

# **Deutsche Welle Anstalt des öffentlichen Rechts, Bonn**

## **Management report** **for the financial year from** **January 1, 2022 to December 31, 2022**

### **1. Business development and general conditions**

#### **1.1. Strategic planning and objectives**

As the media voice of the Federal Republic of Germany around the world, Deutsche Welle (DW), broadcasts information that allows people to form their own opinions. It produces programs in 32 languages, which are primarily aimed at users in priority target countries and distributed using up-to-date distribution channels. Through the projects it undertakes, the DW Akademie operates as a European international media developer. Through its work, Deutsche Welle strengthens the human right to the freedom of opinion and unhindered access to information. At the same time, DW conveys an image of Germany internationally that is based on values. In this way DW presents Germany abroad as a mature European nation of culture and a democratic state under the rule of law with a free constitution. Thus it promotes understanding and the dialog necessary between cultures and peoples.

Pursuant to Section 4(1) of the Deutsche Welle Act [Deutsche-Welle-Gesetz – DWG], DW prepares a Strategic Plan four years at a time, in which it lays down its program goals, main initiatives and their weighting. The Strategic Plan and the continual updates to it are forwarded to the German Bundestag and the Federal Government. The Strategic Plan and updates to it are adopted by the Deutsche Welle Broadcasting Board with the consent of the Administrative Board, taking into account opinions from the German Bundestag, the Federal Government and the public with an interest.

In its Strategic Plan for 2022-2025, DW defined the following three over-arching strategic goals:

1. DW will increase its reach from 289 million to 400 million weekly user contacts.
2. DW will increase the relevance of its offerings.
3. DW will strengthen dialog.

To achieve these goals DW is concentrating its efforts on the following three focus areas:

1. DW will increase its regional competence and presence.
2. DW will produce on-demand first.
3. DW will use its resources efficiently and sustainably.

DW is creating a diverse and digital organizational culture as a guide for work and collaboration.

#### **1.2. Funding of Deutsche Welle**

DW is funded by the annual federal grant from the budget of the Federal Government Commissioner for Culture and Media (BKM) and by grants for projects from the German government and other fund providers.

In 2022, the federal grant from the Commissioner for Culture and Media (BKM) for operating expenses amounted to EUR 380.0 million (of which EUR 7.2 million for rent Institute for Federal Real Estate (BlmA) and EUR 20 million for investment expenses. In addition, in 2022 DW received one-off earmarked special funds for digitalization amounting to EUR 4.0 million from the federal government stimulus package. Furthermore, supplementary funds were allocated from the budgetary amendment for additional DW activities related to Russia's war against Ukraine amounting to EUR 4.9 million. DW was granted additional funds of EUR 3.1 million for 2022 to cover the additional

expenses caused by the pandemic. To fund expenditure for old-age pensions of former employees of the Deutsche Welle Further Education Centre (DWFZ), DW received federal funds amounting to EUR 0.5 million, the same amount as in the previous year. In 2022, the total funds from the Federal Commissioner for Culture and Media (BKM), including one-off special funds, therefore amounted to EUR 412.5 million.

The media development activities of the project funded DW Akademie are mostly funded by the Federal Ministry for Economic Cooperation and Development (BMZ) (drawdowns from BMZ in 2022: EUR 33.1 million).

Other major project funding for DW and the DW Akademie came from the German Foreign Ministry (AA) (drawdowns from AA in 2022: EUR 14.9 million, of which EUR 2.2 million forwarding funds to dpa). In addition, there were funds from grants for projects from the European Union, the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMU) and other fund providers.

The DW staffing plan was increased for 2022 by 100 to 1,512 posts.

### **1.3. Conditions of German overseas broadcasting**

In the 2022 financial year, the conditions and challenges that DW faced as an international news provider became more acute in several priority target markets. In Russia, Iran and Turkey, state institutions blocked access to DW programs. Deutsche Welle also had to close its Moscow office after the Russian government issued DW with a ban on broadcasting and withdrew its accreditation. In many other target countries, too, state censorship and repression of representatives of the media continued to increase: Afghanistan, Ethiopia, China and Iran restricted conditions for the freedom of opinion and press freedom significantly.

The global media markets continued to be characterized by the competition between political and social systems. Authoritarian states like China, Iran and Russia operated media outlets in many target countries as competitors of DW. All in all, public discourse in almost all priority DW target regions was influenced by propaganda, hate speech and disinformation, especially on issues of internal and international political conflicts, crises, and wars.

An additional challenge comes from dynamic global digitalization. In many DW target markets, media consumption behavior is changing for the long term. The priority DW target group between the ages of 14 and 40 in particular increasingly gets its information from digital, time-independent output channels. DW responded to this development by further transforming its media offerings. DW focused its resources more concentratedly on creating and distributing on-demand programs. One challenge to DW's digital distribution is making its information services available to its target groups under difficult circumstances and thereby supporting the human right to freedom of information.

Political and armed conflicts also impacted the conditions of DW's reporting. Particularly defining in this regard was Russia's war of aggression against Ukraine, with the fundamental regional and global political, social and economic consequences it brought with it. In March 2022, DW set a new record of use on its digital platforms, totaling 1.6 billion views, of which a third were reports related to wars.<sup>1</sup> DW's security management required a highly increased use of resources, including because of the need to temporarily vacate its Kyiv office for the protection of its staff.

Against the backdrop of the Russian invasion, the conflict between China and the USA moved more into the public consciousness.<sup>2</sup> Furthermore, the number of conflicts with interregional potential was high in many priority target countries. Particularly in places where the situation regarding news reporting was unclear or local media organizations were no longer able to report independently, DW's response was more intensified, targeted reporting.<sup>3</sup> In 2022, this included the violent suppression of the protests of civil society in Iran, the consolidated takeover of power by the Taliban in Afghanistan,

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<sup>1</sup> <https://tgit.pageflow.io/2022-dw-s-digital-year-in-numbers#353407935>

<sup>2</sup> <https://www.dw.com/de/görlach-global-die-invasion-der-ukraine-vorbild-für-das-schicksal-taiwans/a-60923234>

<sup>3</sup> DW-Aufgabenplanung 2022-2025, p.3/4, p.27 f.

the Middle-East conflict, as well as the wars in Syria, Yemen and the Tigray region of Ethiopia. As independent reporters, DW used fact checks and the verification of video material, amongst other things, in the fight against disinformation. In these activities, too, there was a focus on the Ukraine war and the consequences for the economy and energy politics associated with it. Furthermore, purported news reports about the elections in Brazil, the protests in Iran, the general topic of climate change and the controversial football world cup in Qatar were subjected to fact checks and classified according to their factual accuracy.

These general conditions also influenced DW's activities and services in the financial year 2022. In a world in which information is becoming ever more unclear, DW, as the media voice of Germany, stands up with its reliable journalism for the values which Germany stands for in the world. Conveying independent reporting based on human rights, freedom, democracy, the rule of law and social equality in an international manner is the guide to action. This is not just a matter of reporting about problems and negative states of affairs. Rather, DW is investing more in constructive journalism with reports about people who are trying to find solutions to the global challenges.

#### **1.4. Use and development of DW services in 2022**

Deutsche Welle has oriented the development of its services in such a way that its programs contribute to the three goals stated above, where increasing reach is counted as having the same value as increasing the relevance of the services and strengthening dialog. For the purpose of using resources in a targeted way, in 2020 DW already identified 71 countries as priority target countries, which hold great potential for fulfilling DW's mission. The focus of reporting is therefore on populous countries with dynamic media markets that are highly important to Germany. At the same time, DW is targeting countries that are suffering from massively restricted press freedom and the rule of autocrats and dictators. For these markets, DW produces programs in 32 languages in the regionally relevant output channels.

Digital platforms above all have become even more important here because more than five billion people worldwide are now using the internet<sup>4</sup> – and the number is growing. To be able to reach the target groups as possible in future as well, DW is increasingly focusing on “digital-first” products. Social media, but also cooperation with over-the-top platforms and other digital distributors as well as the optimization of web-based services for the requirements of search engines, are playing an ever more important role.

In 2022, DW was able to increase its reach via video, audio and text content year on year: worldwide an average of 291 million user contacts was achieved weekly (prior year: 289 million), of which 225 million alone were through video context (increase of 4 million). Fifty-two million user contacts were achieved weekly by audio services; an average of around 14 million people viewed text services.<sup>5</sup>

Another decisive factor for the increase in reach was the stronger regional adaptation of DW programs by expanding local capacity, including the setting up and expansion of the offices in Jakarta and Jerusalem as well as moving the Moscow office to Riga. DW also strengthened its network of international correspondents and created many new cooperation relationships with regional distributors.

Regarding the various regions of the world, DW achieved the greatest reach in Sub-Saharan Africa, with 84 million weekly user contacts. Use grew the most year on year in Latin America, by 12 million user contacts to 45 million.

The most important language at DW is English since many people can use the English-language services due to their language skills. At 106 million weekly user contacts, the English-language service was the most used language in 2022, followed by Spanish with 43 million and Arabic with 41 million.<sup>6</sup>

<sup>4</sup> Source: Statista, <https://de.statista.com/themen/42/internet/>

<sup>5</sup> DW-Gesamtnutzung 2022

<sup>6</sup> DW-Gesamtnutzung 2022

Considering the legally enshrined commission to promote the German language and how DW views itself, the German-language service continued to be of particular importance.

### **Journalistic services by target region:<sup>7</sup>**

Global journalistic services in English and German: In 2022, English was the most used DW language, with an increase in reach of 9 million to 106 weekly user contacts. Because the English-language service is used worldwide, DW faces the challenge of addressing a heterogeneous target audience with various needs and customs with respect to information. DW provided a broad mix of partly regionally adapted programs for this, which was broadcast via linear and digital output channels. Content focused on news and current affairs as well as on such topics as freedom of opinion, human rights, democracy and protecting the environment.

An example of this is the documentary series “Guardians of Truth”, in which the Turkish journalist in exile Can Dündar meets journalists, politicians and dissidents from all over the world. The regionally adapted collaborative project “Afrimaxx” is aimed at a pan-African target audience. Younger target audiences are reached using on-demand services on Snapchat and Twitch. DW’s environment editors were awarded a prestigious British BAFTA for their reporting on dealing with climate change in Bangladesh in their series “Planet A”.<sup>8</sup>

The German-language programs continue to hold a particular place among the DW languages. They are aimed at German speakers abroad. Furthermore, the language courses offered by the DW Akademie are directed at German learners across the world. This group is estimated at more than 15 million people and is geographically widely distributed. The German-language DW target audience increasingly uses the programs at no fixed time, which DW has responded to by changing the mix of media. In total, DW and DWA reached around 4.7 million user contacts each week on average.

Sub-Saharan Africa: Around one billion people live in the DW target region below the Sahara, in 49 politically, economically, and culturally very heterogeneous countries. In many of these African countries, authoritarian tendencies increased in the reporting year, which impeded access to independent, balanced information and full political participation. Armed conflicts were defining in 2022, like the war in Ethiopia, which was ended in November after two years, but which resulted in several hundreds of thousands dead and millions of refugees and a large famine.<sup>9</sup> At the same time, civil war broke out again in the Democratic Republic of Congo, threatening to destabilize the region and impairing relations with the neighboring country of Rwanda.

The African DW target areas are the region of the world with the highest growth in population overall. At the same time, almost half of all Africans are younger than 18. DW has prioritized 20 target countries in Sub-Saharan Africa for which it produces programs in six languages: Amharic, English, French, Hausa, Swahili and Portuguese.

In 2022 the region remained the target area that used DW the most, which reached 84 million people on average a week with these programs, 6 million more than the previous year. A particularity of these markets was the continued heavy use of DW radio programs, which made up more than half the reach (46 million user contacts). However, in these markets as well the preferred media use is changing to digital media, particularly social media – especially amongst the young, urban target audience. The reach of video services continued to climb, when compared over five years, most recently in particular through regionally adapted TV formats and cooperation with social media distributors.

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<sup>7</sup> DW-Aufgabenplanung 2022-2025, p.35 f.; DW-Gesamtnutzung 2022

<sup>8</sup> <https://deutschewelle.sharepoint.com/sites/Intranet-Media-Awards/SitePages/Preise-für-anspruchsvolle-Stories-über-den-globalen-süden.aspx>

<sup>9</sup> <https://www.thenationalnews.com/world/africa/2023/01/16/tigray-death-toll-could-be-as-high-as-600000-african-union-en-voy-says/> und <https://eu.usatoday.com/in-depth/graphics/2022/11/21/ethiopia-tigray-conflict-thousands-killed/8295870001/>

This growth can be put down to the DW strategy of more regional adaptation of African services and collaboration with regional distributors. For example, together with its South African partner broadcasters, Jacaranda FM and East Coast Radio, DW produced the English-language podcast series “Don’t hold back: say it loud!” about the taboo subject of mental health. The monthly audio format, which is also broadcast in a video version on YouTube, received Bronze in the Anthem Awards.<sup>10</sup> In 2022, DW decided to further consolidate its regional presence on the African continent.

The Arabic world: In the 2022 reporting year, an average of 41 million user contacts per week was recorded for DW’s Arabic-speaking programs. This represents a drop in use compared to the previous year. A major role was played here by ending or temporarily suspending cooperation with Arabic distributors as a consequence of dealing with the accusations of antisemitism that arose in the winter 2021/22. In the course of this, DW drafted a comprehensive action plan. Part of this was the founding of an Antisemitism/Jewish life/Israel and Palestinian Territories competence team, among other things.

The focus of content for Arabic services was content about democracy, freedom of opinion, human rights, the fight against terror, exclusion, racism and antisemitism. With these topics, DW fulfilled its role as an independent source of information and offered the target audience particular value because in nearly all Arabic target countries, reporting by national media was heavily restricted by state censorship, violence against the media and legal restrictions.

The established DW format “Jaafar Talk” continued to deal with regionally taboo topics such as human rights violations, the lack of equal rights for women and the repression of the LGBTQ+ community, and was again awarded for the great response to it among the young target audience.<sup>11</sup> The expansion of “Jaafar Talk” to include a channel on TikTok drew particular attention, which reached an audience of a million within less than a year. With its other services on the social media platforms Facebook, YouTube, Instagram and TikTok as well, DW achieved most of its total reach in Arabic in 2022. One of the most heavily used dialog formats on DW is the co-produced satire “Albasheer Show”. With the personalized web video “Because I am a woman”, DW continued its constructive reporting series about female Arabic personalities and how they overcame barriers.

Asia: A third of the world’s population currently lives in the priority Asian target countries. The size of these target audiences by itself makes these markets very important to DW. Many target countries in this region are characterized by a significant restriction of conditions for the freedom of opinion and the press. In Afghanistan, the situation, particularly for women, deteriorated dramatically after the radical Islamist Taliban took control of power. The target audiences in China and Iran have hardly any access to independent reporting, and in Bangladesh, India, Indonesia and Pakistan also, internal conflicts and social inequality are becoming more acute.

For these countries, DW produced programs in the nine regional languages of Bengali, Chinese, Dari, Farsi, Hindi, Indonesian, Pashtu, Tamil and Urdu, as well as English programs specially oriented to the interests of target audiences in South and South-East Asia.

In the 2022 reporting year, DW reached an average 37 million user contacts per week and thus 2 million more than the previous year. The greater part of this use was of video services, including via collaborations with distributors with high reach as well as on social media and video portals.

All Asia editorial sections further expanded their digital offerings. For example, the Urdu editorial section opened an Instagram channel specifically aimed at the young female target audience. The significance of DW reporting to target audiences is shown by the example of the censored market of Iran: although in September the government blocked access to Instagram, the last freely available

<sup>10</sup> <https://deutschewelle.sharepoint.com/sites/Intranet-Programming/SitePages/Podcast-„Don't-hold-back--Say-it-loud!“-gewinnt-Bronze-Preis-bei-denAnthem-Awards.aspx>

<sup>11</sup> <https://deutschewelle.sharepoint.com/SitePages/Egypt-Media-Forum--Auszeichnung-für-JaafarTalk-als-Diskussionsformat-für-soziale-Themen-in-der-MENA-Region.aspx>

platform, as a consequence of the protests, the Farsi editorial section was able to increase the use of its channel DW Farsi in that month by more than 300 per cent compared to monthly use in the first half of 2022.<sup>12</sup> The Hindi editorial section achieved a significant increase in reach through collaboration with the distributor and Indian short video portal Josh. For the app, the popular DW series “Sehat Talk” about women’s health was expanded to include sign language. These short videos were viewed more than 50.7 million times in the first month.<sup>13</sup>

The decisive factor in the continued high levels of use of the services was the focus on regionally adapted program content. Establishing and developing the network of correspondents and DW foreign offices was also important. Besides the existing studios in Taipei and New Delhi, in November DW opened the Asia-Pacific office in Jakarta. All three offices improved the geographic and temporal proximity of the editorial sections to their users so that DW was able to ensure that their information was broadcast at the main times of use. In this way, the Indonesian editorial section launched their news service for young users on TikTok with the assistance of the Jakarta office.

Latin America: In the reporting year, several priority DW target areas in Latin America were affected by political upheaval and social unrest. For example, in its reporting DW covered the change of power in Brazil and the presidential elections in Colombia. In many media markets, freedom of opinion and press freedom were further restricted, which is why the need for independent current news, reporting and background information on DW topics such as democracy, the rule of law and social inequality as well as migration, environmental and scientific topics continues to be high. Besides Argentina, Colombia, Mexico and Venezuela, the Spanish editorial section also prioritized the USA, with its 60 million Spanish speakers, as target regions for its services.

In a comparison across DW, in 2022 Latin America was the region with the strongest growth in use. Reach increased by 12 million to an average of 45 million user contacts per week. DW achieved more than 95 per cent of this through video, including through the Spanish TV channel “DW Español”, social media, live linkups for regional TV broadcasters and through distribution partnerships, particularly in Mexico. DW’s reporting on Russia’s war of aggression against Ukraine also found a particularly large reception in these target regions – despite the great geographical distance. The relaunched social media format “#EsNoticia”, with reports on current geopolitical topics, achieved great reach on YouTube.

During 2022 the Spanish editorial section further adapted its services to the regions, with the goal of serving the interests of users even more closely. This included launching the podcast “Dime como lo lograste” (“Tell me how you managed it”), which was especially aimed at young people in Colombia. Together with the DW fact checking team, the Spanish editorial section developed the video format “DW Verifica” in which it uncovers regional and international fake news. DW distribution continued to develop its cooperation with regional media in its target markets: the co-produced environmental magazine “ECO Latinoamérica” was expanded from a 12-minute to a 30-minute broadcast.

Programs in Portuguese for Brazil were also further oriented towards users’ interests. For this purpose the online editorial section expanded the number of regional columnists and published a series of texts by young participants in a social program for the promotion of academic education. Focus topics in 2022 were the presidential elections and the eventual voting out of the right-wing populist Jair Bolsonaro. The editorial section of DW Brazil expanded its multimedia programming, including developing the YouTube series “Vamos conversar” (“Let’s talk”) to encourage the willingness of users to dialog and a culture of debate in the polarized political environment.

Mexico and its southern neighbors are of growing importance to the work of the DW Akademie. The focus is on involvement in combating disinformation. At the beginning of March 2023, The DW

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<sup>12</sup> <https://deutschewelle.sharepoint.com/SitePages/Proteste-im-Iran--Verstärkte-Nutzung-des-Angebots-von-DW-Persisch-in-den-sozialen-Medien.aspx>

<sup>13</sup> <https://deutschewelle.sharepoint.com/SitePages/Barrierefreies-Angebot-von-Distribution-Asia%2C-DW-Hindi-und-indischen-Partnern-gestartet.aspx>

Akademie opened an office in Mexico City. From here, in future staff will be able to coordinate projects in Mexico, Central America and the Caribbean.

Russia, Ukraine, and Eastern Europe: Russia's war of aggression against Ukraine and the consequences of it were the subject that determined the content of DW services for Eastern Europe and Central Asia in 2022. The war called into question the balance of power in the entire post-Soviet region.

Press freedom and freedom of opinion were restricted more and more, and only three weeks before the invasion the Russian government issued DW a ban on broadcasting, thereby forcing the DW Moscow office to close. Over the course of the year, DW was classified in Russia as a "foreign agent" and in Belarus as "extremist". Furthermore, Russian authorities blocked the DW website in Russia and over the course of the year also blocked Facebook, Instagram and Twitter. DW's goal is to support the freedom of information in the region, even under these conditions.

The content of programs was more heavily focused on users' current needs for information. Furthermore, reporting from Ukraine required a higher level of security management and reporting teams trained to deal with crises. The DW studio in Kyiv had to close temporarily due to the acute security situation and staff were evacuated. The DW Akademie also adapted its activities to the dynamically changing situation. By means of its EU funded "MediaFit" program, it was able to support 42 Ukrainian media companies with financial subsidies and with crisis management.<sup>14</sup>

Thanks to additional funding from the German Foreign Office, DW expanded its programming in Russian and Ukrainian. Offerings included "DW Novosti" (news), "To the Point" (debates and discussions) and "Peresmotr" (debunking) and the launch of two podcast series as well as a Telegram channel for Ukrainian-speaking users.

All in all, the language editorial sections for Russia, Ukraine and Eastern Europe were able to maintain the previous-year's use figure of 10 million user contacts per week – despite the aggravated censorship and production conditions. Losses in reach due to Russia's censorship measures and the loss of Ukrainian distributors on account of the war, were made up for by increases in use via digital output channels. In Russia, the DW channels on YouTube and TikTok, which were freely accessible there, were heavily used above all, particularly the TikTok channel of the "Zapovednik" satire program. A large part of the reach in the target countries of Eastern Europe and Central Asia was achieved via video. The Ukrainian editorial section generated high figures of use above all on Facebook, YouTube and Twitter, while the website recorded a slight drop from April 2022.

Europe: In 2022, the central topic for the European languages at DW, too, was Russia's war of aggression against Ukraine. Due to their geographical proximity both to Ukraine and Russia, many of the target countries are directly affected by the results of the hostilities and the threat of further escalation. As direct neighbors, Poland, the Republic of Moldova, Romania and Hungary were important destinations for refugees fleeing the war. In the member states of the European Union, sanctions packages against Russia were agreed and Ukraine's potential joining was discussed.<sup>15</sup> At the same time, several countries on the EU's outer borders and in the western Balkans maintained political and economic ties with Russia. Internal tensions in several European target countries increased accordingly, particularly in countries with populist and authoritarian governments. In Bulgaria, the influence of Russophile groupings was present even after the war broke out<sup>16</sup>, and in Hungary the prime minister, Viktor Orbán, blocked EU aid for Ukraine several times.<sup>17</sup> In the years

<sup>14</sup> <https://deutschewelle.sharepoint.com/sites/Intranet-DW-Akademie/SitePages/DW-Akademie-in-der-Ukraine--Rückblick-und-Ausblick,-aber-kein-Verschneufen.aspx>

<sup>15</sup> <https://www.swp-berlin.org/publikation/der-moegliche-eu-beitritt-der-ukraine-und-seine-konsequenzen>

<sup>16</sup> <https://www.dw.com/de/bulgarien-ein-russisches-territorium-jenseits-der-donau/a-61619905>

<sup>17</sup> <https://www.dw.com/de/ungarn-was-ist-orbans-ukraine-problem/a-64045646>

prior, rejection of the basic values of the European Union of diversity and freedom had been clearly and repeatedly articulated in Bulgaria, Poland, Romania and Hungary.

In this tense political atmosphere, the fight against disinformation using independent, balanced and reliable reporting is DW's highest priority. The correspondent of the Vienna office, which was opened the year before, travelled several times to Ukraine to support reporting. To build up resilience to propaganda, in 2022 the language services in Polish, Romanian and Hungarian in particular were reinforced with one-off funding. Programs in Hungarian were expanded to include a Facebook channel to especially reach the younger target audience. In Moldova, which is strongly affected by Russian influence, the DW Akademie supported programs on media literary education.

DW produced programming for a total of 13 European languages: Albanian, Bosnian, Bulgarian, Greek, Croatian, Macedonian, Polish, Romanian, Serbian and Hungarian. In 2022, these were broadcast by digital output channels in particular as well as via distribution partners. A particularity of these markets is the high level of interest in DW's text services – these make up around a fifth of the weekly average total use of 36 million user contacts. The editorial sections achieved most of their use from the expansion of their regionally adapted video programs. These include the "Europeo" video series, which features constructive personalized contributions and is particularly aimed at a younger target audience. In the reporting year, the on-demand format was adapted for weekly broadcasting on linear TV. Following the successful cooperation with the Hungarian TV channel ATV, came collaborations with broadcasters in Albanian, Greek, Croatian, Romanian and Serbian.

Turkey: On 30 June 2022, the DW website was blocked in Turkey by the RTÜK broadcasting authority in all 32 broadcast languages.<sup>18</sup> After an initial drop in use, it was possible to reconsolidate the website's reach within the further course of the year.

The Turkish target audience continues to be of the highest priority to DW. With an average of 5 million user contacts per week, the Turkish service is one of the ten DW services with the widest reach. To broadcast its content the editorial section primarily used digital output channels, particularly social media. It also uses these channels for its strategic partnership with the BBC, VOA and France 24 in the multi-platform "+90" series. The editorial section made its programs profile more focused, with a mix of current events reporting and background reports on social issues in Turkey. In affiliation with the International Consortium of Investigative Journalists (ICIJ), in 2022 the Turkish editorial section took part in investigative research.

### **Multi-language programs and projects**

The annual Global Media Forum (GMF) took place in 2022 in a hybrid format of in-person and online conferences. Around 1,500 guests from more than 100 countries visited the in-person event in Bonn on June 20 and 21, 2022, while around 650 participants followed the digital broadcasts of the talks, discussions and workshops. With the motto "Shaping tomorrow now" and with a feeling of multiple crises, pressing current media and socio-political issues were discussed at the interdisciplinary conference, above all those which the media play a central role in mastering. The more than 120 guest speakers and moderators gave the conference important impetus, including the Filipino Noble Peace Prize winner Maria Ressa, the Russian human rights activist Leonid Volkov, the Taiwanese digital minister Audrey Tang, as well as the German Commissioner for Culture and Media, Claudia Roth, and the Czech EU commissioner Věra Jourová. The International Media Conference was funded by the Federal Foreign Office, the government of North Rhine-Westphalia, the Federal Ministry for Economic Cooperation and Development, and the International Encounters Foundation of Cologne-Bonn Savings Bank [Stiftung Internationale Begegnung der Sparkasse in Bonn] and the city of Bonn.

For the eighth time, DW presented its Freedom of Speech Award for outstanding work in the media for human rights and freedom of expression. In 2022, DW presented the award to two Ukrainian

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<sup>18</sup> <https://deutschewelle.sharepoint.com/SitePages/Türkische-Rundfunkbehörde-sperrt-Deutsche-Welle.aspx>



journalists, Mstyslav Chernov and Evgeniiy Maloletka for their reporting on the Russian war of aggression against Ukraine from the fought-over city of Mariupol in February/March of 2022.

In 2022, DW continued its pan-European cooperation “ENTR - What's next”, which was begun in the year before. This is digital, multimedia and multi-language journalism aimed at young Europeans between 18 and 34 in six languages. Its content focuses on topics such as education and training, work and study, migration, justice and democracy and peace in Europe. All content is exclusively distributed on the social media platforms Facebook, Instagram, TikTok, Twitter and YouTube. DW also acts as the consortium leader for the six partner broadcasters, including the umbrella organization of French international broadcasting, France Médias Monde (FMM). This media project is co-funded by the European Commission, the Federal Foreign Office and the French Ministère de la Culture.

In the reporting year, DW also continued its cooperation project InfoMigrants with France Médias Monde and the Italian news agency ANSA. The project is co-funded by the European Commission, and since 2017 offers information and background on the topics of migration and seeking refuge for users from Africa, Asia and the Near and Middle East. InfoMigrants addresses both people who are considering migrating to Europe and those fleeing war and conflict or who have already arrived in the EU. On InfoMigrants they can find news, practical information and reports of personal experiences of refugees and migrants via digital output channels – in Arabic, Bengali, Dari, English, French and Pashtu. The content is distributed on its own website and on Facebook, Instagram, YouTube, Twitter, Telegram and Viber. On Facebook alone, more than 3.2 million people follow it.

In 2022, the DW Akademie continued its English-language master's course International Media Studies, which focuses on the role of the media in a global context, with a new structure and changed content focus. As part of interconnecting the program regionally with country-specific projects run by the main Media Development department, cooperation agreements were signed with six universities in the Global South. A part of this was a capacity building program for teaching staff at the partner universities. All in all, being rooted in the region should better integrate graduates in their home countries in professional terms and at the same time contribute to more media professionals who are qualified at international standards being locally available to independent quality media. For the French-language master's program due to begin in September 2024, a renowned French university was gained as a partner institution in the reporting year.

In continuing the long-term cooperation with the ARD state broadcasting institutions, and ZDF and Deutschlandradio, DW paid particular attention in 2022 to preparing easily accessible programs for refugees from Ukraine. It made Russian versions of its “Fokus Europa” and “To the Point” programs available in the ARD media library. DW also took part in the structural reform of public sector broadcasting, particularly in projects to increase efficiency by creating synergies through joint procurement projects and the digitalization of administration processes.

DW has maintained an important partnership with the Internationale Beethovenfest Bonn gGmbH for more than 20 years. As a shareholder in and media partner of the non-profit organization, DW supports the Beethovenfest in Bonn, particularly with regard to how it is perceived internationally. The annual classical music festival is put on in Bonn, the city in which Ludwig van Beethoven was born, and took place between August 25 and September 17, 2022. In total, the Beethovenfest included around 100 events with international artists. In May the DW production “A World without Beethoven” already won the award “Best music documentary” at the International Classical Music Awards.<sup>19</sup>

The year before, DW, together with RTL Deutschland GmbH, Cologne, Rheinische Post Verlagsgesellschaft mbH, Düsseldorf and the Fonden Constructive Foundation, Aarhus, Denmark, founded the Bonn Institute gGmbH, registered in Bonn. The institute focuses on the consulting and networking of media organizations with a view to the further constructive development of journalism.

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<sup>19</sup> [https://deutschewelle.sharepoint.com/SitePages/„Eine-Welt-ohne-Beethoven“-mit-internationalem-Kritikerpreis-ausgezeichnet\(1\).aspx](https://deutschewelle.sharepoint.com/SitePages/„Eine-Welt-ohne-Beethoven“-mit-internationalem-Kritikerpreis-ausgezeichnet(1).aspx)

In this connection, the Bonn institute advertised its first Constructive Journalism Fellowship, together with DW, for ten DW staff members in November 2022.<sup>20</sup>

The Goethe Institute is one of the long-term partner institutions whose transnational operations overlap with the work of DW. For this purpose, the collaboration between the two publicly funded institutions was further strengthened, particularly with collaborative projects for regions of conflict and concerning the DW Akademie's German learning resources. In the areas of reporting on cultural topics and language work DW cooperated with the Goethe Institute in the annual awarding of the Goethe Medal, the "Laboratory of the Future – New Voices in African Architecture" research program, and the "Deine Band" music project for learners of German.<sup>21</sup> Furthermore, a bilateral exchange took place on topics of organizational culture such as digitalization, diversity, sustainability and New Work.

### **1.5. New Work, diversity, sustainability, IT- and cybersecurity**

In its Strategic Plan for 2022 to 2025, DW has laid out a diverse, digital organizational culture as a guideline for action. The goal of this initiative is to promote an internal change in culture in order to equip the organization for the challenges of digital change.

The umbrella term New Work includes a variety of initiatives, plans and projects with which digital, mobile and collaborative working is to be developed. The concept of digital leadership laid down inter-management cooperation across hierarchy levels as the target vision. As part of digital transformation, this understanding of the roles of management and staff as being on the same footing offers numerous new opportunities to create productive working environments in an interdisciplinary manner across hierarchies. Collaboration in an age of digital leadership is characterized by taking responsibility and constructive feedback. In the Digital Workplace project, the conditions are optimized in terms of technology, construction and organization for DW staff to be able to work in future independently of time and place and in a flexible manner.

Given the importance of diversity as an important factor for success as an organization, DW strives to exploit the great potential diversity holds. As an organization with staff from more than 150 countries, DW attaches high value to cultural diversity. By establishing diversity management and an International Relations and Diversity unit within the organization, the condition has been laid down to develop DW into one of the most diverse and inclusive media organizations in Germany. With this goal in view, a comprehensive diversity strategy and plans will be developed in the period for the Strategic Plan 2022-25, which will foster the understanding of diversity within DW, break down systemic barriers and so help take advantage of the potentials of diversity for DW's work. In the reporting year, measures to foster inclusion were adopted, which should strengthen the potentials of diversity for DW's work. These include diversity training for managers.

Last year, DW was confronted with allegations of antisemitic and anti-Israeli attitudes on the part of individual staff members and cooperation partners. As part of investigations into these incidents, DW developed a mandatory action plan with which DW will ensure that antisemitism is thoroughly and effectively prevented in future, both among staff and in its business relations, and that DW's values are accepted and observed. DW reworked its Code of Conduct, which communicates DW's values to all staff and obligates them to refrain from every form of sexism, racism and antisemitism. A separate version was developed for business partners. Furthermore, DW introduced values-based recruiting, with which DW already signals in the recruitment process that it stands against every form of discrimination, racism and antisemitism. The Compliance and Brand Integrity office of the Director General monitors the observance of legal regulations and compliance with DW's values and brand.

The topic of sustainability is anchored as an obligation in the organizational objectives of DW. DW is funded by taxpayers' money and is aware of its role as a model and amplifier. It takes responsibility

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<sup>20</sup> [https://deutschewelle.sharepoint.com/sites/Intranet-Programming/SitePages/DW-und-Bonn-Institute-launchen-Fellowship-zu-konstruktivem-Journalismus\(2\).aspx](https://deutschewelle.sharepoint.com/sites/Intranet-Programming/SitePages/DW-und-Bonn-Institute-launchen-Fellowship-zu-konstruktivem-Journalismus(2).aspx)

<sup>21</sup> <https://deutschewelle.sharepoint.com/SitePages/DW-und-Goethe-Institut--Gemeinsam-durch-Krisen.aspx>

for creating a sustainable organization as well as the ecological, economic and social impact of its actions.

In the area of ecological sustainability, DW focuses on climate change mitigation. The DW climate change strategy lays down cutting the organization's greenhouse gas emissions by 30% by 2030 and achieving zero net emissions by 2045. This goal was deduced scientifically and refers to the basic analysis for 2019 as the base year.<sup>22</sup> The measures to achieve this goal range from a reduction in business trips, to sustainable energy and procurement management, to active sustainable action in production ("green production"). At the same time, implementing these measures is based on the goal of economic sustainability. In the area of social sustainability, DW is already in a good position. DW has expanded fixed collective agreements and claims from collective agreements to self-employed collaborators. Progress and achieving goals in sustainability are recorded by sustainability management. DW drafts a sustainability report on this twice a year. In the reporting year, DW published the "Sustainability Report 2020".

DW has combined IT and cybersecurity responsibilities, which are becoming ever more important, into their own department to be better able to address the challenges of this field in the future. The increasing digitalization of modern information societies makes the threat of hacking and cyberattacks more acute. In cooperation with ARD, DW has therefore invested in modern IT security systems and security monitoring systems so that attacks on IT systems can be discovered and averted more quickly (detection and response systems). Risks to IT security are also identified more systematically and mitigated using appropriate technical and organizational measures. The IT and Cybersecurity department's responsibilities also include carrying out communication and training measures to make DW staff aware of risks and of IT security and to train them.

## **2. Assets and liabilities, financial position and financial performance**

### **2.1. Financial position**

In the reporting year, the corporation's balance sheet total increased by EUR 6.7 million or 0.8% to EUR 854.2 million.

In the past financial year, a total of EUR 17.1 million (p.y. EUR 9.9 million) was invested in intangible (EUR 1.0 million) and tangible (EUR 16.1 million) fixed assets. The reason for the higher levels of investment is partly "catching up" with investments not made due to delays to supply chains caused by the pandemic in 2021. The main additions to tangible fixed assets in 2022 are attributable to investments in data centers (EUR 4.6 million), broadcast projects (EUR 3.5 million), and for the equipping of workplaces (EUR 3.3 million). Taking into account planned depreciation of the financial year amounting to EUR 13.6 million, the carrying amount of fixed assets as at the balance sheet date increased by EUR 3.5 million to EUR 34.2 million.

The compensation claim against the German Federal Government for pension, early retirement and other benefit obligations not covered by reinsurance policies increased year on year by EUR 24.3 million to EUR 567.9 million. The change was mainly due to an increase in assets from reinsurance policies, which were EUR 15.6 million higher, and pension provisions, which were EUR 8.0 million lower as at the balance sheet date.

The increase in current assets, by EUR 26.1 million to EUR 242.4 million, is due to the increase in assets from reinsurance policies reported under other assets (EUR +15.6 million) and the increase in receivables from the Commissioner for Culture and Media (BKM) amounting to EUR 39.4 million (p.y. EUR 26.8 million) and other fund providers amounting to EUR 6.1 million. In contrast, bank balances decreased by EUR 8.6 million due to fewer drawdowns of funds at the end of the financial year. This decrease is mainly due to a drawdown of project funds by DW Akademie amounting to EUR 5.6 million at the end of the financial year, which was only recorded as an incoming payment in January 2023. These drawdowns are presented as at the balance sheet date as receivables from

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<sup>22</sup> DW Climate Protection Strategy 2021 p.5

other fund providers under other assets. The changes to the other balance sheet items in current assets, which were minor overall, were attributable to the reporting date.

Prepaid expenses amounting to EUR 9.3 million (p.y. EUR 7.8 million) were mainly formed for social benefits paid in advance related to company pensions, satellite rental and the maintenance of hardware and software.

The institution's own capital increased by the net income for the financial year 2022. The equity ratio at the end of the financial year was 7.1% (p.y. 5.8%), with a balance sheet total that is only slightly higher than the previous year. Due to the fact that financing is ensured by the government, the liquidity Deutsche Welle requires is guaranteed at all times, irrespective of the equity the institution reports.

Provisions, at EUR 751.7 million, are EUR 6.9 million below the previous-year figure. They are mostly formed for pension and other staff obligations. The decrease mostly results from the development of pension provisions, which decreased in total by EUR 8.0 million to EUR 653.2 million. In measuring pension liabilities as at December 31, 2022, the asset value of the reinsurance was carried for the first time, to the extent that they pertained to reinsured pension commitments, under IDW Accounting Practice Statement IDW RH FAB 1.021. The change in measurement results in an amount of provisions which is EUR 14.6 million lower for the portion of the reinsured pension commitments compared with the original measurement method. The annual interest rate of 1.78% (p.y. 1.87%), which was low and again slightly lower than the previous year, had the opposite effect on the development of pension provisions.

The increase in liabilities, by EUR 2.1 million to EUR 41,5 million, is attributable to the reporting date.

## **2.2. Financial performance**

The income from federal subsidies presented in the income statement, of EUR 461.8 million (p.y. EUR 445.1 million) predominantly refer to subsidies from the Commissioner of Culture and Media (BKM). Total subsidies from the BKM for operating budget and investments in the budgetary year 2022, including one-off special funds (for digitalization, measures related to Russia's war of aggression against Ukraine, additional expenses due to the pandemic) as well as funds to finance the old-age pensions of former DWFZ employees amount to EUR 412.5 million (p.y. EUR 395.9 million). Besides this, subsidies from grants for projects from the Federal Ministry for Economic Cooperation and Development (BMZ) for the DW Akademie (EUR 33.1 million, p.y. EUR 32.8 million) and project funding from the Federal Foreign Office (AA) for DW and the DW Akademie (EUR 14.9 million, p.y. EUR 14.5 million) are presented under this item. In addition, there were funds from grants for projects from the European Union, the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMU) and other fund providers (EUR 1.2 million, p.y. EUR 1.9 million).

Other operating income, at EUR 31.7 million (p.y. EUR 56.5 million), is mainly composed of other project grants (EUR 9.0 million, p.y. EUR 8.2 million) and the change in the reinsurance guarantee funds (EUR 15.6 million; p.y. EUR 16.2 million). The change in the compensation claim against the federal government (decrease by EUR 24.3 million) represents an expense this year and so is presented under other operating expenses (p.y. other operating income amounting to EUR 25.5 million).

At EUR 182,7 million, personnel expenses are EUR 37.9 million or 17.2% below the previous year's expense, due to a significant decrease in post-employment expenses, by EUR 46.9 million. The reason for the drop in post-employment expenses is the lower level of expenses from the transfer to provisions for future pension liabilities. This results on the one hand from the change to the annual interest rate as at December 31, 2022 used to compute the pension liabilities, compared with the previous balance sheet date of only -0.09 percentage points to 1.78%, as opposed to a change in the previous year by -0.49 percentage points to 1.87%. Furthermore, in the 2022 financial year, the effect of net income of EUR 14.6 million from the first-time measurement of reinsured pension commitments under IDW Accounting Practice Statement IDW RH FAB 1.021, reducing expenses,

was recognized under post-employment expenses. In contrast, current salaries increased by EUR 9.8 million due to the rise in the average number of DW staff (1,826, p.y. 1,767), the granting of an inflation compensation premium and the increase in collective agreement pay in 2022 of 2.0%.

Program expenses rose compared with the previous year by EUR 11.8 million or 7.3% to EUR 174.0 million. Fee expenses for self-employed collaborators rose by EUR 10.3 million, particularly due the increase of 2.0% in collective agreement pay, the granting of an inflation compensation premium and expanding collective agreement pay and claims from it to include self-employed collaborators. The change in other program expenses (EUR -1.1 million) and purchased services project grants (EUR +2.6 million) mainly results from projects in the field of multimedia foreign language services.

Other operating expenses amount to EUR 101.3 million (p.y. EUR 72.4 million) in the financial year 2022 and, as in the prior year, are related to maintenance, operation, and repair expenses, various services provided by third parties and lease and rental expenses. Furthermore, the change in the compensation claim against the federal government amounting to EUR 24.3 million this year represents an expense and so is presented under other operating expenses (p.y. other operating income amounting to EUR 25.2 million).

At EUR 13.6 million, depreciation is higher than in the previous year (EUR 12.1 million) due to the higher volume of investments in intangible and tangible fixed assets in 2022 (EUR 17.1 million, p.y. EUR 9.9 million).

Interest expenses (EUR 12.9 million, p.y. EUR 15.0 million) are mainly attributable to the reported interest portion from the compounding in the measurement of pension provisions and long-term provisions for personnel.

Deutsche Welle closed the financial year 2022 with a net income of EUR 11.1 million (p.y. EUR 18.4 million). The net income for the financial year, which was transferred to DW's equity, enables DW to remain able to act if uncertainties occur in future. The particular reasons for these are DW's funding from federal allocations and project funding as well as business risks identified as part of the risk analysis 2022/23 (see risk report).

### **2.3. Financial position**

The account of income and expenditure to be compiled as part of the annual financial statements, corresponding to the budgetary system of the German Federal Government, is based on government accounting methods, and in contrast to previously mentioned accounts, which were compiled on commercial principles, is based exclusively on payment transactions.

The income and expenditure account shows an increase in cash funds, attributable to the reporting date, of EUR 3.9 million to a total of EUR 67.6 million. The portion of cash funds of DW from bank balances and cash-in-hand amounts to EUR 7.6 million (p.y. EUR 10.0 million). Furthermore, federal government grants from the budgetary year 2022 not yet drawn down as at the balance sheet date, amounting to EUR 39.4 million (p.y. EUR 26.8 million) are allocated to DW cash funds. These funds were used up in the first quarter of 2023, particularly to settle payment and project obligations entered into in the 2022 financial year. The cash funds of DW Akademie decreased by EUR 6.2 million to EUR 20.6 million.

### 3. Risk report

As part of its internal early risk detection system, Deutsche Welle analyses its risks regularly. Risk management is restricted to monetary risks and takes place with the active involvement of all executives who report to management.

The following risk presentation and assessment is based on gross presentation (risk assessment before measures taken to mitigate risks are considered). Additional explanations are included for individual risks which have an expected mid-range level of damage >EUR 2 million and a probability of occurrence of >25%.

The results of the risk inventory for 2022/23 showed that only the development of the government grant represents a risk with an adverse effect on the development of Deutsche Welle since it is financed almost exclusively by the German Federal Government. The risk of a reduction in the amounts of project grants can also be seen in this regard. Due to the short-term nature of the fund commitments made by the federal government, the response time for unexpected reductions in funding is correspondingly short. At the time of reporting, uncertainties still exist concerning the amount of funding commitments for project grants in 2023/24 as well as concerning the amount of the federal government grant for 2024.

The risk of “cyberattacks on DW IT infrastructure” and the hindrances to production and loss of data that would result from them is still assessed as a serious risk (> EUR 10 million), taking into consideration the total potential for damage and a total probability of occurrence of 75% to 100%. The assessment of a high probability of occurrence was derived from the increasingly frequent, successful attacks on public authorities, including attacks using encryption Trojans. The probability of occurrence and the amount of damage are reduced by a variety of technical and organizational measures, such as an intrusion prevention system, firewalls and virus filters on servers and PCs, setting up secured areas for server systems, as well as training and awareness-raising measures for all DW staff.

The consequences of Russia’s war of aggression against Ukraine was recorded as a new serious risk in 2022/23. The consequences particularly concern the expansion of reporting in Ukrainian/Russian as well as other regions (e.g. western Balkans). But other consequences of the crisis can also be stated, such as the energy crisis, the deployment of reporters to crisis zones, BaseCamp, moving offices, as well as indirect effects (the federal budget, project funding, the political situation in Germany/abroad, supply chains, impact in prices, impact on demand).

Considerable risks (EUR 5 million to EUR 10 million) arise from events of force majeure, in particular from terror, war, crises, the deployment of project staff and journalists to crisis zones as well as natural disasters, which Deutsche Welle has no way to influence. The probability of occurrence of this risk has been estimated at 50-75%, taking into account current political and social events. After the COVID 19-pandemic with the economic and social impact it had, new events have occurred in the past years with the developments in Afghanistan and the outbreak of war in Ukraine, which in particular justified the need to immediately evacuate DW employees and local staff. By setting up a crisis team, DW was able to respond to these events with targeted measures quickly, without a lot of paperwork and in a spirit of solidarity.

As part of the 2022/23 risk inventory, the evaluation of significant risks (EUR 2 million to EUR 5 million) was assessed as follows:

As in the previous year, a significant risk exists related to the high costs of complying with implementing full access to linear TV for those with disabilities (subtitling, showing sign language). DW has set itself the goal of subtitling all its programs by the end of 2025.

Regarding production/broadcasting, risks exist from increases in costs due to dependency on manufacturers and suppliers, and from infringements of copyrights. Dependency on software manufacturers has increased in recent years due to a constriction of the market in some areas of application. The danger also exists of infringing copyrights inadvertently from ever more extensive and complex licenses. This risk is to be mitigated by collaborating in procurement with other broadcasting corporations and centralizing license management, amongst other things.

#### **4. Report on expected developments**

For 2023, the Federal Budget Act provides for Deutsche Welle for a federal government allowance for operating expenses amounting to EUR 386.5 million (of which EUR 7.2 million is rent to the Institute for Federal Real Estate [Bundesanstalt für Immobilienaufgaben – BImA], EUR 20 million for capital expenditure as well as EUR 2.3 million in one-off earmarked special funds for digitalization from federal government special funds. The staffing plan for 2023 includes an increase of 56.1 to 1,568.1 posts.

DW will also continue to be supported with grants for projects from the German Foreign Ministry (AA) in 2023 to finance its programs and DW Academy activities. The Foreign Ministry has been working together with DW in this area for many years. The project funds are granted during the year based on approval of the individual project applications.

The financial challenge starting from the year 2023 will particularly be to compensate the continually increasing costs of personnel. These particularly result from increases to collective agreement pay.

On top of this are considerable increases in costs from the general trend of prices, due to inflation and supply bottlenecks. Furthermore, the ongoing continual development of digitalization within the entire organization is leading to higher expenses for technical infrastructure (investments, operating equipment, technical personnel, project personnel), which will not be offset by potential savings until a later point in time, such as by consistently expanding AI in programming and automating the support of business processes.

To be able to counter the considerable increases in costs in 2023 and the increases already forecast for 2024, Deutsche Welle has set up a savings program for 2024 according to strategic criteria of around EUR 20 million. Roughly half affects programming, with the reduction of around 100 full-time jobs. The remaining EUR 10 million is to be saved by investing in technology and infrastructure, amongst other things.

In 2023, DW will continue to direct its activities according to the main initiatives delineated at the beginning. Key to this is the intensified creation of regionally adapted content, that is, products that are relevant to the target audience and, at the same time, carry out DW's mission. The focus, here, is on producing regionally relevant content for the priority target countries of the 32 languages. Central to this is developing the network of regional correspondents in the target regions and setting up and expanding new offices as far as financial conditions allow.

The implementation of the on-demand strategy is also a priority. DW will continue to drive forward the digital transformation of its media offerings and production: In future, content will primarily be produced for digital platforms.<sup>23</sup> Hence, TV services, which traditionally occupy center stage, have to be thoroughly rebuilt. DW will continuously evaluate which digital channels promise high use levels in the various markets, especially among young people. Accordingly, DW will enlarge its presence on these channels or collaborate with digital distributors. Besides DW's own media on dw.com, output channels of preference are third-party social media and streaming platforms. Particularly in the area of social media, changes take place again and again, to which DW must respond by shifting resources appropriately. For example, in 2022 DW's programs on Facebook stagnated for the first time. At the same time, media on YouTube and TikTok recently experienced high levels of growth. Accordingly, new channels will be launched in 2023 which are particularly used by young people. To

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<sup>23</sup> DW Linear Strategy

equip staff for these jobs properly DW is investing in training procedures, e.g. with the “Kompakt Plus” master class for experienced journalists, who can take further training in video journalism, mobile reporting and handling digital media.

Filtering and blocking the internet is increasing around the globe. The subject of internet censorship plays an ever more important role in many of DW’s priority target regions. DW’s will focus on enabling its target audiences to gain access to DW information and content, nevertheless.

Regarding technical developments, the value that future applications of artificial intelligence (AI) can have can be observed. The use of AI enables many processes to be accelerated and the released resources can be applied elsewhere. Used actively, with the common good in mind and bound by ethical guidelines, AI can also be used in the fight against disinformation as well as for the unhindered access to information.

Beyond programs and technology, the digital transformation is also affecting administration and the recruiting of personnel at DW. All areas have to be adapted to dynamic market conditions and the digital age: using collaborative tools, a digital mindset and working in a flexible, mobile way. At the same time, sustainability in media production, as well as inclusion and accessibility to those with disabilities, are important aspects of business activities to DW as a public institution.

The main initiatives must be implemented within the scope for action set by the fund providers in their annual budgetary allocations. Against the backdrop of the current general increase in costs, all the corporation’s resources will be used more intensively in future according to the criteria of efficiency and sustainability. To achieve this goal, among other things, Deutsche Welle and the DW Akademie are investing in the digitalization of business processes, such as the (D)ein SAP project running via the ARD consortium. As a modern media organization, DW is also investing in the development of risk management structures and in documenting interdisciplinary processes.

In 2023, the DW Akademie is focusing its content on consolidating its outward structures and on the subject of regional adaptation. The fight against disinformation, manipulation and propaganda continues to be a priority topic. New approaches to gender and protection for those working in the media are also topics that play an important role in the development of the media.

Bonn, May 31, 2023

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Deutsche Welle Anstalt des öffentlichen Rechts

Peter Limbourg

Director General