



Annual Report 2025

Inspiring people. Shaping the future.

Participating in a globalized world.

THE BERTELSMANN STIFTUNG

The Bertelsmann Stiftung was founded in 1977 by Reinhard Mohn. It engages solely and directly in nonprofit activities. It is a private operating foundation which develops and initiates all of its projects itself, providing the support required for their implementation.

EXECUTIVE BOARD

The foundation's activities reflect the principles laid out by our founder. The Executive Board is the team responsible for the foundation's program work.



Dr. Brigitte Mohn (Chairwoman since August 1, 2025)

Prof. Dr. Daniela Schwarzer

Wilhelm-Friedrich Uhr (since August 1, 2025)

Dr. Hannes Ametsreiter (Chairman until July 31, 2025)*

PROGRAMS AND CENTERS 2025



EDUCATION AND
THE NEXT GENERATION



DEMOCRACY AND
SOCIAL COHESION



DIGITALIZATION AND
THE COMMON GOOD



EUROPE'S
FUTURE



HEALTH
CARE



SUSTAINABLE
SOCIAL MARKET ECONOMIES

CENTER FOR
DATA MANAGEMENT

For a growing and open
data ecosystem in Germany

CENTER FOR
SUSTAINABLE COMMUNITIES

For livable and sustainable
cities and towns

WEBLINKS

WWW.BERTELSMANN-STIFTUNG.DE



www.bertelsmann-stiftung.de/podcast



bsky.app/profile/bertelsmannst.bsky.social



www.facebook.com/BertelsmannStiftung



www.instagram.com/bertelsmannstiftung



www.linkedin.com/company/bertelsmann-stiftung



www.xing.com/companies/bertelsmannstiftung



www.youtube.com/BertelsmannStiftung



Dr. Hannes Ametsreiter left the Bertelsmann Stiftung as of July 31, 2025.

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FOREWORD



Dear Readers,

The **global political developments** of the past year have made it clear how fragile familiar institutions and structures have become.

With the new administration taking office in the United States in January 2025 and the resulting shifts in the international landscape, **Europe and Germany** are facing a strategic test: They must continue to guarantee security, economic resilience and the ability to take political action despite the changed circumstances.

In a period of growing uncertainty, the Bertelsmann Stiftung remains true to the spirit of our founder, Reinhard Mohn, and to our role as a representative of civil society in Germany. In keeping with our bylaws, our mission is to strengthen the bonds underlying social cohesion and shape society so it can respond to current and coming challenges. This is not an abstract goal, but a concrete task: **Peace and freedom** cannot be taken for granted; they are precious commodities and the basis for society's future viability. They result from the stances we take, the responsibilities we assume and the institutions we uphold.

Democracy thrives on direct and empowered participation – on cooperation, on constructive debate to find the best solutions, on commitment, and on seriously listening to and accepting the concerns and ideas of the public and civil society. A liberal system of government needs effective state structures as well as an engaged **civil society**. At the Bertelsmann Stiftung, we see ourselves as a catalyst and partner: We want to offer guidance through analysis and drive change through pilot projects and the scaling of robust solutions.

A special highlight in 2025 was the awarding of the **Reinhard Mohn Prize** to Maia Sandu, president of the Republic of Moldova, and to entrepreneur and philanthropist Michael Otto. Both are individuals who live, share and hold themselves accountable to democratic values in an exemplary manner – with prudence and clarity, determination and courage. Based on her own experience, Maia Sandu has concisely expressed what democracy needs at the present moment: “Democracy thrives when people stand up for it, even in the face of adversity.”

In 2025, our programs provided new impetus for society in multiple areas, from school education and health care to digital sovereignty. This is a path we will continue to take. In particular, we have repeatedly helped **young people get involved**. Our interactions with them increasingly focus on recognizing the possibilities that youth and pop culture offer for self-expression. To that end, we engage with teenagers and young adults through the analogue and digital channels present in their daily lives. For example, our GenNow initiative created a space at the KOSMOS Festival in Chemnitz for exchange and mutual empowerment, encouraging young people to engage actively and collaboratively with society and their own future. The topics and approaches ranged from gaming, music and social media to entrepreneurship, occupational training and Germany’s role in Europe.

Future generations must see to it that **democracy** endures as a liberal system of governance predicated on clear values. Their efforts will need both support and spaces in which **trust** can grow. Our shared task in Germany and Europe will be providing that support and creating those spaces.

After all, in challenging times, we need institutions that take responsibility, inspire confidence and make the future possible.

I hope you find our annual report both engaging and inspiring.

Sincerely,

A handwritten signature in black ink, reading "Brigitte Mohn". The signature is written in a cursive, flowing style.

Dr. Brigitte Mohn



OUR TOPIC FOR 2024/2025: “STRENGTHEN DEMOCRACY!”

The topic is more relevant than ever: Democracies around the world have come under pressure in recent years – due to geopolitical crises, polarization, digital disinformation and growing social tensions. At the same time, we know that only democracies enable participation and equal rights while safeguarding the dignity of each and every individual. What’s more, democracies have the power to strengthen social cohesion and shape the future by working together.

Honoring role models

As part of our topic for 2024/2025 – “Strengthening Democracy!” – the Bertelsmann Stiftung awarded the 2025 Reinhard Mohn Prize to two individuals who have impressively sought to promote democratic values: Maia Sandu, president of the Republic of Moldova, and Michael Otto, entrepreneur and philanthropist. The foundation honored them for their outstanding commitment to helping create a free and sustainable society.

Maia Sandu exemplifies what it means to have courage and vision in difficult times. As her country’s first female president, she has taken a clear stance in favor of freedom, self-determination and stronger ties between Moldova and Europe – despite massive outside attempts to disrupt democratic processes, and targeted disinformation campaigns aimed at undermining them. Her political leadership demonstrates how democratic values can be defended and further developed even under pressure.

Taking responsibility

Michael Otto takes responsibility for democracy in a different way. In business and civil society, he is committed to promoting sustainability, education and social participation. His engagement shows that democracy requires not only political decision makers, but also people in companies and initiatives who take responsibility for the common good and who actively shape social transformation processes.

The presentation speeches at the award ceremony in Gütersloh were given by German President Frank-Walter Steinmeier and Liz Mohn, honorary member of the Bertelsmann Stiftung Board of Trustees. Both emphasized that democracy needs constant nurturing as well as people who not only talk about democratic values, but also embody them.

How do we strengthen democracy?

The Bertelsmann Stiftung’s programs have a common goal: strengthening democracy. To achieve it, the foundation combines scientific analysis with concrete initiatives. Researchers at the Bertelsmann Stiftung evaluate democratic processes worldwide, including for the Bertelsmann Transformation Index (BTI), which shows how democracy, rule of law and governance are developing in 137 countries. The resulting data provide important guidance for civil society and strategic policymaking.

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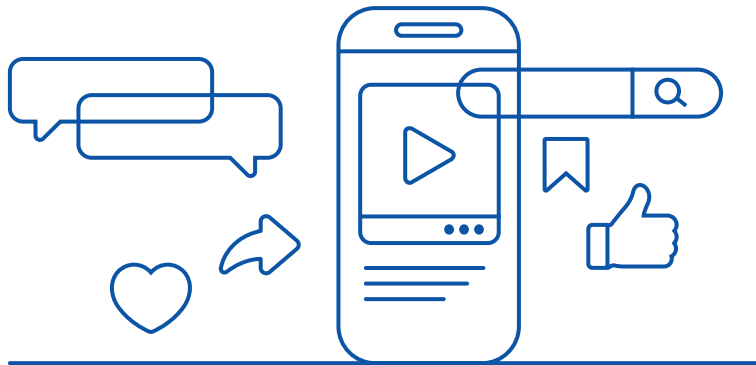
137 countries worldwide:

The Bertelsmann Transformation Index (BTI) shows how democracy, rule of law and governance are developing around the globe.



At the national level, the foundation raises awareness of the importance of having democratic structures that are efficient, resilient and citizen-oriented. It therefore carries out projects that strengthen political education, combat digital disinformation and support various forms of participation for young people. It does so because democracy thrives when everyone gets involved – especially members of the next generation, who are demanding and finding innovative ways for taking part in an increasingly digitalized world.

How this can be achieved was demonstrated at the foundation’s “GenNow Space” at the KOSMOS Festival in Chemnitz. That’s where political education met pop culture, and young people were encouraged not only to reflect on democracy, but to shape it themselves. As such low-threshold events show: Democracy can be inspiring, diverse and inclusive.



70%

of young people in Germany get their information about politics from social media. Other sources are school (60 percent), family (58 percent) and friends (54 percent).

Everyday democracy

For us, strengthening democracy means researching and supporting it in everyday life – in educational institutions, companies and digital spaces and through a direct dialogue between policymakers and the public. The Bertelsmann Stiftung has set itself the task of not only openly addressing challenges such as polarization and disinformation, but, above all, of seizing opportunities to promote trust, participation and solidarity. The presentation of the 2025 Reinhard Mohn Prize reminds us that the commitment to democratic values requires courage, perseverance and creative action. That is the standard against which we, as a foundation, want to continue measuring ourselves. After all, democracy is the only form of government that fosters freedom, solidarity and goodwill.



THE BERTELSMANN STIFTUNG IN 2025 AT A GLANCE

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



337
EMPLOYEES

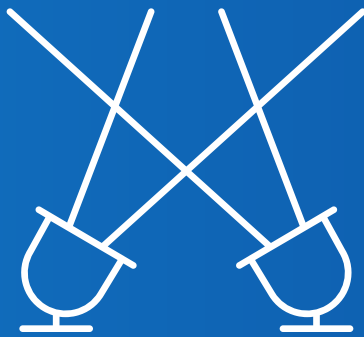


5
LOCATIONS
WORLDWIDE



A NONPROFIT,
NONPARTISAN,
PRIVATE OPERATING
FOUNDATION

40
PROJECTS



234

IN-PERSON, HYBRID AND
DIGITAL EVENTS



2.1

BILLION EURO FOR
NONPROFIT ACTIVITIES
SINCE FOUNDING



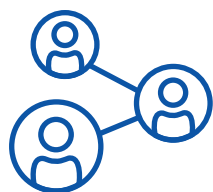
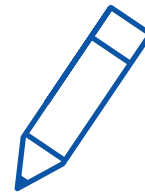
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-MILLION-EURO
ANNUAL BUDGET

PROGRAMS AND CENTERS

Education and the Next Generation

For good childhood development, fair educational opportunities and active participation in shaping a sustainable society



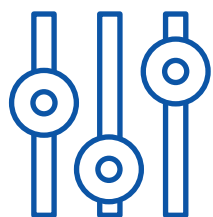
Digitalization and the Common Good

For self-determination and solidarity in a world shaped by algorithms and AI



Health Care

For innovation and patient-centeredness in a health-care system based on solidarity



Center for Data Management

For a growing and open data ecosystem in Germany



Democracy and Social Cohesion

For a sustainable democracy and strong social cohesion



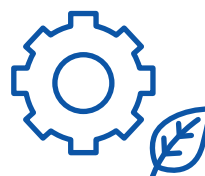
Europe's Future

For a sovereign and cohesive Europe



Sustainable Social Market Economies

For prosperity and employment in sustainable social market economies



Center for Sustainable Communities

For livable and sustainable cities and towns



Education and the Next Generation



Executive Board Members:

Dr. Hannes Ametsreiter (until July 31, 2025)
Dr. Brigitte Mohn (since August 1, 2025)

Program Directors:

Anette Stein
Marek Wallenfels
Dr. Dirk Zorn

Our vision is for all young people in Germany to lead fulfilling lives. They should have fair opportunities to participate, experience well-being by feeling at home in their surroundings, and learn and grow in a high-performing educational system that is internationally competitive. We empower young people directly so they can make a meaningful contribution in all the areas that interest them.

Selected project activities:

Families and Education: Creating Child-Centered Policies

A representative study allowed young people between the ages of 10 and 15 to describe the monetary, educational and health needs they face. Our Young Experts Team published the findings in a brochure before commenting on and presenting them directly to policymakers at two Peer2Peer conferences. As part of an innovative primary-school conference in Duisburg, we were able to involve young children from a challenging social environment and make their needs transparent.

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

Early Childhood Education and Care

The educational mandate that Germany's early childhood education and care (ECEC) centers are expected to fulfill is becoming increasingly demanding. At the same time, ECEC centers need qualified staff if they are to provide high-quality education and care. However, data from our report *State by State: Monitoring Early Childhood Education* reveal a declining ratio of trained professionals working at the centers. Major differences exist across the country on both the state and local levels, as a study conducted on our behalf by Fulda University of Applied Sciences shows. The legal framework governing who is allowed to work as an educator in ECEC centers has been significantly expanded, with most states increasing access to the profession between 2019 and 2025, including for those

without educational qualifications. Through the nationwide initiative "Es geht um jedes Kind!" (It's about every child!), we are drawing attention to what high-quality ECEC looks like and how educators can be supported in carrying out their professional duties. Our social media activities highlight the strengths of the ECEC system and show where reforms are needed.

www.bertelsmann-stiftung.de/state-monitoring
www.es-geht-um-jedes-kind.de
www.laendermonitor.de

Change Learning: Together Towards a Learning School System

With Change Learning, we are refocusing activities to strengthen the capacity for change across the German school system as a whole. The project creates the conditions for educational authorities, schools and civil society actors to jointly explore how change can succeed and to embed this knowledge sustainably within the system. Rather than focusing on individual reform issues, Change Learning places the school system's capacity for continuous system development at the center: by supporting concrete reform processes in several German states, by strengthening data-informed governance and management and by consolidating and making visible knowledge about successful transformation. In this way, we contribute to a learning school system that actively shapes change.

www.change-learning.de



Strengthening Vocational Education and Training

Together with the German Children and Youth Foundation, we surveyed 1,700 professionals on the transition from school to work, enabling us to provide new impetus for reforming the transition sector. Our youth survey *Ausbildungsperspektiven 2025* (Training Prospects 2025) generated the greatest media response ever for topics related to vocational education and training. Based on our own analyses together with data and observations from the German Economic Institute, we developed and published recommendations for more effective trainee recruitment, then incorporated them into the various formats used by the trainer network Q 4.0. In 2025, we celebrated the 25th anniversary of *Berufswahlsiegel*, the seal of quality given to educational institutions for their for career-counseling activities, which is now widely used in all of Germany's states.

www.bertelsmann-stiftung.de/opportunity-apprenticeship

Next Generation and Society - Sustainable. Digital. Engaged.

We have shown how and why young people get involved, what role loneliness plays in political self-efficacy, how political communication works on social media, and what potential online community spaces offer for participating and providing a sense of belonging. In the networking format Youth Empowerment Hub 2025, we contributed new ideas to the public discourse on the topic "Young People's Mental Health." We also used our findings on the use of digital communication channels and games to interact with young people and introduced the findings

into the policy discussion. With partners such as the WHO Youth Council, we launched transformation alliances on various aspects of planetary health, on strengthening mental health, and on the connection between gaming and democracy. The goal is to empower young people to activate the relevant networks so that, in the long term, they become impactful advocates for the issues that concern them.

www.bertelsmann-stiftung.de/nextgen-society
www.gennow.de

Next Generation and the Economy - Creating. Sustainable. Futures.

As one of its first partners, we are supporting the Young Founders Network in its nationwide expansion. We contributed to the development of skill-building formats and to realizing the first Young Founders Conference that welcomed over 1,000 young founders and others interested in starting a business. We were present with our young, pop-culture formats at the KOSMOS Festival in Chemnitz, which was a 2025 European Capital of Culture. By coordinating the "GenNow Space" at the festival, we made the activities of the foundation's projects and those of its partners tangible for young people, strengthening their engagement. This allowed us to reach over 10,000 young people on site and more than 100,000 digitally. In addition, we contributed new ideas internationally as part of the Youth Alliance, and piloted a challenge-based intrapreneurship project with IW Junior that is designed to embed entrepreneurial thinking more firmly in vocational schools.

www.bertelsmann-stiftung.de/nextgen-economy

Democracy and Social Cohesion



Executive Board Member:
Prof. Dr. Daniela Schwarzer

Program Directors:
Dr. Regina von Görtz
Dr. Finn Heinrich
Dr. Dominik Hierlemann
Ulrich Kober

We want to protect democracy and move it forward. In addition, we want to ensure that young people are actively involved and heard in our democratic processes. Finally, we want to improve social cohesion in diverse societies and make our political institutions more robust and inclusive.

Selected project activities:

Protecting and Rethinking Democracy

“The democracy of tomorrow. Time for new approaches” was the focus of the Weimar Talks, which we organized together with the Deutsche Nationalstiftung. Our background paper highlighted the fractures in German democracy, which we discussed with 30 prominent figures from politics, business, civil society and the media. Thuringia’s Minister-President Mario Voigt joined us for the discussion, as did Julia Jäkel from the Initiative for an Effective State. What became clear is that the debate on democracy should not focus solely on the threat posed by right-wing populists. Reforming the public sector will require a joint effort by actors at the federal and state levels – and can only succeed in close cooperation with ordinary citizens.

To encourage a more strategic focus on the protection and further development of democracy, we introduced the term *Demokratiepolitik* (democracy policy) into the political debate, which we publicized through a policy study and a series of roundtable discussions with the relevant stakeholders. We will expand on this in 2026 as part of our new project Renewing Democracy. Another new focus was set by a study that examined the work environment in the Bundestag, Germany’s parliament. The study highlighted the challenging conditions parliamentarians face and presented concrete recommendations for improvements in the areas of family friendliness, digitalization and capacity building for members of parliament. It was presented and discussed

at an event jointly organized with the Hertie Foundation and attended by Julia Klöckner, president of the Bundestag. In May, we published a study that analyzed what the country’s “traffic light coalition” achieved before it collapsed in 2024, showing that it was able to implement a relatively large number of its planned projects, but that these successes were overshadowed by constant disputes within the coalition.

www.bertelsmann-stiftung.de/new-democracy-en

www.bertelsmann-stiftung.de/renewing-democracy

Together in Diversity

Our Religion Monitor showed that around one-fifth of the population in Germany is susceptible to conspiracy theories, a tendency that is even more pronounced in other countries, such as the United States and Poland. Participants at a high-level conference in Vienna in the spring discussed the implications of these findings for levels of trust in politics and society. Moreover, our transnational training partnerships were expanded: Supported by the EU, the collaboration on vocational training in the construction sector between Germany, Ghana, and Senegal gained momentum and, in the fall, Canada made use of our expertise to launch an initiative for its nursing-care sector. After receiving over 250 entries from business, political and civil society organizations, the “Land of Ideas” competition honored 50 initiatives in December that have been particularly successful at



integrating immigrants into the labor market. In the summer, we began cooperating with civil society partners in eastern Germany to strengthen the commitment to democracy and cohesion there, especially in the states of Saxony and Saxony-Anhalt. One of our main partners is Zukunftswege Ost (Paths to the Future East), a network of foundations. The focus is on the “social spaces” where social cohesion is promoted through joint initiatives that target local needs.

- www.bertelsmann-stiftung.de/fair-migration
- www.bertelsmann-stiftung.de/together-in-diversity
- www.bertelsmann-stiftung.de/religion-monitor

Young People and Democracy

In 2025, this project focused on strengthening democratic discourse in the digital space. Through our studies on communication in election campaigns and social media, we analyzed how “democracy in the feed” takes shape and how democratic content can be effectively conveyed online to young, digitally engaged, politically aware and sometimes polarized audiences. Our survey on gaming as a “play space for democracy” showed where debates take place today and highlighted that politicization occurs predominantly online. Our #Macher campaign during Germany’s national election reached young people on the social media channels where political opinions are formed. Our work was supported by a community of 25 young people from all over Germany who

developed their own formats, such as a major “Democracy Ball” held at Dresden’s city hall. We also organized a European Youth Dialogue with several partners, bringing together young people across Europe. Activities related to voluntary community service and digital education rounded off the year. Beginning in 2026, the project is putting a stronger focus on future-oriented democracy – to ensure that policy structures and decision-making processes consistently take into account their potential impact on young and future generations.

- www.bertelsmann-stiftung.de/young-peoples-voices-in-our-democracy
- www.bertelsmann-stiftung.de/youth-for-tomorrow

Reinhard Mohn Prize

The 2025 Reinhard Mohn Prize was awarded to Maia Sandu, president of the Republic of Moldova, and Michael Otto, entrepreneur and philanthropist. German President Frank-Walter Steinmeier and Liz Mohn delivered the presentation speeches during a festive ceremony in Gütersloh attended by around 500 guests from politics, business, culture, civil society and the media. In keeping with the topic of the 2025 prize – “Strengthen democracy!” – the Bertelsmann Stiftung honored the two recipients for their commitment to democratic values and a free society. The speeches clearly expressed what is at stake: democracy itself.

- www.reinhard-mohn-preis.de

Digitalization and the Common Good



Executive Board Member:

Dr. Brigitte Mohn

Program Directors:

Martin Hullin (until June 30, 2025)

Kirsten Witte (since July 1, 2025)

Digital technologies are increasingly shaping today's realities. They create opportunities for participation, but can also deepen inequalities. Through our projects, we are working to ensure algorithms and artificial intelligence are used in ways that promote individual self-determination and that guarantee digital developments benefit society as a whole.

Selected project activities:

reframe[Tech] – Algorithms for the Common Good

To promote the development and use of digital technologies for the common good, we monitored key developments in European AI regulation and analyzed what adjustments are necessary to ensure that the legal framework remains effective and practical. Through our series of dialogues on the implementation of Germany's AI directive, we worked with our network to identify connections between generative AI, technical standards, economic conditions and the implementation of EU regulations at the national level. We highlighted how European AI gigafactories can be further developed to reflect demand and the role public AI approaches can play in democratically safeguarding basic digital capacities while limiting concentrations of power. We also examined the systemic risks associated with the use of generative base models, and how guidance can be given to non-profit organizations. Our AI competency profiles for public administrators provide an overview of how to use AI systems safely and effectively.

www.reframetech.de/en

Upgrade Democracy

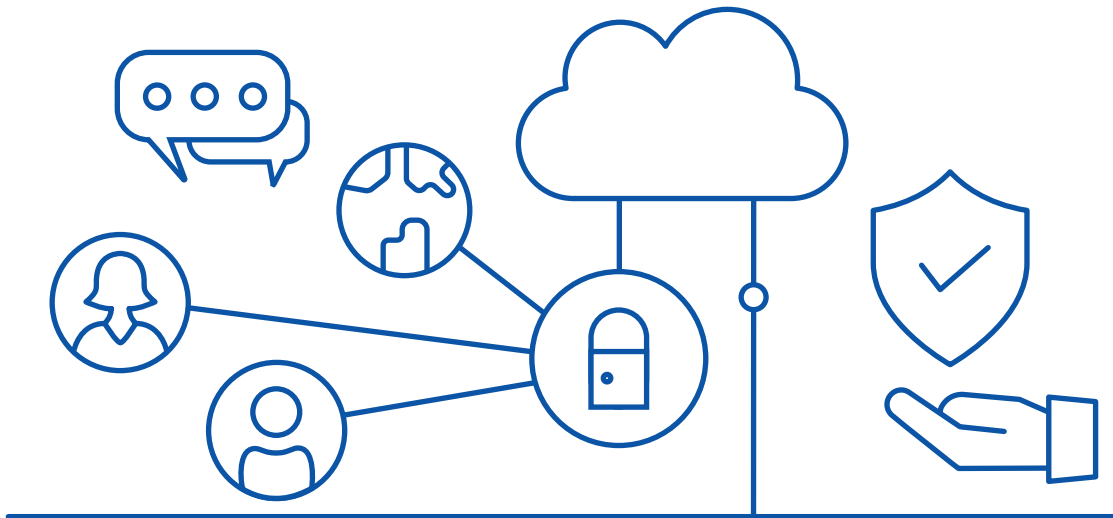
In its final phase, our project – jointly supported by the Democracy and Social Cohesion program – focused on the social media dynamics that impact democracy. The central question was how to empower people in digital public spheres while reducing structural dependencies on large platforms. The project team developed

concrete recommendations for promoting a resilient, diverse and independent digital information environment, especially in the context of social media platforms. In addition, we presented the findings from our cross-program study *Spaces to Play, Spaces to Act: Exploring the Political, Cultural and Democratic Dimensions of Gaming in Germany* at Gamescom, making it possible for the Bertelsmann Stiftung to address both a new topic area and a new target group. Based on the study, future activities will explore how gaming spaces can be used more strategically to support democracy.

www.upgradedemocracy.de/en

Exploration: Local Data Collaboratives for the Common Good

This exploratory project was successfully completed in 2025 and has provided crucial impetus for the data-based design of local-level strategies that benefit society as a whole. The approaches tested – such as data sandboxes and innovative forms of data cooperation – show how previously unavailable data can be made usable for applications in the areas of urban development, education and health care. A participatory process that involved representatives from numerous municipalities identified important gaps in the data, as well as obstacles and success factors. Initial pilot projects on data availability paved the way for robust, scalable solutions. The project proved to be an effective interdisciplinary collaboration



between the Bertelsmann Stiftung’s program Digitalization and the Common Good and its Center for Sustainable Communities and Center for Data Management. In addition, it generated considerable interest among local authorities and other data stakeholders. Findings from the project will serve as the basis for a systematic expansion, so that evidence-based decision-making can be permanently embedded at the local level, together with innovations that serve the common good.

Exploration: Systems Change for Impact

Together with several partners, this project launched and successfully tested the Impact Data Xchange (IDX). Experience showed there is a need for clear data governance and a shared understanding of impact data. This led to the launch of the pilot project Aligned for Impact, designed to harmonize data collection in the social enterprise sector worldwide. International analyses were used to develop a common framework for standardized collection tools, which was then evaluated by four global networks. The tests conducted via the Good Market digital commons provided important insights into data quality, interoperability and technical requirements. At the same time, a sector-wide governance approach was developed and the so-called IDX Protocol was assessed. The results confirm the need for coordinated data structures and the potential inherent in a global data commons.

www.theidx.org

EuroStack

Carried out as part of the Bertelsmann Stiftung project *reframe[Tech] – Algorithms for the Common Good*, the EuroStack study showed how Europe can become more sovereign in the field of digital technologies. The study’s point of departure is a European initiative that aims to establish an independent European infrastructure for cloud and data processing in order to reduce technological dependence on non-European providers while strengthening data protection, security and shared European values. The topic was included in the German government’s coalition agreement and addressed in speeches by the German and French heads of state at the European Summit on Digital Sovereignty, showing how the initiative’s analyses and ideas have been effectively positioned and developed further. The initiative will continue as part of the Europe’s Future program at the Bertelsmann Stiftung and will be transferred to the European Network for Technological Resilience & Sovereignty (ETRS), with a focus on implementing the recently developed recommendations.

Europe's Future



Executive Board Member:
Prof. Dr. Daniela Schwarzer

Program Directors:
Lucas Guttenberg
Dr. Malte Zabel

Europe is under pressure. It must strengthen its resilience and ability to take effective action, while asserting itself within the international community and shaping the transition to climate neutrality. Through our projects, we show how Europe can guarantee prosperity, participation, security and resilience for all Europeans.

Selected project activities:

Building a Future-Ready European Economy

The point of departure for this new project is the assessment in Mario Draghi's report that Europe must strengthen its decision-making capacity or risk falling behind its international competitors. Our vision is a European economy that is competitive, climate-neutral, resilient and inclusive. We are working to achieve this in three main areas:

Future-ready Europe: We are developing analyses and recommendations for shaping common industrial policy, for a trade policy that can respond to pressure from the US and especially from China, and for deepening the single market. Published in autumn 2025 in cooperation with the Jacques Delors Centre and the Centre for European Reform, our proposal for introducing Europe-wide local content rules in the automotive sector was taken up by the German government and is now part of the coalition agreement. Thanks to our analyses of both the European clean tech sector and the European Commission's simplification agenda, we have helped make the political debate more objective.

Investing in Europe's future: We are analyzing how Europe can realize the considerable investment it needs if it wants to achieve climate neutrality and strengthen its competitiveness and resilience. We are focusing on a number of factors, including the EU's next multiannual financial framework, which will define the scope of its common fiscal policy well into the 2030s.

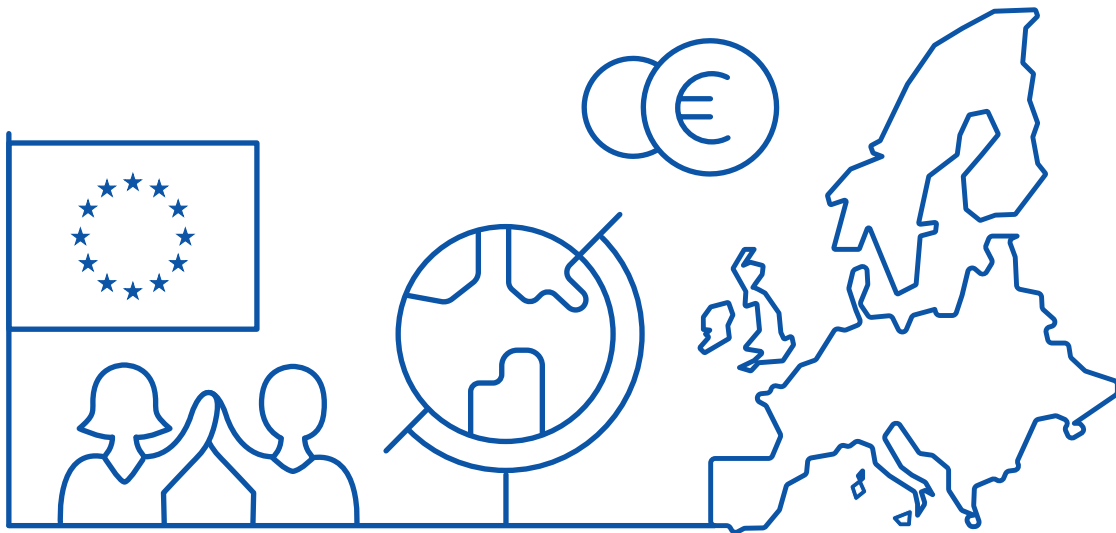
China: We are examining the impact of Chinese economic policy and development on the European economy. Particular attention is being given to China Shock 2.0, i.e. the threat to European industrial competitiveness posed by Chinese overcapacity.

Building European Resilience and Security

Geopolitical tensions, Russia's war of aggression, and critical dependencies are increasingly testing Europe's stability. As a result, we launched this project in early 2025 to develop sound analyses, insights, dialogue formats and practical recommendations that can strengthen Europe's resilience and security as well as its ability to take effective action.

The focus is on deepening Ukraine's ties to the EU, building new global partnerships and positioning Europe geopolitically between the US and China. We are also examining how the EU can contribute to regional stability and thus its own security by engaging cooperatively in the MENA region. Another focus is on strengthening European defense as a whole, particularly with regard to civil protection, digital infrastructure and economic security.

In the first year of the project, we initiated a strategic dialogue between experts, EU representatives, and policymakers from the United Kingdom to explore ways of renewing the EU-UK partnership. We also developed proposals for a



European response to the dissolution of USAID, and published recommendations for strengthening resilience and overall civil defense. In addition, with support from the Vienna Institute for International Economic Studies (wiiw) and the European Centre for International Political Economy (ECIPE), we presented the Goeconomic Interconnectivity Index, which measures the EU's economic engagement with its neighborhood and compares it with Russia, the US and China. In addition, we developed scenarios for global (dis)order in 2035 and, with the help of the crowdsourced forecasting platform RANGE, worked with the Bertelsmann Foundation North America (BFNA) to produce forecasts on key issues impacting transatlantic relations, which were then discussed in several workshops.

eupinions - European Opinion Research

Every three months, we survey attitudes throughout the EU on the state of the union and emerging political issues. We use our trend data and publications to shed light on questions the European public cares about, promoting evidence-based debates in a vibrant civil society.

In 2025, we focused on how satisfied people are with democracy in the context of Germany's national elections, on the impact the war in Ukraine is having and on the consequences of the second Trump administration.

European Network for Technological Resilience and Sovereignty

Operationally linked to the foundation's Europe's Future program, the European Network for Technological Resilience and Sovereignty (ETRS) is currently being developed to connect leading think tanks, experts and political stakeholders, and to create proposals for strengthening Europe's technological sovereignty. Based on the findings of the EuroStack study conducted by the Digitalization and the Common Good program, this initiative has already achieved several initial successes: Its concept has been included in the German government's coalition agreement, taken up by the European Commission and the governments of France and Poland, and discussed during the Franco-German high-level dialogue between Friedrich Merz and Emmanuel Macron at the Summit on European Digital Sovereignty.

More about our program activities can be found at www.bst-europe.eu

Health Care



Executive Board Member:

Dr. Brigitte Mohn

Program Directors:

Uwe Schwenk

Dr. Sebastian Schmidt-Kaehler

Innovation and a patient-centered approach are the keys to creating a sustainable health-care system based on solidarity. As a result, we advocate for quality and safety, digitalization that is truly beneficial, regional models for providing integrated care, and the promotion of health literacy.

Selected project activities:

Health Transformation Hub

The Health Transformation Hub (HTH) is a platform for stakeholders in the health-care system who want to and can improve health care in Germany through their active engagement. This is where they come together with the project team to develop and implement solutions that are necessary, as the health-care system's existing structures no longer fit current social realities. Our goal: to create a patient-centered, high-performing, future-proof health-care system. The HTH is a collaboration between the Bertelsmann Stiftung and BSt Gesundheit gGmbH. The foundation is carrying out research projects and studies that are laying the groundwork for the solutions' practical implementation.

www.bertelsmann-stiftung.de/health-transformation-hub

www.healthtransformationhub.de

Working conditions and cooperation in health care: A crucial factor in providing good care is having enough qualified professionals. The shortage of skilled workers in Germany is therefore one of the biggest challenges facing the health-care system, and any change in care provision always affects employees as well.

In 2025, we focused on outpatient services and the effective provision of primary care. We analyzed the role and potential of academic health professions such as physician assistants and, together with the Federal Ministry of Health, began considering the

types of further education medical assistants will undergo in the future. The aim is to better understand how key professional groups interact and to develop new approaches that will result in modern, attractive and reliably organized team-based care.

www.bertelsmann-stiftung.de/zusammenarbeit-gesundheitswesen

Digital transformation in health care: In early 2025, we published reports on nine digital health applications. The goal was to show how the quality of such apps can be made transparent. As a result, we partnered with BSt Gesundheit gGmbH and a medical review board to develop a structured, multi-stage review process that analyzes the medical basis and the evidence underlying digital health apps.

www.bertelsmann-stiftung.de/digitale-transformation-im-gesundheitswesen

Quality-oriented health-care management: Patient-reported outcomes (PROs) – assessments by patients of how they perceive their own health and how successful their treatments have been – are not regularly recorded in Germany. Yet they are important for improving individual therapies and the quality of health-care provision overall. We work to ensure that PROs are systematically collected and used, since this is the only way to be sure that health care is delivered in a way that truly reflects patients' needs.

In 2025, we worked with stakeholders to design exemplary patient pathways that show how the digital disease-management program dDMP Diabetes can



better support patients in the future. In addition, we developed a concept for how PRO data can be digitally recorded in a uniform manner across the health-care system and used for a variety of purposes, such as needs assessment, telemonitoring, therapy adjustment and quality management.

www.bertelsmann-stiftung.de/quality-healthcare

Designing patient-centered health-care structures: We want to support the needs- and quality-oriented restructuring of German health care. In many rural regions, there are major gaps in health-care provision, especially in care provided by general practitioners (GPs). To close these gaps, information is needed on how many GPs will be practicing in the future and on how doctors can be encouraged to work in rural areas. As a result, we surveyed the relevant stakeholders: GPs, next-generation doctors, and local and regional authorities. We showed how significant the shortages will be and that they will have varying impacts at the regional level if no countermeasures are taken.

Digitalization and an increased sharing of responsibilities, especially with non-medical professionals, can help overcome the shortage of GPs. We have discussed the study results and our evidence-based solutions with Germany's major medical associations, local government representatives and the Federal Ministry of Health.

www.bertelsmann-stiftung.de/versorgungsstrukturen-patientenorientiert-gestalten

Trusted Health Ecosystems

We are committed to shaping the digital health-care system of tomorrow in a socially equitable and inclusive way. Our vision of a national health platform is to strengthen health-related participation by ensuring that people have reliable access to high-quality health information. This is particularly relevant in light of current developments in the platform economy and AI.

We carried out a representative survey that highlights the need for taking action, since the findings show that many people often or occasionally feel misinformed by the health-related content available online (59% by social media, 41% by AI chatbots). As a result, 93 percent of respondents support quality assurance for health information on the Internet.

Our InfoCure initiative responds directly to this need. The aim is to establish an international certification system for digital health information that evaluates providers on the basis of scientifically sound indicators. To that end, the Nature Medicine Commission on Quality Health Information for All presented an initial set of quality indicators at the World Health Summit in Berlin.

www.bertelsmann-stiftung.de/trusted-health-ecosystems-en

www.trusted-health-ecosystems.org/en/

www.bertelsmann-stiftung.de/infocure-en

Sustainable Social Market Economies



Executive Board Members:

Dr. Hannes Ametsreiter (until July 31, 2025)

Prof. Dr. Daniela Schwarzer (since August 1, 2025)

Program Directors:

Frank Frick

Dr. Daniel Schraad-Tischler

Ensuring the social market economy remains a reliable model for future generations means transforming it into a “sustainable social market economy” – a climate-neutral, resource-conserving and resilient economy that is competitive, provides good job opportunities and enables social participation.

Selected project activities:

Future-Ready Germany: Strengthening Competitiveness and Sustainability

The world of business and industry is undergoing profound change. With the support of renowned partners (including ifo Institute and IW Cologne), we develop evidence-based scenarios to accelerate the creation of a competitive and resilient economy. We work within the legal frameworks to spur corporate sustainable value creation towards identifying functional, necessary and, above all, faster ways to transform business and society. Our actionable propositions on delivering growth-oriented realignment of regional structural policy to enable future-oriented public investment and innovation-based transformation of Germany’s industrial model found direct resonance in policy proposals on both the regional and national level over the last calendar year.

- www.bertelsmann-stiftung.de/de/unsere-projekte/zukunftsstandort-deutschland
- www.sustainabilitytransformation.org

Future-Ready Germany: Strengthening Innovation and Startups

Innovation drives prosperity and competitiveness and can provide solutions to pressing social problems. This project delivers evidence-based concepts and reform proposals that actively promote innovation and encourage the development of new startups and the scaling of existing concepts – to make Germany’s social market economy more agile, sustainable and competitive. A core focus is on improving the innovation policy framework for key technologies (deep tech and

green tech). We also develop initiatives that strengthen the German startup ecosystem’s impact orientation to actively encourage founders from underprivileged and underexposed segments of society, including women entrepreneurs, to start a business.

- www.bertelsmann-stiftung.de/fosteringinnovation
- www.immpact.guide/en/
- www.gruendenohnegrenzen.de

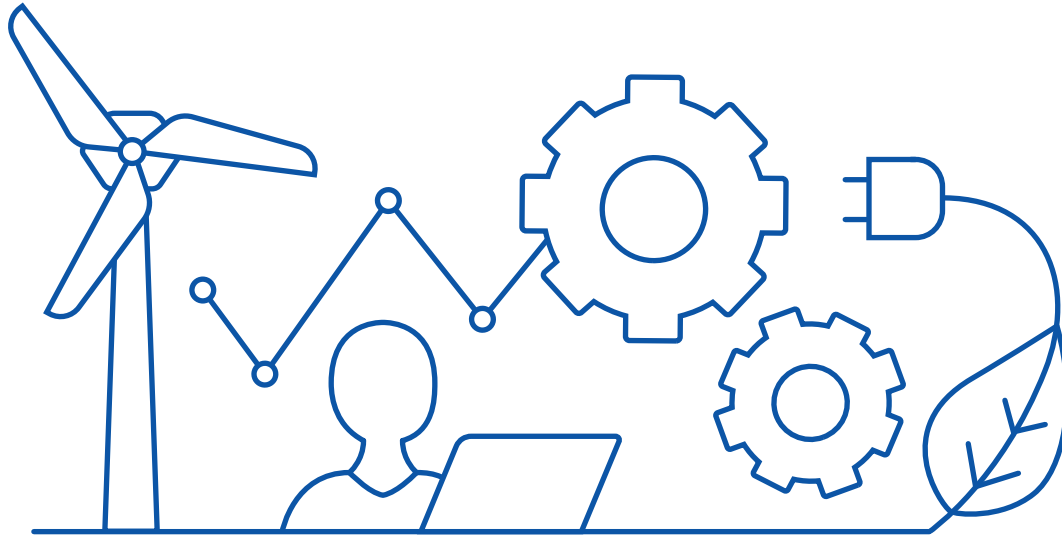
Future-Ready Germany: Strengthening the Circular Economy

This project aims to promote circular economy solutions in Germany in order to deepen and expand the country’s resilience to global economics shocks, improve overall sustainability of the economic system and expand Germany’s competitiveness. The project provides evidence-based input to policymakers at all levels and connects both policy stakeholders and innovative approaches from business, science and research working towards achieving a truly circular economy. In 2025, the project’s proposals were communicated to policymakers, including during implementation of the National Circular Economy Strategy (NCES).

- www.bertelsmann-stiftung.de/en/our-projects/circular-economy

Job Monitor

The Job Monitor initiative includes a dashboard that provides monthly, regionalized overviews of shifts in Germany’s labor market. This granular tool reviews over 76 million online job advertisements, giving local and regional employers and decision-makers detailed analysis of the state-of-play on employment data. This



close tracking of needs and supply allows for the development of distinct vocational, life-long learning and upskilling training measures that are tailored to market requirements. In addition, the project uses its in-depth datasets to publish labor market trend analyses, including on the impact of AI on sector-specific positions, such as green jobs and evolving skill requirements in the automotive industry.

www.jobmonitor.de

Employment in Transition

The German labor market is undergoing the structural changes needed to keep up with the pacing pressures of international competition, social and demographic change and geoeconomic realities. This project contributes new ideas to resolve Germany's pressing challenge of an aging, high-skilled workforce by identifying and leveraging the employment potential of older people, and designing initiatives to support the long-term unemployed and give women access to the labor force. It also increases labor market opportunities and productivity by promoting future-oriented skills, particularly by embracing the arrival of new technology in the workplace, and by shaping the transformation of work in a way that is both dynamic and inclusive. We highlight the possibilities people have to retrain, for example by pinpointing partial qualifications. Tools such as MYSKILLS and "meine-berufserfahrung.de" support individuals in assessing their own skill sets and help them find equitable, good jobs, while actively shaping structural change.

www.meine-berufserfahrung.de

www.bertelsmann-stiftung.de/beschaeftigung-im-wandel

Sustainable Governance Indicators

The Sustainable Governance Indicators (SGI) is the foundation's premiere economic and governance survey. It analyzes the long-term viability of most OECD and EU member states. Based on this international comparison, the project identifies best practices in the areas of sustainable policymaking and political governance. The data are used by governments and by international organizations. They also provide the foundation's Sustainable Social Market Economies program with an empirical, international perspective.

www.sgi-network.org

Acceptance and Resilience – Prerequisites for Transformation

The pressure to transform Germany's economic and industrial system is historically urgent. Yet transformations at this speed and magnitude require not only popular acceptance – they require popular support and the public's agency. To help policymakers gauge the speed, scope and social acceptance of economic reform towards greater sustainability, this project is creating a separate public survey process to measure the viability of suggested shifts in the economic stewardship of the country. With Germany's export market so vulnerable to geoeconomic and geopolitical dislocations, this project also aims to strengthen the country's economic and corporate resilience to outside risks, such as cyber incursions, IP theft, ransomware attacks and interventions in critical infrastructure.

www.bertelsmann-stiftung.de/akzeptanz-in-der-transformation

Center for Data Management



Executive Board Members:

Dr. Hannes Ametsreiter (until July 31, 2025)
Wilfried Uhr (since August 1, 2025)

Director:

Carsten Große Starmann

We make high-quality data available to our own project teams and the public. Our data facilitate empirically-based discussions and data-based analyses. We also raise awareness of open data's communal benefits and promote the skills needed to make use of such data. In addition, we highlight the importance of diverse data for transparency and societal decision-making.

Selected project activities:

Robust data are indispensable for a digital transformation that serves the common good. Freely available, high-quality datasets are a key element in fair algorithms. They also make it possible for journalists and scientists to contribute to democratic discourse, and they facilitate evidence-based decisions on all policy levels. We are committed to expanding the data ecosystem and its focus on the common good by publishing (open) data ourselves and supporting public administrators and civil society in making more (open) data available. We promote awareness of open data and its importance through networking events and skills training, and empower civil society to build data literacy.

www.bertelsmann-stiftung.de/center-for-data-management

Data Science Lab

As an in-house service provider, the Data Science Lab (DSL) supports the foundation's projects by deploying the tools that data science has to offer, such as data engineering, data analysis and data stewardship. In addition to empowering project teams to use data efficiently, we promote capacity-building and accelerate the networking of data experts within and outside the organization. A key tool here is the BeStData portal, which offers centralized access to substantive datasets, facilitates exchange across teams and lays a solid foundation for data-driven decisions – all in one place. In addition, we support the foundation in extracting

information from data and designing processes so that data can be used easily, efficiently and repeatedly. Thanks to AI products such as RichtlinienRadar (GuidelineRadar), which assists employees with routine questions about guidelines and organizational agreements, and a chatbot that facilitates access to a wide range of publications, we transform unstructured text data into valuable insights and create new opportunities for effective, creative collaboration across programs. In addition to its intensive work with data, the DSL's activities frequently generate structural ideas for further developing the organization in the context of data. The goal is to advance and shape data intelligence on behalf of the organization while promoting the interdisciplinary use of data by programs and projects through data catalogues and data infrastructure.

www.bertelsmann-stiftung.de/data-science-lab

Data Dialogue

The Data Dialogue is a collaborative workshop regularly organized by the Bertelsmann Stiftung and CorrelAid e.V. During the workshops, non-profit projects from civil society are supported by dedicated data experts as they develop their own questions and content, structure datasets, test analytic methods and refine data-driven strategies. During a day and a half of intensive interactions, a creative space is created in which people with different skills come together to work on specific data-related challenges.



The dialogue is meant to promote a broader understanding of data's importance and potential in different social contexts and facilitate the collaborative development of practical solutions for specific challenges.

www.datendialog.de

Data for Society

Demographic change, climate change, the energy crisis, the mobility transition – shaping a sustainable and livable society requires robust data. Well-prepared data are also needed to make informed decisions. Our project is committed to raising awareness of the importance of (open) data for the common good and overcoming the barriers that prevent people from accessing such data.

The Community Roadmap data portal provides open data for well over 300 indicators on developments at the local level. Topics include demographics, the labor market, public finance, child care and sustainability. The portal's core element is a detailed population forecast through 2040.

Since June 2025, the metadata portal Data Atlas for Civil Society has made it possible to search and sort open data from civil society actors decentrally using structured metadata. Data are fed into the atlas collaboratively with network members and other nonprofit organizations.

The data atlas also serves as a starting point for other important steps: the development of data skills and knowledge transfer. These include our digital Open Data Network with its regularly held meetings and our annual Open Data Barcamp.

With these offerings, we are making a significant contribution to the development of an effective open data ecosystem in Germany that serves the common good.

- www.bertelsmann-stiftung.de/data-for-society
- www.wegweiser-kommune.de
- www.datenatlas-zivilgesellschaft.de

Center for Sustainable Communities



Executive Board Member:
Dr. Brigitte Mohn

Director:
Dr. Kirsten Witte

The Center for Sustainable Communities supports municipalities in implementing the United Nations 2030 Agenda for Sustainable Development. To that end, we cooperate closely with external stakeholders and the foundation's programs.

Selected project activities:

Strengthening International Networks

At the invitation of the Pontifical Academy of Sciences, nearly 200 European mayors, researchers and young experts gathered in Vienna in August for the Pan-European Summit on Climate Resilience, where they discussed how Europe's municipalities can fulfill their pioneering role in the area of transformation. The Bertelsmann Stiftung supported the summit, which was part of a 10-event series held around the globe whose results were incorporated into the preparations for COP30, the UN climate conference.

In October, around 20 mayors from Germany and the US met for "Common Challenges and Transatlantic Solutions for Cities," a roundtable held in Bremen. Hosted by the German Foreign Office, it was the second roundtable bringing together German and American mayors. The aim of the exchange, which was supported by the Bertelsmann Stiftung, was to strengthen German-American diplomacy at the local level and thus transatlantic relations as a whole.

Data Portals for Municipalities

On our SDG portal, we visualize indicators and data on the United Nations' 17 Sustainable Development Goals. The data are accessible as timeseries for all of Germany's counties and its municipalities with at least 5,000 inhabitants. The data can be used by local authorities as a basis for their sustainability reports. The fourth edition of the SDG indicators is now available

with updated data and additional tools. The new catalogue contains a total of 100 indicators.

The SDG portal is currently being developed into a portal for sustainable municipalities, which will bring together local-level data, expertise and practical examples in a digital environment. This transformation is being supported by a working group that includes all relevant municipal sustainability stakeholders. Local authorities can contribute their own indicators and data to the municipal atlas.

- www.sdg-portal.de/en
- www.wegweiser-kommune.de
- www.kommunal-atlas.de

Analyzing the Collapse of Municipal Finances

In the report published every two years, the Bertelsmann Stiftung analyzed the reasons for the historically poor financial situation of Germany's municipalities. The findings show that it is not declining revenues, but rising expenditures in construction, social services and personnel that have led to a deficit of €24 billion. Added to this is an investment backlog of more than €200 billion. This means it will not be possible to finance the measures mandated by Germany's new energy and heating laws. As a result, the second part of the report offers proposals for funding these measures. The report's findings are also being incorporated into the foundation's activities dedicated to modernizing the German state.

- www.bertelsmann-stiftung.de/kommunaler-finanzreport-2025



Municipal Congress 2025

“Now more than ever – sustainable development works!” That was the title of the second Municipal Congress jointly organized by the Bertelsmann Stiftung and Engagement Global’s SKEW – Service Agency Communities in One World, which brought together some 150 participants in Berlin. The title of the congress served as a recurring theme, since sustainable development no longer seems to be at the top of local government to-do lists, in part because of the financial crisis Germany’s municipalities are facing. An AI-supported assessment of how the sustainability transformation is progressing was published to coincide with the congress.

www.bertelsmann-stiftung.de/webscraping-kommunen

10 Years of Engaged Communities

Over 100 municipalities now belong to the Engaged Communities network. Together with the Federal Ministry for Education, Family Affairs, Senior Citizens, Women and Youth, five German states and other foundations, the Bertelsmann Stiftung has been supporting the network since 2015 as it works to strengthen civic engagement at the local level. The participating stakeholders from civil society, government, business and academia are united in their efforts to develop solutions to the challenges confronting Germany’s municipalities and regions, thereby bringing about positive change that will make the country’s cities more livable.

www.engagiertestadt.de

Association for Family-Friendly Communities

This association supports efforts to make Germany’s communities family-friendly so that children can grow and develop as they should. It assists communities in establishing family-friendly structures and solutions. In addition, it conducts surveys of children on their well-being, then develops effective responses together with children, teachers, parents and local authorities. The association’s network includes over 100 communities.

www.familiengerechte-kommune.de

CORPORATE COMMUNICATIONS



Executive Board Members:

Dr. Hannes Ametsreiter (until July 31, 2025)

Dr. Brigitte Mohn (since August 1, 2025)

Wilhelm-Friedrich Uhr (since August 1, 2025)

Directors:

Jochen Arntz

Dr. Malva Sucker

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

The goal of the Bertelsmann Stiftung's communications activities is to present the foundation's work and actions to decision makers and a wider public in a way that is cohesive and clear. Together with the foundation's programs and centers, Corporate Communications develops dialogues with target groups, ensuring that the messages conveyed are relevant and consistent.

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

Corporate Brand Management is responsible for all the tools used in the foundation's communications activities. It also produces corporate products, such as the Annual Report, the Bertelsmann Stiftung corporate magazine *change* and the various materials that document the results of the foundation's efforts. Findings from the foundation's projects appear as books published by Verlag Bertelsmann Stiftung.

Corporate Brand Management is also responsible for the Bertelsmann Stiftung's corporate design. Corporate Relationship Management is responsible for managing the foundation's contacts and handling mailings and other communications activities relating to specific target groups.

In addition to bertelsmann-stiftung.org, its corporate website, the foundation can be found on social media. Many of its experts are active in social networks, maintaining profiles on behalf of their projects and even posting on their own blogs. The foundation's podcast "Zukunft gestalten – Shaping the Future" highlights current issues, allowing its experts to contribute to the conversation.

Corporate Information Services supports the foundation's knowledge management, overseeing its libraries and archive. It also carries out research, media evaluations and impact analyses, among other activities.

- www.bertelsmann-stiftung.org
- www.bertelsmann-stiftung.de/verlag-english
- www.bertelsmann-stiftung.de/change-magazin

CORPORATE OPERATIONS



Executive Board Member
and Director:
Wilhelm-Friedrich Uhr

Corporate Operations aims to ensure accuracy and accountability, coordinate financial and human resources, and make the foundation more cost-effective and efficient on an ongoing basis. It consists of the departments Finance & Tax/Asset Management, Human Resources & Legal, Controlling, IT & AI, Services, and Event Management.

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

The core responsibility of the Human Resources (HR) department is recruiting and developing motivated employees so they can tackle the challenging tasks required by the Bertelsmann Stiftung's projects. This includes carrying out the foundation's annual HR capacity planning, overseeing the ongoing deployment of personnel and implementing HR-related organization development measures. Legal provides advice and support for all legal issues relating to contracts and planned activities. It also provides support to ensure that compliance measures, privacy regulations and guidelines are observed.

Controlling is responsible for questions relating to budget planning, budget management, project proposals and cost effectiveness. It also provides business analysis, offers assistance when the foundation enters into financial

partnerships with other organizations, and makes its business intelligence services available across the foundation's departments.

The Corporate IT team provides assistance when technical issues arise relating to workplaces or events. It also supports the secure and efficient development of information systems. In addition to further developing the foundation's IT landscape, its responsibilities include coordinating and managing the development of IT systems for individual projects. Corporate IT also ensures the strategic and operational alignment of AI when it is used at the foundation.

The Corporate Services department provides various types of in-house support. Its core responsibilities are facility management, property services, CO₂ management and the main Service Desk.

Event Management is the central contact for all Bertelsmann Stiftung events. The team provides support and advice on all event-related issues, taking into account nonprofit aspects and sustainability while ensuring quality.

IMM (Impact Management + Monitoring) advises and supports the foundation's committees, programs and projects in all matters relating to impact orientation.

AFFILIATED NONPROFIT INSTITUTIONS

Bertelsmann
FOUNDATION

Bertelsmann Foundation North America

📍 Washington, DC
👤 Executive Director:
Irene Braam
🌐 www.bfna.org

||| BSt Gesundheit

Founders Foundation

📍 Bielefeld
👤 Managing Director:
Dominik Gross
🌐 www.foundersfoundation.de

 Founders
Foundation

Fundación Bertelsmann

📍 Barcelona
👤 Directors:
Carmen Sebrango,
Francisco Belil
🌐 www.fundacionbertelsmann.org

PHI
NEO

PHINEO

📍 Berlin
👤 Management Board:
Dr. Andreas Rickert (CEO),
Dr. Anna K. Herrhausen
(Deputy CEO),
Juliane Hagedorn,
Felix Daub
🌐 www.phineo.org/en

 **RMI**
Reinhard-Mohn-Institut
für Unternehmensführung
Universität Witten/Herdecke

German Stroke Foundation

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

STIFTUNG



DEUTSCHE
SCHLAGANFALL
HILFE

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

BSt Gesundheit

- 📍 Gütersloh
- 👤 Managing Directors:
Jan Carels, Uwe Schwenk
- 🌐 www.bst-gesundheit.de



CHE Centre for Higher Education

- 📍 Gütersloh
- 👤 Managing Director:
Prof. Dr. Frank Ziegele
- 🌐 www.che.de/en

Liz Mohn Foundation

- 📍 Gütersloh
- 👤 Executive Board:
Liz Mohn (Chairwoman),
Matthias Meis
- 👤 Managing Directors:
Dr. Jörg Habich,
Nadine Lindemann
- 🌐 www.liz-mohn-stiftung.de/en



Reinhard Mohn Institute of Management

- 📍 Witten
- 👤 Director:
Prof. Dr. Guido Möllering
- 👤 Deputy Director:
Prof. Dr. Hendrik Wilhelm
- 🌐 www.uni-wh.de/rmi



Reinhard Mohn Stiftung

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

Center for Education and Equity in Gütersloh

- 📍 Gütersloh
- 👤 Managing Directors:
Christian Ebel, Katja Hattendorf,
Dr. Oliver Vorndran
- 🌐 www.bildung-chancen.de



Bertelsmann Foundation North America

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

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

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

Americans will face the same challenges and can learn from each other's solutions.

Executive Director:

Irene Braam

www.bfna.org

BSt Gesundheit

BSt Gesundheit is a do tank that supports the real transformation of the German health system for the benefit of patients. It brings together practitioners driving modernization with researchers, policymakers and civil society. In addition, it tests theoretical concepts for feasibility, implements praxis-driven model projects and conducts application-oriented social research.

Together with the Bertelsmann Stiftung, it operates the Health Transformation Hub as a platform for stakeholders working to modernize health-care provision in Germany. In addition to launching pilot projects, it has developed and implemented a variety of dialogue formats. In one project, for example, it is collaborating with local stakeholders in the state of North Rhine-Westphalia and with a national scientific advisory board to determine how digital support systems can be used to improve health care. A second project aims to certify that health-related information found online is trustworthy. Existing examples of better approaches to organizing health-care provision have been presented to legislators and potential adopters.

The "30 under 40" network was launched to involve a new generation of implementation leaders in the work of the Health Transformation Hub. The network brings together young professionals from politics, academia, business, professional associations, health insurance funds, the medical profession, the nursing care sector and organizations representing patients so they can work with BSt Gesundheit to develop new solutions for improved health-care provision.

Managing Directors:

Jan Carels, Uwe Schwenk

www.bst-gesundheit.de

www.healthtransformationhub.de

CHE Centre for Higher Education

CHE is a leading think-and-do tank with more than 30 years of experience in the field of higher education. Its approach – which combines a wide range of activities under one roof, from collecting evidence and developing solutions to implementing responses – is unique in Germany’s higher education landscape. CHE is a nonprofit institution whose shareholders are the Bertelsmann Stiftung and the German Rectors’ Conference.

CHE supports universities and policymakers in understanding current social changes, recognizing their implications and developing appropriate solutions that can make a positive difference now and in the future. Thanks to its further education and training courses for university managers, CHE has been successful not only in Germany, but internationally as well.

CHE provides prospective students with sound information that allows them to make knowledgeable decisions about their educational path in various life situations. For example, it has been publishing the CHE University Ranking for more than 25 years, giving students guidance each year on higher education programs at German-speaking institutions.

CHE views itself as a think-and-do tank, since a large share of its work consists of applied research based on empirical analyses and the development of scalable good practices. Its agile approach is predicated on the principle of “create evidence – identify solutions – build confidence.”

Executive Director:

Prof. Dr. Frank Ziegele

www.che.de/en

Founders Foundation

Established on the initiative of the Bertelsmann Stiftung, the Founders Foundation educates the next generation of tech entrepreneurs from the region of East Westphalia-Lippe, the heart of the German *Mittelstand*. It develops initiatives based on the region’s strengths and serves as a blueprint for building startup ecosystems outside of metropolitan areas.

The Founders Foundation fosters, educates and promotes entrepreneurs in the creation of their own startups. With the support of a network of experienced business leaders, international experts and leading thinkers from the startup and tech scene, the Founders Foundation strategically prepares entrepreneurs for the various steps on their startup journey. So far, over 1,240 talented entrepreneurs have benefitted from this approach, and the almost 170 resulting startups have attracted more than €130 million in investment.

One focus is on business models along the industrial value chain that increase the region’s profile and facilitate an innovation transfer to established businesses, helping to ensure the location’s

long-term competitiveness. To that end, the Founders Foundation organizes Hinterland of Things, an annual event in Bielefeld that is one of Germany’s best-known conferences. Together with North Rhine-Westphalia’s Ministry of Economic Affairs, it has also been providing support to founders in the education sector since 2022. In cooperation with a number of partners, including UnternehmerTUM (Technical University of Munich) and Campus Founders (InnovationsCampus Heilbronn), it has been using the Social Impact Republic initiative since 2025 to assist socially committed entrepreneurs.

Managing Director:

Dominik Gross

www.foundersfoundation.de

Fundación Bertelsmann

Fundación Bertelsmann aims to improve occupational opportunities for Spanish youth while combating youth unemployment. In particular, it focuses on strengthening the dual vocational education and training system and improving career counseling.

In 2025, one focus in the area of dual vocational education and training (dual VET) was collaborating with the Spanish Chamber of Commerce and Industry to consolidate the program that helps smaller companies to participate. In addition, the 11th annual dual VET congress was held, which has become Spain's benchmark event on the topic. The groundwork was also laid for a new project that will launch in 2026 to address the challenges of dual VET. In 2025, the second edition of *Radiografía de la Formación Dual Universitaria* was released – the only publication that provides a detailed overview of dual work-study programs at Spain's higher education institutions.

In the field of career counseling, Fundación Bertelsmann further developed the Xcelence

program, which offers secondary schools a quality framework and an auto-evaluation tool for career counseling practices. At the same time, it published an analysis of career counseling systems in 10 countries. The foundation also supports the further training of career counseling coordinators and promotes the ongoing development of Inspiring Enterprises, the platform designed to increase student participation in counseling activities organized by companies and schools.

Directors:

Carmen Sebrango, Francisco Belil
www.fundacionbertelsmann.org

Liz Mohn Foundation

The Liz Mohn Foundation works in the areas of international relations, leadership and business, culture and music, and young people. Through its events, expertise and accompanying studies, it promotes the global transfer of knowledge while integrating perspectives from politics, business and culture into its work.

One of Liz Mohn's and the foundation's heartfelt concerns is building bridges of understanding across languages and borders in order to bring people of different nations, cultures, professions and positions, as well as from different generations, into contact and dialogue. For peace and prosperity to exist in the world, we need leaders in a variety of fields – from politics to business to culture – who strengthen social cohesion and who motivate people while inspiring their creativity. The Liz Mohn Foundation therefore uses its projects to develop people and their talents early on while encouraging them to participate in society.

Executive Board:

Liz Mohn (Chairwoman), Matthias Meis

Managing Directors:

Dr. Jörg Habich, Nadine Lindemann
www.liz-mohn-stiftung.de/en

PHINEO

As a social enterprise, PHINEO is committed to helping create an open, sustainable and peaceful society in which people work together to have a meaningful impact by doing good.

PHINEO supports all of those who want to achieve a positive social impact, while also making a contribution itself. It helps nonprofits, foundations, philanthropists, companies, policymakers and public administrators achieve the greatest possible social impact.

It accomplishes this in four ways:

1. As a think tank, PHINEO combines innovation with activities that are tried and tested.
2. As an analytics specialist, PHINEO makes social impact visible.
3. As an impact consultancy, PHINEO provides guidance and networks all of those who want to make a difference.

4. As a visionary organization, PHINEO implements its own ideas – quickly and effectively.

The Bertelsmann Stiftung has been one of PHINEO's shareholders since it founded the nonprofit organization in 2009.

Management Board:

Dr. Andreas Rickert (CEO),
Dr. Anna K. Herrhausen (Deputy CEO),
Juliane Hagedorn,
Felix Daub

www.phineo.org/en

Reinhard Mohn Institute of Management

The Reinhard Mohn Institute of Management is an academic institute at Witten/Herdecke University. Through research, teaching and dialogue with practitioners in the field, its interdisciplinary and international approach produces innovative ideas that advance the theory and practice of responsible, cooperative management, thereby serving individuals and society at large.

Supported by the Bertelsmann Stiftung, the Reinhard Mohn Institute of Management (RMI) was founded in 2010 as an extension of the Reinhard Mohn Endowed Chair in Management, which was established in 1991. Its program reflects Reinhard Mohn's management philosophy, and the RMI emphasizes the importance of partnership in strategy, organization, leadership and management. Key issues addressed include network and alliance strategies, strategic realignment processes, team-based collaboration, and trust in and among organizations. Additional topics are innovation and learning in organizations, new forms of leadership and work in the digital age, and corporate responsibility in keeping with the UN's 17 Sustainable Development Goals. The institute hosts the

annual RMI Management Day and contributes to constructive, business-related political discourse as a way of strengthening democracy.

Director:

Prof. Dr. Guido Möllering

Deputy Director:

Prof. Dr. Hendrik Wilhelm (since January 1, 2026)

www.uni-wh.de/rmi

Reinhard Mohn Stiftung

The Reinhard Mohn Stiftung advocates for better educational opportunities for children and young people in East Westphalia-Lippe. It aims at ensuring their educational achievements do not depend on their cultural, social or economic background. Its activities are designed to improve the quality of education in daycare centers and schools.

In 2025, the Reinhard Mohn Stiftung expanded its partnership with the Center for Education and Equity in Gütersloh. It is using the partnership to help establish the Alliance for Education and Equity, together with the municipalities of Rheda-Wiedenbrück and Verl. The alliance provides access to the foundation's projects designed to improve the quality of all-day elementary schools, increase parental involvement and promote reading skills. The projects build on activities at local daycare centers, increasing their effectiveness over the long term.

Established in 2009, the foundation carries out its projects in East Westphalia-Lippe, the region Reinhard Mohn was from and where his family still lives today. The foundation's proj-

ects are developed and implemented together with local partners. Projects are evaluated and, if they prove effective over time, are anchored in the educational system in cooperation with the relevant partners.

Executive Board:

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

German Stroke Foundation

Learning from people, providing integrated assistance: Established by Liz Mohn in 1993, the German Stroke Foundation not only aids people affected by stroke, through its work it also contributes ideas and expertise for further developing Germany's health-care system.

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

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

with actors across the entire care-provision chain, from preventive, emergency and acute care to rehabilitative and follow-up care, to life after stroke. It contributes new ideas, for example through the LEX LOTSEN OWL pilot project, which is exploring the creation of a legal framework for stroke case managers in Germany's communities. In addition, it links individuals and institutions.

Executive Board:

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

Center for Education and Equity in Gütersloh

The center aims to ensure that the educational opportunities of children in the district of Gütersloh do not depend on their social background. To achieve this goal, it works to improve the quality of education and support in the district's preschools, elementary and secondary schools, special-needs schools and vocational schools.

In two project areas, the center offers programs that improve reading skills and the quality of all-day education, that overcome deficiencies in math skills, and that promote (digital) media literacy. In addition, training for preschool staff, school administrators and teachers strengthens their ability to fulfill their professional roles.

The Alliance for Education and Opportunities aims to improve children's learning experiences by coordinating developmental processes in preschools and all-day elementary schools. As a result, an alliance of educational stakeholders was established in two pilot communities in order to ensure successful learning outcomes and provide evidence-based educational and systemic support services.

In the project area Schools and Digital Education, educational authorities in the district of Gütersloh have been partnering with the Bertelsmann Stiftung and the Reinhard Mohn Stiftung since 2017 to support Gütersloh's 18 school boards and 103 schools in bringing about a digital transformation of the district's schools. Various approaches are being taken here, including local roundtables, further education courses, opportunities for didactic training, and support for school-development processes.

Managing Directors:

Christian Ebel, Katja Hattendorf,
Dr. Oliver Vorndran
www.bildung-chancen.de

OUR ORGANIZATION IN 2025

















TOTAL EXPENDITURES* (€, thousands)

As a private operating foundation, the Bertelsmann Stiftung designs, controls and finances its projects itself. The following report documents our total expenditures for these activities.

At the same time, we support a number of affiliated nonprofit institutions by contributing financially and in non-material ways. For greater transparency, the expenditures are divided into two groups: expenditures for ongoing project work (programs, centers and special projects) and contributions to affiliated nonprofit organizations.

Total expenditures

Preliminary expenditures for the 2025 fiscal year totaled €76.2 million. Due to higher expenditures for our projects, on the one hand, and a reduction in contributions to affiliated institutions as planned, on the other, overall costs remained unchanged from the previous year. Since its inception, the Bertelsmann Stiftung has made approximately €2.1 billion available for nonprofit activities.

Programs, centers and special projects	2024		41,038
	2025		42,871
Contributions to affiliated nonprofit institutions	2024		15,323
	2025		13,456
Program-related services	2024		4,201
	2025		4,705
Communications	2024		5,821
	2025		5,742
Administration	2024		9,803
	2025		9,383
Total expenditures	2024		76,186
	2025		76,157

* 2024 data: audited / 2025 data: preliminary (as of March 4, 2026)

Program expenditures*

In its 2025 fiscal year, the Bertelsmann Stiftung invested €42.9 million directly in its program activities, an increase of €1.8 million over the previous year.

Programs and special projects	2024	2025
Education and the Next Generation	8,141	8,923
Democracy and Social Cohesion	7,103	7,544
Digitalization and the Common Good	1,926	1,788
Europe's Future	4,332	5,023
Health Care	3,179	3,387
Sustainable Social Market Economies	9,798	9,292
Center for Data Management	1,719	2,100
Center for Sustainable Communities	2,352	2,525
Special projects**	2,488	2,288
	41,038	42,871

Affiliated nonprofit institutions*

In 2025, the Bertelsmann Stiftung's contributions to affiliated nonprofit institutions decreased by approximately €1.9 million from the previous year to €13.5 million. This is due to the planned reduction in contributions to several the affiliated institutions that is reflective the institutions' financial needs.

Affiliated nonprofit institutions	2024	2025
International foundations		
Bertelsmann Foundation North America	3,212	2,310
Fundación Bertelsmann, Barcelona	3,153	2,479
Shareholdings		
BSt Gesundheit	2,133	1,137
CHE Centre for Higher Education	1,820	1,900
Founders Foundation	3,000	3,000
PHINEO	506	379
Center for Education and Equity in Gütersloh	1,108	1,789
Partners		
Liz Mohn Foundation	33	48
Reinhard Mohn Institute of Management	360	361
German Stroke Foundation		52
Contributions to affiliated nonprofit institutions	15,323	13,456
Total (programs, special projects and affiliated institutions)	56,361	56,327

* 2024 data: audited / 2025 data: preliminary (as of March 4, 2026)

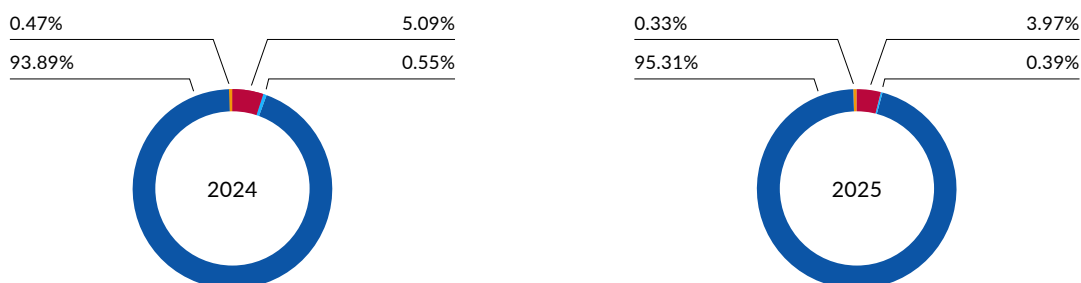
** Including expenditures for interdisciplinary projects

INCOME* (€, THOUSANDS)

Funding the foundation's activities

The Bertelsmann Stiftung finances its project work primarily through income from its indirect holdings in Bertelsmann SE & Co. KGaA, which generated funds of €159.8 million in fiscal year 2025. An additional €7.8 million were also available to the Bertelsmann Stiftung from its cooperative partnerships, from the management of its financial reserves and from other income. In the 2025 fiscal year, the foundation therefore had €167.6 million at its disposal for its nonprofit project work.

Under its bylaws, the Bertelsmann Stiftung transfers funds into an unrestricted reserve fund in accordance with Section 62 Para. 1 No. 3 of the German Fiscal Code (Abgabenordnung, AO). In fiscal year 2025, these reserves were increased by €55 million to €775 million.



	2024	2025
● Investment income	157,609.1	159,765.9
● Income from partnerships, donations	782.0	554.9
● Capital income	8,545.0	6,647.1
● Other income	924.7	661.9
Total income	167,860.8	167,629.8

Asset management

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

Strategic asset allocation takes place in the following asset classes: bonds, shares, alternative investments and cash. In addition, tactical over- and under-weighting of individual asset classes and foreign currency positions can be used to adjust the portfolio to current market conditions and developments of particular importance. The foundation's asset management strategy is based on investment guidelines determined by the Executive Board. An advisory council appointed by the Executive Board consults strategically with the foundation and makes recommendations for strategic asset allocation based on current market conditions and the foundation's investment guidelines.

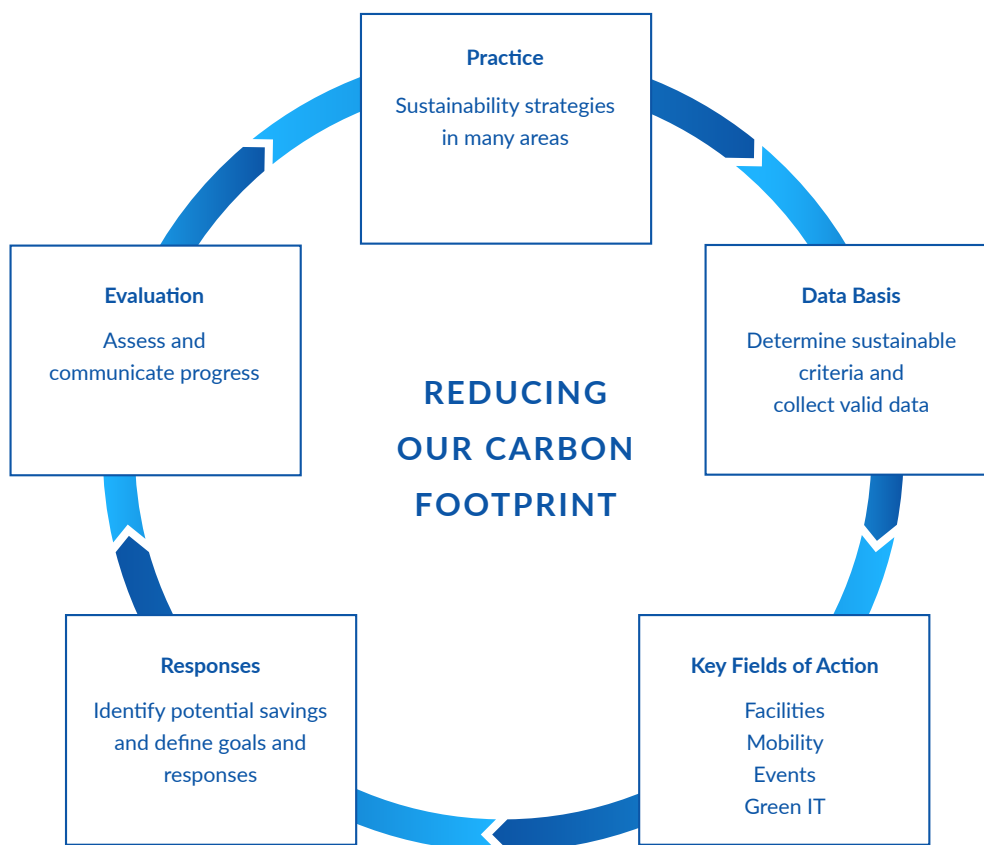
* 2024 data: audited / 2025 data: preliminary (as of March 4, 2026)

ENVIRONMENTAL – CARBON FOOTPRINT

At the Bertelsmann Stiftung, we believe that taking responsibility inherently means actively promoting sustainability, both in society and in our own organization. We want to achieve this goal by adhering to ESG (environmental, social and governance) criteria, and we have therefore defined sustainability as one of the key fields of action for the foundation's strategic further development.

Climate change, environmental degradation and the increasing scarcity of natural resources are putting the traditional economic and social model under pressure. Shaping the transition to sustainability is a task for everyone in society. In keeping with our bylaws, we want to make an effective contribution to this change through the work we do in many of our projects.



In our in-house processes as well, it has been both a guiding principle in our organizational culture and lived practice to manage resources, people, capital and the environment responsibly. We have also set the overall goal of reducing the Bertelsmann Stiftung's carbon footprint.



Where do we stand?

A verification of our carbon footprint was carried out in 2024 with a focus on its extent, key areas and means of calculation. The verification confirms the effectiveness of our measures to date and provides a robust basis for future decisions.

In addition, benchmarking was initiated in 2025 based on the methodology used for the German Sustainability Award. Taking into account both the Bertelsmann Stiftung's operational activities and its program work, the benchmarking confirmed the foundation's generally favorable position compared to its peers.

Bertelsmann Stiftung's CO ₂ emissions in tons	2024		2,000*
	2025		1,900*

* Calculation is based on the Gütersloh headquarters and includes extrapolated values.

To ensure the foundation is helping protect the climate by managing its own energy use intelligently, we analyze a number of factors, including the direct connection between our facilities and the energy consumed there.

We address other issues so we can reduce our carbon footprint even further. To that end, we ask a number of questions: Where are CO₂ emissions occurring? What evidence-based methods can we use to determine the amount? Which responses would be appropriate?

Facilities

We have tracked the energy consumed at our facilities for a number of years to identify potential savings. The use of energy from renewable sources is of particular importance, and we now purchase only green electricity. We also identify areas with high levels of energy consumption and take steps to optimize them, for example by replacing conventional lighting with LED technology. The verification that took place in 2024 confirms the effectiveness of the measures that have already been implemented and those that are planned, highlighting that the foundation is steadily on its way to achieving greater energy efficiency.

The foundation's outdoor areas are highly diverse in terms of flora and fauna. We further promote this diversity by planting flower borders and cultivating green spaces. These outdoor areas support the storage of CO₂.

Mobility

A key focus at the foundation is raising awareness among our employees of the need to use environmentally friendly transport. To that end, we offer them public transit tickets subsidized by the foundation, flexible working conditions and the possibility of borrowing or leasing bicycles, as well as charging stations for electric vehicles and parking spaces reserved for carpools in preferred locations. A working group organized by the foundation's employees regularly provides suggestions to help people reflect critically on the topic of mobility.

Our employees generally travel by train or public transport when taking business trips within Germany. Our "Environmentally Friendly Travel Guide" provides a wealth of information on how to travel in a way that is more climate-friendly.

Events

Events are a crucial medium for communicating what we do to the public. To that end, we organize everything from small workshops to large conferences, ceremonies and barcamps. Our events are planned and carried out sustainably. An "event app" helps make this possible.

Sustainability is a key consideration in various event-related factors, such as the selection of locations and service providers, as well as travel planning, catering and the responsible use of resources.

We systematically identify the carbon footprints of all our events, on the one hand to reduce and avoid emissions and, on the other, to offset unavoidable emissions through the voluntary purchase of premium CO₂ certificates. To ensure the correct classification and verification of our data, we occasionally work with external agencies to benefit from their expertise. The consistent implementation of these measures has led to the first measurable successes in reducing emissions.

Green IT

The concept of Green IT shapes how information and communications technology (ICT) is used throughout its entire lifecycle. It encompasses the resource-conserving and environmentally friendly production, use and disposal of an organization's ICT. We are already applying the concept's basic principles and are developing more specific approaches. As early as 2011, for example, we began using server virtualization, which significantly reduces the number of physical servers needed. In addition, we consider leasing or reusing hardware systems whenever it is a viable option.

www.bertelsmann-stiftung.de/en/about-us/what-we-represent

SOCIAL – HUMAN RESOURCES

The foundation is staffed by dedicated employees with a wide range of professional, methodological and interpersonal skills. Only by working together can we address social challenges at an early stage and have a sustainable impact on society. That is why a key part of our forward-looking human resources activities is creating the conditions that allow our employees to develop to the best of their abilities, realize their potential and contribute in a way that adds value to the foundation's work.

Systematic employee development and fair framework conditions

We see ourselves as an attractive employer with a collaborative culture of working and learning. Systematic professional development takes place through an ongoing dialogue between employees, managers and the human resources (HR) team. Together, we define individual development opportunities, career paths and training measures. To strengthen skills in a targeted manner, we provide employees with a broad range of further education options, internal mentoring programs, and proven feedback tools. Providing equitable compensation (“equal pay for equal work”) is a fundamental principle of our HR policy. We promote engagement with AI and actively facilitate its use within the framework of our internal AI guidelines.

www.bertelsmann-stiftung.de/en/careers

Promoting new talent

Recruiting and developing qualified young talent is a key component of our long-term human resources strategy. We have been using our Junior Professionals Program to promote new talent since 2008. The highly capable participants benefit from mentoring and targeted training, becoming qualified project managers with an interdisciplinary and international focus by spending 18 months addressing a range of exciting and challenging tasks. Additional options and offerings play a key role in the forward-looking acquisition of talent – for example, the cross-institutional program we carry out with other foundations to provide organization-specific training for next-generation talents; a traineeship as an online editor; and a “Professional Year.” Moreover, we partner closely with colleges and universities, offering both students and recent graduates the possibility of doing an internship at the foundation lasting several months, allowing them to gain practical experience.

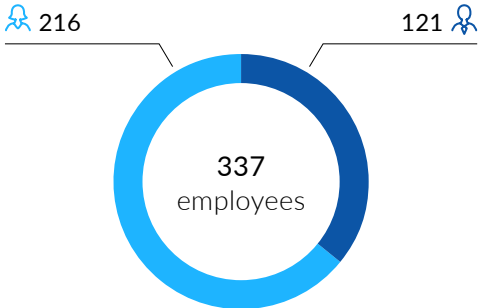
Diversity and inclusion

Diversity and inclusion management is an important part of our organizational culture. As a signatory to the German Diversity Charter, we have committed ourselves to creating an appreciative, prejudice-free working environment. We promote diversity within the foundation and put the framework conditions in place that enable as many people as possible to contribute their skills and collaborate to make an impact “regardless of age, migration background or nationality, gender or gender identity, physical or mental abilities, religion or worldview, sexual orientation or social background.” Diversity enriches our work and strengthens our ability to address complex social issues from multiple perspectives in an innovative and sustainable manner.

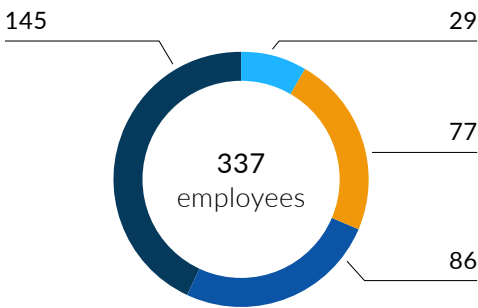
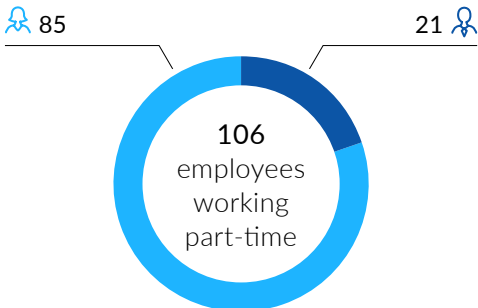
Work-life balance and health promotion

The long-term success of our organization depends on the health and satisfaction of our employees. We believe that helping our employees to manage their health and achieve a good work-life balance is of critical importance. Our HR policies enable flexible work arrangements such as remote work, part-time work, flexible hours and sabbaticals, thereby supporting employees' individual needs in their different life stages. We promote work-life balance through an extensive range of offerings and options in the areas of child, elder and home care. We work with employee representatives to put a framework in place that maintains and promotes the health and effectiveness of our staff. This includes preventive measures, talks by experts, precautionary screenings and an extensive health program.

Employees*



female
male



< 30 years
30-39 years
40-49 years
≥ 50 years
∅ avg. 45.8 years

* Figures do not include employees at affiliated institutions.

GOVERNANCE – ACCOUNTABILITY

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

Responsible engagement

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

Communication and transparency

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

Privacy

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

Contractual procedures

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

External services

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

Preventing corruption

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

Anti-discrimination policy

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

Investments

The Bertelsmann Stiftung also assumes social responsibility and considers a wide range of sustainability criteria when investing its assets. For more than 20 years, we have not invested in businesses active in the tobacco, alcohol or illegal arms industries. In addition to applying criteria that comply with internationally

recognized norms, the foundation has developed specific standards for excluding investments that are based on the values expressed in its bylaws and mission statement. When evaluating investments from the perspective of sustainability, we focus in particular on compliance with human and labor rights, and on good corporate governance and corporate responsibility. Environmental criteria are also taken into account. Our ethical and sustainable investment strategy distinguishes between businesses and countries, as both bear responsibility for society's future but in different ways.

Openness

Doors are always open at the foundation for our employees to make suggestions, discuss problems and express concern. Only when openness is encouraged and practiced can problems and differences be identified and addressed at an early stage. That is why all our employees are encouraged to address conflicts as soon as possible and work together to find solutions. An employee's primary contact person is their supervisor, while the Human Resources department and the foundation's employee representatives are also available to provide assistance. That allows both professional and personal issues to be discreetly addressed. In the event that speaking with someone at the foundation does not seem suitable, all employees also have the possibility of contacting an external ombudsperson appointed by the Bertelsmann Stiftung. There are no repercussions if an employee shares information about suspected misconduct.

www.bertelsmann-stiftung.de/en/about-us/how-we-work



GOVERNING BODIES

Executive Board



Dr. Brigitte Mohn
(Chairwoman since Aug. 1,
2025)



Prof. Dr. Daniela Schwarzer



Wilhelm-Friedrich Uhr
(since Aug. 1, 2025)



Dr. Hannes Ametsreiter
(Chairman until July 31, 2025)*

Board of Trustees



Bodo Uebber
(Chairman)



Liz Mohn
(Honorary Member)



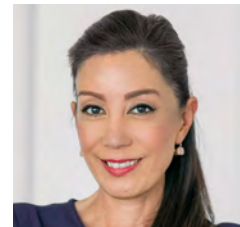
Prof. Dr. Andreas Pinkwart
(Vice-Chairman)



Anna Maria Braun



Prof. Dr. med. Alena Buyx



Saori Dubourg



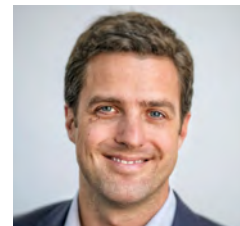
Arancha González Laya



Dr. Ralph Heck



Christoph Mohn



Matthias Schulz

* Dr. Hannes Ametsreiter left the Bertelsmann Stiftung as of July 31, 2025.


Executive Board


The members of the Bertelsmann Stiftung Executive Board are jointly responsible for the foundation's activities and operations. The Executive Board members are Dr. Brigitte Mohn (Chairwoman since August 1, 2025), Prof. Dr. Daniela Schwarzer and Wilhelm-Friedrich Uhr. Dr. Hannes Ametsreiter was Chairman of the Executive Board from January 1 to July 31, 2025.


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.


 Bodo Uebber, independent corporate consultant; former Member of the Board of Management of Daimler AG responsible for Finances & Controlling, Daimler Financial Services; Member of the Supervisory Board of Bertelsmann SE & Co. KgaA; Shareholder of Bertelsmann Verwaltungsgesellschaft mbH

 Liz Mohn, Founder and Honorary Member of the Bertelsmann Stiftung Board of Trustees; Member of the Supervisory Board of Bertelsmann SE & Co. KgaA; Shareholder of Bertelsmann Verwaltungsgesellschaft mbH; Founder and Chairwoman of the Executive Board of the Liz Mohn Foundation


 Prof. Dr. Andreas Pinkwart, Professor of Innovation and Technology Management at TUD Dresden University of Technology; former Deputy Minister-President of the State of North Rhine-Westphalia


 Anna Maria Braun, LL.M.; CEO of B. Braun SE


 Prof. Dr. med. Alena Buyx, Director of the Institute for the History and Ethics of Medicine at the Technical University of Munich

 Saori Dubourg, CEO of Greiner AG

 Arancha González Laya, Dean of the Paris School of International Affairs at Sciences Po; former Spanish Minister of Foreign Affairs, European Union and Cooperation

 Dr. Ralph Heck, entrepreneur and member of multiple Supervisory Boards; Director emeritus of McKinsey & Company; former Chairman of the Bertelsmann Stiftung Executive Board

 Christoph Mohn, Chairman of the Supervisory Board of Bertelsmann SE & Co. KgaA; Chairman of the Shareholders' Meeting of Bertelsmann Verwaltungsgesellschaft mbH; Chairman of the Executive Board of the Reinhard Mohn Stiftung; CEO of Christoph Mohn Internet Holding GmbH

 Matthias Schulz, Artistic Director of Opernhaus Zürich

LOCATIONS



Bertelsmann Stiftung, Gütersloh



Contact:

info@bertelsmann-stiftung.de



www.bertelsmann-stiftung.de

Bertelsmann Stiftung

Carl-Bertelsmann-Str. 256

33311 Gütersloh

Germany

Bertelsmann Stiftung, Berlin



Contact:

Stephan Vopel

stephan.vopel@bertelsmann-stiftung.de



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