

Annual Report 2021

Inspiring people. Shaping the future.

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. Ralph Heck



Liz Mohn
(until June 20, 2021)

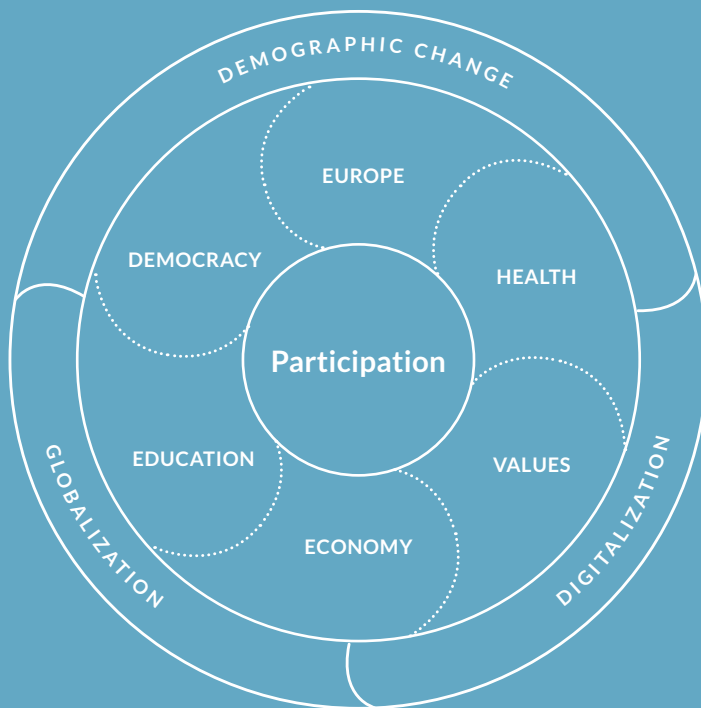


Dr. Jörg Dräger



Dr. Brigitte Mohn

MEGATRENDS AND TOPICS



EDUCATION



DEMOCRACY



EUROPE



HEALTH



VALUES



ECONOMY

WEBLINKS

WWW.BERTELSMANN-STIFTUNG.ORG



www.bertelsmann-stiftung.de/podcast



www.facebook.com/BertelsmannStiftung



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FOREWORD



Dear Readers,

The year 2021 was marked by major social challenges and changes. The pandemic had a massive impact on daily activities in the political, economic and social spheres. At the same time, digitalization became part of our personal and professional lives – including at the Bertelsmann Stiftung – to an even greater degree than in the past. Such changes offer opportunities, but also pose risks. Moreover, they give rise to new tasks and responsibilities.

Therefore, as we carry out our work at the foundation, we feel obliged to contribute to the public discourse using sound, evidence-based knowledge and initiatives. In the past year, for example, we presented in-depth analyses of social cohesion and how people have been affected by the pandemic. In addition, we drew attention to the potential inherent in digital innovations and the importance of sustainability for both business and society. One topic of particular concern was showing the ways artificial intelligence and algorithms can be used to benefit the common good. Our work also clearly demonstrated how essential education is for society, and we contributed important new ideas in the area of health care.

Over the past year, we participated in policy debates by publishing expert reports on the achievements of Germany's outgoing government, the shift in attitudes in the country, and the expectations faced by the incoming government. We are pleased to note, and find it telling, that the new coalition in Berlin has announced it will implement numerous reforms which the Bertelsmann Stiftung has long advocated.

Those who call for change must themselves be willing to change. We therefore worked at length in 2021 to further develop our own strategy and better align our efforts with the requirements stemming from social, economic and technological transformation. Democracy, Europe, the economy, digitalization, health, education and the future of the next generation are the issues that will continue to guide our project work.

In the future, we will be pooling our multifaceted competencies more strategically and increasingly taking action across the entire foundation. As in the past, we will initiate policy debates, highlight opportunities for progress and create the conditions that enable everyone to participate in society. That was the goal set by our founder, Reinhard Mohn, whose 100th birthday we commemorated in 2021 with numerous activities. In keeping with his beliefs, we want to “help make things better.” This annual report details our efforts to that end during the past year. I hope you find it both insightful and inspiring.

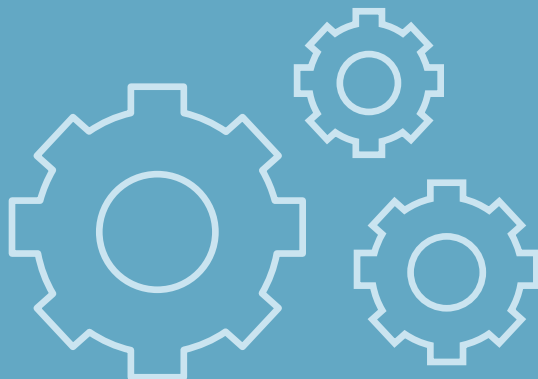
Sincerely,

A handwritten signature in black ink, appearing to read 'Ralph Heck', with a horizontal line underneath.

Dr. Ralph Heck


SUSTAINABLE IMPACT

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



A NONPROFIT, NONPARTISAN,
PRIVATE OPERATING FOUNDATION

* Figures do not include employees at affiliated nonprofit institutions.



50
PROJECTS



250
IN-PERSON, HYBRID AND
DIGITAL EVENTS



1.8 BILLION

EURO FOR
NONPROFIT ACTIVITIES
SINCE FOUNDING



66 -MILLION-EURO
ANNUAL BUDGET

TOTAL EXPENDITURES* (€, thousands)

As a private operating foundation, the Bertelsmann Stiftung designs, controls and finances its projects itself. The following report documents our total expenditures for these activities. At the same time, we support a number of affiliated nonprofit institutions by contributing financially and in non-material ways. For greater transparency, the expenditures are divided into two groups: expenditures for ongoing project work (programs and special projects) and contributions to affiliated nonprofit organizations.

Total expenditures

Preliminary expenditures for the 2021 fiscal year totaled €65.8 million. Due to budget adjustments made as a result of the pandemic, expenditures in 2021 were €8 million less than the year before. Since its inception, the Bertelsmann Stiftung has made ca. €1.8 billion available for nonprofit activities.

| | | | |
|--|------|--|--------|
| Programs and special projects | 2020 | | 41,178 |
| | 2021 | | 35,432 |
| Contributions to affiliated nonprofit institutions | 2020 | | 11,305 |
| | 2021 | | 11,571 |
| Program-related services | 2020 | | 4,744 |
| | 2021 | | 4,077 |
| Communications | 2020 | | 6,862 |
| | 2021 | | 5,682 |
| Administration | 2020 | | 9,794 |
| | 2021 | | 9,059 |
| Total expenditures | 2020 | | 73,883 |
| | 2021 | | 65,821 |

* 2020 data: audited / 2021 data: preliminary (as of February 15, 2022)

Program expenditures*

In its 2021 fiscal year, the Bertelsmann Stiftung invested €35.4 million directly in its program activities. That represents a decrease of €5.7 million over the previous year.

| Programs and special projects | 2020 | 2021 |
|--|---------------|---------------|
| Rethinking Work | 1,082 | 1,234 |
| Germany and Asia | 1,361 | 372 |
| Europe's Future | 3,377 | 2,887 |
| Integration and Education | 4,185 | 3,494 |
| Competence Center for Leadership and Corporate Culture | 1,505 | 1,735 |
| Living Values | 1,954 | 1,496 |
| Communities for Better Living | 5,456 | 4,534 |
| Learning for Life | 2,661 | 2,146 |
| Megatrends | 2,879 | 2,251 |
| Shaping Sustainable Economies | 4,172 | 4,486 |
| NEUE STIMMEN** | 595 | 533 |
| Business in Society | 2,147 | 1,575 |
| Improving Health Care - Informing Patients | 2,603 | 2,412 |
| Effective Investments in Education | 2,894 | 2,723 |
| Future of Democracy | 3,016 | 2,528 |
| Special projects*** | 1,291 | 1,026 |
| | 41,178 | 35,432 |

Affiliated nonprofit institutions*

In 2021, the Bertelsmann Stiftung's contributions to affiliated nonprofit institutions increased by approximately €0.3 million from the previous year to €11.6 million.

| Affiliated nonprofit institutions | 2020 | 2021 |
|---|---------------|---------------|
| International foundations | | |
| Bertelsmann Foundation North America | 2,518 | 2,250 |
| Fundación Bertelsmann, Barcelona | 2,508 | 2,466 |
| Shareholdings | | |
| CHE Centre for Higher Education | 910 | 910 |
| Founders Foundation | 3,200 | 3,400 |
| PHINEO | 500 | 500 |
| Weisse Liste | 500 | 740 |
| Center for Digital Education and Schools in Gütersloh | 599 | 702 |
| Partners | | |
| Liz Mohn Foundation for Culture and Music | 268 | 297 |
| Reinhard Mohn Institute of Management | 300 | 304 |
| German Stroke Foundation | 2 | 2 |
| Contributions to affiliated nonprofit institutions | 11,305 | 11,571 |
| Total (programs, special projects and affiliated nonprofit institutions) | 52,483 | 47,003 |

* 2020 data: audited / 2021 data: preliminary (as of February 15, 2022)

** NEUE STIMMEN is conducted as an independent project without program assignment.

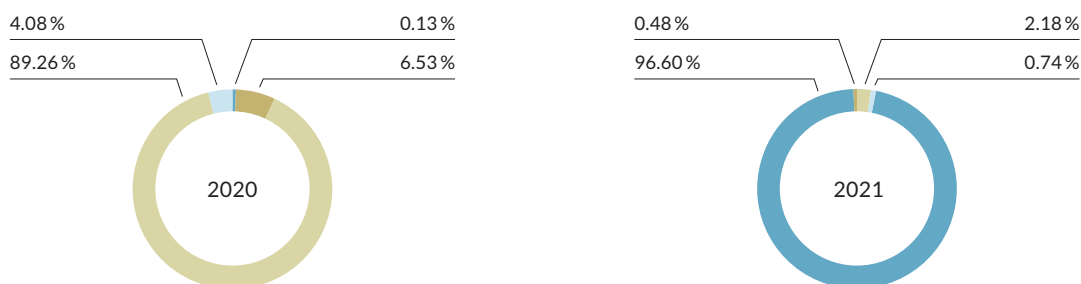
*** Including follow-up expenditures for Civil Society, which was transferred to other programs as of January 1, 2021.

INCOME*(€, THOUSANDS)

Funding the foundation's activities

In 2021, the Bertelsmann Stiftung received €122.2 million from its indirect holdings in Bertelsmann SE & Co. KGaA after having received no income from that source in 2020. The foundation was thus able to finance its nonprofit activities largely from these holdings. An additional €4.3 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 2021 fiscal year, the foundation therefore had €126.5 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 2021, these reserves were increased by €46 million to €560 million.



| | 2020 | 2021 |
|---------------------------------------|-----------------|------------------|
| ● Investment income | 16.7 | 122,225.9 |
| ● Income from partnerships, donations | 878.4 | 612.6 |
| ● Capital income | 12,004.4 | 2,764.7 |
| ● Other income | 548.8 | 931.4 |
| Total income | 13,448.3 | 126,534.6 |

Asset management

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

Strategic allocations take place in the following asset classes: bonds, shares, real estate and cash. Tactical over- and under-weighting of various asset classes and of foreign currencies is used to respond to current market conditions and to developments of particular importance. The foundation's asset management strategy is based on investment guidelines determined by the Executive Board. An advisory council appointed by the Executive Board consults with the foundation and, in particular, makes recommendations for strategic asset allocation based on current market conditions and the foundation's investment guidelines.

* 2020 data: audited / 2021 data: preliminary (as of February 15, 2022)

HUMAN RESOURCES*

Attractive employer

In addition to systematic opportunities for professional development, we offer our employees international and cultural diversity as well as a partnership-based culture of working and learning. We initiate a dialogue that allows employees, executive managers and Human Resources managers to discuss personal development opportunities, thereby determining possible career paths and development options. A range of tools are used, from training, coaching and mentoring, to secondments to our international affiliates.

www.bertelsmann-stiftung.de/en/careers

Supporting new talent

We have been using our Junior Professionals program to promote new talent since 2008. The program allows up to four employees to train as project managers with an interdisciplinary and international focus. In 2021, 31 university students and recent graduates completed internships at the Bertelsmann Stiftung.

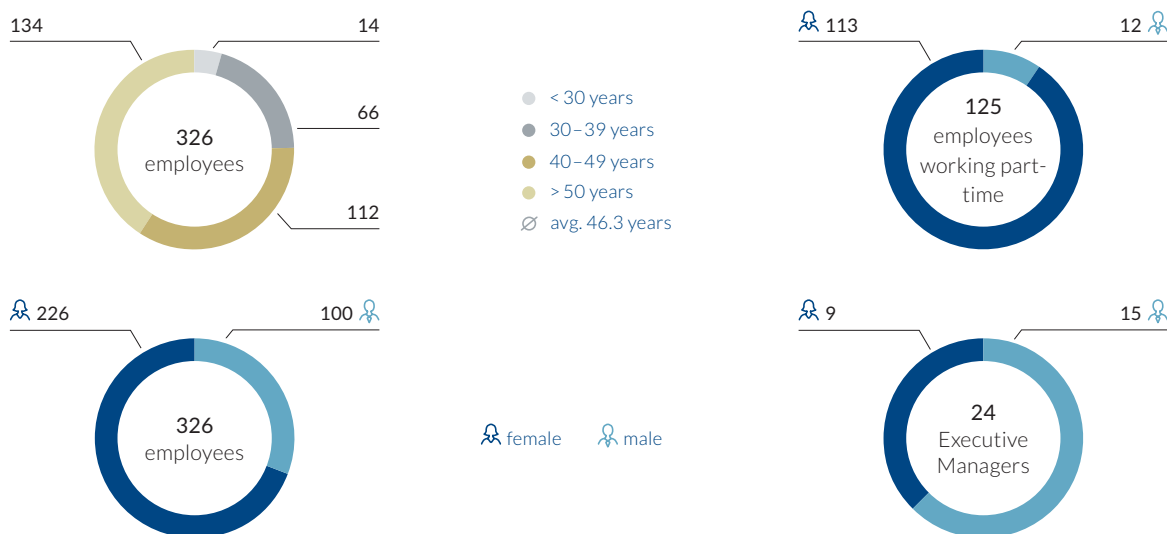
Diversity and work-life balance

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

We believe achieving a good work-life balance is of critical importance. The Bertelsmann Stiftung's human resources policies are therefore designed to give employees more flexibility in carrying out their professional duties. The tools used include flexible work schedules, sabbaticals and opportunities for working from home and working part-time.

Promoting health

Health management plays a key role in our HR activities. Together with employee representatives, we have put a framework in place that promotes the health and effectiveness of our staff. This includes preventive measures, precautionary screenings and an extensive sports program.



* Figures do not include employees at affiliated nonprofit institutions.

LOCATIONS



GÜTERSLOH

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

BERLIN

Bertelsmann Stiftung,
Haus Berlin
Werderscher Markt 6
10117 Berlin
Germany

BARCELONA

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

WASHINGTON

Bertelsmann Foundation
North America
1108 16th St, NW
Washington, DC 20036
USA

BRUSSELS

Liaison Office
Bertelsmann Stiftung
Rond-Point Schumann 11
4th Floor
1040 Brussels
Belgium

ACCOUNTABILITY

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

Responsible engagement

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

Communication and transparency

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



Privacy

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

Contractual procedures

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

External services

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

Preventing corruption

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

Anti-discrimination policy

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

Openness

Doors are always open at the foundation for our employees to make suggestions, discuss problems and express concern. An employee's primary contact person is his or her supervisor, while the Human Resources department and the foundation's employee representatives are also available to provide assistance. That allows both professional and personal issues to be discreetly addressed. There are no repercussions if an employee shares information about suspected misconduct.

GOVERNANCE

Executive Board



Dr. Ralph Heck
(chairman)



Liz Mohn
(vice-chairwoman
until June 20, 2021)



Dr. Jörg Dräger



Dr. Brigitte Mohn

Board of Trustees



Prof. Dr.-Ing. Werner J.
Bauer (chairman)



Liz Mohn
(Honorary member since Oct. 1, 2021)



Dominik Asam



Wolf Bauer



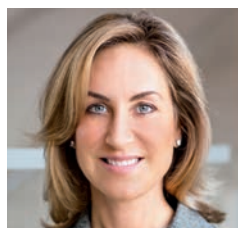
Carsten Coesfeld



Thomas Coesfeld



Christoph Mohn



Carolina Müller-Möhl



Dr. Viviane Reding



Dr. Philipp Rösler



Bodo Uebber
(since Oct. 1, 2021)






Executive Board


The members of the Bertelsmann Stiftung Executive Board are jointly responsible for the foundation's activities and operations. In 2021, the Executive Board members were Dr. Ralph Heck (chairman as of August 1, 2020), Liz Mohn (vice-chairwoman until June 20, 2021), Dr. Jörg Dräger and Dr. Brigitte Mohn.


Board of Trustees


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


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


-  Prof. Dr.-Ing. Werner J. Bauer (chairman), vice-chairman of the Supervisory Board of Bertelsmann SE & Co. KGaA; former executive vice-president of Nestlé AG, responsible for the areas of Technology, Production, Research and Development; shareholder of Bertelsmann Verwaltungsgesellschaft mbH
-  Liz Mohn, philanthropist 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
-  Dominik Asam, CFO of Airbus SE
-  Wolf Bauer, producer
-  Carsten Coesfeld, CEO of Dorling Kindersley and member of the Group Executive Committee at Penguin Random House
-  Thomas Coesfeld, CFO of BMG and member of the BMG Executive Team

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

-  Carolina Müller-Möhl, president of the Müller-Möhl Group and the Müller-Möhl Foundation

-  Dr. Viviane Reding, member of the Chamber of Deputies of the Grand Duchy of Luxembourg; former member of the European Parliament; former vice-president of the European Commission

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

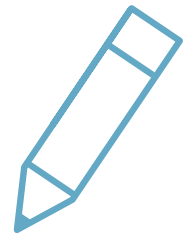
-  Bodo Uebber, independent corporate consultant and former member of the Board of Management of Daimler AG; member of the Supervisory Board of Bertelsmann SE & Co. KGaA; shareholder of Bertelsmann Verwaltungsgesellschaft mbH

As of December 31, 2021

OUR TOPICS AT A GLANCE

Education

For equitable childhood opportunities and quality educational institutions



Europe

For a strong Europe in a global world



Values

For social cohesion and culture



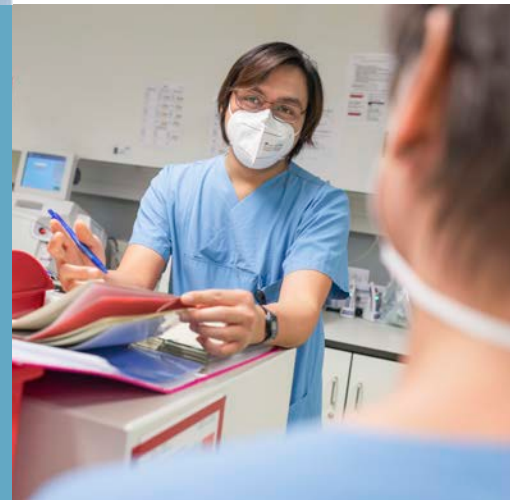
Democracy

*For democratic participation
and an engaged civil society*



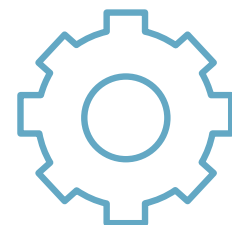
Health

*For people-centered
health care*



Economy

*For a future-oriented social
market economy*




PROGRAMS AND PROJECT ACTIVITIES

Rethinking Work



 Executive Board Member:

Dr. Jörg Dräger

 Program Director:

Eric Thode

The world of work is undergoing fundamental change. With employment settings becoming increasingly varied, people need stability as well as opportunities to participate and thrive. We develop responses which ensure that the job market is inclusive, dynamic and resilient and that social security systems remain stable.

Selected project activities:

Employment in Transition

One focus of our project activities is the question of why certain workers cannot take up or expand their employment. In 2021, one of our studies examined the main reasons for the discrepancies between the hours people want to and the hours they actually do work. Another study looked at the “marginal employment trap” in Germany and the system’s disincentives, which generally prevent people working marginal jobs from transitioning to better forms of employment. The study presents concrete suggestions for reform. A related study pursues this issue further, analyzing the work disincentives the tax system poses for married couples in Germany and how they interact with the regulations governing marginal employment. Concrete proposals show here, too, how the employment situation of women and mothers can be improved.

Another focus is the detailed measurement of Germany’s middle class. Our study *Is the German Middle Class Crumbling?* looked at the risks and opportunities middle-income groups face on the country’s job market. Carried out together with the OECD, the study showed that upward mobility into middle-income groups is relatively rare and downward mobility more frequent, and it discussed which factors contribute to this situation. All studies received extensive media coverage and have become part of the political debate.

Our clear, concise Fact Sheets are a new communication format now used by the project team. They complement our studies and also reach target groups beyond the specialist community.

 www.beschaeftigungswandel.de

Skills for Tomorrow’s World of Work



As digital change and ecological transformation progress, further training is becoming the key to individual employability, thus ensuring the presence of a skilled workforce. Using an analysis of online job advertisements, our project provides knowledge and guidance on the demand for skills on Germany’s labor market. Collaboration with leading research institutes makes it possible to improve the quality of this innovative big-data methodology on an ongoing basis.

Together with social partners from two industries, we are also conducting in-depth analyses on how the skills required by employers are changing and on possibilities for transitioning to the jobs of tomorrow. In a study examining agreements between social partners on further education, we look at the role collective bargaining plays in the promotion of occupational training.

 www.bertelsmann-stiftung.de/kompetenzen-fuer-morgen

Germany and Asia




-  Executive Board Member:
Liz Mohn (until June 20, 2021)
-  Program Director:
Stephan Vopel

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

Selected project activities:

China


Together with stakeholders from academia, politics and business, the program develops scenarios and strategies for responding to Asia's development and its consequences for Germany and Europe. In October 2021, we published *Globalization Scenarios – Challenges and responses from the perspective of German business*, a study prepared together with the Federation of German Industries (BDI). The study discusses different scenarios arising from the growing rivalry between the US and China and their potential impact on the German economy. The scenarios were developed in collaboration with the Fraunhofer Institute for Systems and Innovation Research (ISI) and representatives from the business and political spheres. At the beginning of the year, our study on the implications of China's industrial policy Made in China 2025 for German business was the subject of discussion at various online events with numerous stakeholders.

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

India

Germany wants to diversify its relations in the Indo-Pacific region and views India as a highly promising candidate in this regard. But where does the strategic partnership between Germany and India stand? Last year, the program

published three policy briefs on this question, focusing on security, trade and health.

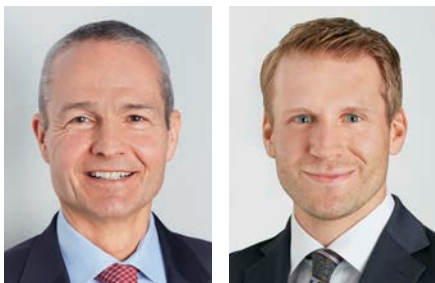
-  www.bertelsmann-stiftung.de/en/our-projects/germany-and-asia/country-focus-india

Systemic Conflict

Authoritarian systems that see themselves as an alternative model to liberal democracy are increasingly challenging democratic states. China is particularly important in this context. Against this background, we launched a series of viewpoints and short essays in which experts discuss which decisions are imminent with regard to the new systemic conflict with China, and recommend appropriate measures various actors in Germany and Europe can take. In addition, the program worked with the journal *Internationale Politik* to produce a special issue on German and European policy towards China, which appeared as a supplement to the journal's May/June 2021 issue.

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

Europe's Future



 Executive Board Member:

Dr. Ralph Heck

 Program Directors:

Stephan Vopel, Dr. Malte Zabel (as of May 1, 2021)

Crises, new geopolitical constellations and the “twin transition” show how important it is for the EU to be capable of taking effective action. Europe must stand together if it wants to succeed as a global player. Against this background, our projects promote a sovereign and solidary EU.

Selected project activities:

Repair and Prepare: Strengthening Europe

We analyze the potentials for a sustainable European Single Market, propose reforms for a stable euro and work to achieve greater economic and social cohesion in Europe. In 2021, the project focused on Europe's recovery plan and the transformation of its economy, which we actively supported with analyses, policy recommendations and events. The goal is to empower policy actors to strengthen Europe's economy during the pandemic and drive forward long-term structural change.

 www.bertelsmann-stiftung.de/repair-prepare-en

eupinions.eu

Every three months we survey attitudes throughout the EU on the European Union, current political issues and megatrends such as globalization. Based on the data collected, we recently published studies and policy briefs on the state of democracy in Europe and the expectations people have of the EU. We use our trend data and publications to shed light on issues the European public cares about, thereby promoting evidence-based debates in a vibrant civil society.

 www.eupinions.eu



Strategies for the EU Neighbourhood

In 2021, this project developed recommendations on how the EU can leverage its potential to remain strong and cohesive, given the crises and conflicts taking place on its periphery. The focus was on possibilities for resolving the conflicts in Syria, the Black Sea region and Turkey, the prerequisites for which we developed during a series of transatlantic debates jointly organized with the Bertelsmann Foundation North America. In country reports on Ukraine and Moldova, we published proposals for strengthening the rule of law, subsequently presenting them to policy actors at online events.

 www.bertelsmann-stiftung.de/eu-neighbours

Integration and Education



 Executive Board Member:
Dr. Jörg Dräger
 Program Directors:
Ulrich Kober, Anette Stein

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

Selected project activities:

Making Fair Migration a Reality

In 2021, one of our studies focused on the innovative contributions made by founders with a migrant background. At the 2021 Think Tank Summit organized by Avenir Suisse, we presented our recommendations for reforming the EU's asylum system, and we published analyses on asylum reforms in Germany, Poland, Portugal and Sweden. We also conducted research on collaborating with African organizations to carry out global skills partnerships. The instructors training Philippine nursing staff came to Bonn's university clinic, the project's partner hospital, for further education courses. Our company survey revealed that demand for skilled workers has increased in Germany despite the pandemic. The Migration Strategy Group examined digital tools for shaping migration and integration, including Estonia's e-residency program.

 www.bertelsmann-stiftung.de/fair-migration

All Kids Are VIPs

This competition for promoting social integration among young people successfully concluded with final visits by celebrity ambassadors. Over 13 years, the competition reached some 20,000 young people participating in more than 900 projects.

 www.allekidssindvips.de

Learning Better in Diversity | Schule21



Together with our partners, we promote debate on the right to all-day schooling, which was enshrined in German law in 2021. The discourse we initiated together with our partners on the shortage of teachers led Germany's Conference of Ministers of Education to change its reporting. In addition, our publication on effectively shaping training opportunities for teachers reached a wide audience. Through our online portal Monitoring Teacher Training, we publish new findings on the quality of teacher education programs. We use the Forum for Education and Digitalization to drive forward the digital transformation of Germany's schools. The approaches developed by the Music Education project have been successfully transferred to partner organizations. Our blog features weekly updates on our project work.

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

 <https://schule21.blog>

Competence Center for Leadership and Corporate Culture



-  Executive Board Member:
Liz Mohn (until June 20, 2021)
-  Program Director:
Martin Spilker

One of the competence center's main goals is supporting leaders to manage sustainably and responsibly, so that people can engage meaningfully in the work they do. In addition, we want to help leaders remain capable of making effective decisions in an increasingly complex and ever more digital world.

Selected project activities:

Trilogue Salzburg

The Trilogue Salzburg promotes exchange among political, business and cultural decision makers on challenges stemming from global developments. In August 2021, the dialogue event focused on the question of how progress can be created in a multidimensional world.

 www.bertelsmann-stiftung.de/trilogue

Responsible Leadership in Tomorrow's World of Work

Together with the Reinhard Mohn Institute of Management, we evaluated responses to the 2021 Führungskräfte-Radar (Leadership Radar), a representative survey of 1,000 managers, which examined gender issues and the experience of working from home. We also published the book *Wie geht unternehmerische Verantwortung heute* (Corporate Responsibility Today) and continued our study of "Cohesion in Corporate Cultures" by conducting two representative surveys of 1,000 employees.

 www.creating-corporate-cultures.org

Forum Bellevue on the Future of Democracy


At each event since September 2017, Germany's Federal President has engaged in discussion with German and international thought leaders from the worlds of science, politics, culture, business and civil society. The topics discussed in 2021 were "Democracy and the Digital Public

Sphere – A Transatlantic Challenge" and "Is the State Up to It? Drawing Lessons from the Pandemic."

 www.forum-bellevue.de/en/home


Rethinking Democracy

At the online conference Rethinking Democracy, organized in cooperation with the World Leadership Alliance – Club de Madrid, democratic former heads of state, prime ministers and representatives from politics, business and civil society discussed how to further develop democracies under the 21st century's increasingly difficult conditions.

 www.rethinking-democracy.com



Creating Corporate Cultures

At the Leadership Camp Q 2021, held digitally and dedicated to the topic "Business Unusual – neu denken, anders führen, nachhaltig wirtschaften" (Business Unusual – think differently, lead differently, manage sustainably), 190 executives discussed the standards required for leadership today. The nine posts in Values, the project's video and podcast series, received over 75,000 views. Two Leadership Salons on the topic of sustainability expanded the community to 300 members.

 www.creating-corporate-cultures.org

Living Values



-  Executive Board Member:
Liz Mohn (until June 20, 2021)
-  Program Director:
Stephan Vopel

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

Selected project activities:

Social Cohesion Radar

This project researches social cohesion and social interaction. Carried out in three waves, our study *Social Cohesion in a Pandemic Era* traces the societal changes that occurred during the pandemic. Our aim was to make the unfolding developments more comprehensible.

 www.gesellschaftlicher-zusammenhalt.de


Alliance for Social Cohesion

This alliance now brings together 13 foundations to strengthen social cohesion by developing new project ideas and partnerships. The Deutsche Nationalstiftung and the Deutschlandstiftung Integration joined the network in 2021.

 www.gesellschaftlicher-zusammenhalt.de

Values and Cohesion in the Community

This project promotes values education in a diverse society. Together with our partners, we develop and disseminate good practices to help improve the way society engages with diverse values. In 2021, it was possible to integrate the TeamUp! training courses into the further education programs of six state associations, thanks to support from the German Football Association and the Württemberg State Sports Association.

 www.bertelsmann-stiftung.de/wertebildung


Religion Monitor

The Religion Monitor investigates the role played by religion, values and diversity in social cohesion. Our studies on individual freedom versus the common good and on climate change, diversity and justice are meant to promote understanding of the different values present in German society. Together with the Federal Agency for Civic Education, we organized a six-part series of events on how to deal constructively with diverse values, in which some 300 stakeholders and thought leaders took part.

 www.bertelsmann-stiftung.de/religion-monitor

German-Israeli Young Leaders Exchange

By promoting interaction and collaboration, this project is building a network of young professionals and executives that can successfully shape relations between the two countries. In 2021, a total of five online meetings took place, strengthening the German-Israeli network during the ongoing pandemic.

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

Communities for Better Living



 Executive Board Member:

Dr. Brigitte Mohn

 Program Director:

Dr. Kirsten Witte

The pandemic is confronting communities with major challenges. Lockdowns bring communal life to a standstill and jeopardize local budgets. At the same time, crisis management efforts put public administrators to the test, even as issues that provide communities with strategic support continue to be addressed.

Selected project activities:

Agenda 2030 - Localizing Sustainable Development

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

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

Committed Communities

This program supports the development of lasting “engagement landscapes” in Germany. Currently, 100 cities and towns are developing sustainable structures for civic engagement.

-  www.engagiertestadt.de


Local Government Finances

Our financial report makes public funding at the municipal level transparent. In the report, we examine how the economic crisis caused by the pandemic is affecting local budgets.

-  www.bertelsmann-stiftung.de/kommunalfinanz



Leave No Child Behind!

Organized together with the state of North Rhine-Westphalia, this project focuses on building local prevention networks for children and families. We research and test methods communities can use to make access to opportunities more equitable.

-  www.bertelsmann-stiftung.de/kekiz



Smart Country

Digitalization offers cities and towns new opportunities to increase quality of life for local residents. We support communities by promoting the publication and use of open data at the local level.

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


Community Roadmap

On our website wegweiser-kommune.de, we publish 350 indicators on social, economic and demographic developments for municipalities in Germany with 5,000 inhabitants or more.

-  www.wegweiser-kommune.de
-  <https://blog.wegweiser-kommune.de>



Cosmopolitan Cities and Communities

We are supporting 35 pilot cities and communities as they assess and further develop their activities in the areas of integration and diversity. This pilot project is taking place in cooperation with PHINEO and with support from Germany’s federal commissioner for integration.

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

Learning for Life



-  Executive Board Member:
Dr. Jörg Dräger
-  Program Director:
Frank Frick

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

Selected project activities:

Vocational Training – Opportunities for Everyone

We work to ensure that Germany's vocational education system becomes more equitable and effective. Three publications look at the ways the vocational training market has changed because of the pandemic, drawing attention to where action is needed and solutions are possible: a survey of young people on the prospects of undergoing training during the second year of the pandemic; a discussion paper on how to ensure (vocational) education by guaranteeing young people an apprenticeship; and a study on the overall economic impact of an apprenticeship guarantee. In 2021, the project focused on how the pandemic affected vocational education in Germany's states. All publications were publicly discussed with the relevant stakeholders at online seminars.

-  www.bertelsmann-stiftung.de/opportunity-apprenticeship

Careers via Competences



This project develops ideas for an educational reform that can help low-qualified adults acquire vocational qualifications step by step. Our research has shown how important it is to recognize informally and nonformally acquired skills and to have a standardized, nationwide system in place that allows trainees to gain partial qualifications. The project supports the practical implementation of these approaches by developing tools that identify occupation-

al competences – such as the website www.meine-berufserfahrung.de – and by collaborating with stakeholders in the area of further education.

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

MYSKILLS Distribution

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

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

Megatrends



- Executive Board Member:
Dr. Jörg Dräger
- Program Directors:
Andreas Esche, Ralph Müller-Eiselt

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

Selected project activities:

Demographic Resilience

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

www.bertelsmann-stiftung.de/demographic-change

Ethics of Algorithms

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

www.ethicsofalgorithms.org

Global Economic Dynamics (GED)

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

www.bertelsmann-stiftung.de/en/our-projects/global-economic-dynamics

Shaping Sustainable Economies



 Executive Board Member:

Dr. Ralph Heck

 Program Director:


Dr. Daniel Schraad-Tischler

We develop approaches that can successfully transform today's economic systems into sustainable social market economies. In doing so, we look at the essential economic prerequisites as well as fundamental issues of political governance.

Selected project activities:

Reinhard Mohn Prize 2020


The 2020 Reinhard Mohn Prize on “Fostering Innovation. Unlocking Potential” was awarded to Chemi Peres (entrepreneur and chairman of the Peres Center for Peace and Innovation in Tel Aviv) in autumn 2021. The project's worldwide analysis of good practices identifies approaches to developing successful innovation policies.

 www.bertelsmann-stiftung.de/innovation

 www.fosteringinnovation.de

Productivity for Inclusive Growth


This project carries out economic analysis and ensures that policy responses for achieving broader increases in productivity are introduced into the political and public debate. The solutions aim to make Germany's economy more competitive and allow everyone in society to benefit from growth.

 <https://inclusive-productivity.de>

 www.bertelsmann-stiftung.de/produktivitaet


Sustainable Governance Indicators

The Sustainable Governance Indicators (SGI) analyze the long-term viability of all OECD and EU member states. Based on the international comparison, the project identifies best practices in the areas of sustainable policymaking and political governance.

 www.sgi-network.org

Future Social Market Economy

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

 www.bertelsmann-stiftung.de/berliner-kolloquien

Sustainable Development Goals Index

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

 www.sdgindex.org

Transformation Index

Published every two years, the Bertelsmann Stiftung's Transformation Index (BTI) assesses the quality of political systems, economic development and governance in 137 developing and transition countries. Governments and international organizations actively use the BTI.

 www.bti-project.org

NEUE STIMMEN



 Executive Board Member:
Liz Mohn (until June 20, 2021)


Culture is the basis for communication and communal life. We make use of music's potential to promote tolerance, participation and equitable opportunities within society and to support young artists in their personal and professional development.

Project activities:

NEUE STIMMEN is a long-running project for promoting young opera talent from around the globe. In addition to the acclaimed singing competition (with its worldwide auditions) and the master class, the project includes modules that provide individualized, ongoing support to young singers as they prepare for and build a career. In 2021, NEUE STIMMEN expanded the assistance it provides by adding digital venues and taking a more multifaceted approach. Video



or livestreamed auditions along with coaching sessions and online tutorials now make it possible to participate and network regardless of time or location. They offer up-and-coming artists continuity and hope in light of the considerable uncertainties resulting from the pandemic.

NEUE STIMMEN is conducted as an independent project without program assignment.

 www.neue-stimmen.de/en

Business in Society





-  Executive Board Member:
Liz Mohn (until June 20, 2021)
-  Program Director:
Birgit Riess

As efforts to address the pandemic have grown, so have calls for a resilient and sustainable market economy. Climate change also demands a far-reaching transformation towards greater sustainability. Companies have a responsibility to play an active role in shaping the necessary transformation processes. We develop implementation-oriented approaches that activate corporate engagement.

Selected project activities:

Regional Corporate Responsibility

Analyzing corporate responsibility, increasing awareness of it, networking stakeholders and creating space for new opportunities – those are the ways we are further developing this topic in theory and practice. The large-scale survey of German companies on corporate engagement, carried out in cooperation with the nonprofit ZiviZ, generates representative data on the business community's social contribution. The platform regional-engagiert.de is a central contact point for corporate engagement and CSR. It makes effective corporate engagement visible, motivates others, networks stakeholders and pools information. The focus is on measures for promoting climate protection at mid-sized enterprises. The platform is already being used by 42 partner organizations throughout Germany to present their own content. Some 300 experts offer useful information, and more than 350 best practices inspire others to launch their own projects. Special attention is being given to studies and analyses of corporate engagement during the pandemic.

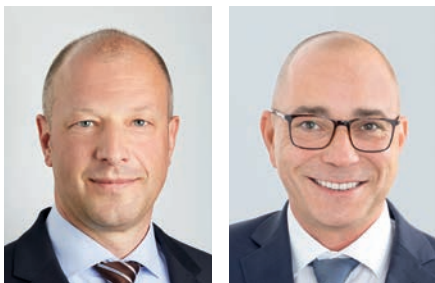
-  www.bertelsmann-stiftung.de/regional-engagiert
-  www.unternehmensengagement.de

Workplaces in the Age of Digitalization

Through this project, we support businesses and employees as they engage with digital transformation processes. Our studies on digitalization in mid-sized companies analyze opportunities for shaping these processes so they focus on employees and participation. Digitalization also offers new possibilities in the area of work-life balance. Experience has shown that co-working spaces in rural settings can be advantageous for retaining a skilled workforce and protecting the environment. Yet the question must be posed of whether and how new ways of working can be reconciled with existing labor laws. Our blog zukunfterarbeit.de promotes an exchange among people active in this field. It also shows that the following topics will remain relevant in the post-pandemic era: large numbers of employees working from home, corporate processes that must be altered to reflect new framework conditions, legal issues arising from digital activities, and possibilities for balancing personal and professional responsibilities. We offer employers, employees and policy makers useful guidance as they respond to these topics.


-  www.zukunfterarbeit.de

Improving Health Care – Informing Patients



 Executive Board Member:

Dr. Brigitte Mohn

 Program Directors:

Uwe Schwenk, Dr. Sebastian Schmidt-Kaehler

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

Selected project activities:


Weisse Liste

This project sheds light on differences in quality in Germany's health-care system, thereby helping reduce them. In 2021, we relaunched our portal in order to give the one million people who use it each year even clearer and more precise recommendations on which hospital would be best for the treatment they require.

 www.weisse-liste.de

Patients with Impact

We are committed to promoting health literacy and a patient-centered approach. In 2021, we concluded our three-year partnership with the German National Institute for State Examinations in Medicine, Pharmacy and Psychotherapy. Together we developed possibilities for using state exams to test physicians' communication skills. We also published an international study comparing how patient-reported outcome measures are collected and used to improve quality of care in different health-care systems.

 www.bertelsmann-stiftung.de/patientswithimpact

The Digital Patient

This project ensures that new technologies are used to meet health-care needs. In 2021, we transferred #pflegereserve – a placement platform for nursing staff that was launched in the wake of the Covid pandemic – to Germany's national chamber of nursing. In an expert

report on agile policymaking, moreover, we showed how politicians can drive forward digitalization in a way that is truly beneficial. To help make digital health apps part of everyday care, we developed a video series on questions related to usefulness, privacy, prescriptions and areas of application.

 www.bertelsmann-stiftung.de/digital-patient



Reshaping the Hospital Landscape

The pandemic has again shown that, in Germany, patients with severe Covid also need care in specialized clinics. Specialization requires good emergency care, especially with regard to rural areas. We have developed an implementable reform proposal for this.

 www.bertelsmann-stiftung.de/krankenhaus-landschaft

Effective Investments in Education



 Executive Board Member:
Dr. Jörg Dräger
 Program Director:
Anette Stein

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

Selected project activities:


Early Child Education and Care

In 2021, the project State by State: Monitoring Early Childhood Education published current data on early childhood education and care (ECEC) in Germany's 16 states, making transparent the enormous differences in ECEC quality and participation: At most ECEC centers, staffing levels are not child-friendly, and educational and participatory opportunities continue to depend on where children live. Our Educator Radar forecasts the need for and availability of skilled professionals at ECEC centers in all German states until 2030.

 www.laendermonitor.de

 www.fachkraefte-radar-kita-grundschule.de

If the quality of ECEC centers is to be improved, the viewpoints of children should be considered in addition to those of parents and educators. This child-centered approach has proven very popular at ECEC centers and at the state level, and Rhineland-Palatinate is now providing ECEC centers with the relevant materials. Further education courses are also being carried out in Austria. Leading professionals are driving efforts – including as a network – to further anchor the approach in Germany.

 www.kids-perspectives.com/poster

Families and Education:

Creating Child-Centered Policies

One in five children in Germany grows up in poverty – and is often being raised by a single parent. This situation has been documented in our recent study, which makes recommendations for how these families could be better supported. We have reactivated our social media initiative #StopptKinderarmut (#StopChild-Poverty) to address this issue.


 www.stopptkinderarmut.org

The pandemic has made life very difficult for young people, who feel they are not being seen or taken seriously by politicians. Those are the findings from two surveys on the younger generation and Covid that were conducted by the universities of Hildesheim and Frankfurt/Main and analyzed in depth together with our project team.

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



ACT2GETHER – Fair opportunities for young people

Together with a network of partners and the JET youth expert team, this project works to promote fair opportunities and reduce social disadvantages for young people. The 2GETHER-LAND Camp resulted in 14 follow-up projects. In 2GETHERLEARN, we are analyzing the skills educators need to work in a way that is sensitive to inequality.

 www.act2gether.de

Future of Democracy



 Executive Board Member:
Dr. Brigitte Mohn
 Program Director:
Christina Tillmann

Democracy must constantly adapt to new challenges. It is no longer purely representative, nor only national in scope. We are committed to strengthening democracy in Germany and Europe and motivating young people to get involved in democratic processes.

Selected project activities:

Monitoring Democracy

We identify weak points and propose solutions in order to strengthen democracy in Germany. In 2021, our work focused on Germany's national elections. In two analyses, we took a closer look at right-wing extremist attitudes and the impact the pandemic had on voter turnout. As the election campaign got underway, the desire for change became evident, a development we discussed with Olaf Scholz and Annalena Baerbock in our third #Polittalk event.

After the elections, we presented a final assessment of the outgoing government's achievements. The results showed that almost 80 percent of the coalition's promises had been kept, suggesting that political parties and governments are actually better than their reputations. This is also reflected in the significantly greater trust that surveys show people in Germany have in policy makers.

 www.bertelsmann-stiftung.de/monitoring-democracy

Democracy and Participation in Europe


The European Union uses its Conference on the Future of Europe to involve citizens in European politics. We support this effort through analyses in the Conference Observatory and discussions with recognized experts during the Conference Conversations. In a High Level

Group led by the former president of the European Council, Herman Van Rompuy, we develop initiatives for creating a citizen-oriented EU. Together with the European Committee of the Regions, we certified 50 European regions and cities to conduct innovative Citizens' Dialogues.

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

"Jungbewegt - Volunteering and Democracy"

This project both promotes citizenship education in preschools, schools and after-school programs and trains educational professionals. To this end, we rely on digital teaching formats, especially those that have proven effective during the pandemic. Our online course for promoting civic engagement at child-care centers has shown more than 35,000 users how even society's youngest citizens can get involved. We are also expanding our digital offerings for teachers in cooperation with Germany's Federal Agency for Civic Education.

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

CORPORATE COMMUNICATIONS



 Executive Board Member:

Dr. Ralph Heck

  Directors:

Jochen Arntz, Dr. Malva Sucker

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

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 projects, Corporate Communications develops dialogues with the relevant target groups, ensuring that the messages conveyed are consistent.

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

Corporate Brand Management is responsible for all the tools used in the foundation's communications activities. It produces all corporate products in this area, including the Annual Report, both the print and online versions; the Bertelsmann Stiftung corporate magazine *change* and its website www.change-magazin.de; and the various materials, such as pamphlets and brochures, that document the results of the

foundation's efforts. Findings from the foundation's projects appear as both print and e-books published by Verlag Bertelsmann Stiftung. Corporate Brand Management is also responsible for the Bertelsmann Stiftung's corporate design.


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


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

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

CORPORATE OPERATIONS



 Executive Board Member:
Dr. Ralph Heck

 Director:
Wilhelm-Friedrich Uhr

Corporate Operations consists of the departments Finance & Tax / Asset Management, Human Resources & Legal, Controlling, Information Technology, and Services. Its goal is to ensure accuracy and accountability, coordinate financial and human resources, and make the foundation more cost-effective and efficient on an ongoing basis.

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

A core responsibility of the Corporate Human Resources (HR) department is recruiting and developing motivated employees so they can tackle the challenging tasks required by the Bertelsmann Stiftung's projects. This includes carrying out the foundation's annual HR capacity planning, overseeing the ongoing deployment of personnel and implementing HR-related organization development measures. Corporate HR creates HR policies that promote a culture of work, learning and partnership. Moreover, it is responsible for answering all questions relating to employment contracts, workplace conditions and employees' rights.

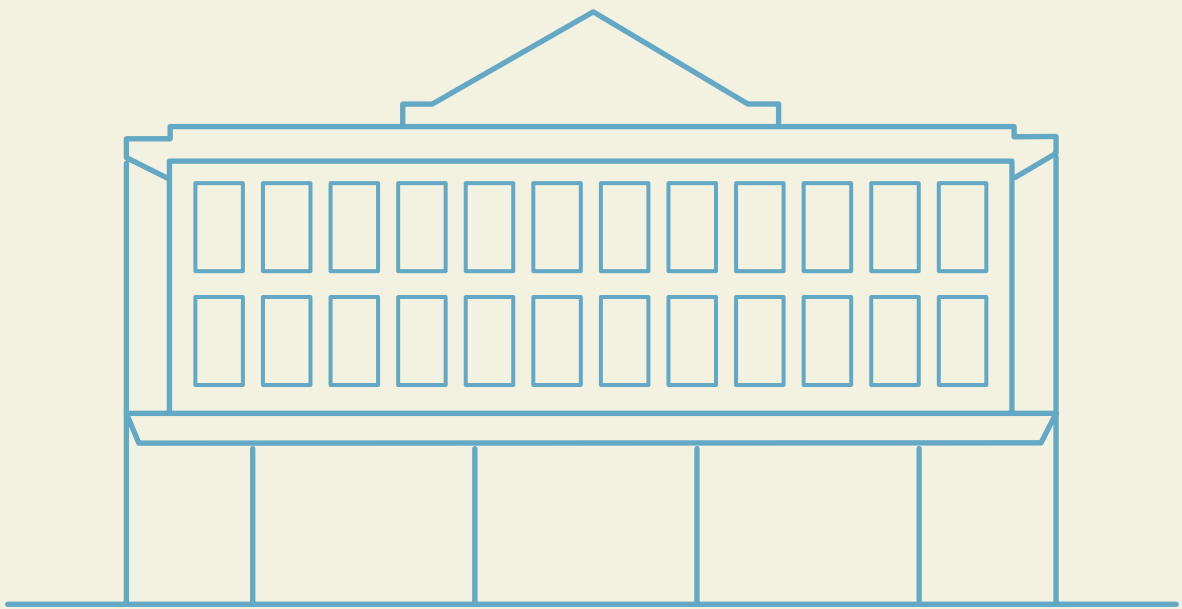
The Legal team provides advice and support for all legal issues relating to contracts. It ensures

that compliance measures, privacy regulations and guidelines are observed.

The members of the Controlling department serve as consultants and advisors for questions relating to budget planning, budget management, project proposals and cost effectiveness. The department provides business analysis and assessments. It also offers assistance when the foundation enters into financial partnerships with other organizations. The Business Intelligence Competence Center develops procedures for carrying out systematic, database-driven data analysis, and it offers support when data migrations occur.

The Corporate IT team provides assistance when technical issues arise relating to workplaces or events. It also serves as an advisor when information systems are being developed. In addition to further developing the foundation's IT landscape, its responsibilities include coordinating and managing the development of IT systems for individual projects. Corporate IT also oversees IT security at the Bertelsmann Stiftung.

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



AFFILIATED NONPROFIT INSTITUTIONS



Academy of Manual Medicine

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

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Bertelsmann FOUNDATION

Founders Foundation

- Bielefeld
- Managing Director: Dominik Gross
- www.foundersfoundation.de/en

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Fundación Bertelsmann

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

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PHINEO

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

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German Stroke Foundation

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

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STIFTUNG



DEUTSCHE SCHLAGANFALL HILFE




Weisse Liste

- Gütersloh
- Managing Director: Uwe Schwenk
- www.weisse-liste.de

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

Bertelsmann Foundation North America

-  Washington, DC
-  Executive Director:
Irene Braam
-  www.bfna.org

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CHE Centre for Higher Education

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

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Liz Mohn Foundation for Culture and Music

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

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LIZ MOHN
KULTUR- UND MUSIKSTIFTUNG




Reinhard Mohn Institute of Management

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

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REINHARD MOHN
 STIFTUNG

Reinhard Mohn Stiftung

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

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WEISSE
LISTE 

Center for Digital Education and Schools in Gütersloh

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

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#SCHULE
D/I/G/T/A/L
E/B/I/L/D/U/N/G
 www.digitale-schule-gt.de

*See "Total Expenditures" on pp. 8–9

Academy of Manual Medicine

The Academy of Manual Medicine is dedicated to promoting research, teaching and treatment in the area of conservative orthopedics, thereby including manual medicine in academic programs and practice.

Founded by the Bertelsmann Stiftung, the Akademie für Manuelle Medizin (Academy of Manual Medicine) is an institute at the University of Münster. Its shareholders are the Bertelsmann Stiftung, the University of Münster and the university's medical clinic. The academy offers training and further education programs for medical professionals, such as doctors and physiotherapists, and university courses for students. It also plans to conduct research. Structured from the beginning to take an interdisciplinary approach, the Department of Manual Medicine has been expanded over time to include the areas of neurology and rheumatology.

The academy focuses on creating solutions that are practical, effective and exemplary. It combines theory and practice by taking an application-oriented approach to defining objectives and addressing problems, while also engaging in evidence-based analysis and research. These activities lay the foundation for creative innovations and useful medical interventions which result in successful orthopedic treatments.



Managing Director:

Martin Spilker



Medical Director:

Prof. Dr. med. Markus Schilgen



www.akademie-manuelle-medizin.de

Bertelsmann Foundation North America

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

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

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

belief that sooner or later Europeans and Americans will face the same challenges and can learn from each other's solutions.



Executive Director:

Irene Braam



www.bfna.org

CHE Centre for Higher Education

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

CHE addresses the challenges confronting Germany's colleges and universities and its policy makers active in the field of higher education. For example, it has supported higher education institutions during the pandemic through its Hochschulforum Digitalisierung, shedding light on the digital teaching experience. This is making it possible to draw conclusions about blended learning and find forward-looking solutions for the field of higher education.

CHE was founded in 1994 by the Bertelsmann Stiftung and the German Rectors' Conference. For more than 20 years, the organization's best-known project, the annual CHE University

Ranking, has been providing students with guidance on higher education programs at German-speaking institutions. CHE has also been publishing an international ranking of universities, U-Multirank, since 2014. This ranking compares 1,900 institutions from 97 countries using more than 30 criteria in the areas of research, teaching, internationality, regional engagement and knowledge transfer.

 **Managing 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 successful entrepreneurs in the heart of Germany's *Mittelstand*. As a result, it is developing initiatives that are shaping the digital future for the region of East Westphalia-Lippe and building B2B startup ecosystems throughout Germany.

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

The pilot project has been designed in keeping with the ideas of philanthropist Reinhard Mohn. Over 450 talented entrepreneurs have benefited

from one of the organization's modular training programs. The 63 resulting startups have attracted over €30 million in investments and created more than 480 jobs. More than half are based in East Westphalia-Lippe and 86 percent feature a B2B business model. They are thus increasing the region's profile and facilitating an innovation transfer that is helping ensure the location's long-term competitiveness.

 **Managing Director:**
Dominik Gross
 www.foundersfoundation.de/en

Fundación Bertelsmann

The Bertelsmann Stiftung promotes social change in Spain through its Barcelona-based affiliate, the Fundació Bertelsmann. Since 2014, all Fundació Bertelsmann activities have focused on increasing employment among young people by promoting cooperation between educational institutions and the business community.

Established by Reinhard Mohn in Barcelona in 1995, the Fundació Bertelsmann focuses on improving occupational opportunities for Spanish youth and promoting dual vocational education. In the area of career counseling, it established the Xcelence quality framework in 2019, whose audit tool is now used by over 200 schools. Together with regional and municipal decision makers, it is working to better integrate career counseling into the business world, and vice versa.

With its network of 1,500 partners, the Alliance for Dual Vocational Training supports businesses, vocational schools and other institutions



Directors:

Clara Bassols, Francisco Belil



www.fundacionbertelsmann.org

as they launch dual vocational education programs. Currently, the Fundació Bertelsmann is advocating for improvements to the draft law for a new vocational education system that is being discussed by the Spanish parliament. As part of the Alliance for Dual Vocational Training, the foundation expanded its Ambassadors for Dual Vocational Education network in 2021, together with the Chamber of Commerce and Industry and with financial support from the European Social Fund.

Liz Mohn Foundation for Culture and Music

Through its projects, the Liz Mohn Foundation for Culture and Music focuses on developing young opera talent and advancing music education. It also works to increase understanding among children and young people from different cultural backgrounds.

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

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



Chairwoman:

Liz Mohn



Managing Director:

Nadine Lindemann



www.kultur-und-musikstiftung.de

PHINEO

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

PHINEO supports nonprofits, companies, philanthropists and impact investors in achieving their goals more effectively and in making a difference through social engagement. Originally incubated at the Bertelsmann Stiftung and an independent entity for the last 11 years, the analytic and consulting organization accomplishes this in four ways:

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

3. As a think tank, PHINEO combines innovation with activities that are tried and tested.

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



Chairman:

Dr. Andreas Rickert



www.phineo.org/en

Reinhard Mohn Institute of Management

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

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

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



Director:

Prof. Dr. Guido Möllering



www.reinhard-mohn-institut.de

Reinhard Mohn Stiftung

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

The Reinhard Mohn Stiftung began its project work in 2009. All its activities aim to empower children and young people so they can reach their full potential, regardless of cultural, social or economic background. Developed and implemented with local partners, the foundation's projects take place in cities and towns located in East Westphalia-Lippe, the region Reinhard Mohn was from and where his family still lives today. One of the foundation's key concerns is that the projects develop positively over the long term and that their outcomes are disseminated and anchored in the educational system. Against the background of the pandemic, in 2021 an even greater focus was put on working

with parents, for example through a project dedicated to education both at home and at school, and through the Family and Primary School Center in the city of Höxter. Considerable progress was also made in the foundation's project for promoting digital education in schools. Online training opportunities ensured close cooperation with stakeholders and a continuation of the project work.



Executive Board:

Christoph Mohn, Dr. Erkan Uysal



www.reinhard-mohn-stiftung.de

German Stroke Foundation

Learning from people, providing integrated assistance: Established by Liz Mohn in 1993, the German Stroke Foundation not only aids people affected by stroke, it also works to further develop Germany's health-care system.

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

It provides information on risk factors and what to do in the case of stroke. It also encourages people to adopt healthier lifestyles, since 70 percent of strokes are preventable. The

foundation dialogues with actors across the entire care-provision chain, from preventive, emergency and acute care to rehabilitative and follow-up care. It contributes new ideas, for example through the STROKE OWL pilot project, which is testing the use of stroke case managers to provide support. In addition, it networks individuals and institutions.



Executive Board:

Dr. Michael Brinkmeier, Sylvia Strothotte



www.schlaganfall-hilfe.de

Weisse Liste

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

Weisse Liste was established to offer people a reliable, non-commercial tool for comparing the quality of health-care services in Germany. Incorporated in 2011 as a nonprofit and a wholly owned subsidiary of the Bertelsmann Stiftung with an office in Berlin, it maintains and develops information services that help create a transparent, quality-driven health-care system. The project's main offering is the online portal weisse-liste.de, which guides users in their search for the right hospital or nursing facility. In addition, it publishes information on the range and quality of services offered by health-care providers. In 2021, the project's hospital search engine was relaunched in order to give

the one million people who use it each year even more precise recommendations on which facility would best meet their specific needs.

 **Managing Director:**
Uwe Schwenk
 www.weisse-liste.de

Center for Digital Education and Schools in Gütersloh

The center supports schools and their school boards in the district of Gütersloh as they "go digital." The goal is to initiate processes for further developing both classroom instruction and schools as a whole, while ensuring young people can participate as digital technology transforms the way we work and live.

Digitalization is creating fundamental change in almost all areas of life, and schools must prepare students for their future in a digital society. That means ensuring not only that young people learn how to use digital media in school, but that they are able to engage with them thoughtfully, critically and responsibly. In 2017, the Bertelsmann Stiftung liaised with the Reinhard Mohn Stiftung and with project partners in the regional educational network to create the nonprofit Center for Digital Education and Schools in Gütersloh.

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


another nine local school boards and 47 schools joined the project. Many school principals and school-development groups made use of the project's training programs. In 2020, the school boards benefitted from training courses and consulting services. In 2021, the focus was on local roundtables and the UEdigital further education program, a pilot project carried out at 10 different types of schools.

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Founders Foundation

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www.reinhard-mohn-institut.de

Reinhard Mohn Stiftung



Executive Board:

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German Stroke Foundation



Executive Board:

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Weisse Liste



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Center for Digital Education and Schools in Gütersloh



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