

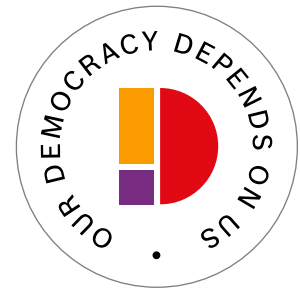
Report 2025

The Foundation, Facts & Figures



Table of contents

Preface	3
About the Foundation	5
Insights into our funding	
Health	10
Education	12
Global issues	14
Facts & Figures 2025	
The Foundation, Facts & Figures	19
Funding by area	20
Annual funding	21
Funding in detail	22
Balance sheet	24
Income statement	26
Sustainability	
For a just future: Our responsibility as Robert Bosch Stiftung	29
Diversity as the norm: Our path to improving equal opportunity	31
Our path to lower emissions	33
Committees and departments	35
Imprint	36



Dear Readers,

Our guiding principle over the past year was: “Our democracy depends on us.” This is because we are worried about where our democracy is headed. We are witnessing a small number of individuals and organizations deliberately spreading distrust and weakening our social cohesion. We can see that their words are having an impact. The social climate is becoming harsher and public opinion is changing.

The consequence has been particularly painful for us: Those committed to serving our community – including many of our partners – increasingly find themselves having to justify the work they do. We see it as our responsibility to protect and support them. These individuals are the bedrock of our society – they are the people who take action, support one another and continually breathe life into our democracy.

As Robert Bosch Stiftung, we have a clear stance on this issue. We are guided not by political parties, but by the values of our founder, Robert Bosch: peace, freedom, tolerance, and dignity. We follow his example by grounding our actions in responsibility for the future. This means we speak up for our partners and for democracy itself – always with the goal of fostering dialogue and keeping spaces for encounter and exchange open. That is because we are convinced that a vibrant democracy requires both a resolute stance and the courage to build bridges.

Our work over the past year reflected this commitment. In 2025, we paid particular attention to strengthening the spaces where democracy is practiced and learned. As part of the German School Award, we presented special prizes to three schools for their outstanding approaches to civics education. We also placed a strong emphasis on social cohesion and our role as a bridge-builder in an increasingly complex world through local dialogue formats such as “Everyday Spaces” (Allzeitorte).



Dr. Bernhard Straub
Chief Executive Officer,
Robert Bosch Stiftung

In 2025, we invested a total of about 195 million euros across our three funding areas health, education, and global issues. The largest share, around 124 million euros, was allocated to health, particularly to the expansion of the Bosch Health Campus (BHC) in Stuttgart. It brings together the Robert Bosch Hospital, several research institutes, an educational center and the Robert Bosch Center for Innovation in Health Care, creating a unique ecosystem for future-oriented healthcare provision.

Looking ahead, we see more major changes on the horizon, especially in the field of artificial intelligence (AI). The legacy of Robert Bosch serves as our guiding principle in this context: Technological progress must serve the well-being of humankind. That is why we are this year placing a special focus on the use of digital technologies such as AI in the public interest. Together with partners from civil society, the technology sector, politics and public administration, we aim to develop responsible solutions to the challenges of digital transformation.

The past year's projects and achievements are the result of the efforts of many dedicated people. I would like to extend my special thanks to our employees and partners. Through their commitment and expertise, they help shape our society and take responsibility for building a better future.

Dr. Bernhard Straub



*Together
for Impact*



Who we are

As an independent and non-partisan non-profit organization, we are committed to fostering a world in which people live in dignity, peace and freedom.

We work to ensure that all people can actively participate in social and political life and have access to high-quality education and healthcare – in line with the principles of our founder, Robert Bosch.

Working together for a just and sustainable future

We are committed to equal opportunity in education and to a healthcare system that places people at its center. We seek answers to key questions for a just and sustainable future – from addressing climate change and ensuring a fair coexistence in our democracy to making migration more humane and local peacebuilding efforts more effective.

Creating partnerships and networks

We are convinced that the best solutions only come about when people work together. That is why we maintain nearly 400 partnerships with knowledgeable and committed minds from civil society, politics, science, business and the arts to change structures and systems for the better.



Where we work

Some 170 employees work to advance our mission at our main locations in Stuttgart and Berlin. Together with our partners, we are active in Germany, other parts of Europe, West Africa and West Asia. In Ukraine, we support civil society in rebuilding the country and strengthening its resilience.

We have created locations where the future is being shaped:

- At the **Bosch Health Campus (BHC) in Stuttgart**, we work to ensure that new therapies reach patients more quickly. The BHC brings together the Robert Bosch Hospital, several research institutes, an educational center and the Robert Bosch Center for Innovative Health.
- The **Robert Bosch Academy in Berlin** provides a space for interdisciplinary debates on political, economic and social issues of global relevance.
- At the **Robert Bosch College UWC in Freiburg**, young people from all over the world and from different social backgrounds live and learn together.
- The **iac in Berlin** supports organizations in building effective networks and promoting collaborative solutions to social issues.



Through our work on resilience, we strengthen individuals, organizations, and communities.



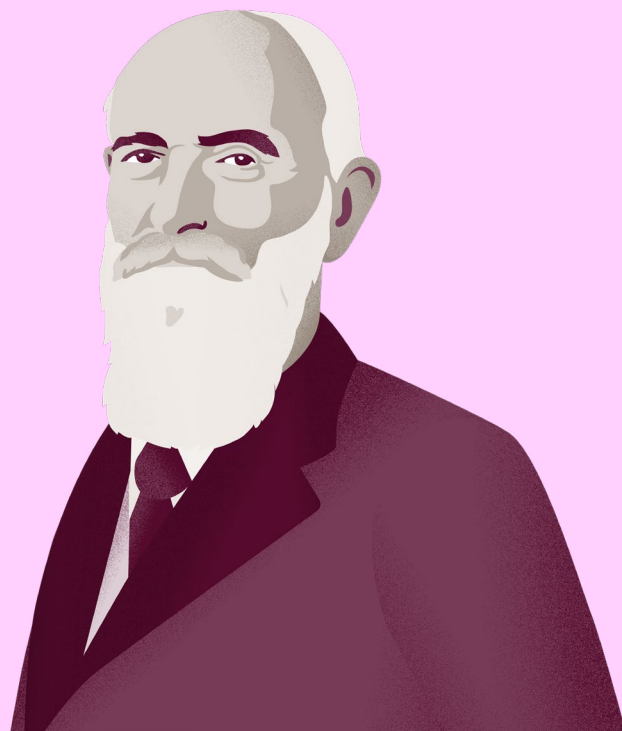
We are committed to ensuring easy and equitable access to high-quality healthcare.



Since its establishment in 2014, the Robert Bosch Academy has brought together more than 100 fellows from around 50 countries.

"Never forget your humanity, and respect human dignity in your dealings with others."

**Robert Bosch (1861–1942),
entrepreneur and founder**



The foundation of our commitment

The foundation for our work was built by Robert Bosch with his distinctive understanding of entrepreneurship, philanthropy and political engagement. In his legacy, he formulated the dual mandate of securing the continued existence of the Bosch company and continuing his social commitment. This vision continues to shape the relationship between the company and the Foundation to this day.

The Robert Bosch Stiftung holds 94 percent of the shares in Robert Bosch GmbH and is financed by its dividends. The voting rights are held by Robert Bosch Industrietreuhand KG. The structure guarantees the clear separation between our non-profit mission and the company's for-profit business.

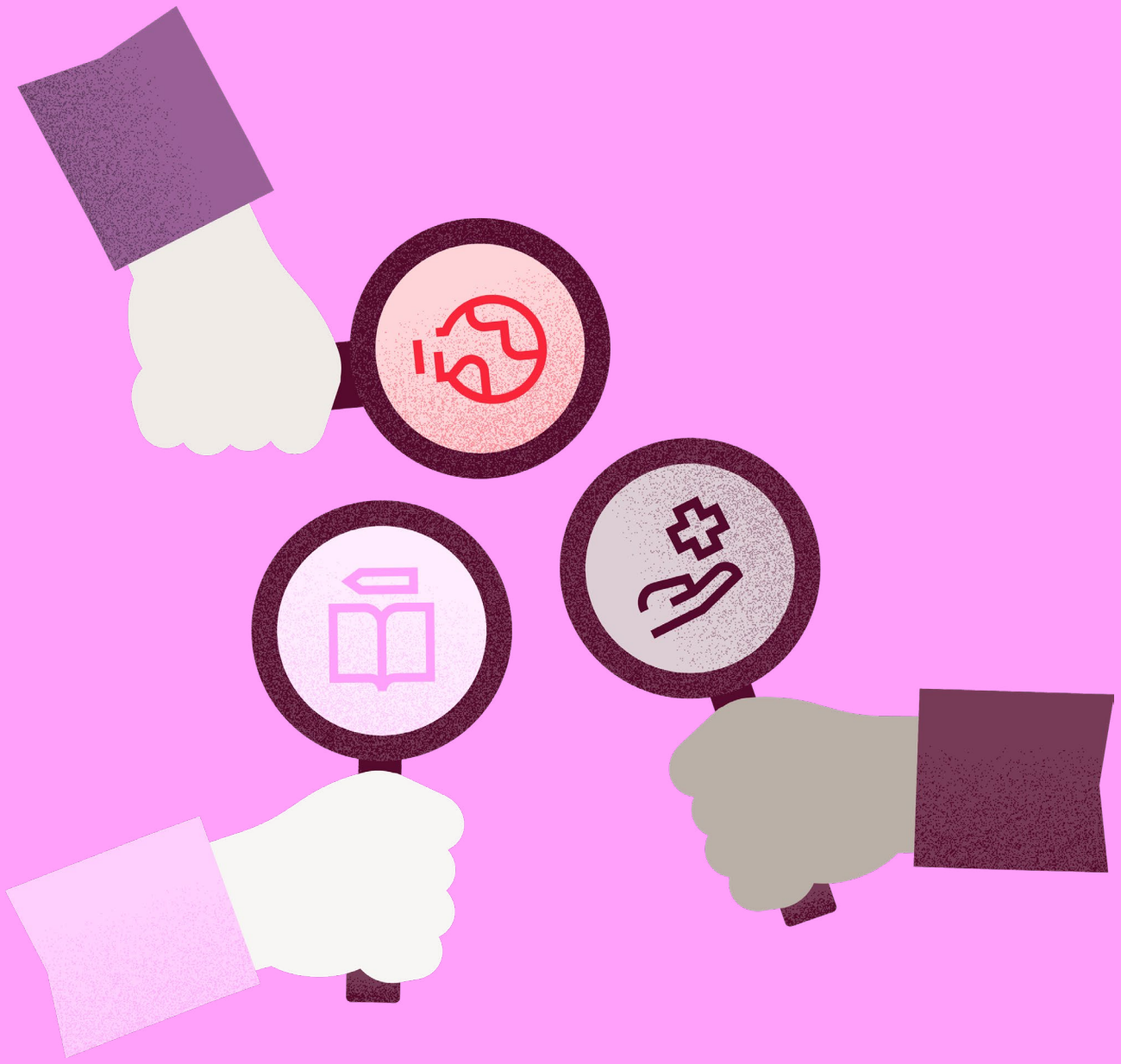
Since the Foundation was established in 1964, we have spent more than 2.7 billion euros on our non-profit work.



**The Robert Bosch Stiftung
holds 94 percent of the shares
in Robert Bosch GmbH.**



**Since 1964, we have spent
more than 2.7 billion euros
on our non-profit work.**



*Insights
into our funding*

Tomorrow's digital solutions – experienced today

A care bed that detects falls and sounds the alarm. An app that shows waiting times for treatment in real time. A mobile ultrasound device the size of a cell phone. What may still sound like science fiction in many places, can already be touched and tested by visitors to the interactive showroom on the Bosch Health Campus run by Robert Bosch Stiftung GmbH in Stuttgart.

On around 30 square meters, the showroom recreates four realistically designed care scenarios – from a doctor's waiting room and surgery to a care facility and a private living room – where visitors can experience how digital technologies could shape tomorrow's healthcare. The aim is to make digitalization tangible and strengthen trust in new technologies.

“The showroom offers an exceptional opportunity to experience digital healthcare solutions in a realistic care environment,” explains Professor Oliver G. Opitz, head of the Bosch Digital Innovation Hub.

The showroom opens its doors to a range of different target groups. Healthcare professionals can experience innovative technologies up close and test new medical devices first hand. Members of the general public interested in the digital future of healthcare can gain fascinating insights. In addition, the showroom specifically addresses multipliers, such as volunteer health ambassadors, so they can spread digitalization in their communities and help improve health literacy.

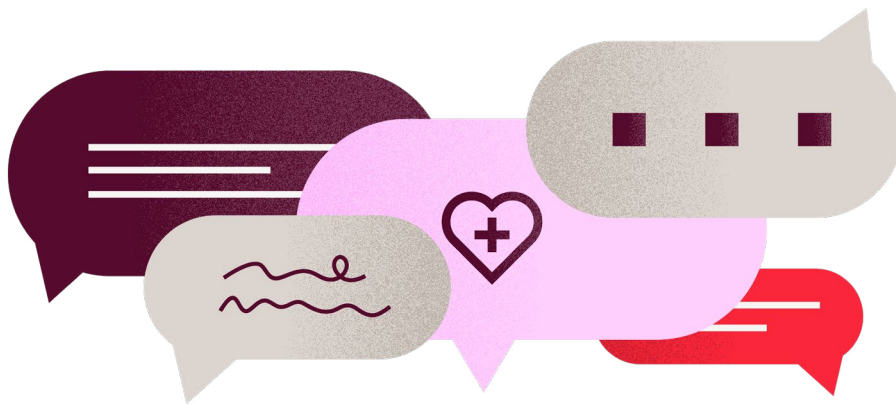


Experiencing the future firsthand: Visitors to the Bosch Health Campus showroom can explore digital health solutions and see them in action.

A chatbot with a mission

Millions of people search online for health advice every day and often encounter contradictions and half-truths. In the flood of fitness tips and nutrition trends, many struggle to filter reliable information. The real problem isn't a lack of knowledge. More often, it's knowing how to apply it. This is especially true for socially disadvantaged groups, the elderly, or people with chronic diseases. According to a recent study, more than three-quarters of people in these groups have low health literacy.

This is where the chatbot Sundi comes in. "We want to show that digital services can connect people, make knowledge accessible, and reduce health inequalities," says Susanne Melin, team leader at the Robert Bosch Center for Innovative Health on the Bosch Health Campus. "If we design digital tools so they empower people instead of overwhelming them, their potential is enormous." The project is deliberately designed to make digital preventive care easily accessible and to complement existing services.



Sundi is a web-based prevention service intended to reach people who rarely use traditional prevention programs. The chatbot provides clear and actionable guidance on nutrition, exercise, sleep, stress management, and substance abuse – without medical jargon or moralizing.

Sundi is the result of international collaboration: the Bosch Health Campus run by Robert Bosch Stiftung is developing the project jointly with Charité Universitätsmedizin Berlin and Karolinska Institute in Stockholm. The initiative demonstrates how science, medical practice, and digital innovation can work together to address social challenges. "Health literacy is not a privilege, but a basic prerequisite for prevention, participation, and self-determination," emphasizes Professor Mark Dominik Alscher, managing director of the Bosch Health Campus. In this way, digitalization can contribute to fairer access to health opportunities.

Schools as a place for learning democracy – winner of the German School Award

When the bell rings at An der Burgweide school in Hamburg-Wilhelmsburg at 8 o'clock on Monday morning, lessons look very different to those at many other schools: The children begin the day in the learning office, where they themselves decide which exercises to work on, with whom, and using which materials. Supported by teachers, they design their learning process themselves using learning plans.

The school is located in Hamburg's largest and economically most disadvantaged district. Some 400 children come here to learn in inclusive, mixed-age groups up to sixth grade. The timetable includes student conferences, editorial meetings, and projects. Students quickly learn to discover their interests – and to express their opinions, whether in student conferences, contributions to the school journal, or the “learning through action” class, where they recently protested against plans to cut down a nearby forest area.

“We are a school for all children,” explains principal Regine Seemann, who has been working at the school since the late 1990s and is committed to participation. “Here, they pursue their learning goals completely independently. They develop self-efficacy and leave school with strong self-confidence. We are delighted when they go out into the world as self-assured personalities.”

For its concept, the school received the Democracy Education Award in 2025 as part of the German School Award. Robert Bosch Stiftung and Heidehof Stiftung present it in recognition of schools that actively practice democracy and make it tangible. Germany's Federal President Frank-Walter Steinmeier emphasized at the award ceremony: “Every school in Germany must be a school for democracy – a place where students learn to treat each other with respect, resolve conflicts through dialogue, and take responsibility.”



AI in education: preparing teachers for the future

When ChatGPT and other AI tools appeared, many teachers felt unprepared: “For many teachers, it felt like AI arrived overnight – suddenly it was there and no one really knew what to do with it or how to use it effectively,” recalls Markus Allner from the Schleswig-Holstein Institute for Vocational Education. “Especially now, it’s crucial that we deliberately take time to understand it together, to learn, and to actively shape the future.”

Together with 29 other teacher trainers, he is among the first graduates of the M.E.T.A. – Maximizing Effective Teaching AI project initiated by Robert Bosch Stiftung in cooperation with Stanford University. The program qualifies trainers to support teachers in using AI. The goal is to create a strong network that integrates AI in courses and teaching methods – for real added value in learning.

The numbers underscore the urgency: 65 percent of students in Germany already use AI for schoolwork. Many teachers feel left alone with the topic, and worry about potential negative effects on their students’ social and communication skills, according to Robert Bosch Stiftung’s latest school barometer.

Rather than banning AI in schools, Robert Bosch Stiftung focuses on teacher training. By the end of 2026, the project aims to train around 60 trainers and reach a total of over 2,000 teachers throughout Germany.



“Especially now, it’s crucial that we deliberately take time to understand it together, to learn, and to actively shape the future.”

Markus Allner, Schleswig-Holstein Institute for Vocational Education

Strengthening social cohesion through encounters and dialogue

Diversity is a reality of modern society. Many languages are spoken in our towns and cities. We work in teams with people from very different backgrounds. School classes reflect a society more diverse than ever. Yet acceptance of social diversity in Germany is declining noticeably. This is evidenced by the current Diversity Barometer for which Robert Bosch Stiftung carried out a survey for the second time since 2019. While 63 percent of respondents still considered diversity to be an enrichment in 2019, the figure had fallen to 45 percent by 2025. At the same time, the proportion of those who perceive diversity as a threat has risen by 17 percent – a warning sign of growing social tension.



“People feel insecure or overwhelmed.”
Otilie Bälz, head of global issues at Robert Bosch Stiftung

Perspectives on diversity: At the presentation of the Diversity Barometer 2025 in Berlin, representatives from government and civil society discussed how to foster inclusion and reduce discrimination.

This shift is not surprising. The pandemic, the energy crisis, the war in Europe, and economic uncertainties have created widespread anxiety. “People feel insecure or overwhelmed. Fears of loss can lead to social separation, which is then perceived as protection,” says Otilie Bälz, head of global issues at Robert Bosch Stiftung.

At the same time, the study also points to encouraging prospects: everyday encounters, dialogue, and shared learning strengthen mutual understanding.

Democracy thrives on encounters

This is precisely the starting point for Robert Bosch Stiftung's work. In Neuruppin, Germany, for example, an old construction trailer under apple trees is transformed every Friday into the "Garden Café: Shall we talk?" – one of ten projects that Robert Bosch Stiftung supports in the scope of its Everyday Spaces program. The aim is to bring democratic dialogue to everyday life. "When we look over the garden fence, we see people who, just like us, simply want a good life," says project manager Katharina Herold, describing the approach. It doesn't take much: a few tables set up outdoors, a pot of coffee, and something sweet to share. Yet what emerges goes far beyond a neighborhood gathering. Neighbors of all generations come together and talk about what moves them – their political, social, and personal concerns. Over time, the initiative has expanded: participants have created a joint photo project and developed ideas for the municipal participatory budget. In this way, social gatherings generate new impetus for the neighborhood – and build bridges between citizens, policymakers, and public administration. Robert Bosch Stiftung is convinced that democracy is not created in parliaments alone. It begins in everyday life, at the grassroots of society.



Shall we talk? Different generations come together for dialogue at the Neuruppin Garden Café.

Overcoming borders, shaping the future

A project that is receiving support mid-river on the Rhine also shows how small-scale exchange can create large-scale change. On a small, former customs island – once a busy checkpoint, now deserted – a new space is being created. The French-German R(h)einverbindlich project aims to transform the island into a bird sanctuary and recreational area – and into a symbol for cross-border democratic participation.

“The Rhine should no longer be a border,” says Patrick Barbier, Mayor of Muttersholtz in Alsace. The river, which separates the German district of Emmendingen and the French regional association of municipalities PETR Sélestat-Alsace Centrale, is to become a point of convergence – for nature, culture, and living together in Europe. Local residents themselves jointly decide what this future will look like.

They receive funding and guidance as part of the Common Ground project, under which Robert Bosch Stiftung supports initiatives in eight European border regions. The focus is on encounters and participation: climate brunches, walks to explore the customs island, bicycle tours to renewable energy projects, and joint activities in wild orchards. People from the worlds of policymaking, public administration, and civil society get to talk to each other – often for the first time and despite differing views.

“Nature conservation is an existential concern for everyone,” emphasizes Silke Tebel-Haas, Press and European Affairs Officer for the district of Emmendingen. “It’s time to get citizens involved.” Barbier also sees it as a signal for democracy as a political system: “The best way to teach democracy is to practice it.”

At the same time, digital participation formats allow residents to have their say on the future of the Rhine island. One highlight is the first cross-border district council meeting at which citizens present their ideas directly. It confirms a key insight: Europe grows where people talk to each other – and shape their future collectively.

“Nature conservation is an existential concern for everyone.” Silke Tebel-Haas, Press and European Affairs Officer for the district of Emmendingen



Bridging divides, shaping regions: Through the Common Ground program, local residents are actively involved in decision-making.

From local to global: addressing climate mobility together

Local codetermination strengthens democratic participation and acceptance of local political decisions. The major challenges of our time, such as climate change, additionally call for international cooperation. For this reason, Robert Bosch Stiftung works both at the community level and on global solutions, bringing international stakeholders to the table. At the first Berlin Climate Mobility Forum held in June 2025, around 250 participants including policymakers, civil society representatives, and researchers come together to discuss effective approaches to dealing with climate-related migration. Robert Bosch Stiftung organized the conference together with the Global Centre for Climate Mobility, a long-standing partner based in New York.



An alliance for change: Around 250 participants gathered in Berlin to discuss climate-related migration.



Current projections underscore the urgency: by 2050, more than 200 million people could be forced to leave their homes due to climate-induced changes. Few countries are as exposed to the effects of climate change as the Pacific island state of Vanuatu, where erosion, drought, extreme heat, irregular rainfall, rising sea levels, and tropical storms converge. In Berlin, Vanuatu's Minister of Climate Change, Ralph Regenvanu, emphatically described the consequences for his home country: "We need to see the finance start to flow as was agreed – in a way that we can invest in the infrastructure, we need to provide new places where people can move, and we need to make people safe. Large areas that were inhabited for generations are now becoming uninhabitable. Climate finance is going to be critical to be able to provide the necessary protection and plan for a resilient future." His message is clear: local commitment is vital to truly protect people and create local prospects – but without global responsibility and solidarity-based action, climate mobility will remain one of the greatest challenges of our time.

“It’s great to be in a place where everyone is talking about the same topic because it shows a massive interest – from governments, from civil society organizations, from scientists,” adds Nisreen Elsaid, Fellow of the Robert Bosch Academy from Sudan. “Bringing all these stakeholders into one place, one room, and having dialogue between them is something we really, really need in many areas of climate change, not only climate mobility.”

Restart: hope for rebuilding Ukraine

Ukraine’s reconstruction is not waiting for a peace agreement with Russia. In the southern Ukrainian city of Voznesensk, people are already working on a vision for the future: What could their city look like once the war is over? More modern, greener, and more resilient than before. Supported by Robert Bosch Stiftung, the Restart initiative is already developing concrete plans for life after the war.

“During wartime, you have to take responsibility,” says co-founder Oleksandr Shevchenko, explaining his motivation. Together with urban planners and project managers, his team pursues a clear mission: to future-proof municipalities and increase their resilience. Measures include promoting regional entrepreneurship, creating safe spaces in schools and kindergartens for joint learning, and decentralizing energy production to minimize outages due to air strikes.

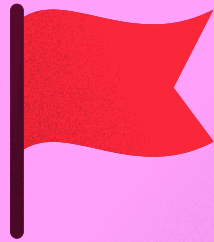


“We have seen how important it is to strengthen the infrastructure just now. Then people will stay – and that is vital for our society.”
Oleksandr Shevchenko, co-founder Restart

The task is a complex one – not only because of the damaged infrastructure, but also due to deep change to the social fabric. Alongside long-term residents, Voznesensk now has returnees, internally displaced persons from devastated regions, and war veterans, all rebuilding their livelihoods and community life. “We have seen how important it is to strengthen the infrastructure just now. Then people will stay – and that is vital for our society,” emphasizes Shevchenko. Listening to him it is clear that, for Restart, reconstruction means more than rebuilding homes and roads. It’s about social cohesion, inclusion, and hope for an entire nation. Robert Bosch Stiftung supports this vision because it is convinced that reconstruction needs the immediate commitment of initiatives like Restart.

Facts & Figures 2025

1964
established



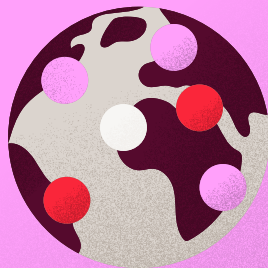
~170
employees



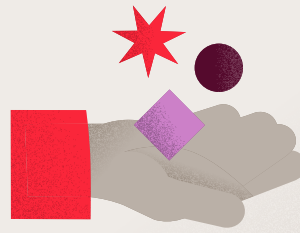
195
million euros,
funding 2025



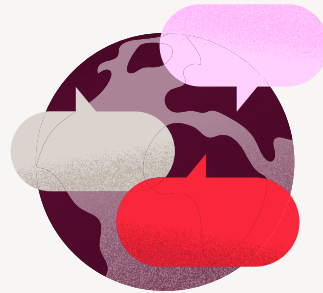
active in
>30
countries



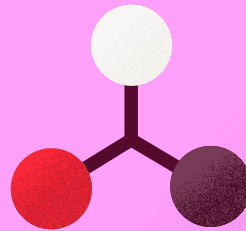
>300
new funding
initiatives



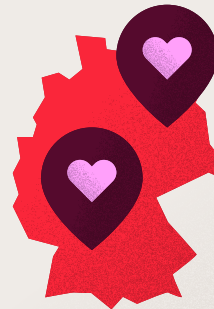
<400
active
partnerships
worldwide



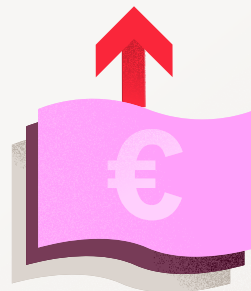
3
funding areas:
health,
education and
global issues



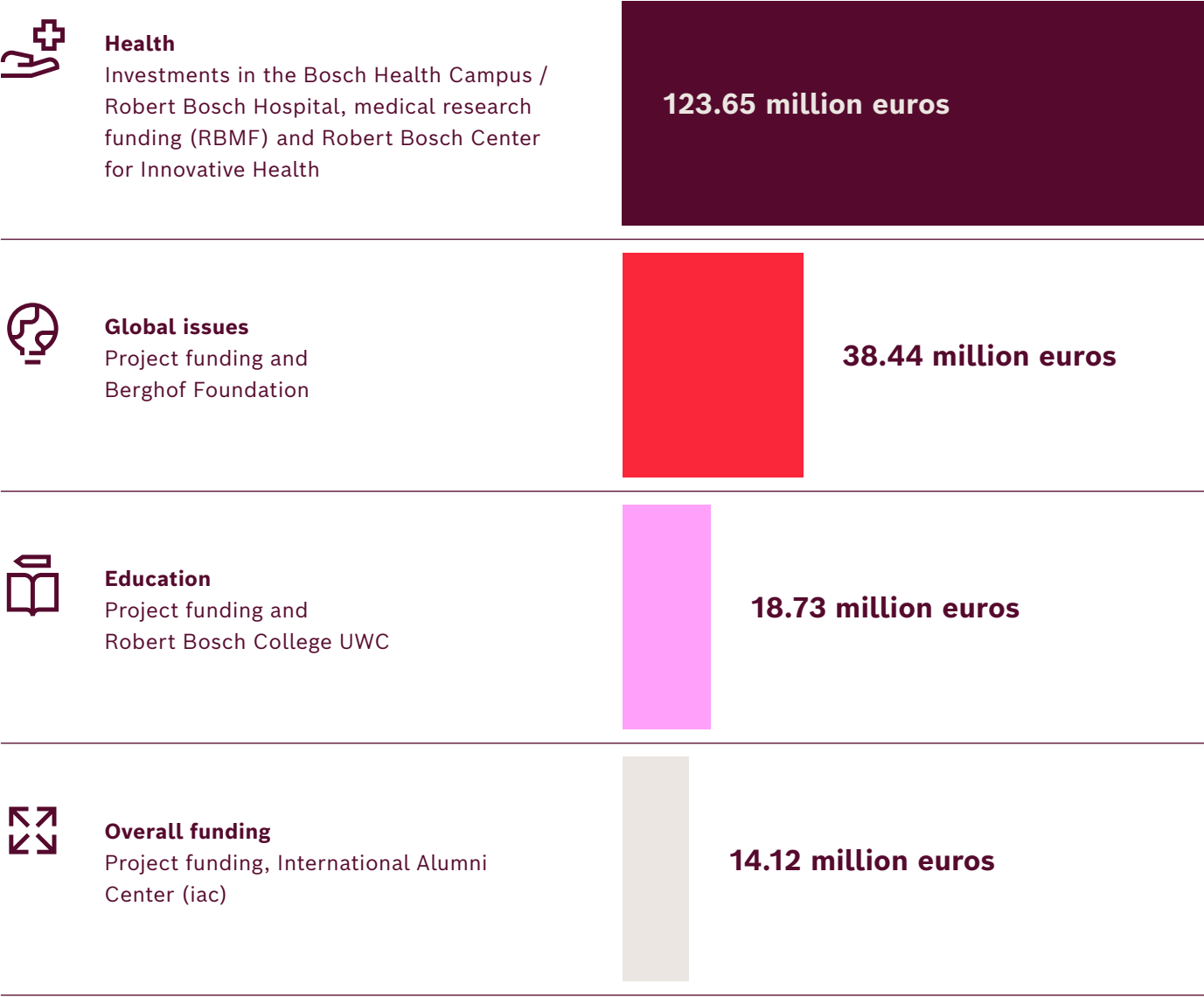
2
locations:
Stuttgart
and Berlin



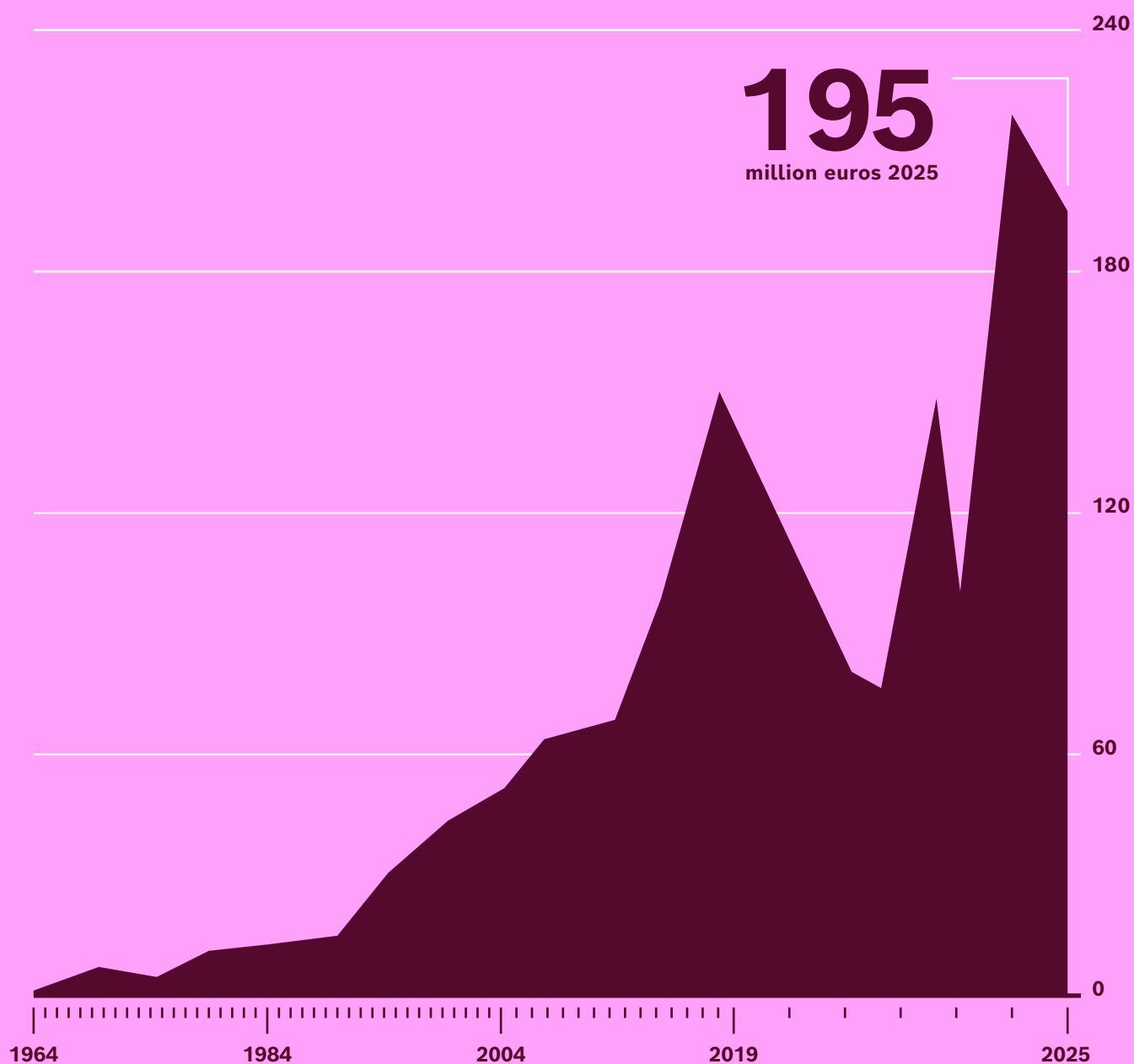
2.7
billion euros,
for charitable
work since
1964



Funding by area



Annual funding 1964–2025



Funding in detail

Health	Funding (€)
Investments in the Bosch Health Campus / Robert Bosch Hospital	96,126,000.00
Medical research funding (RBMF)	19,823,000.00
Robert Bosch Center for Innovative Health	7,696,671.72
Total	123,645,671.72
Global issues	Funding (€)
Peace	6,225,000.00
Democracy	5,850,000.00
Climate Change	5,300,000.00
Migration	5,200,000.00
Immigration Society	5,200,000.00
Inequality	4,700,000.00
Strategic Partnerships	2,300,000.00
Berghof Foundation	2,293,497.00
Free funding	1,370,000.00
Total	38,438,497.00
Education	Funding (€)
Good schools and preschools	10,658,083.94
Future-proof education system	5,899,657.69
Robert Bosch College UWC	1,550,000.00
Free funding	315,000.00
German School Academy	310,000.00
Total	18,732,741.63

Overall funding	Funding (€)
Futures and Networks	
Politics and partnerships	2,300,000.00
Robert Bosch Academy	1,700,000.00
Strengthening philanthropy	302,732.44
Free funding	147,000.00
Total	4,449,732.44
Engagement for Ukraine	
Project funding	4,346,205.00
Total	4,346,205.00
Funding by the management	
Overarching strategic projects	1,950,000.00
International Alumni Center	1,837,000.00
Emergency aid and support for partners	1,000,000.00
Gänsheide-Stiftung	540,000.00
Total	5,327,000.00
Total funding	194,939,847.79

Balance sheet

December 31, 2025

This is not a publication that complies with the statutory format (Section 328 (2) HGB).

Assets	Dec. 31, 2025(€)	Dec. 31, 2024 (€)
A Fixed assets		
I. Intangible assets		
1. Concessions, industrial property rights and similar rights and assets acquired for consideration, as well as licenses to such rights and assets	666,978.73	872,773.62
2. Prepayments made	165,028.01	0.00
	832,006.74	872,773.62
II. Property, plant and equipment		
1. Land, land rights and buildings, including buildings on third-party land	59,412,497.28	61,139,362.88
2. Other equipment, factory and office equipment	1,016,967.85	1,067,687.04
3. Prepayments made and assets under construction	506,312.12	28,029.29
	60,935,777.25	62,235,079.21
III. Financial assets		
1. Shares in affiliated companies	5,541,573.52	5,541,573.52
2. Participating interests	5,054,688,081.51	5,054,694,331.51
3. Investment securities	297,840,133.94	297,840,133.94
	5,358,069,788.97	5,358,076,038.97
	5,419,837,572.96	5,421,183,891.80
B Current assets		
Receivables and other assets		
1. Receivables from companies, with which a participating interest is held	38,005,608.69	35,901,130.24
2. Other assets	37,233.68	1,066,108.87
	38,042,842.37	36,967,239.11
C Separate assets Gänsheide Stiftung	3,750,236.66	3,749,342.14
Total Assets	5,461,630,651.99	5,461,900,473.05

Liabilities	Dec. 31, 2025 (€)	Dec. 31, 2024 (€)
A Equity		
I. Subscribed capital	72,000.00	72,000.00
less nominal amount of treasury shares acquired	0.00	1,000.00
	72,000.00	71,000.00
II. Retained earnings		
1. Restricted funds	5,125,892,143.71	5,146,153,024.00
2. Reserves in acc. with the Foundation's bylaws	136,210,654.25	140,192,532.66
3. Free reserve	130,166,160.97	100,178,694.27
4. Rebalancing result	0.00	9,165,836.70
	5,392,268,958.93	5,395,690,087.63
III. Net retained profit excl. separate assets	0.00	0.00
	5,392,340,958.93	5,395,761,087.63
B Provisions		
1. Provisions for pensions and similar obligations	24,763,687.00	25,330,916.00
2. Tax provisions	17,247.51	–
3. Other provisions	3,042,362.18	3,083,102.65
	27,823,296.69	28,414,018.65
C Liabilities		
1. Trade payables	545,461.44	715,587.14
2. Liabilities to companies in which a participating interest is held	351,175.39	462,928.48
3. Liabilities for services in acc. with the Foundation's bylaws	36,603,384.69	32,572,492.54
4. Other liabilities	216,138.19	225,016.47
	37,716,159.71	33,976,024.63
D Separate assets Gänsheide Stiftung*	3,750,236.66	3,749,342.14
*thereof net retained profit € 0.00 (previous year: € 0.00)		
Total Liabilities	5,461,630,651.99	5,461,900,473.05

Income statement

December 31, 2025

This is not a publication that complies with the statutory format (Section 328 (2) HGB).

	2025 (€)	2024 (€)
1. Income from participating interests	166,553,555.00	152,269,378.00
2. Other interest and similar income	52,890,262.16	3,617,178.20
3. Interest and similar expenses	473,592.00	455,616.00
	218,970,225.16	155,430,940.20
4. Other income from foundation activities	2,581,643.97	13,491,891.04
5. Personnel expenses		
a) Wages and salaries	13,634,805.35	13,444,684.72
b) Social security, pension and other benefit costs; thereof for pensions € 1.054.730,98 (previous year: € 1.380.588,17)	3,318,010.22	3,479,513.58
	16,952,815.57	16,924,198.30
6. Amortization of intangible assets and depreciation of property, plant and equipment	2,338,326.55	2,146,306.17
7. Other expenses from foundation activities		
a) Non-personnel expenses	7,581,319.21	9,106,853.24
b) Expenses for services in acc. with the Foundation's bylaws	198,100,536.50	178,341,438.05
	205,681,855.71	187,448,291.29
8. Earnings after taxes/net loss	-3,421,128.70	-37,595,964.52
9. Withdrawals from capital reserve	0.00	7,487,155.01
10. Withdrawals from other revenue reserves		
a) Restricted funds	21,960,880.29	10,719,293.44
b) Reserves in acc. with the Foundation's bylaws	200,429,916.52	181,183,644.08
c) Free reserve	0.00	84,829,928.56
d) Rebalancing result	9,165,836.70	3,560,205.56
	231,556,633.51	280,293,071.64

	2025 (€)	2024 (€)
11. Transfer to other revenue reserves		
a) Restricted funds	1,700,000.00	9,872,155.01
b) Reserves in acc. with the Foundation's bylaws	196,448,038.11	218,793,857.44
c) Free reserve	29,987,466.70	12,352,412.98
d) Rebalancing result	0.00	9,165,836.70
	228,135,504.81	250,184,262.13
12. Net retained profit excluding separate assets	0.00	0.00
13. Net retained profit separate assets Otto und Edith Mühlischlegel Stiftung	0.00	0.00
14. Net retained profit separate assets Gänsheide-Stiftung	0.00	0.00



Sustainability

For a just future: Our responsibility as Robert Bosch Stiftung

We are committed to a world in which everyone can live in dignity, peace and freedom, participate actively in society, and have access to high-quality education and healthcare. This vision not only guides our funding decisions but also obliges us to act responsibly as an organization.

We take responsibility by giving equal consideration to economic, environmental and social considerations in our decision-making. We systematically assess our environmental impact and reduce our greenhouse gas emissions through targeted initiatives. Through our diversity strategy, we actively work to promote a broad range of perspectives and integrate them into the broader foundation landscape. As a member of the “Initiative Transparente Zivilgesellschaft” (Transparent Civil Society Initiative), we publish key information about our work. This builds trust and allows the public to understand our work.

We are convinced that sustainability begins with us. That is why we in 2025 strategically refocused our internal practices. Our daily work already included many sustainability initiatives. To strengthen their impact, we brought them together under one overarching strategy. This has enabled us to pursue our goals and measure our impact more effectively. It has also created a new degree of transparency that allows us to address trade-offs constructively – for example, by balancing the need for business or conference travel against our climate goals.

Our aim is to foster a lived culture of sustainability that is embraced by every employee and shapes all our processes and structures. We have defined five key areas of action to guide our approach: resource conservation, diversity, employees, governance and transparency.



Robert Bosch Stiftung employees at the Stuttgart location.

**We are convinced that
sustainability begins
with us.**

Our five areas of action for a sustainable foundation



Conservation of resources

We act with long-term economic foresight and minimize our environmental footprint.



Diversity

We foster a culture of diversity, equity, and belonging.



Employees

We create a healthy and attractive work environment as the foundation of our work.



Good Governance

We ensure fair and responsible conduct through clear rules and processes.



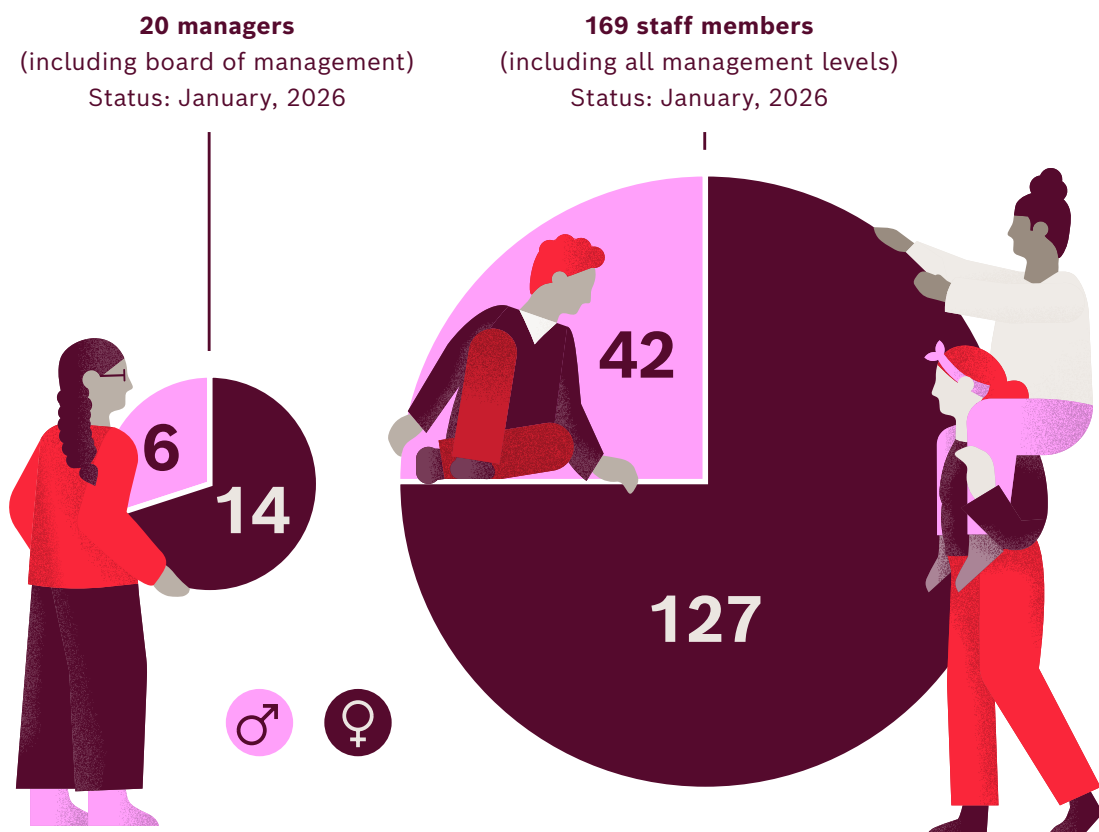
Transparency

We communicate our actions transparently and foster dialogue.

Diversity as the norm: Our path to improving equal opportunity

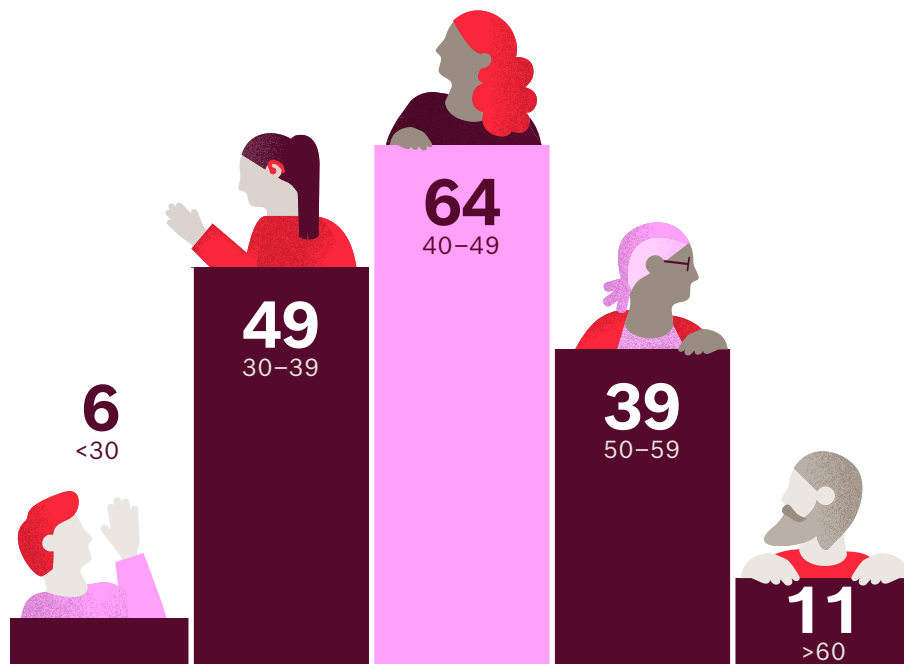
The Robert Bosch Stiftung has had a diversity strategy in place since 2023. It is a central building block of our goal to become a sustainable and responsible organization. The strategy has allowed us to create a framework for working together in non-discriminatory and respectful ways. At the same time, we want to better reflect the realities of a diverse society in our work with partner organizations and the many people we support.

A diversity officer and an advisory committee support the rollout of the strategy and ensure that we consistently reach our objectives.



Our measures in 2025: Putting diversity into practice

- **Building and embedding knowledge:** We continued our training programs for employees and managers, including required workshops on unconscious bias.
- **Taking a stand and fostering dialogue:** We used initiatives like the International Weeks Against Racism to advocate for stronger protections for human dignity and to strengthen our internal dialogue on challenges such as intersectional discrimination and power structures.
- **Listening and taking action:** Colleagues with disabilities discussed their expectations for an inclusive working environment. The externally moderated workshop helped us to identify concrete support measures.
- **Strengthening networks:** Together with other foundations, we launched an initiative to create a safe space for employees who have experienced racism.



Age distribution of staff members (including all management levels) in years

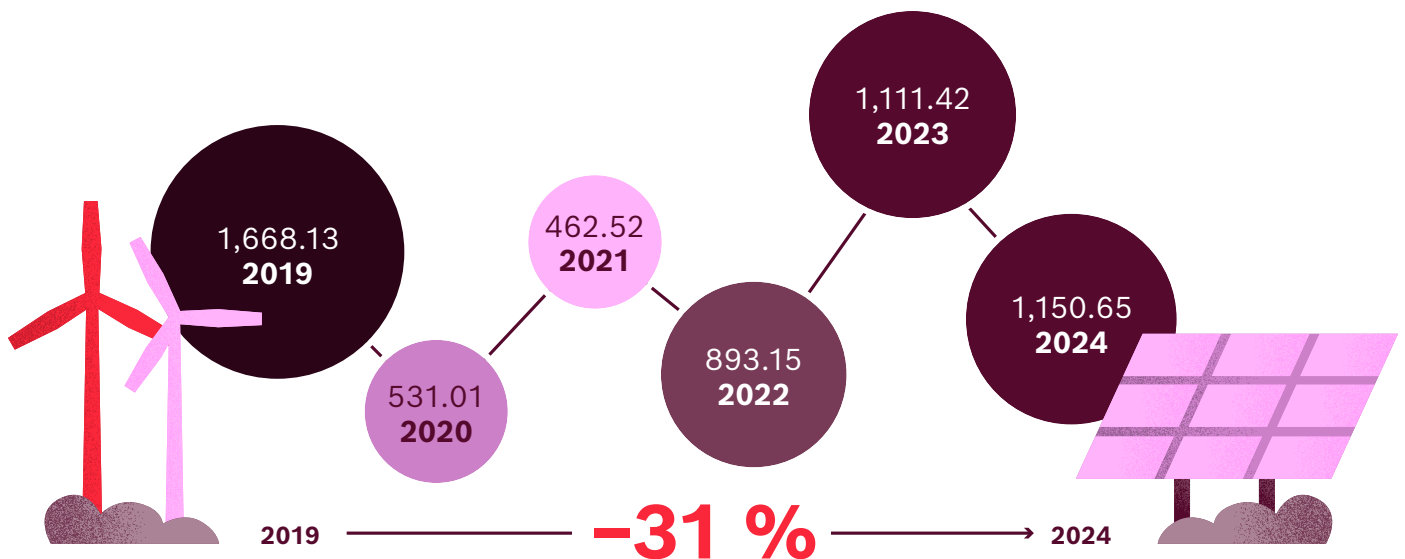
More information can be found at:
www.bosch-stiftung.de/en/diversity-robert-bosch-stiftung

Our path to lower emissions

We have been recording our greenhouse gas emissions since 2019 in accordance with the internationally recognized Greenhouse Gas (GHG) Protocol, as a basis for systematically reducing them. This allows us to pinpoint where emissions are generated and develop effective counter-measures. Our declared goal is to reduce our emissions by at least half by 2030 compared with our baseline year of 2019.

Our carbon footprint in 2024 amounted to around 1,150 tonnes of CO₂ equivalents (CO₂e), a unit of measurement that makes the impact of different greenhouse gases comparable. This means we have already lowered our GHG output by 31 percent since our basis year of 2019.* The largest driver of our emissions remains business travel, at around 815 tonnes of CO₂e. In addition, renovation work at our Berlin office caused one-off additional emissions, which are included in our emissions accounting for the year.

CO₂e emissions of the Robert Bosch Stiftung
(in tonnes)



* We improved the methodology for calculating flight emissions in 2025 and recalculated all figures since 2019 to ensure full comparability.



Our levers for reducing emissions involve:

- **Travel:** In 2025, we adjusted our travel policy to further reduce air travel and encourage rail travel even more strongly.
- **Resources:** As part of a 2024 fundraising campaign, we recycled used equipment such as computer monitors and mobile phones so they could be refurbished for continued use rather than being thrown away.
- **Energy:** We source only green electricity for all our offices and improve our energy monitoring continuously to identify more potential savings.

More information can be found at:
www.bosch-stiftung.de/index.php/en/foundation/sustainability

Robert Bosch Stiftung

committees and departments

Partners and Members of the Board of Trustees

Christoph Kübel (Chairman)
Dr. Christof Bosch
Dr. Rolf Bulander
Dr. Navid Kermani
Prof. Dr. Liselotte Højgaard
Dr. Nicola Leibinger-Kammüller
Prof. Dr. Rainer Lindner
Matthias Madelung

Board of Management

Dr. Bernhard Straub

Communications

Kerstin Lohse-Friedrich

Human Resources

Dr. Nicole Karle-Komes

Finance and Administration

Dr. Daniel Kathan

Education

Dr. Stella Voutta

Health / Robert Bosch Center for Innovative Health

Dr. Katja Vonhoff

Global Issues

Ottilie Bälz

Special Division Ukraine

Markus Lux

Futures and Networks

Atje Drexler

Imprint

Published by
Robert Bosch Stiftung GmbH
© 2026

Responsibility

Kerstin Lohse-Friedrich,
Senior Vice President Communications

Editors

Michael Herm
Stefanie Kaufmann-Dimeski
Jonas Wilisch, Design Direction

Conception and Design

Yellow Tree
www.yellowtree.de

Copyright

Robert Bosch Stiftung GmbH, Stuttgart
All rights reserved

Robert Bosch Stiftung GmbH
Heidehofstraße 31
70184 Stuttgart
Phone +49 711 46084-0

Berlin Office
Französische Straße 32
10117 Berlin
Phone +49 30 220025-0

www.bosch-stiftung.de/en

