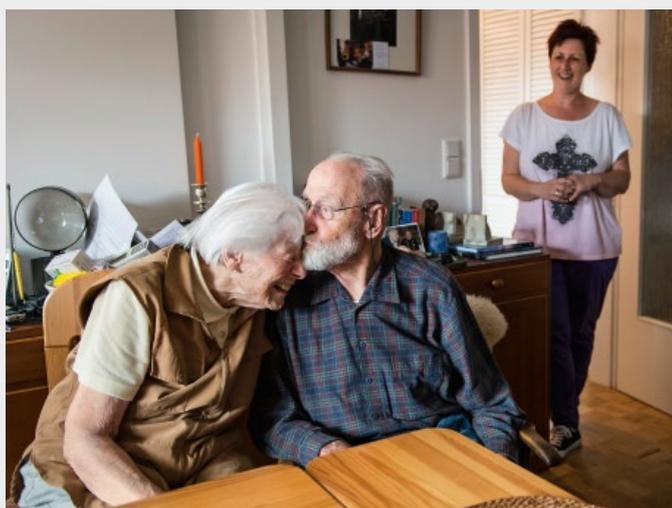
Of the roughly 2.5 million people in Germany who are dependent on nursing care, 743,000 are living in nursing homes. Most – some 1.76 million – are cared for at home, generally by family members. This is the case with Marianne and Holger Maltry, whose plans for their future were thwarted by illness. Marianne has multiple sclerosis and is no longer able to move her arms or legs. She can no longer sit up unassisted, and she finds it difficult to speak. Her disease has made her dependent. She needs help – Holger’s help – with the most routine tasks. It is his hand that feeds her, his arms that lift her into her wheelchair, his voice that speaks for her.

In the 21 years since Marianne’s illness was diagnosed, he has never considered putting his wife into a nursing home. His day begins at eight o’clock. He wakes Marianne, washes and dresses her, makes breakfast, lifts her into the oversized wing chair in the living room, strokes her face. Then he takes care of the mail, makes medical appointments, runs errands. Marianne usually has activities in the afternoon: muscle training, speech therapy, a massage. A helper, Helene, comes in the evening. For a salary of €400 each month, she assists with the housework, cooks and cleans. “I admire Holger,” she says. “He’s a special person.” Statistically, Holger Maltry is indeed special, since, as in the past, most caregivers in

Germany today are female: Of those caring for family members, 70 percent are women. No other aspect of society is as dominated by traditional roles as the care sector. Gender roles in childrearing and the family have already been the subject of considerable discussion, and a similar discussion – among policymakers and the public – is long overdue for the care sector. Paternal leave, part-time work, affordable care – the kinds of benefits granted people with children should also be available to the elderly and sick and their families.

Planned down to the last minute

In-home care is one such “benefit” that helps everyone. Take, for example, the von Koschitzkys: They led an eventful life, moving first from Hamburg to Argentina, then back to a farm in northern Germany. While the farm could hardly be compared to the wide open spaces of South America, it was spacious enough to allow them to spend long days with their horses and dogs. But their health began to fail – and then there was a fall outside the bank. Their son told them, “You can’t live alone in the woods anymore.” Erika von Koschitzky, 91, now sits next to the computer in their new apartment in Salzhausen, south of Hamburg. While she is telling stories about her life with her characteristic dry humor, Tatjana Lehnasch arrives to take Erika’s husband for a walk. Enno von Koschitzky is a slight, wide-eyed man who likes to flirt with his wife. Were it not for the fact that he tends to repeat questions, no one would notice that he is beginning to show signs of dementia. He is



Thanks to visiting aides like Tatjana Lehnasch (right), Erika and Enno von Koschitzky are able to remain in their senior-friendly apartment.



The aides’ precisely timed schedules are discussed during regular meetings at the nonprofit association.



Life has not gone as Marianne and Holger Maltry had imagined when they were a young couple just starting out. Their dreams have been dashed by illness and the struggles of providing in-family care. Yet they make the best of it, day by day.

supposed to take two 30-minute walks every day. Since two long walks are more than his wife can manage, Lehnasch, 39, accompanies him on his second outing. She is one of the 50 nurse's aides who climb into blue Corsas every day and drive out to nearby villages. As members of a local outpatient-care association, their job is to provide the assistance that allows elderly residents to remain in their own homes. Putting together their schedules is a daunting administrative task, one tackled at regular intervals by Bärbel Walter, director of the nonprofit association's in-home services. Walter knows her clients from three perspectives: as colorful boxes in each week's schedule; as a pile of detailed reports that the members of her staff are legally required to fill out; and as human beings. As individuals, they are so important to her that she immediately notices if a name is mentioned too often - or not often enough - during staff meetings.

The nonprofit provides care for 75 people in Salzhausen alone. Every week, aides pay 800 visits to people who, if all goes well, regard them as practically part of the family. The only difference is that family members don't do things for precisely 34 minutes, or 22, or 13, or 4. That is the time allotted for "combing hair and shaving," "helping with eating," "bathroom assistance" and other services - time the nonprofit must account for if it wants to receive funds from the seven sources of financing made available by Germany's social welfare system.

Redefining care

All over Germany, the situation is similar. And it is untenable, according to Dr. Jürgen Gohde, chairman of Kuratorium Deutsche Altershilfe, a national advocacy group for the elderly. "While it may appear rational, doling out care services minute by minute is at odds with the reality of people's lives," he says. According to Gohde, a number of issues must be addressed: the shortage of skilled workers, the difficult working conditions and the low wages, as well as how nursing care is defined. "When people need care, it's not only a matter of physical impairment, it's a complex, multifaceted situation. We need to think about ways to allow people to live independently in their own homes for as long as possible. And when that's no longer feasible, we need to consider other settings and how we can best provide on-site care. The care sector reflects society at large, showing how we treat the vulnerable and the kind of values we adhere to. Everyone has a right to dignity and self-determination - and that's a principle that must be upheld even when money is tight."

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Program

Communities for Better Living >

Communities are where people feel at home. And while laws can set the framework for important social goals, such as ensuring everyone has the opportunity to participate in and contribute to society, actually achieving those goals requires collective action at the community level.

Germany's communities, however, are facing ever more daunting challenges as they try to take on that role. Social divisions are increasing and the country's cities and towns are increasingly in debt. They must spend more of their limited financial resources dealing with the consequences of ineffective family and education policies. That, in turn, prevents them from investing in the future. Only by working closely with national authorities, the business community, civil society and individual citizens can Germany's communities overcome these challenges. Our projects therefore help organizations and individuals come together at the local level to ensure everyone has the chance to participate in society. The partnerships' goals are reflected in their names: Local Network for Education and Leave No Child Behind.

At the same time, Germany's elderly also need local-level support. This becomes clear from the forecasts of care-related needs found on our website www.wegweiser-kommune.de, which is designed to help communities recognize the challenges that lie ahead.

Finally, the Bertelsmann Stiftung is working to ensure that communities have access to financial resources that reflect the challenges they face.

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Projects:

Local Government Congress

The Local Government Congress is held every two years as a forum for community-level policymakers. It is an opportunity to present the latest project results on issues concerning communities and to discuss current and coming challenges.

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Community Guide

The website www.wegweiser-kommune.de presents data on socioeconomic developments for every community in Germany with 5,000 inhabitants or more. Our forecasts of population trends and nursing-care needs allow local-level authorities to take demographic changes into account when formulating community development strategies.

www.wegweiser-kommune.de

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Reforming Local Government Finances

Inadequate financial resources have made it increasingly difficult for communities to take action. We develop proposals for reforming local-level funding structures. In addition, our publication *Kommunaler Finanz- und Schuldenreport (Report on Community Finances and Debt)* contains data on the financial situation of Germany's cities and towns.

www.doppikvergleich.de

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Leave No Child Behind!

Community Prevention in NRW

The project helps communities focus on prevention in their programs for children, youth and families. Supplementary research is being carried out to identify the conditions that support this process. The project is a joint initiative of the Bertelsmann Stiftung and the state of North Rhine–Westphalia.

www.kein-kind-zurueckklassen.de

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Local Network for Education

This network is a joint initiative of the German Ministry of Education and Research and approximately 180 German foundations. The goal is to promote networking among those active in education at the community level so that everyone, regardless of social background, can achieve educational success.

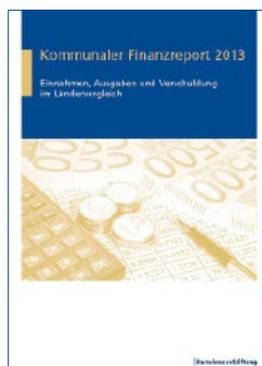
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Dr. Kirsten Witte with Ulrich Silberbach, president of the Komba trade union, at the opening of the “Communities of the Future” symposium on November 4, 2013, in Berlin.

2013 Program Report



The 2013 report on community finances analyzes financial trends at the local level. It shows that many German communities can only fulfill their obligations by taking on new debt and that the gap between rich and poor communities is widening.

Report: 2013 Local Government Congress

Civil society was the focus of the Bertelsmann Stiftung’s eighth Local Government Congress, which was held in Berlin on March 18 and 19, 2013. Some 500 participants – local-level politicians and administrators, along with representatives of community groups, foundations, volunteers’ associations and civil society – engaged in a lively discussion of the topic “Meeting the Challenges of the Future: Civil Society at the Community Level.” During the two-day event, more than 50 speakers explored this topic from a variety of perspectives.

Report: Community Guide

Relaunched in 2013, the project website now offers updated time series, along with revised strategy proposals and new examples of best practices in dealing with demographic change.

As part of the national initiative Science Year 2013 – The Demographic Opportunity, a ship toured several German cities with an exhibition of science-related displays, including information from the Community Guide. The tour was organized by the national association Science in Dialogue.

The project’s examination of demographic trends focused greater attention on developments outside of Germany. Together with the project network CIRES (Cities Regrowing Smaller) and the OECD, the project looked at how shrinking cities are managing demographic trends; it also promoted an exchange of ideas on how to deal with population declines. A traveling exhibition was held in connection with the final CIRES conference, “Shrinking Cities in Europe,” organized by the EU’s COST network.

Report: Reforming Local Government Finances

The 2013 project report focused on the problem of ever-increasing community debt, comparing and analyzing communities’ often very different financial situations. To help counteract the widening gap between rich and poor communities in Germany, the project offers evidence-based proposals for reforming the country’s federal funding system. The proposals suggest ways of dealing with inherited debt, redistributing social costs and alleviating the growing opportunity gap between communities.



Proceedings from a Bertelsmann Stiftung conference describe ways of creating more and better all-day schools in Germany.

Report: Leave No Child Behind! Community Prevention in NRW

Now that participating communities have begun developing integrated prevention programs, research on the project activities has begun, with a monitoring program generating the data needed for impact-oriented management. In addition, a study is investigating ways to optimize administrative processes and promote cooperation in community networks.

A conference focused on the role all-day schools can play in the prevention chain. The project is also helping address a key prevention-related challenge: promoting successful cooperation among schools, communities and civil society.

Report: Local Network for Education

The project assisted the foundation’s three focus communities – Freiburg, Aachen and Leipzig – in their efforts to improve educational management at the community level. Together with state-level ministries and leading community organizations, some 180 foundations are preparing for the dissemination phase, which the Federal Ministry of Education and Research plans to launch in 2015. In cooperation with district administrators and the seven educational regions in Eastern Westphalia/Lippe, the project developed and tested a certification program for evaluation and quality assurance in local-level educational institutions. The program will be offered to all interested communities beginning in 2014.



Program

Improving Healthcare – Informing Patients >

Germany's healthcare 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 healthcare 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 Germany has an effective, inclusive healthcare system that guarantees everyone, regardless of social status, access to appropriate care. Our aim is to provide patients with understandable, objective information and see to it that their perspective is taken into account during the policy-making process.

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Projects:

Weisse Liste – Comparing Healthcare Providers

The Weisse Liste (White List) website helps patients find the right hospital, physician or nursing care. The portal is a joint project of the Bertelsmann Stiftung and the umbrella associations of Germany's major patients' and consumers' organizations.

www.weisse-liste.de

timo.thranberend@bertelsmann-stiftung.de

Healthcare Fact Check

Through the Initiative für gute Gesundheitsversorgung (Initiative for High-Quality Healthcare), the foundation promotes collaboration among experts on Germany's healthcare system. The Faktencheck Gesundheit (Healthcare Fact Check) sheds light on regional variations in healthcare services. The overall goal is to find solutions to structural deficits while providing patients with clear and accurate information.

www.faktencheck-gesundheit.de

claudia.haschke@bertelsmann-stiftung.de

Healthcare Monitor

The Gesundheitsmonitor (Healthcare Monitor) regularly interviews people about their experiences with Germany's healthcare 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

Integrated Health Insurance

The Bertelsmann Stiftung has collaborated with the Federation of German Consumer Organizations to propose needed reforms and strategies for creating integrated health insurance.

www.bertelsmann-stiftung.de/integrierte-KV

stefan.etgeton@bertelsmann-stiftung.de

Stiftung Praxissiegel e. V.

Medical practices and care centers that have successfully completed the EPA (European Practice Assessment) and fulfill certain quality standards receive certification from Stiftung Praxissiegel e. V., an organization that promotes quality and transparency in the healthcare system.

www.praxissiegel.de

Ilse Aigner, federal minister of food, agriculture and consumer protection, presents the Weisse Liste nursing care planner in Berlin.

2013 Program Report



Weisse Liste ads raise awareness of physician ratings.

Report: Weisse Liste – Comparing Healthcare Providers

In 2013, the Weisse Liste (White List) online search tool expanded the range of information it makes available. Since June, individuals requiring nursing care and their family members have been able to use the website www.weisse-liste.de/pflegeplaner to find information about in-home care and likely costs. The website upgrade received support and funding from the German Consumer Protection Ministry. Additional support was provided by IKK, a network of statutory health funds.

An app was introduced in September that allows the public to find physicians by using the website’s search engine on a smartphone. In cooperation with its partners, the project also launched its “Ärzte gut finden” (Finding Good Physicians) campaign, which calls attention to the importance of physician ratings. In addition, the Weisse Liste is working with the Federal Center for Health Education to answer user inquiries related to childbirth.

The Weisse Liste nonprofit organization, launched in 2012, was expanded in 2013. This wholly-owned subsidiary of the Bertelsmann Stiftung is responsible for operating and developing the existing search tools.

Report: Healthcare Fact Check

The initiative published two Fact Checks in 2013, one on tonsillectomies and one on knee surgery. The studies provide information on regional differences in Germany in the frequency of these operations; they also examine possible causes and solutions. The project websites contain clear, concise information for lay persons on these and other procedures and suggestions on how to improve the medical care patients receive. In addition to background information, they offer various interactive tools such as maps and graphics.



The new Fact Checks focus on two important healthcare topics: tonsillectomies and knee operations.

An important component of the project’s public relations efforts were three videos featuring bestselling author Dr. Eckart von Hirschhausen. The videos are designed to draw widespread attention to important problems in the healthcare system.

Report: Healthcare Monitor

How do people in Germany experience the country’s healthcare system? Where do they see a need for reform? As in the past, the 2013 Healthcare Monitor sheds light on these and other questions, providing policymakers, researchers and the public with meaningful data for improving healthcare. Particular areas of interest include people’s willingness to insure against the need for nursing care, their knowledge of dementia, and their willingness to be organ donors. This has been a joint project of the Bertelsmann Stiftung and the statutory health fund BARMER GEK since 2011.

Report: Integrated Health Insurance

Based on the findings of their joint study, the Bertelsmann Stiftung and the Federation of German Consumer Organizations expressed support for integrated health insurance. The study was presented to the public together with a 10-point plan for integrating statutory and private health plans.

Report: Stiftung Praxissiegel e. V.

As of December 2013, the Bertelsmann Stiftung is no longer a member of Stiftung Praxissiegel e. V. Taking its place as a new member is the AQUA Institute. Since it was founded in 2004, the quality-assurance organization Stiftung Praxissiegel e. V. has certified the quality of 1,443 physicians’ practices. The AQUA Institute will continue to provide certification and carry out the organization’s other activities together with the second founding member, TOPAS Germany e. V.



Program

Civil Society >

Civil society in Germany is diverse – as diverse as all the opportunities people have for getting involved. It consists of 616,000 nonprofits, foundations and community groups – meaning sports clubs, cultural centers, daycare facilities, fire departments, self-help initiatives, nursing homes, faith communities, environmental organizations and professional associations, to name only a few. Together, these organizations employ 2.3 million people and give 17.5 million volunteers the chance to make a difference. German civil society today is impressive in its size, diversity and growth, not to mention the expertise it offers and the contributions it makes to the common good. It is a service provider, a place for creativity and public engagement – and an important economic factor. In short, it's the glue that holds society.

Germany faces a range of daunting challenges, which means it will need to make use of every resource at its disposal. It will have to innovate and commit the appropriate financial resources. Throughout the country, it will require pitching in and embracing new ideas, not to mention being empathic and showing solidarity with the weaker members of society. People in Germany must also develop a common understanding of the responsibilities they will have to shoulder in the future, an understanding that is shared, and shaped, by government, civil society and the business community. The country will never be able to solve its problems if everyone goes it alone; everyone needs to work together instead.

We envision a civil society that includes people of all ages and backgrounds, one that is transparent, competent, open to long-term cooperative partnerships and willing to work with others at home and abroad. The civil society we envision is the subject of extensive research, and its services are well known to the public and to opinion leaders. It is supported by policymakers and public administrators, who ensure the background conditions are in place that allow it to work effectively. This is the civil society that, together with our partners, we are working to create.

Contact:



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+49 5241 81-81138
bettina.windau@bertelsmann-stiftung.de

Projects:

“jungbewegt – Your Contribution Counts.”

The “jungbewegt” project promotes civic engagement among young people. Working together with Germany's states, communities and nonprofit organizations, it supports daycare facilities, schools and youth groups and encourages regional networking.

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

Effektⁿ – Growth and Impact in Civil Society

Numerous projects and organizations have found successful ways to address social problems. This project systematizes what we know about sharing strategies for nonprofit organizations and continuing education institutions.

www.bertelsmann-stiftung.de/effekt
gerald.labitzke@bertelsmann-stiftung.de

PHINEO gAG – act to impact

PHINEO provides detailed reports, handbooks for donors and individualized consulting for social investors. The Bertelsmann Stiftung has been supporting PHINEO in its analytical and consulting activities since it was founded.

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

Social Impact Analysts Association

How can social organizations assess the impact of their work? And how can investors target their resources most effectively? SIAA, an international association launched in London in 2011, brings social analysts together to build a knowledge base and encourage international exchange.

www.siaassociation.com
jake.benford@bertelsmann-stiftung.de

Placing Civil Society on the Economic Map

This project is compiling a comprehensive, regularly updated database on the contributions of civil society. Focusing specifically on children and adolescents, it highlights the role of civil society at the community level.

www.ziviz.info
alina.mahnken@bertelsmann-stiftung.de

Social Investment: Financing Social Change

The project Social Investment: Financing Social Change seeks to identify the conditions under which social investment can augment the current system funding Germany's social economy.

jake.benford@bertelsmann-stiftung.de

Children.Giving.Future.

People throughout Germany – including public, private and nonprofit organizations – are helping young people and their families, especially at the local level. Conferences organized by Children.Giving.Future. support their efforts and promote networking. The conferences are available as “ready-to-launch” events for communities and regions.

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

The “jungbewegt” project brings together educators from childcare centers, schools and youth programs, allowing them to develop innovative ways of getting young people involved.

2013 Program Report

Report: “jungbewegt – Your Contribution Counts.”

Training sessions for teachers, childcare providers and youth workers were held in 2013 to put proven strategies for promoting civic engagement into practice. Some 60 childcare facilities, schools and youth centers are currently involved in the project. Initial evaluations have demonstrated a high degree of effectiveness, with some 90 percent of the educators involved reporting that the project’s activities have improved the personal and social skills of the participating youngsters. Moreover, 93 percent would recommend that others take part in the project. In light of these positive results, plans are being made to introduce this approach in other settings.



A handbook published by the PHINEO and Effektⁿ projects offers practical advice for nonprofits.

Report: Effektⁿ – Growth and Impact in Civil Society

Published in 2013, the handbook *Skalierung sozialer Wirkung (Scaling Social Impact)* contains suggestions for disseminating information on successful activities as widely as possible. In 2013, we also introduced a new training program: the summer academy on “Scaling Social Innovation” at the University of Münster. In addition, we launched the website www.opentransfer.de together with a partner foundation, Stiftung Bürgermut. The website allows nonprofits to discuss ideas on knowledge transfer and to share resources.

Report: PHINEO gAG – act to impact

PHINEO has released special reports on climate protection and efforts to combat right-wing extremism, providing guidance to donors and nonprofit organizations (NPOs). Developed in cooperation with the Effektⁿ project, our *Kursbuch Wirkung (Impact Handbook)* contains practical information and tips for NPOs. In addition, studies on corporate citizenship and impact-oriented management of NPOs supply useful input for public discussion. A cooperative venture with *Spiegel Online* in December allowed users to compare their charitable contributions with what others in Germany give, resulting in an increase in donations nationwide.

Report: Social Impact Analysts Association

SIAA now has over 200 members active in more than 15 national groups. In 2013, new groups were launched in Bulgaria, Canada, Romania, Estonia, Hungary, Ireland, Portugal, Spain and the UK. At “Beyond Measurement,” the annual conference held in Paris, some 100 participants from 20 countries discussed ways of making traditional impact analysis more practical and effective. In collaboration with the University of California, Los Angeles (UCLA), a new SIAA research group will examine social impact analysis in the context of social impact investments.



A study released by the Bertelsmann Stiftung and its project partners provides the first comprehensive look at German civil society in 15 years.

Report: Placing Civil Society on the Economic Map

Germany is home to 616,000 civil society organizations, and a project survey has shown that 80 percent of these organizations rely exclusively on volunteers. Public funding is not a major component of their budgets. A series of publications is therefore planned to encourage greater support for civic engagement at the community level.

Report: Social Investment

This new project focused primarily on establishing a National Advisory Board for Germany, parallel to Dr. Brigitte Mohn’s joining the G8 Social Impact Investment Taskforce. As part of the advisory board’s activities, political, financial and social leaders are examining conditions for using investment capital to achieve greater social impacts in Germany.

Report: Children.Giving.Future.

In 2013, for the third time, the city of Munich held a conference in cooperation with the Castringius Children and Youth Foundation. The event brought together nonprofit organizations, advisory groups and businesses which support disadvantaged young people in Munich and which want to increase their effectiveness by learning more and by engaging in strategic networking.

Bertelsmann Stiftung International >



[Fundación Bertelsmann in Barcelona >](#)
[Bertelsmann Foundation North America >](#)
[Bertelsmann Stiftung in Brussels >](#)

At the ceremony honoring the Fundación Bertelsmann: (left to right) Michaela Hertel, Víctor Jara and Manuel Núñez Encabo with the Premios Ciudadanos (Citizens' Award).



Bertelsmann Stiftung International

Fundación Bertelsmann in Barcelona >

Spain ranks second only to Greece when it comes to youth unemployment in Europe. The Spanish government has developed a Strategy for Entrepreneurship and Youth Employment and implemented a new law on vocational training. The goals are to strengthen productivity and competitiveness and to improve employment among young people. The government has made Germany's dual work-study system of vocational training a centerpiece of its plan.

The key objective of the Fundación Bertelsmann is to support efforts within Spain's educational system and labor market to provide the country's young people with better long-term training and employment opportunities.

The Network for Employment brings together key stakeholders from the business, political, academic and social spheres to develop and implement effective approaches for promoting employment. Key goals include improving career guidance and the quality of on-site training to better reflect the skills businesses actually need.

The network is supported by dialogue and monitoring activities. Not only do we make nationally relevant data on training and employment available, we also offer a broad dialogue platform that allows labor market representatives to share information about opportunities for young people and to agree on next steps.

Contact:



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michaela.hertel@
fundacionbertelsmann.org

In 2013, the Fundación Bertelsmann received the Premios Ciudadanos (Citizens' Award). Presented at a ceremony in Madrid, the award was given in recognition of the foundation's commitment to promoting social cohesion, cultural diversity, corporate social responsibility, youth entrepreneurship and civic participation.

The Fundación Bertelsmann was also recognized as being one of Spain's most transparent corporate foundations, along with Antena 3, Gas Natural, Iberdrola and Repsol.

Francisco Belil Creixell was named vice-president of the Fundación Bertelsmann in Barcelona in June. Michaela Hertel serves as the foundation's director.

Fundación Bertelsmann
Travessera de Gràcia, 47-49
08021 Barcelona
Telephone: +34 93 268-7444



The Fundación Bertelsmann Board of Trustees: (left to right) Fernando Carro, Benita Ferrero-Waldner, Liz Mohn (president), Francisco Belil (vice-president), Rafael Dezcallar, Bernd Reichert.

Web: www.fundacionbertelsmann.org
Facebook: www.facebook.com/FundacionBertelsmann
Twitter: www.twitter.com/FBertelsmann
Scribd: <http://es.scribd.com/FBertelsmann>
YouTube: www.youtube.com/user/fundacionbertelsmann
Flickr: www.flickr.com/photos/fundacion_bertelsmann

Bertelsmann Stiftung International

Bertelsmann Foundation North America >

The Bertelsmann Foundation North America focuses on developing and strengthening transatlantic relationships. In 2013, its work addressed the foreign, economic and fiscal policies of the Obama administration, as well as an analysis of the euro crisis, negotiations for creating a Transatlantic Trade and Investment Partnership (TIPP), and the NSA affair.

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.

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UK Deputy Prime Minister Nick Clegg speaking at the presentation of the Bertelsmann Foundation study *TIPP and the Fifty States*.

The high point of the Bertelsmann Foundation's activities was its annual conference on financial issues. Organized for the fifth time with the foundation's media partner, the *Financial Times*, the 2013 event was entitled "**System Upgrade: Time for a Global Economic Re-boot.**" Featured speakers included French Finance Minister Pierre Moscovici; Dutch Finance Minister and President of the Eurogroup Jeroen Dijsselbloem; Swedish Finance Minister Anders Borg; Turkish Deputy Prime Minister Ali Babacan; former Chairman of the US Federal Reserve Paul Volcker; and US Representatives Keith Ellison and Colleen Hanabusa.

As President Barack Obama began his second term, the Bertelsmann Foundation published a ***Field Manual to Europe***, identifying ten focus areas for the new administration's foreign policy. Each topic defines key policy issues for recasting the US relationship with Europe, from involvement with Russia and cooperation with the Arab world to NATO reforms. The *Field Manual* was initially presented in Washington at an event that included a discussion with former US Secretary of State Madeleine Albright and former Congressman Vin Weber. Additional events were held in Brussels and Berlin. The Bertelsmann Foundation also published ***TIPP and the Fifty States***, the first analysis of the wide-ranging impact a transatlantic free-trade agreement would have on the US. The report's release in Washington was attended by a number of prominent guests, including UK Deputy Prime Minister Nick Clegg.

A panel discussion in November in Berlin focused on how to rebuild trust between Germany and the United States following the revelation of the NSA's surveillance operations. The event was the first public appearance of US officials in Berlin since the operations became known. At the event, Senator Christopher Murphy and Congressman Gregory Meeks spoke and answered questions from audience members.

The Bertelsmann Foundation continued to deepen its focus on Latin America. In its new report, ***Surviving a Debt Crisis: Five Lessons for Europe from Latin America***, author Samuel George analyzes recent financial crises in Latin America and applies the lessons learned to the eurozone.

Former US Representative Vin Weber and former US Secretary of State Madeleine Albright discussed the *Field Manual to Europe* in Washington.



Other activities in 2013 included:

- Further development of the proposal for an international non-profit credit rating agency (INCRA), including a presentation at the TEDGlobal 2013 conference in Edinburgh
- Ongoing organization of the Congressional European Parliament Initiative (CEPI), which brings together US Congress and European Parliament staff members
- A discussion analyzing Germany's national elections

Bertelsmann Foundation North America
1101 New York Avenue, NW, Suite 901
Washington, DC 20005
Telephone: +1 202 384-1980

The Bertelsmann Foundation's 5th Annual Financial Conference



Moderator Gillian Tett with Turkish Deputy Prime Minister Ali Babacan, French Finance Minister Pierre Moscovici, Swedish Finance Minister Anders Borg and Dutch Finance Minister Jeroen Dijsselbloem (left to right).



Liz Mohn, member of the Bertelsmann Foundation Board of Directors (right), welcomes former Hewlett-Packard CEO Carly Fiorina.



Aart De Geus (center) talked with Deputy US Trade Representative Miriam Sapiro and Ed Luce, chief Washington commentator for the *Financial Times*.

At the Brussels Think Tank Dialogue, European Commission President José Manuel Barroso (left, shown here with Aart De Geus) called on Europeans to have more confidence in themselves.



Bertelsmann Stiftung International

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 office addresses all three dimensions of the Foundation's international work. In the *Learn* dimension, it identifies emerging trends and good practices throughout Europe that are relevant for the foundation's work in Germany in order to communicate them back to the appropriate experts there. In the *Connect* dimension, the Brussels team helps the foundation expand its European partnerships with leading think tanks and nonprofit organizations. In the *Transfer* dimension, the office highlights the foundation's role as a contributor of new ideas to the debate on the future of the EU and eurozone, and to discussions of reform in the EU member states.

In close cooperation with the Bertelsmann Stiftung programs The Future of Europe and Shaping Sustainable Economies, the Brussels team draws on its extensive experience to contribute to the foundation's ongoing work and to promote awareness of the Bertelsmann Stiftung as a source of expertise in a range of areas. These include overcoming the euro crisis, achieving the EU's goal of creating a competitive, socially just market economy, and developing strategies for building an effective, democratic Europe.

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Robert Gualtieri, Guy Verhofstadt, Andrew Duff, Thomas Fischer and Jo Leinen (left to right) discuss the draft EU Constitution jointly presented by the Bertelsmann Stiftung's Brussels office and the Spinelli Group.

In 2013, the Brussels office continued to focus on the social consequences of the crises affecting Europe and on developing Europe into an economic, fiscal and political union rooted in democratic principles. In April, the fourth annual **Brussels Think Tank Dialogue** took place, organized with nine other European think tanks. At the event, some 500 participants joined the president of the European Council and the president of the European Commission to discuss Europe's future and the choice it faces between federalism and fragmentation.

The Brussels team also began two cooperative projects to stimulate public debate on possible revisions to the EU treaties. Together with the **Spinelli Group**, a federal-minded circle of EU representatives, we published the group's proposal for a Fundamental Law of the European Union. In addition, the team joined with nine other leading European think tanks to launch the **New Pact for Europe** (www.newpactforeurope.eu), which has formulated different strategies for the future development of the EU as input for debates in 17 member states. The goal is to use the outcome of these debates as the basis for proposed reforms, which will be presented to the new EU leadership after the European elections in May 2014.

In October, the Brussels Office partnered with EU Commissioner for Employment and Social Affairs László Andor to host an **international expert conference** on the subject "Automatic Stabilizers for the Eurozone." Discussions focused on the idea of introducing a **European Unemployment Benefit Scheme** to guard against future crises in the EMU and to strengthen social responses to dislocations within Europe. A book on this topic was published in early 2014. In addition, the Brussels office worked with the Bertelsmann Stiftung programs The Future of Europe and Shaping Sustainable Economies on creating a **Social Inclusion Monitor for Europe**, which would be used to evaluate how balanced national reforms are in social terms within the context of the EU's European Semester program.

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Facts and Figures

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[Governance >](#)



Facts and Figures 2013

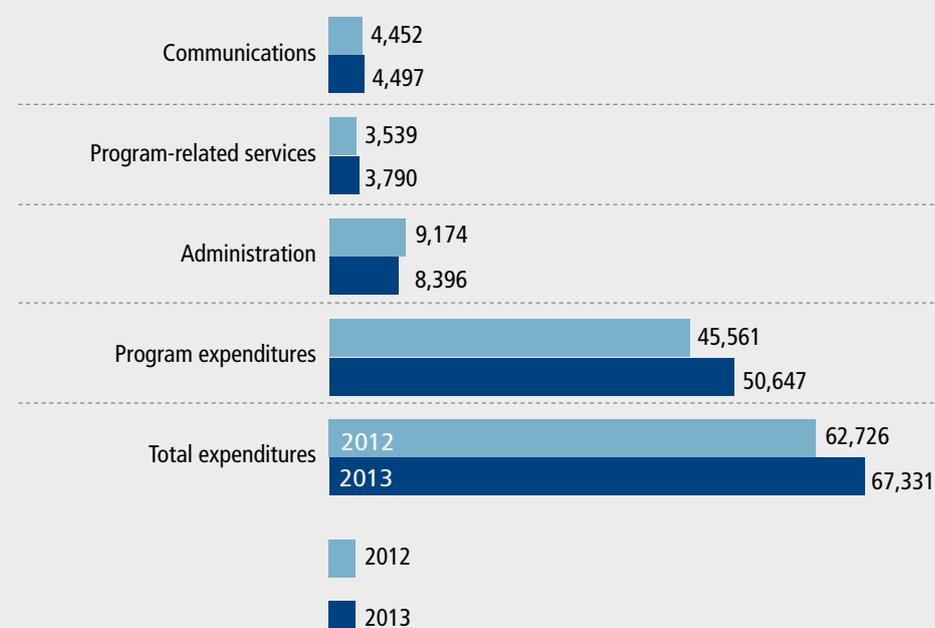
Corporate Operations > Financial Information

Total expenditures

Expenditures for the 2013 fiscal year totaled €67.3 million. Since its inception, the Bertelsmann Stiftung has invested roughly €1.1 billion in nonprofit work.

Total expenditures (€, thousands)

| Programs | |
|--|-------|
| Bertelsmann Stiftung International | 4,967 |
| CHE Centre for Higher Education | 1,676 |
| Germany and Asia | 996 |
| Europe's Future | 2,095 |
| Integration and Education | 2,697 |
| Competence Center Leadership and Corporate Culture | 1,224 |
| Living Values | 1,947 |
| Communities for Better Living | 4,800 |
| Learning for Life | 2,290 |
| Discovering Music | 2,500 |
| Shaping Sustainable Economies | 7,447 |
| Business in Society | 3,491 |
| Improving Healthcare – Informing Patients | 5,841 |
| Effective Investments in Education | 2,367 |
| Future of Democracy | 2,383 |
| Civil Society | 3,924 |



*Financial data for 2012 audited/Financial data for 2013 not yet audited



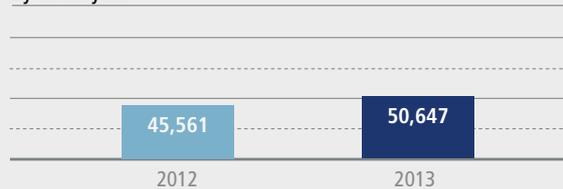
Wilhelm-Friedrich Uhr,
director of Corporate Operations
at the Bertelsmann Stiftung

Sources of income* (€, thousands)

| | 2012 | 2013 |
|-------------------------------------|------------------|------------------|
| Investment income | 111,487.7 | 113,778.9 |
| Capital income | 5,108.4 | 18,280.0 |
| Income from partnerships, donations | 2,178.7 | 2,488.9 |
| Other income | 3,779.3 | 779.8 |
| Total | 122,554.1 | 135,327.6 |

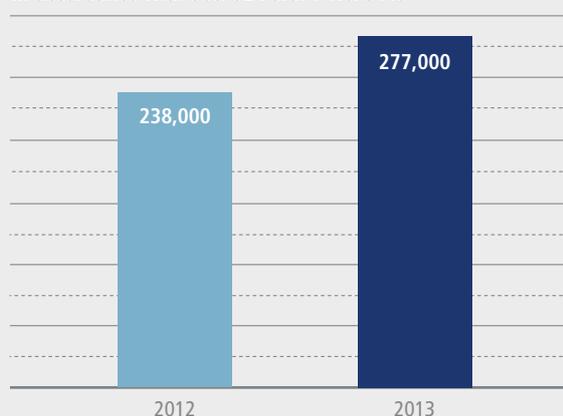
Program expenditures* (€, thousands)

by fiscal year



Reserves* (€, thousands)

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



*Financial data for 2012 audited/Financial data for 2013 not yet audited

Program expenditures

The Bertelsmann Stiftung invested approximately €51 million directly in program activities in fiscal year 2013, an increase of some €5 million over 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 €113.8 million in fiscal year 2013. 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 2013 fiscal year, the foundation's financial resources totaled approximately €135.3 million.

Reserves

Under its articles of incorporation, the Bertelsmann Stiftung is required to transfer funds into an unrestricted reserve fund in accordance with Sec. 62 Para. 1 No. 3 (formerly Sec. 58 No. 7a) of the German Fiscal Code (Abgabenordnung, AO). An additional €39 million was transferred in fiscal year 2013, so that the reserve fund held €277 million as of December 31, 2013.

Asset management for unrestricted reserves

Our investment strategy is designed to maintain the reserve fund's long-term value, while contributing additional current capital income to the annual budget. Accordingly, we diversify our holdings by investing in a broad range of asset categories. Our investments continue to focus on Europe. Most of our assets are invested in fixed-income securities, while liquid assets and bonds issued by corporations with solid credit ratings now make up a larger percentage of our holdings. At the end of the 2013 fiscal year, our stock holdings had increased slightly, to nearly 20 percent; a small percentage of our assets is invested in commodities. Overall, we achieved a return on our financial assets of 2.9 percent.

An advisory board has been appointed by the Bertelsmann Stiftung Executive Board to administer and oversee the foundation's asset management. It decides on forms of investment and determines the composition of the asset portfolio.

Another of its core duties is to regularly evaluate the assets, especially by reviewing risk diversification and performance. An information and reporting system for

asset management activities keeps the Executive Board informed of current developments.

Statement of the Bertelsmann Stiftung's assets and liabilities* as of December 31, 2013

| Assets (€, thousands) | Dec. 31, 2012 | Dec. 31, 2013 |
|---|----------------------|----------------------|
| Fixed assets | | |
| Intangible assets and tangible assets | 31,419.3 | 31,878.3 |
| Financial assets: | | |
| Shares | 592,178.9 | 592,178.9 |
| Investments in securities | 245,375.0 | 322,548.0 |
| Total fixed assets | 868,973.2 | 946,605.2 |
| Current assets | | |
| Available funds | 41.3 | 57.4 |
| Receivables and other assets | 271.9 | 8,356.8 |
| Liquid assets | 99,520.5 | 81,358.8 |
| Total current assets | 99,833.7 | 89,773.0 |
| Active prepaid expenses | 64.8 | 83.1 |
| Total balance-sheet assets | 968,871.7 | 1,036,461.5 |
| Assets held in trust | 4,767.2 | 4,910.9 |
| Liabilities (€, thousands) | Dec. 31, 2012 | Dec. 31, 2013 |
| Endowment capital | 618,997.6 | 618,997.6 |
| Reserves | | |
| Reserves in accordance with Sec. 62 Para. 1 No. 3 AO (formerly Sec. 58 No. 7a AO) | 238,000.0 | 277,000.0 |
| Restructured assets | 0.0 | 13,913.3 |
| Total reserves | 238,000.0 | 290,913.3 |
| Funds carried forward | 92,610.2 | 107,223.3 |
| Accrued liabilities | | |
| Provisions for pensions | 11,218.8 | 12,388.7 |
| Other liabilities | 3,756.4 | 3,059.2 |
| Total accrued liabilities | 14,975.2 | 15,447.9 |
| Accounts payable | | |
| Accounts payable for goods and services | 3,289.5 | 2,948.8 |
| Other accounts payable | 999.3 | 908.6 |
| Total accounts payable | 4,288.8 | 3,857.4 |
| Deferred income | 0.0 | 22.0 |
| Total balance-sheet liabilities | 968,871.7 | 1,036,461.5 |
| Trust accounts payable | 4,767.2 | 4,910.9 |

*Financial data for 2012 audited/Financial data for 2013 not yet audited

Corporate Operations > Employees

The commitment and performance of our employees are what allow us to generate effective responses to current and coming challenges. As a result, we promote dialogue with our employees, thereby ensuring an organizational culture based on partnership.

Human resources policy

The Bertelsmann Stiftung's overall strategy serves as the basis for our human resources policy. In 2013, our HR management therefore focused on the following areas: quantitative and qualitative human resources planning, in keeping with the foundation's internationalization activities; partnership-based corporate culture; work-life balance; and preventive healthcare.

Considerable effort was devoted to administrative restructuring in 2013. The divisions of Finance/Shared Services and HR/Organizational Affairs were merged to form Corporate Operations. This will allow the Finance and Tax, Controlling, Services, IT and HR departments to work even more closely together, providing administrative support for the foundation's project work as well as project-related services.

Quantitative 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. A major challenge in this regard is not exceeding HR limits while keeping in mind the number of employees a project will require to achieve its goals. Ongoing dialogue with the Executive Board and senior managers makes it possible to meet that challenge.

Over the past year, 36 new employees were hired from the 3,374 applicants who expressed interest in working for the foundation. In addition, 55 university students and recent graduates had an opportunity to intern at the Bertelsmann Stiftung and learn more about its projects. www.karriere.bertelsmann-stiftung.de

Qualitative HR planning

The people working at the Bertelsmann Stiftung are the key factor allowing us to carry out projects that are timely and effective. Without their capabilities and expertise, we would not be able to maintain our high standards. We therefore attach great importance to individual plans for career development. Employees interact with our HR managers on an ongoing basis, allowing them to lay the groundwork for their further careers.

In addition to other activities, our qualitative HR planning focused in 2013 on the foundation's internationalization strategy. Nine Bertelsmann Stiftung employees were assigned to the foundation's offices in Brussels and Washington, and 42 members of our workforce took advantage of courses to improve their English language skills.

Partnership-based corporate culture

The goals of the Bertelsmann Stiftung's corporate culture are to encourage open discussion, honest feedback and extensive use of leadership opportunities. To that end, we are now conducting our employee survey every three years, rather than every four years as in the past. In 2013, 93.2 percent of the foundation's employees took advantage of the opportunity to shape their work environment by participating in the survey. The results show that the Bertelsmann Stiftung has created the kind of workplace that fosters employee commitment and performance. For example, roughly 90 percent of respondents expressed satisfaction with their working conditions. The survey also showed a high level of satisfaction with the foundation as an employer: 90 percent of the

Mitarbeiterbefragung 2013
3. – 17. Juni

Mitmachen! Mitgestalten!

Am 3. Juni 2013 startet die Mitarbeiterbefragung. Äußern Sie Ihre Meinung zu wichtigen Aspekten des Arbeitens und gestalten Sie so die Zukunft der Bertelsmann Stiftung.

BertelsmannStiftung



Committed, motivated employees are what ensure the foundation's projects are successful. The Bertelsmann Stiftung therefore offers its employees flat hierarchies and a corporate culture based on partnership.

foundation's staff are proud to work for the Bertelsmann Stiftung and would recommend it to others as a place to work. However, improvement is needed in certain areas. In particular, there is a need for greater communication and peer learning within the organization. Working groups have therefore been created to take advantage of synergies. For example, the Internal Participation group is developing Web-based tools that will make it easier for employees throughout the foundation to share their views on various subjects.

Healthcare

A holistic view of health is essential for the long-term well-being of the workforce. At the Bertelsmann Stiftung, preventive healthcare therefore plays a key role.

The foundation's success depends on the capabilities and performance of everyone who works there. To keep its employees healthy, the Bertelsmann Stiftung not only provides workplaces that enhance wellbeing, it also partners with health insurance companies and in-house health managers to offer a range of preventive measures. These include traditional checkups, intra-ocular pressure screenings, flu vaccinations, skin examinations, stress assessments and thyroid ultrasounds. Measures such as these make it possible to diagnose

and treat health issues at an early stage, thereby enhancing employees' quality of life.

In-company social services also provide mental health support for all employees. In addition, an extensive exercise and wellness program promotes physical fitness, stress reduction and overall wellbeing.

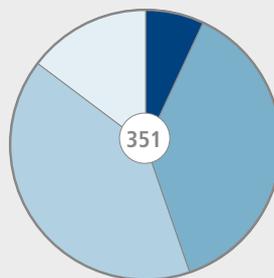
Work-life balance

Are employees successfully balancing their professional and personal lives? This issue is of great importance at the Bertelsmann Stiftung. After all, promoting a work-life balance not only makes the foundation more attractive to potential employees, it also helps retain those currently working there and keeps them healthy.

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. The Bertelsmann Stiftung therefore offers a range of options, including flexible work hours, the opportunity to take a sabbatical, and possibilities for telecommuting and part-time employment. We also provide access to individualized, affordable services, such as a parent-child room, which allows parents to bring a child to work when circumstances make that necessary. In addition to supporting daycare facilities



in Gütersloh, it also offers employees childcare 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 childcare providers and home-care options for family members needing assistance.

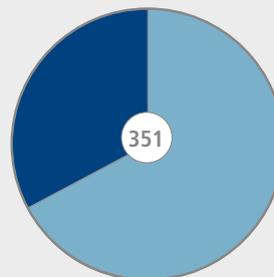


Employees

by age

| | | |
|-----|-------|-------|
| 26 | < 30 | years |
| 129 | 30–39 | years |
| 141 | 40–49 | years |
| 55 | ≥ 50 | years |

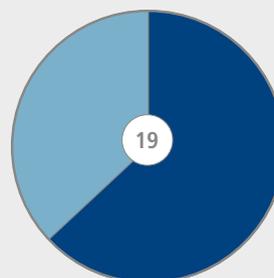
average age:
41.3 years



Employees

by gender

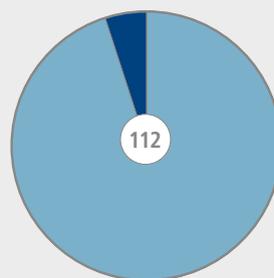
| | |
|-----|--------|
| 236 | female |
| 115 | male |



Executives

by gender

| | |
|----|--------|
| 7 | female |
| 12 | male |



Part-time

by gender

| | |
|-----|--------|
| 105 | female |
| 7 | male |

Of all Bertelsmann Stiftung employees, 31.9% work part-time.

Facts and Figures 2013

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.

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

Director of Press Relations:
André Zimmermann
andre.zimmermann@bertelsmann-stiftung.de

Contact for television and radio journalists:
Andrea Rohden
andrea.rohden@bertelsmann-stiftung.de

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

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





Klaus-Henning Groth,
director of Communications
at the Bertelsmann Stiftung.

Digital communications

Website

The foundation's website gives users access to our studies, publications and the latest information on our projects, as well as materials published by Verlag Bertelsmann Stiftung. Contact information, topic-specific newsletters and our magazine *change* are also available online. Well over 7,000 downloads are available free of charge. We also offer selected highlights in the form of infographics and videos. The latest news from the Bertelsmann Stiftung is also available through our RSS feeds.

www.bertelsmann-stiftung.de

Social media

In addition to our website (www.bertelsmann-stiftung.de), you can find us on social networking sites such as Facebook, Google+, SlideShare, Twitter, Xing and YouTube. These sites can also be used to contact us directly. In addition, our project specialists and other employees have their own social media profiles. A regularly updated overview of their posts can be found at

www.bertelsmann-stiftung.de/socialmedia

Apps

An app allowing users to access our website using an iPhone or iPad can be downloaded free of charge from Apple iTunes. Apps for both Apple and Android devices are also available for our Participation Compass, GED Shorts and Demography Guide.

www.bertelsmann-stiftung.de/apps

Director of Corporate Communications:

Christian Rickerts

christian.rickerts@bertelsmann-stiftung.de



Magazines 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. As the largest foundation in Europe to carry out its own project work, 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.

The magazine is published quarterly and has a circulation of 100,000. Each issue focuses on a specific topic and is accompanied by an electronic edition, which provides additional information drawn from our project work.

www.change-magazin.de

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. The annual report is available in German and English.

Bertelsmann Stiftung At a Glance

This brief summary provides an overview of our programs and projects. It is just one of our diverse informational offerings also available online. Feel free to have a look and then contact us directly.

Director of Corporate Communications:
Christian Rickerts
christian.rickerts@bertelsmann-stiftung.de



Verlag Bertelsmann Stiftung

Reforms must be known and understood if they are to prove effective. Every year the Bertelsmann Stiftung therefore releases numerous publications describing its projects. The publications make it possible for the foundation to participate in current policy discussions. They also encourage others to get involved and they document international studies that show what Germany can learn from initiatives in other countries. The topics addressed include business, politics, education, social affairs, health and culture.

Book catalogue and brochure

Our annual catalogue provides extensive information on all of the new titles published by Verlag Bertelsmann Stiftung, including excerpts. It also contains a listing of all book titles, including e-books. In addition, the brochure “Publications 2014/2015” offers an overview of our English-language publications. More information is available at: www.bertelsmann-stiftung.org/publications

E-Books

All our publications are also available in electronic form. An overview of our online offerings and information on how to order books can be found at:

www.bertelsmann-stiftung.org/ebooks

Newsletter

Information about new releases from Verlag Bertelsmann Stiftung also appears in our newsletter “Neues aus dem Verlag” (News from the Publishing House), which is available free of charge.

www.bertelsmann-stiftung.de/newsletter

Book fair

Each year Verlag Bertelsmann Stiftung has its own booth at the Frankfurt Book Fair, where it organizes a range of events on topics of current interest.

Director of Publishing:

Sabine Reimann

sabine.reimann@bertelsmann-stiftung.de

Verlag Bertelsmann Stiftung uses its booth at the Frankfurt Book Fair to introduce its latest publications and to hold events for the public.



Facts and Figures 2013

Governance >



Aart De Geus



Liz Mohn



Dr. Jörg Dräger



Dr. Brigitte Mohn

Executive Board

In addition to Aart De Geus, its chair since August 5, 2012, the Bertelsmann Stiftung Executive Board includes vice-chair Liz Mohn, as well as Dr. Jörg Dräger and Dr. Brigitte Mohn.



The Bertelsmann Stiftung's Executive Board and its Board of Trustees hold a joint meeting twice a year. In accordance with the foundation's articles of incorporation, the Board of Trustees provides support for the foundation's ongoing development, oversees its executive management and, together with the Executive Board, makes decisions on matters of critical importance.



Prof. Dr.-Ing.
Werner J. Bauer



Liz Mohn



Wolf Bauer



Dr. Wulf
H. Bernotat



Dr.-Ing. Ralph
Heck



Christoph
Mohn



Eduardo
Montes



Carolina
Müller-Möhl



Prof. Dr.
Thomas
Rauschenbach



Rolf Schmidt-
Holtz



Dr. Wolfgang
Schüssel



Prof. Dr. Jürgen
Stark

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.

A new member was appointed to the Board of Trustees in 2013: Carolina Müller-Möhl.

- Prof. Dr.-Ing. Werner J. Bauer (chair), chair of the Supervisory Board of Nestlé Deutschland AG
- Liz Mohn (vice-chair), member of the Supervisory Board of Bertelsmann SE & Co. KGaA, chair of the Shareholders' Meeting and of the Steering Committee of Bertelsmann Verwaltungsgesellschaft mbH
- Wolf Bauer, CEO of UFA Film & TV Produktion GmbH
- Dr. Wulf H. Bernotat, former chair of the Board of Management of E.ON AG
- Dr.-Ing. Ralph Heck, director of McKinsey & Company, Inc.
- Christoph Mohn, chair of the Supervisory Board of Bertelsmann SE & Co. KGaA, chair of the Executive Board of the Reinhard Mohn Stiftung, CEO of Christoph Mohn Internet Holding GmbH and shareholder of Bertelsmann Verwaltungsgesellschaft mbH

- Eduardo Montes, chair of Asociación Española de la Industria Eléctrica (UNESA), Madrid
- Carolina Müller-Möhl, president of Müller-Möhl Group and the Müller-Möhl Foundation and member of the Board of Directors of Orascom Development Holding AG and of Neue Zürcher Zeitung AG
- Prof. Dr. Thomas Rauschenbach, director and CEO of the German Youth Institute
- Rolf Schmidt-Holtz, chair of the Supervisory Board of Just Software AG
- 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

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