

**BMW Foundation Responsible Leaders Network**

October 2024

# NETWORK GUIDELINES

The BMW Foundation Herbert Quandt unites the brightest minds from business, politics, science, and civil society to collaborate on forward-looking approaches and solutions to the challenges of our time. Together, we work across borders, cultures, and systems toward innovative pathways to strengthen an innovative and responsible economy while also promoting an open-minded and future-proof society.

More than fifty years of experience working with leaders have defined our BMW Foundation approach as a global network foundation. Leaders shape our present and future by molding institutions, communities, and movements. That's why we connect more than 2,600 Responsible Leaders in over 117 countries in the BMW Foundation Responsible Leaders Network.

Through regular network initiatives and other on- and offline programming, the Network provides a space to build relationships, exchange ideas, and collaborate. Each member commits to playing an active role in shaping the Network. This includes sharing experiences and knowledge, co-creating, and starting initiatives to reach our shared goal.

## PURPOSE

Equity, Diversity, and Belonging (EDB) are intrinsically linked to our work and how we are together as a Network. We aim for our EDB approach to be systematically implemented in our work with communities across regions. We see it as our responsibility to create safe spaces where everyone feels welcome, seen, and heard to ensure they can be their full selves. This responsibility also entails being explicit about and articulating our values and processes in case those values are infringed upon.

It is with this intention that we, in collaboration with members of the Network, have drafted this document for the global BMW Foundation Responsible Leaders Network to ensure that our EDB principles are exercised in all global and regional BMW Foundation Responsible Leaders formats, programs, activities, and all other forms of engagement with one another.

## OUR VALUES

While innovative economies and resilient democracies are our North Stars that remind us of where we want to go, our values determine how we want to get there. The BMW Foundation values are a co-created agreement that we – the BMW Foundation staff – have committed to, to carry out all our actions in the same spirit.

These values are the framework that informs our work internally, with partners, and with Responsible Leaders. We ask that members of the BMW Foundation Responsible Leaders Network reflect on these values and show up in the Network embracing them.

**VISION:** We are visionaries. We dare to be hopeful and optimistic about the future. And we don't shy away from using our collective imagination as a tool to be creative and innovative. We dream big, which requires all of us to stretch beyond our comfort zones. But this is what allows us to align with a higher purpose. We take risks and launch bold

ideas. Some of them fail, others flourish. We embrace failure as part of the process and share our learnings with others along the way.

**PRAGMATISM:** We are pragmatic. Bringing our ambitions to life often means making tough decisions, so we maintain a healthy dose of pragmatism to ensure that we don't let our vision get the best of us. We use our strategies and methodologies to work efficiently, effectively, and coherently. By staying focused and leveraging our collective strengths, skills, and resources, we work to ensure that our activities have their intended impact.

**KINDNESS:** We are kind. We acknowledge our interdependence with other people and living beings and the responsibility we have to care for one another. We therefore direct our efforts and intent toward people, community, and planet with respect and generosity. We seek connection and collaboration with like-minded partners as well as unlikely allies. Seeing ourselves as lifelong learners, we appreciate those who hold us accountable and strive to be open and transparent. We aim to listen actively, engage with others from a place of empathy and curiosity, speak with clarity, and act with intentionality.

**DIGNITY:** We work with dignity. We strive to foster Equity, Diversity, and Belonging in everything we do. We welcome and respect differences in personality, identity, and perspective. And we commit to creating environments where these differences can thrive. We work to ensure that everyone feels as though they can come as they are and like they belong.

**TRUST:** We trust one another. Trust is the foundation of all we do. But we don't take it for granted: trust is built and earned. We know that our vision of change can only unfold through deep collaboration with other individuals, organizations, and movements. And we believe that the key to impactful collaboration is to first build relationships deeply rooted in trust rather than transaction. These relationships are an end in themselves, rather than a means. We know that our abilities and resources are a small but vital puzzle piece in a much larger field of relationships. We therefore work with confidence in ourselves and trust in others – their experiences, expertise, and knowledge – to bring about positive change together.

## RESPONSIBLE LEADERS NETWORK

The BMW Foundation Responsible Leaders Network connects more than 2,600 Responsible Leaders in over 117 countries, organized by regions and connected through thematic communities. Our role as an organization is to offer opportunities for developing the Network by facilitating interactions and exchanges among Responsible Leaders and broader ecosystems. We aim to be a platform where connections can develop, grow, and lead to tangible impact. Members of the BMW Foundation Responsible Leaders Network are referred to as BMW Foundation Responsible Leaders. Responsible Leaders are leaders from business, politics, science, and civil society who, beyond their professional and personal duties, work toward addressing the challenges of our time – across communities, cultures, and countries. Membership in the Network is voluntary, indefinite, and not related to any position or employer. Individuals are selected and offered membership based on their commitment to driving positive change and their alignment with the BMW Foundation's mission and values.

## MEMBERSHIP

**PROCESS:** Before joining the BMW Foundation's Responsible Leaders Network, each potential member must take part in (at least) one of the Foundation's immersive formats, a network-driven multi-day meeting, or a partner's program that is recognized as a gateway by the organization. Participants are chosen from different backgrounds, cultures, countries, and sectors. They have a high level of public recognition in their respective field and are willing or have the strong potential to scale impact by influencing and motivating others to take action.

**ONBOARDING:** Upon completion of a BMW Foundation immersive leadership format, followed by an invitation to join the Responsible Leaders Network, new members of the Network will have an online orientation session (Welcome Call) with the Collective Intelligence team to determine needs, interests, and proximity to other Network members.

**PARTICIPATION:** Members may be invited to participate in select Foundation-driven formats based on geography, expertise, on-going projects, or other factors. Members are invited to local, regional, and global Network events and

gatherings. Members of the Responsible Leaders Network are also encouraged to curate and facilitate events that contribute to the Foundation's mission and vision; these are referred to as Network-driven activities.

**ENGAGEMENT:** Members may choose to engage at any level. While active engagement is encouraged, we understand that leaders go through different professional and personal cycles and that it is sometimes harder to show up and engage than other times. This is okay.

**TERM LIMIT:** There is no set term limit for membership in the BMW Foundation Responsible Leaders Network except when a Responsible Leader chooses to no longer be part of the Network or when the BMW Foundation's values are violated through discriminatory behavior or harassment.

## ROLES

**FOUNDATION STAFF AND SUPPORTING ROLES:** The network is led by the Collective Intelligence team and supported by Network Drivers. The latter are Network members who, upon being selected and onboarded, volunteer under a low-bono contract to support regional and global activities, facilitate Network engagement, and help represent and channel the voices of the Responsible Leaders in the region. Network Drivers serve for a two-year term, which can be renewed at the Foundation's discretion.

## TRANSPARENCY

The BMW Foundation invites members of the Responsible Leaders Network to bring their full and authentic selves to the Network and to interactions with fellow members and Foundation staff. The BMW Foundation encourages open and honest communication between members of the Network and the BMW Foundation, as well as within the regional and global Responsible Leaders Network(s).

While protecting members' privacy and complying with the European Union's General Data Protection Regulation (EU-GDPR), the BMW Foundation strives to provide transparent access to information about its work and Network development strategies. This includes funding decisions and criteria for participation in Network programs.

## BEING IN COMMUNITY

The BMW Foundation recognizes the rich diversity of the Responsible Leaders Network and believes that diversity drives leadership and innovation. We strive to build communities with a deep sense of pride and passion in belonging to the Network as a precondition for collaborative action and greater positive impact.

We believe that the different ideas, perspectives, and backgrounds of Responsible Leaders create a more vibrant community with stronger bonds and more meaningful relationships. We value mutual respect and acceptance of each other, as well as self-awareness and overcoming our own biases. Our community is committed to equitable treatment and elimination of discrimination in all its forms, at all levels of the BMW Foundation Responsible Leaders Network, and throughout all its activities.

## ANTI-HARASSMENT

The BMW Foundation team and network members share a responsibility in creating a safe environment for our communities. The BMW Foundation does not tolerate any form of discrimination and harassment in any activity or program, whether Foundation- or Network-driven. This applies to all participants in all settings and locations hosting BMW Foundation formats and associated activities, including virtual convenings, conferences, and social gatherings.

Discrimination is the prejudicial treatment of individuals or groups of people based on race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, or any other characteristic protected by applicable laws (meaning the law under which an event or engagement takes place). Harassment includes unwelcome advances and any other verbal or physical conduct (for example, of a sexual nature) that creates an intimidating, hostile, or offensive environment.

Discrimination or harassment incidents will be reported to the Collective Intelligence Team and, upon consultation with the leadership team at the BMW Foundation, will result in the termination of Network membership.

## **CONFIDENTIALITY**

We want to provide a space for deep reflection and open discussion. Therefore, we kindly ask you to share insights from Network gatherings of any kind, but not to quote individuals directly without their consent.

## **ACKNOWLEDGMENTS**

These guidelines detailing the principles and values of the BMW Foundation Responsible Leaders Network were initially drafted by the Network Drivers of the North American Regional Network and presented to the Network's U.S. and Canadian members in 2022. They were adapted and revised by the BMW Foundation in September 2024.